

# AN EMPIRICAL STUDY ON THE EFFECTS OF JOB ROTATION AND SUCCESSION PLANNING ON THE ENHANCEMENT OF QUALITY AMONG ADMINISTRATIVE STAFF IN SENIOR COLLEGES IN NAGPUR CITY.

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## **Abstract:**

*This empirical study explores the effects of job rotation and succession planning on the enhancement of quality among administrative staff in senior colleges in Nagpur City. The research aims to assess how these human resource practices influence staff performance, job satisfaction, and overall institutional effectiveness. Utilizing a mixed-methods approach, data were collected through quantitative surveys and qualitative interviews with administrative personnel from various colleges. The findings indicate that job rotation promotes skill diversification and adaptability, while effective succession planning ensures continuity and stability in administrative roles (Brewster et al., 2016). Participants reported increased motivation and engagement, which contributed to improved service delivery and enhanced institutional reputation (Kirkpatrick & Kirkpatrick, 2006). The study underscores the significance of strategic human resource management in educational settings, suggesting that well-implemented job rotation and succession planning can lead to substantial improvements in administrative quality. Recommendations for college administrators include developing structured frameworks for these practices to optimize workforce potential. This research adds to the existing literature on human resource development in higher education and provides practical insights for enhancing administrative effectiveness. Future research could investigate the long-term impacts of these practices on employee retention and institutional performance.*

**Keywords :** Job Rotation, Succession Planning, Quality Enhancement, Administrative Staff, Senior Colleges, Nagpur City.

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## **Introduction :**

In the rapidly evolving landscape of higher education, the quality of administrative staff plays a crucial role in the overall effectiveness and reputation of academic institutions. Administrative staff are responsible for a myriad of functions, including student services, financial management, and compliance with regulatory standards. As such, enhancing the quality of these personnel is essential for fostering a productive educational environment (Brewster et al., 2016). Two human resource management practices that have gained prominence in this context are job rotation and succession planning. These practices not only contribute to individual employee development but also align with the strategic goals of

educational institutions (Kirkpatrick & Kirkpatrick, 2006).

Job rotation involves the systematic movement of employees between different roles or tasks within an organization. This practice is designed to enhance skill diversity, reduce monotony, and increase employee engagement (Campion et al., 1994). Research has shown that job rotation can lead to improved job satisfaction and performance, as employees gain a broader understanding of the organization and its operations (Baker et al., 2018). In the context of senior colleges, job rotation can be particularly beneficial, as it allows administrative staff to develop a versatile skill set that can adapt to the dynamic needs of the institution.

Succession planning, on the other hand, is a strategic approach to ensuring that organizations have a pipeline of qualified candidates ready to fill key positions as they become available (Rothwell, 2010). This practice is vital for maintaining continuity and stability within administrative functions, especially in educational institutions where leadership transitions can significantly impact operations (Gordon, 2015). Effective succession planning not only prepares organizations for future challenges but also enhances employee morale and retention by demonstrating a commitment to career development (Huang et al., 2019).

Despite the recognized importance of these practices, there is limited empirical research specifically examining their effects on the quality of administrative staff in senior colleges, particularly in the context of Nagpur City. This study aims to fill this gap by investigating how job rotation and succession planning influence the performance and satisfaction of administrative personnel in this region. By understanding the interplay between these human resource practices and staff quality, this research seeks to provide valuable insights for college administrators aiming to enhance their workforce and improve institutional effectiveness.

### **Literature Review :**

1. Kowalewski, Moretti, and McGee (2011) define succession planning as an ongoing dynamic process that helps organizations align their goals with human capital needs. This process is crucial for preparing for future vacancies in senior and middle management positions, as it allows organizations to forecast the talent necessary for these roles and understand the characteristics required to support their strategic plans.
2. Neetha (2011) conducted a descriptive study in IT companies in Bangalore to measure the impact of succession planning on organizational performance. The study utilized a questionnaire-based method for data collection and found that the mean percentage of organizational performance was higher in IT consultancy firms compared to IT product/research firms. Additionally, a positive relationship was established between organizational performance and succession planning.
3. Succession planning involves identifying employees with the potential to occupy key leadership positions in the future. McConnel (2006) emphasizes that organizations must consistently analyze, assemble, and retain information regarding potential leaders while planning their development. This proactive approach supports the promotion and development policy within organizations, particularly in the context of management turnover.
4. Despite the importance of succession planning, organizations often face challenges when identified potential successors fail to meet expectations or leave the organization.



