

Critical note

Business



Critical Critical When I was going through chapter nine on the organizational context, under the section that talks about how to provoke multiple cultures, I disagreed with the statement that states, “ One way of developing the conflicting counter cultures required to provoke new perspectives is to rotate people between functions and businesses.” (pg. 509)

This is because in as much as rotating people across different functions help in coming up with different perspectives and mechanisms on how to go about different issues that affect the business, job rotation comes with a cost. The first challenge of rotation is the fact that not all employees normally welcome rotation. Apart from employee resistance, rotation is quite expensive (Golembiewski, 1995). This is majorly because employees require training on how to go about their activities at their new areas of work. The aspect of rotation being expensive is double edged in that it requires both time and money to ensure that the employees are armed with the necessary skills to enable them deliver. Another obvious reality is the fact that when the employees are subjected to continuous rotation, they hardly master some issues in some of the departments. This is because quite a considerable time is required for the mastery to take place.

I hold the perception that instead of rotating employees with the aim of creating different perceptions and cultural diversity, it is worthwhile for organizations to recruit trained workers across their various departments, and encourage exchange of ideas through organizing sessions that bring employees across various departments together. In an attempt to create cultural diversity, organizations should always ensure that they balance their employees such that they originate from different cultures. This though should not be misunderstood to mean that competency should not be

adhered to.

Reference

Golembiewski, R. T. (1995). *Managing diversity in organizations*. Tuscaloosa, AL: University of Alabama Press.