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**Studying the Efficacy of Job Rotation on
Organizational Justice and Organizational Trust
(case study: employees of Sepah Bank, Ardabil
Province)**

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ABSTRACT

The aim of this study was to study the efficacy of job rotation on organizational justice and organizational trust among employees of Sepah Bank in Ardabil province, Iran. This research was applied by goal, and descriptive-correlational by method. The population under study were employees of Sepah bank in Ardebil province (n=320), among whom 175 people were selected randomly. We conducted the present research in two theoretical and practical sections. In the theoretical part, the necessary information was obtained through library and documentary methods and in the practical part the required information was obtained through fieldwork and standard questionnaires. Validity and reliability of the questionnaire were proven by the experts in this field. Data analysis was done through SPSS software and with both simple and multiple regression tests. The obtained results indicated that the dimensions of job rotation (human capital development and transformation of human capital) have a significant positive effect on organizational justice and organizational trust. It can be concluded that job rotation is useful in organization and it can increase the sense of justice and paves the way for building trust in organization.

Keywords:

Job Rotation, Organizational Justice, Organizational Trust, Sepah Bank

Introduction

Organizational researchers believe that organizational trust is the introduction to a successful collective act in organizations and linked to organizational participation. Although “trust” primarily seems to have a clear-cut concept, but defining it is not so simple. The complexity arises when we notice that researchers used different concepts in defining trust. David and Johnson believe that “trust” is not a fixed attribute but a changeable one. Trust is always altering, though hard to build but can break easily; organizations may lose the trust that they have built during years in a single day and

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never be able to rebuild it (Yousefi et al., 2014). If employees trust one level in an organization it can affect their trust in other levels. For example, employees' trust in their supervisor can affect their trust in the organization. On the other hand, lack of trust between employees and supervisors can have serious consequences for the organization (Shafiei, 2016). Nowadays, trust is considered as a fundamental factor in effective organizations and researchers and leadership experts put high value on building trust between different levels of organization and labor force. High organizational trust can compensate weaknesses in other required resources to improve productivity. The belief that, trust in work environment is a major potential factor that can improve organizational performance and can be a source of long-term competitive advantage, quickly attracted great deal of attention. Creating an environment with organizational trust has significant impacts on organizations; on the contrary due to some factors such as employees' unwillingness to collaborate, risking organization because of unsuitable behaviors, low quality of the work and the need to control, the costs of distrust can be really heavy (same, P223). "Trust" is defined as the ability, with which one can calculate, rely on and predict others. It is also defined as expectation or belief that people love to see others predictable. On the other word, we trust others so that they consider our profits. Idea center meaning of trust is based on a kind of expectation violation of which will endanger trust but will not necessarily lead to distrust (Mayer, Davis, & Schoorman, 1995).

Justice enactment reflects the extent to which agents (e.g., supervisors, decision-makers, and others with power to treat others fairly) adhere to or violate justice rules (Graso et al., 2020). Justice is an abstract concept with different interpretations. We use organizational justice in organizational environment. Greenburg believes that effective organizational performance and employee satisfaction necessitate understanding organizational justice. The word "organizational justice" was used by Greenburg for the first time in 1970. Fernandes and Raed quote from Greenburg that organizational justice is referred to as fair behaviors of organizations toward their employees and generally includes distributive justice, procedural justice and communicative justice (Fernandes & Raed, 2006). Fair behavior of organization towards their employees will lead to high employee commitment to the organization and increase job satisfaction. On the other hand people who develop a sense of injustice will probably quit the organization or show lower levels of organizational commitment or even start abnormal behaviors like seeking revenge. Hence, to understand how employees judge their

Organization on justice and how do they react to the perceived justice or injustice is among the major discussions in perceiving organizational behavior (Yaghoubi, 2013). Organizational justice has been shown to be an important predictor of criminal justice employees' work-related perceptions, attitudes, and behaviors. organizational justice theory is a useful framework for developing a more theoretically informed understanding of justice system employees' work outcomes (Wolfe & Lawson 2020).

