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## **Role of Job Rotation and Succession Planning on the Quality of Administrative Staff in Senior Colleges**

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### **Abstract :**

The employees play a very important role in quality enhancement and advancement of an organization. Therefore, it is need of the hour to develop knowledge, skill, understanding and interests related to technological changes among the employees in educational sectors. Likewise, the employees will be working in various places and positions in educational sectors, and their categorization will be done on the basis of their knowledge, individual skill, and capability. These employees are placed in specific departments. If the particular staff member superannuated or left the job then the problem arise. So, job rotation and succession planning is important in any organization to cope up with this type of situation. Thus this study is important to evaluate the importance of job rotation and succession planning in educational institution.

*Keywords : job rotation, succession planning, quality*

### **Introduction :**

College administrators supervise administrative tasks in schools, colleges or other educational institutions. They ensure that the organization runs smoothly and they also manage facilities and staff.

The duties of college administrators may vary depending on the size and type of colleges they work in. For example, college administrators in small day care centers (where they may be the only member of the administrative team) have different scope of responsibility. Generally though, college Administrators manage budgets, handle logistics and act as a point of reference for everyone in the college.

The role of administrative staff in colleges is quite enormous and significant. The academic staff is responsible for improving the performance of students in academics while the administrative staff also plays an important role in student's life by providing essential support and operational services. The administrative staff supports and guides students through the admission process and orients them regarding the college activities. In fact, a student is the core of every activity



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carried out in an educational institute. After admission the students need to visit the college office and interact with the administrative staff to fulfil their requirements like:

- 1) Verification of admission form
- 2) Students' Eligibility
- 3) Filling free ship scholarship forms
- 4) Verification of examination forms
- 5) Revaluation of answer papers
- 6) Railway / Bus concession forms
- 7) Teaching / Examination Time table
- 8) Bonafide certificate
- 9) Receipt of college fees, examination fees
- 10) Providing 'I' card
- 11) Library book issue and book return.
- 12) Distribution of result sheet

The administrative staff teaches and guides the students on how to get their official work done. They impart informal education to the students before they start their formal education. Student will not be able to do any official work without the support and care of these administrative staff of the college office. In fact, the growth of an educational Institution depends on the quality of the services provided by the administrative staff. However, effective human interactions and communication play an important role in making student feel comfortable in the changed environment.

The administrative staff is expected to perform a number of duties efficiently and effectively. They provide services to the students, college teachers, parents, Government offices, visitors, etc. They are the essential part of the college. However, retirement due to aging and change of job for better prospectus is a critical issue for most of the educational institutes. Therefore, educational institutes need to prepare and retain the administrative staff to enhance the services. Several studies indicate that the best way to address the problem of preparing administrative staff is to introduce succession planning and job rotation programs (Amburgh et al., 2010; Champion et al., 1994; Garman and Glawe 2004; Getty, 1993; Gittleman et al., 1998; Rothwell, 2002).



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Even though there are several studies conducted in the context of succession planning and job rotation among varied faculties so far very a few studies are conducted on the administrative staff of the undergraduate colleges in Nagpur city. Therefore, the researcher of the present study tried to explore the impact of succession planning and job rotation on quality improvement of administrative staff of undergraduate colleges located in Nagpur city.

### **Introduction to Administration**

Administration is a key to success of a respective institution, whether it is profit organization or non-profit organization. Administration plays a very important role in managing the institutional activities. In an institution a number of employees work under the supervision of their department heads. In the Institutions employees are appointed as per their qualifications, experience and skills.

The word ‘administration’ has been derived from the Latin word administration which means, To give service. Administrative staff is engaged in performing a common set of functions to meet the institutional goals. It is an important function among the factors which determine success in the management of institution. The administrative staff is the asset of the institution. Their efficiency and effectiveness in their performance can depict good result in institutions activities. According to Louis. A. Allen “Administration is sum total of planning, organization, control and actual performance.” Administration can be defined as a universal process of organizing people and resources efficiently so as to direct activities to achieve common goal and objective. Administration mainly involves the determination of various policies, setting up of major objectives, the identification of general purposes and laying down of broad programs and projects.

### **Key Administrative Responsibilities**

Academic administration is a branch of institution that is responsible for the maintenance and supervision of the activities other than academics. However, some of the teaching staff also has responsibility in administrative work. Some type of separate administrative structure exists at almost all academic institutions, as some the colleges are governed by employees who are also involved in academic or scholarly work. Many senior administrators, such as Principals have



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advanced degrees in particular subjects they no longer teach and are involved in administrative work.

Key administrative responsibilities in educational institutions are as follows:

- Admissions
- Supervision of academic affairs such as hiring, promotion, tenure, and evaluation (with faculty input where appropriate)
- Maintenance of official records
- Maintenance and audit of financial flows and records
- Maintenance and construction of campus buildings
- Maintenance of the campus grounds
- Safety and security of people and property on the campus
- Maintenance and construction
- Supervision and support of campus computers and network.
- Fundraising from private individuals and foundations
- Public affairs

**Manpower planning: -**

Manpower planning may be defined as a strategy for acquisition, utilisation, improvement and preservation's human resources. Objectives of manpower planning are: --

- To ensure optimum use of human resources currently employed
- To assess or forecast future skill requirements if the overall objectives of the organisation are to be achieved
- To provide the control measures to ensure that necessary resources are available as and when required

**Succession Planning**

Succession planning is a process for identifying and developing internal people with the potential to fill key business leadership positions in a company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. Taken narrowly, "replacement planning" for key roles is the heart of succession planning. Effective succession or talent-pool management concerns itself with



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building a series of feeder groups up and down the entire leadership pipeline or progression (Charan, Drotter and Noel, 2001)<sup>7</sup>. In contrast, replacement planning is focused narrowly on identifying specific back-up candidates for given senior management positions. For the most part position-driven replacement planning (often referred to as the "truck scenario") is a forecast, which does not have substantial impact on outcomes. Fundamental to the succession-management process is an underlying philosophy that argues that top talent in the corporation must be managed for the greater good of the enterprise. Merck and other companies argue that a "talent mindset" must be part of the leadership culture for these practices to be effective. Succession planning is not a new phenomenon. Companies have been wrestling with ways to identify, develop, and retain their talent for decades. So, why is succession planning suddenly popping up on every company's radar screen? Today's organizations are facing higher demands in a global market with the retirement of the Baby Boomers and the widening talent gap.

### **Job Rotation**

A job may be understood as a division of total work into position. According to Dale Yoder "A job is a collection of task, duties and the responsibilities. which is regarded as a regular assignment to Individual employees and which is different from the other assignment "A job may be defined as a group of position involving some duties, responsibilities knowledge and skill." Job rotation method was first introduced in the 80's in Denmark and then over the following years it was further developed and implemented on a nation-wide scale.

### **Conclusion :**

In colleges, the academic staff is responsible for improving the performance of students in academics while the administrative staff is also equally important for the success of students by providing essential support and operational services. In fact, along with the academic staff, the role of the administrative staff in colleges is quite enormous and highly impactful. The administrative staff supports and guides students through the admission process and orients them regarding the college activities. Student firstly comes in contact with the administrative staff from the initial stage of admission process and such contact even exists till the time students passes out from that college. This indicates that the administrative staff is the core of every



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activity carried out in an educational institute. The job rotation and succession planning help all non-teaching staff to get the knowledge of all tables including scholarship, cash, university affair, accounts, etc.. So the job rotation and succession planning is most important in the academic institution.

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