

# Understanding the Dimensions of on-the Job Training and Staff Effectiveness: A Casual Modeling Approach

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**Abstract:- The triumph of every business sub structured on the excellence of its effective staff skills. Training and development facilitated a Mediating role in the attainment of novel practical acquaintance and expertise. The rationale of the research was to understanding the dimensions of on job training on staff effectiveness in using administration staffs of Bule Hora University. Research included principal and resultant basis of information. Data was collection with help of 305 instruments. Stratified sampling technique was used. The collected information was examined with use of SPSS data analysis tool and LISREL software. The correlation analysis indicates considerable and constructive association between the explored variables and explained variable). The outcomes of the multiple linear regressions point out that the explored variables caused 73.2% of variant on the explained variable. Authors advocated that in order to improve employee effectiveness the organization should carry on its training programs so that it can construct and reinforce employee's competencies.**

**Keywords:- Job Training, Employee Effectiveness, Effective Staff Skills.**

## I. INTRODUCTION

According to Job (2016) in developed countries skilled manpower is the base for sustainable growth. Aiman (2015) stated that the “performance on part of the workforce is the driving force behind the survival of any business firm”. Amir and Amen (2018) also manifested that when employees be familiar with their jobs and intention through offering training programs, they in turn apply their best efforts to achieve organizational goals, and show high performance on job. Amir also mentioned Job training is the most influential strategic tool for labor intensive economies for growth. If tasks or duties will not accomplished as per the expectation of the organization standard high employee turnover was evident (Thomas, 2015). Staff effectiveness decides the competitive advantage of a firm (Decenzo & Robbins, 2010).

In Higher education and training institutions BuleHora University is premier in the Ethiopia. BHU have a long term goal of becoming to be a hub of excellence in researches domain of mining, animal production as well as indigenous knowledge by 2025G.C (www. Bhu.ed.et 2021). But in

absence of skilled employees attaining the mission of striving for excellence is very difficult.

### A. Problem Statement

In previous research, researchers do not give attention to job rotation as dimension of organizational effectiveness. Falola, (2014) in his study manifested the importance of skilled manpower as compare to semi skilled one. Tai (2006) revealed that “Effective training programs assisted in constructing a additional favorable learning surroundings for the labor force”. In addition, the study made by Derek et al, (2008), manifested that with help of job rotation employee efficiency was positively improved. So evidences are found in above studies about positive relation between two variables.

But, findings of Wenham et al. (2014) and Alice (2014) strongly depicted the opposite evidences that shown that job rotation is not the limiting factor for employee effectiveness rather than major factors are very diverse .On the other hand; the researchers have different opinion on the debate. Besides, job rotation effect on employee's effectiveness was not clearly explained previous studies. Therefore present study was conducted to fill this evidence gap.

### B. Objective of the study

- To examine the association among job training and employees performance.
- To access the extent of job rotation on employee effectiveness.

## II. REVIEW OF RELATED LITERATURE

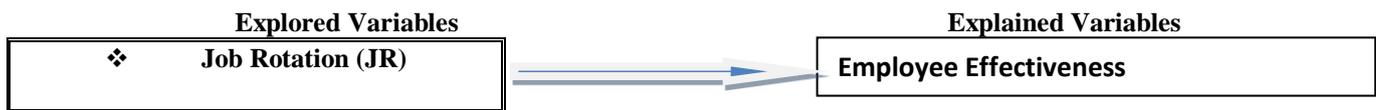
According to Roger (2009) training is a well structured manner to teaching to adapt or build up acquaintance/ability/approach through education. According to Raja (2011) job rotation is one the major factor for employee training. Nader (2011) highlighted that job rotation as one factor of on job training is the deciding factor for employee effectiveness and thus for organizational performance. Salini (2015) explained job rotation as the induction method for new employees. Somayeh (2018); Nancy (2001) manifested the importance of on job training method in organizational performance especially in labor intensive economies. Similarly Bett (2015) also empirically showed the importance of job rotation on performance.

On the other hand; Mehrdad (2009); Somayeh (2018) accomplished that job rotation have negligible relation with organization performance. Job rotation have significant relation with employee effectiveness rather than organization performance (Joyce, 2012). Therefore, discrepancy in the text, the variety of the concern, manifold aspect that affect member of staff presentation, the center in which intellectuals gave importance for job rotation in common rather than on-the-job in particular will assist to recognize the knowledge gap.

**A. Research Gap**

According to Amisano (2009) Amir and Amen (2018), there is a specific association among job rotation and

performance, but training agendas can deal with several troubles that recount to reduced job presentation. It's not adequate to mealy presuppose that any training and improvement programme proffer effectiveness. Ziarnik & Bernstein (1982) have further supported the view that the staff training alone is inadequate to attain lasting alterations. Training as a single variable is not sufficient to enhance organizational performance to a superior level (Dirani, 2012). Hence on the foundation of the on top of literature review present study is necessary to fill the research gaps.