In mitigating occupational hazards, there is often a need to use administrative controls such as job rotation over a prolonged period until the hazards can be eliminated or mitigated to safe levels (Rerkjirattikal et al., 2020). Organizational justice and organizational trust can be affected by many factors one of which (the efficacy of job rotation) is studied in this research. Nowadays having flexible and skillful employees, managers and multiskilling is like a dream for every organization. Having such personnel can facilitate any activities and saves the time and resources and paves the way for developing skills and motivating others. But to have such manpower, there are different ways, one of which is job rotation. Job rotation is to replace some employees with others with the same or compatible jobs and this way they become familiar with new and different positions, which in turn can improve motivation (Kuijjer et al., 2004).

Regularly rotating agents between jobs in firms may lower the ratchet effect. The ratchet effect is effectively reduced when workers are informed that they will be rotated in the future (Wei, 2020). Job

rotation is also called in-service training. That is, an employee can learn different skills related to different jobs in a given time period, it is also considered as a practical method for job enrichment and development. Moreover, job rotation is considered as a job design in which employees learn different skills through working in different parts of an organization and compensate and relieve the boredom of their routine through the change in their tasks (Jorgensen et al., 2012). Job rotation is an organisational strategy that can be used, in part, to reduce occupational exposure to physical risk factors associated with work-related musculoskeletal disorders (MSDs) (Mehdizadeh et al., 2020). Therefore, in this research we tried to provide clear and reliable explanation for the effect of job rotation on organizational trust and organizational justice. We tried to find the extent to which the organization under study (Sepah Bank, Ardabil province, Iran) put value on organizational justice and organizational trust. Finally the aim of this research was to answer to this question: “what’s the impact of job rotation on organizational justice and organizational trust of employee working in Sepah Bank of Ardabil Province?”

Methodology

Research method

This research is fundamental by goal and based on the method of data collection is of descriptive-correlational type in which we studied the structural relationship between the variables under study. Population, sample size and sampling method: Population under study were all employees of Sepah bank in Ardebil province (2018, n=320), among whom 175 people were selected randomly and based on Morgan table for sample size.

Data collection

Data collection was done through field work; after obtaining license from the related centers we referred to different branches of Sepah Bank in Ardabil province and asked the employees to fill in the questionnaires. Finally we collected the questionnaires and analyzed the obtained data.

Measures

Job rotation: In this research by job rotation we mean the score respondents obtained through answering to the questionnaire of Kipchumba Tarus (2014); this questionnaire is of two dimensions: 1) human capital development and 2) transformation of human capital. The questionnaire includes 11 questions (Tarus, 2014, p141).

Organizational justice

To put organizational justice into operation we used Niehoff and Moorman’s questionnaire of organizational justice. This questionnaire includes 20 questions (in which 5, 6 and 9 questions evaluate distributive justice, procedural justice and communicative justice, respectively). The obtained internal validity (through Cronbach’s alpha) by Seyed Javadaldin et al. (2014) was 78% for questions of distributive justice; it was 82% for the questions of procedural justice and finally for the questions of communicative justice it was 72%. The value of Cronbach’s alpha for the whole questionnaire was around 73 percent.

Organizational trust

To assess organizational trust we used standard questionnaire of Ellonen et al. (2008); the questionnaire includes 16 questions based on Likert’s scale and is of four dimensions (honesty, reliability, competence and organizational commitment) (Ellonen et al., 2008) quoted from Shafieci (2016).

Analysis

We used frequency for data analysis, percentage to show demographic attributes of the employees, mean and standard deviation to represent descriptive statistics, and finally regression for hypothesis testing.

Research Findings:

H₁: There is a significant positive relationship between the efficacy of job rotation and organizational justice of employees in Sepah Bank of Ardabil province.

Table 1. The results of simple regression analysis between job rotation and organizational justice

Parameters	Non-standard coefficient		Standard beta coefficient	t	Sig.
	B	SD			
Constant value	0/196	0/254		0/770	0/443
Job rotation	0/911	0/066	0/ 73	13/771	0/000

To define the impact of job rotation as a predictor variable on organizational justice as criterion variable, we used entry simple regression analysis. As indicated in table 1, the observed p-value of variables is meaningful, and the results indicated that job rotation can predict organizational justice with the beta coefficient of 0.73.