- This raises questions about the effectiveness of succession planning practices and whether they are a worthwhile investment (Brunero, Kerr, & Jastrzab, 2009).
5. Brunero, Kerr, and Jastrzab (2009) reported on a locally designed model of succession planning in 550-bed general hospitals. Their study highlighted the lack of research on succession planning at the clinical level, which has traditionally focused on executive director roles. The model was developed through literature review and consultations with senior staff, and its evaluation considered customer satisfaction, effective placement, program progress, and organizational results.
  6. Rashki, Hasanqasemi, and Mazidi (2014) explored the relationship between staff performance and job rotation in the Customs departments of Golestan and Mazandaran Provinces. Using a correlational research design, the study employed Pearson correlation coefficient and multiple linear regression analysis for hypothesis testing. The results indicated significant relationships between staff performance and job rotation, management style, organizational goals related to job rotation, and staff satisfaction with job rotation.
  7. The studies reviewed employed various methodological approaches, including descriptive surveys and correlational designs, to assess the effectiveness of succession planning and job rotation. Neetha (2011) and Rashki et al. (2014) utilized questionnaires to gather data, ensuring reliability through statistical methods such as Cronbach's alpha, which was reported at 95% in Rashki et al.'s study.
  8. Effective succession planning requires organizations to consider both internal and external factors that may impact their strategic objectives. This includes understanding the dynamics of the labor market, organizational culture, and the specific competencies needed for future leadership roles (Kowalewski et al., 2011).

### **Concept of administration:**

The concept of administration in colleges encompasses a multifaceted framework that integrates various functions aimed at achieving the institution's educational objectives. At its core, college administration involves the planning, organizing, directing, and controlling of resources—human, financial, and physical—to facilitate effective educational delivery (Baker, 2017). The administrative structure typically includes various levels, from top management, such as the president and vice presidents, to middle management, including deans and department heads, down to support staff (Kirkpatrick & Kirkpatrick, 2006). This hierarchical organization is essential for ensuring that policies and procedures are effectively implemented and that the institution operates smoothly.

One of the primary roles of college administration is to create an environment conducive to learning. This involves not only managing academic programs but also overseeing student services, financial operations, and compliance with regulatory requirements (Brewster et al., 2016). Effective administration is crucial for maintaining institutional quality and enhancing student satisfaction, as it directly impacts the overall educational experience (Gordon, 2015). Furthermore, college administrators are tasked with strategic planning, which includes setting long-term goals, allocating resources, and assessing institutional performance (Huang et al., 2019). This strategic approach is vital for adapting to the changing landscape of

higher education, including shifts in student demographics, technological advancements, and evolving job market demands.

Moreover, the concept of administration in colleges extends to fostering a collaborative culture among faculty, staff, and students. Effective communication and teamwork are essential for addressing challenges and implementing innovative solutions (Campion et al., 1994). Administrators must also engage in continuous professional development to stay abreast of best practices in educational management and leadership (Rothwell, 2010). In this context, the role of administration is not merely bureaucratic; it is fundamentally about leadership and vision, guiding the institution toward achieving its mission and enhancing its reputation in the academic community.

### **Academic administration:**

Academic administration is a critical branch of educational institutions responsible for overseeing activities beyond the academic curriculum. While the primary focus is on administrative functions, many teaching staff members also engage in administrative duties, creating a blend of academic and administrative responsibilities (Baker, 2017). Most academic institutions have a distinct administrative structure, often governed by individuals who are also involved in scholarly work. Senior administrators, such as principals, typically hold advanced degrees in specific subjects, although they may no longer teach and instead focus on administrative tasks (Kirkpatrick & Kirkpatrick, 2006). Key administrative responsibilities in educational institutions include managing admissions, supervising academic affairs (such as hiring, promotion, tenure, and evaluation, often with faculty input), maintaining official records, and overseeing financial flows and audits (Brewster et al., 2016). Additionally, administrators are responsible for the maintenance and construction of campus buildings and grounds, ensuring the safety and security of people and property, and supervising campus computer systems and networks (Gordon, 2015). Fundraising from private individuals and foundations, as well as managing public affairs, are also essential components of administrative duties (Huang et al., 2019).