**Source: Compiled by researchers, 2021**

**III. RESEARCH METHODOLOGY**

**A. Research Design**

Both descriptive and explanatory research methods were used in this study in order to explain the effect of job rotation on employee's performance in Ethiopia. In array to answer the questions, the investigators adopted the quantitative investigation approach that helps researchers to test associations between variables (Creswell, 2009).

**B. Source of data and Target Population**

The prime source of data was collected with help of instruments from Administration Staffs of Bule Hora University. Researchers gather the secondary data from different published document regarding job rotation from

Bule Hora University human resource department. According to Bule Hora University Human Resource section, 1277 employees were administered staff.

**C. Sampling Technique and Sample Size**

To reduce sampling errors researchers employed the stratified random sampling. The study respondents were sample from nine different directorates. At 95 % confidence level, Yamane (1967) formula found the representative sample size as below:

$$n = \frac{N}{1 + N(e)^2} = \frac{1277}{1 + 1277(0.05)^2} = 305$$

**Table 1: Directorate wise sample size**

No		Sample Size	
		Total No of staffs	Proportion of Sample
1	HRM Directorate	22	[(22/1277)*305] =5
2	Procurement Directorate	37	[(37/1277)*305] =9
3	Student service Directorate	767	[(767/1277)*305] =183
4	Finance Admin. Directorate	47	[(47/1277)*305] =11
5	General Service Directorate	53	[(53/1277)*305] =13
6	Property Admin. Directorate	81	[(81/1277)*305] =19
7	ICT Directorate	46	[(46/1277)*305] =11
8	Library and documentation Directorate	184	[(184/1277)*305] =44
9	Registrar and Alumni Directorate	40	[(40/1277)*305] =10
	<b>Total</b>	<b>1277</b>	<b>305</b>

**Source: From (Bule Hora University human resource, 2021)**

**IV. SPEARMAN’S RHO CORRELATION ANALYSIS**

**Table-2:** Correlation Coefficient table

			Employee effectiveness
Spearman's rho	Job Rotation	Correlation Coefficient	.519**
		Sig. (2-tailed)	.000
		N	305

Source: Survey Results, 2021

Spearman's rho correlation between Job Rotation and Employee effectiveness is found to be 0.519, which is moderate in nature and shows that a significant positive relation found between Job Rotation and Employee effectiveness.

*A. Regression Analysis*

**Table-3: Results of Regression Analysis**

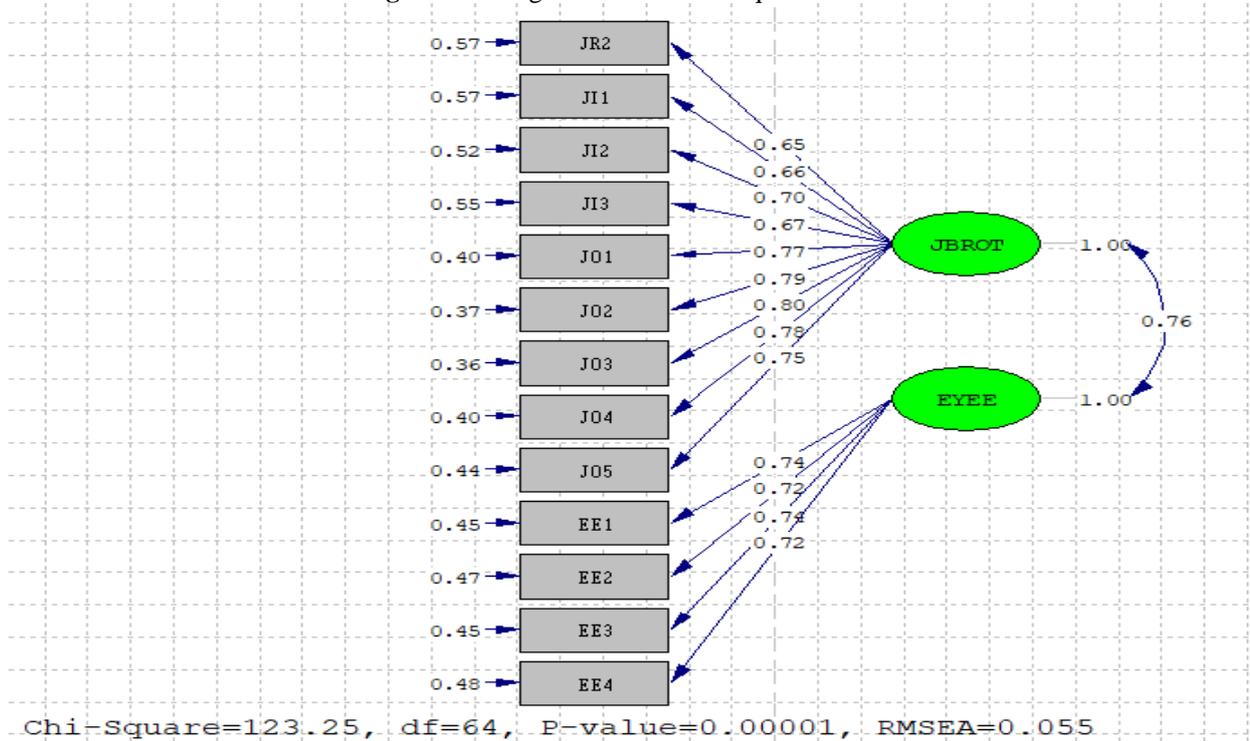
Model		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.901	.114		7.914	.000
	Job Rotation	.179	.040	.233	4.433	.000