H₂: There is a significant positive relationship between the efficacy of job rotation and organizational trust of employees in Sepah Bank of Ardabil province.

Table 2. The results of simple regression analysis between job rotation and organizational trust

Parameters	Non-standard coefficient		Standard beta coefficient	t	Sig.
	B	SD			
Constant value	2/313	0/401		2/773	0/000
Job rotation	0/328	0/104	0/242	3/152	0/002

To define the impact of job rotation as a predictor variable on organizational trust as criterion variable, we used entry simple regression analysis. As indicated in table 2, the observed p-value of variables is meaningful, and the results indicated that job rotation can predict organizational trust with the beta coefficient of 0.24.

Table 3. The results of multiple regression analysis between social compatibility and organizational justice

Parameters	Non-standard coefficient		Standard beta coefficient	t	Sig.
	B	SD			
Constant value	1/882	0/116		16/27	0/000
Human capital development	0/258	0/030	0/50	8/52	0/000
Transformation of human capital	0/067	0/025	0/15	2/66	0/008

To define the impact of different dimensions of job rotation (human capital development and transformation of human capital) as a predictor variable on organizational justice as criterion variable, we used entry multiple regression analysis. As indicated in table 3, the observed p-values of variables are meaningful, and the results indicated that human capital development can predict organizational justice with the highest beta coefficient of 0.50 and transformation of human capital as another dimension of predictor variable with the lowest beta coefficient of 0.15.

Table 4. The results of multiple regression analysis between dimensions of job rotation and organizational trust

Parameters	Non-standard coefficient		Standard beta coefficient	t	Sig.
	B	SD			
Constant value	1/771	0/121		14/631	1/771
Human capital development	0/069	0/031	0/25	2/188	0/001
Transformation of human capital	0/040	0/026	0/20	1/505	0/006

To define the impact of different dimensions of job rotation (human capital development and transformation of human capital) as a predictor variable on organizational justice as criterion variable, we used entry multiple regression analysis. As indicated in table 4, the observed p-values of variables are meaningful, and the results indicated that human capital development can predict organizational justice with the highest beta coefficient of 0.25 and transformation of human capital as another dimension of predictor variable with the lowest beta coefficient of 0.20.

Discussion and Conclusion

Nowadays, manpower is considered as the most important property of the organizations and is discussed as their competitive advantage. Promoting cooperation and unanimity among these valuable resources is one of the most fundamental factors for achieving organizational success. Conflict is inevitable in an organization and it is not necessarily pointless; conflict can increase creativity and improves innovation and change or can be a waste time, energy and resources; for correct conflict resolution, managers should consider it as a permanent force and manage and direct it to constructive organizational change. Correct rotation of personnel in different positions coordinates jobs and employees continuously. Due to the fact that everyone tries to move to excellence and improves in their position, having personnel permanently in a single position will damage both personnel and organization. Job rotation is one of effective tools of efficient management and is done in different form. Transformation is considered as job rotation and permanent or temporary separation from service and the main rotation of human resources in an organization that can affect self-efficacy, organizational justice and organizational trust of employees, and with regard to the obtained results there is a significant positive relationship between the dimensions of job rotation (human capital development and transformation of human capital) and the increase in organizational justice and organizational trust of employees in Sepah Bank, Ardabil province, Iran. Findings of this research were in line with Khadivi et al. (2017), Heidari (2017), Lotfi et al. (2016) and George (2017). With regard to the obtained results it is suggested that:

1. For job rotation, employees should be provided incentives, especially when employees need to be transferred to remote areas due to job rotation.
2. To lead Sepah Bank to the given goals, the manager should primarily define organization's vision to every single employee, in a way that everyone understands it clearly. It is necessary to hold meetings with the employees to define and explain the vision and prophecy of the organization to the employees in a clear-cut manner so that they all move in the same direction to achieve organizational goal. After defining the organization's vision, the manager should coordinate employees' activities in line with the defined vision. One of the possible ways to do so is to engage employees in setting goals.
3. The manager of Sepah Bank in Ardabil province can promote organizational trust and organizational justice among the employees and decrease stressful behaviors through holding workshops to increase organizational compatibility and constructive job rotation.

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