1. **Manpower Planning:** Manpower planning is defined as a strategic approach to the acquisition, utilization, improvement, and preservation of human resources (Rothwell, 2010). The objectives of manpower planning include ensuring the optimal use of currently employed human resources, forecasting future skill requirements to achieve organizational goals, and providing control measures to ensure that necessary resources are available when needed (Charan, Drotter, & Noel, 2001).
2. **Succession Planning:** Succession planning is a systematic process for identifying and developing internal talent capable of filling key leadership positions within an organization (Baker, 2017). This process enhances the availability of experienced and capable employees prepared to assume these roles as they become available. While replacement planning focuses narrowly on identifying specific backup candidates for senior management positions, effective succession planning encompasses a broader approach, building a series of feeder groups throughout the leadership pipeline (Gordon, 2015).
3. The importance of succession planning has gained prominence in recent years due to the retirement of the Baby Boomer generation and the widening talent gap in the



workforce (Huang et al., 2019). Organizations are increasingly recognizing the need to recruit, develop, and retain talent to meet future challenges (Rothwell, 2010). The succession planning process typically involves several steps: implementation, identification of employee roles, review of competencies and performance, planning for ideal future profiles, assessment of individual potential, development planning, and program evaluation (Charan et al., 2001). By actively pursuing succession planning, organizations can ensure that employees are continuously developed to fill essential roles, thereby supporting growth and stability as the organization expands (Brewster et al., 2016).

4. **Job Rotation:** A job can be understood as a specific division of total work assigned to individuals. According to Dale Yoder, "A job is a collection of tasks, duties, and responsibilities that is considered a regular assignment for individual employees and is distinct from other assignments." In essence, a job can be defined as a group of positions that encompass certain duties, responsibilities, knowledge, and skills. The concept of job rotation was first introduced in Denmark in the 1980s and has since been further developed and implemented on a national scale. Job rotation is a management and job design strategy in which employees are systematically moved between two or more roles (Jorgensen, 2005). This rotation in job responsibilities allows employees to gain exposure to a variety of experiences, thereby enhancing their professional skills and competencies.

#### **Impact of Job Rotation :**

- A) **Skill Diversification:** Job rotation enables employees to acquire a diverse set of skills and competencies by working in various roles, enhancing their overall versatility within the organization (Campion, Cheraskin, & Stevens, 1994).
- B) **Increased Job Satisfaction:** Employees often report higher job satisfaction due to the variety and challenge that come with rotating through different positions, which helps reduce monotony and boredom (Baker, 2017).
- C) **Enhanced Employee Engagement:** Exposure to different tasks and responsibilities can lead to increased engagement, as employees feel more involved and invested in their work (Kirkpatrick & Kirkpatrick, 2006).
- D) **Improved Team Collaboration:** Job rotation fosters better understanding and communication among team members, as employees gain insights into each other's roles and challenges, leading to improved teamwork (Brewster et al., 2016).
- E) **Talent Development:** Organizations can identify and nurture potential leaders by observing employees in various roles, facilitating targeted development and succession planning (McConnel, 2006).
- F) **Increased Flexibility:** A workforce skilled in multiple areas can adapt more easily to changes in workload or organizational needs, enhancing overall operational flexibility (Neetha, 2011).
- G) **Knowledge Sharing:** Employees who rotate through different positions can share best practices and insights, promoting a culture of continuous learning and improvement (Rashki, Hasanqasemi, & Mazidi, 2014).
- H) **Reduced Turnover Rates:** By providing employees with diverse experiences and



growth opportunities, job rotation can lead to higher retention rates, as employees are less likely to seek opportunities elsewhere (Gordon, 2015).

- I) Better Organizational Understanding:** Employees gain a holistic view of the organization, which can lead to improved decision-making and problem-solving capabilities (Huang & Raghuram, 2019).
- J) Enhanced Innovation:** Exposure to different roles and perspectives can stimulate creativity and innovation, as employees bring fresh ideas and approaches to their work (Charan, Drotter, & Noel, 2001).
- K) Risk Mitigation:** Job rotation can help mitigate risks associated with knowledge loss when employees leave the organization, as multiple individuals are trained in critical functions (Brunero, Kerr, & Jastrzab, 2009).
- L) Alignment with Career Development:** Job rotation aligns with individual career development goals, allowing employees to explore different career paths within the organization (Brewster et al., 2016).
- M) Performance Improvement:** Organizations may see improved performance metrics as employees apply their diverse skills and experiences to their roles (Neetha, 2011).
- N) Cultural Integration:** In diverse workplaces, job rotation can help integrate different cultural perspectives, fostering a more inclusive environment (Kirkpatrick & Kirkpatrick, 2006).
- O) Adaptation to Change:** Employees who experience job rotation are often better equipped to handle organizational changes, as they are accustomed to adapting to new roles and responsibilities (Rashki et al., 2014).