a. Explained Variable: EP

Source: survey results, 2021

Unstandardized Coefficient value for Job Rotation is 0.179 which shows that one unit change in Job Rotation will affect the employee efficiency by 17.9 %. This shows the importance of job rotation in employee efficiency in Bule Hora University.

**Fig 1:** Path Diagram of Structural Equation Model



Source: LISREL 8.80 output, 2021

In above figure 1 GFI = 0.98, AGFI = 0.97, NFI = 0.92, NNFI = 0.98, CFI = 0.98, IFI = 0.98; all values were more than the acceptable values i.e >0.9. so model is considered fit and acceptable.

**Table-4: Correlation Matrix**

Correlation Matrix							
	JR1	JR2	JI1	JI2	JI3	JO1	
EE1	0.418	0.414	0.438	0.414	0.360	0.426	
EE2	0.464	0.426	0.405	0.442	0.364	0.381	
EE3	0.372	0.348	0.455	0.441	0.393	0.476	
EE4	0.426	0.426	0.471	0.436	0.425	0.438	
Correlation Matrix							
	JO2	JO3	JO4	JO5	EE1	EE2	
EE1	0.365	0.329	0.364	0.409	1.000		
EE2	0.420	0.401	0.412	0.420	0.607	1.000	
EE3	0.423	0.367	0.450	0.419	0.542	0.518	
EE4	0.444	0.443	0.424	0.452	0.511	0.471	

Source: LISREL 8.80 output, 2021

From the above Table 4 researchers presume that job rotation variables are positively correlated with employee effectiveness indicators. Cross validation is the pre-request for the confirmatory factor analysis. On the SEM (Structural Equation Model) researchers founded the main findings. Out of these, major findings are as below.

## V. SUMMARY OF SEM

**Table-5: Goodness of Fit Statistics**

Model 1	Goodness of Fit Statistics		
	Chi-Square Corrected for Non-Normality	$\chi^2$ (df)	123.25 (P = 0.00014)
	Expected Cross-Validation Index	ECVI	0.60
	Comparative Fit Index	CFI	0.99
	Normed Fit Index	NFI	0.98
	Non-Normed Fit Index	NNFI	0.99
	Root Mean Square Residual	RMR	0.046
	Root Mean Square Error of Approximation	RMSEA	0.055
	Goodness of Fit Index	GFI	0.98
	Adjusted Goodness of Fit Index	AGFI	0.97
	Parsimony Goodness of Fit Index	PGFI	0.70
	Incremental Fit Index	IFI	0.96

Source: LISREL 8.80 output, 2021

Table 5 presents the result of structural equation model resultant figures. All values measured with help of SEM model are under the acceptance level and showed the good relationship among the explored variable and the explained variable.

## VI. CONCLUSION

Present manuscript conferred the effect of job rotation on employees' effectiveness of administration staffs in Bule Hora University. The psychoanalysis specified that the job rotation used as training when they initially joined the organization and the effectiveness appraisal also there are some respondents who took the training only once while some of them never participated on the training and this clearly shows that there is a gap in allotment of employees for job rotation program. The finding reveals that the administration staffs of the Bule Hora University uses job rotation as a employees effectiveness technique. The research give you an idea about that administration staffs has an outstanding prospect for beginner to gain knowledge of the insights of the institution but job rotation is of traditional

nature. Somehow technology is used especially by the ICT department of the Bule Hora University. The regression analysis showed that there is a strong effect of job rotation on staff effectiveness in administration staff of the Bule Hora University. At the advent of becoming the comprehensive universities Bule Hora University have more responsibilities and to achieve them it need highly skilled employees.

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