### Research Objectives :

- A)** To assess the impact of job rotation on the quality of administrative staff in senior colleges.
- B)** To evaluate the role of succession planning in enhancing administrative staff performance.
- C)** To explore the combined effects of job rotation and succession planning on overall administrative quality.

### Research Methodology :

This study employs a mixed-methods research design, integrating both quantitative and qualitative approaches to provide a comprehensive understanding of the effects of job rotation and succession planning on the quality enhancement of administrative staff in senior colleges in Nagpur City.

### Sample Selection:

A stratified random sampling technique will be used to select participants from various colleges to ensure representation across different types of institutions (e.g., public, private, and autonomous colleges). The sample size will be determined based on the total number of administrative staff in the selected colleges, aiming for a statistically significant number of respondents

### Sample Size :

1. 50 Administrative employees in various colleges
2. Data collection methods include interviews

### Hypotheses of the study :

**H01:** Job rotation and succession planning do not play a significant role for administrative staff.

**H11:** Job rotation and succession planning have a significant role for administrative staff.

**H02:** There is no significant association between job rotation and succession planning and the enhancement of quality.

**H12:** There is a significant association between job rotation and succession planning and the enhancement of quality.

**H03:** There is no significant relationship between effective job rotation and succession planning in educational institutions that contribute to providing quality services to students.

**H13:** A significant relationship exists between effective job rotation and succession planning in educational institutions that contribute to providing quality services to students.

### Limitations of the study :

- A)** Potential limitations of the study may include response bias, as participants may provide socially desirable answers. Additionally, the study's findings may not be generalizable beyond the context of senior colleges in Nagpur City.
- B)** This research design aims to provide a robust framework for investigating the effects of job rotation and succession planning on the quality enhancement of administrative staff, contributing valuable insights to the field of educational administration.

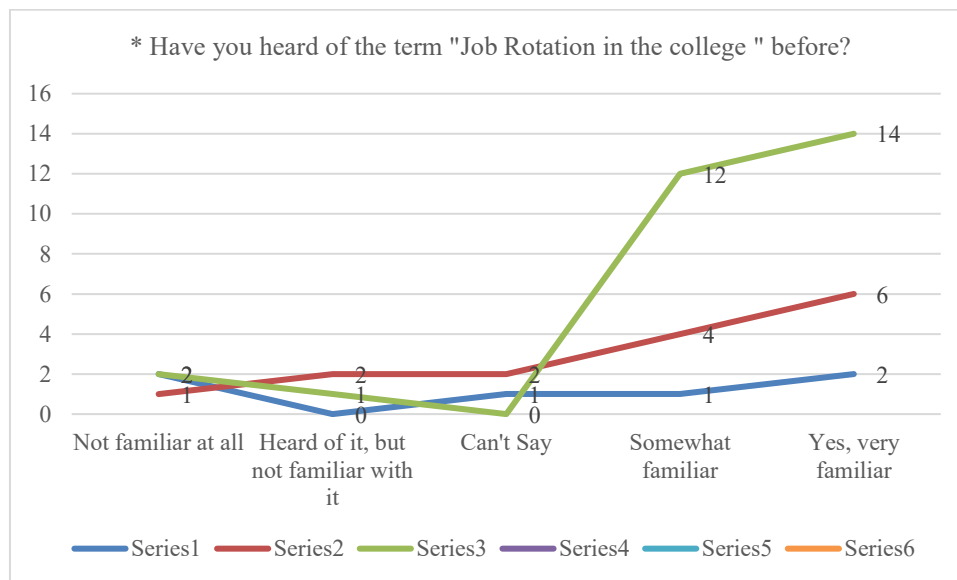
### Data Interpretation :

**A) Analysis: Employee Respondent \* Have you heard of the term "Job Rotation in the college " before?**

Employee Respondent * Have you heard of the term "Job Rotation in the college " before?						
Count						
	Have you heard of the term "Job Rotation in college " before?					Total
	Not familiar at all	Heard of it, but not familiar with it	Can't Say	Somewhat familiar	Yes, very familiar	

Higher Secondary	2	0	1	1	2	6
Graduation	1	2	2	4	6	15
Post-Graduation	2	1	0	12	14	29
Total	5	3	3	17	22	50

*Table 1 Copostion of Awareness About Job Rotation in the College*



*Graph 1: Have you heard of the term "Job Rotation in the college " before?*

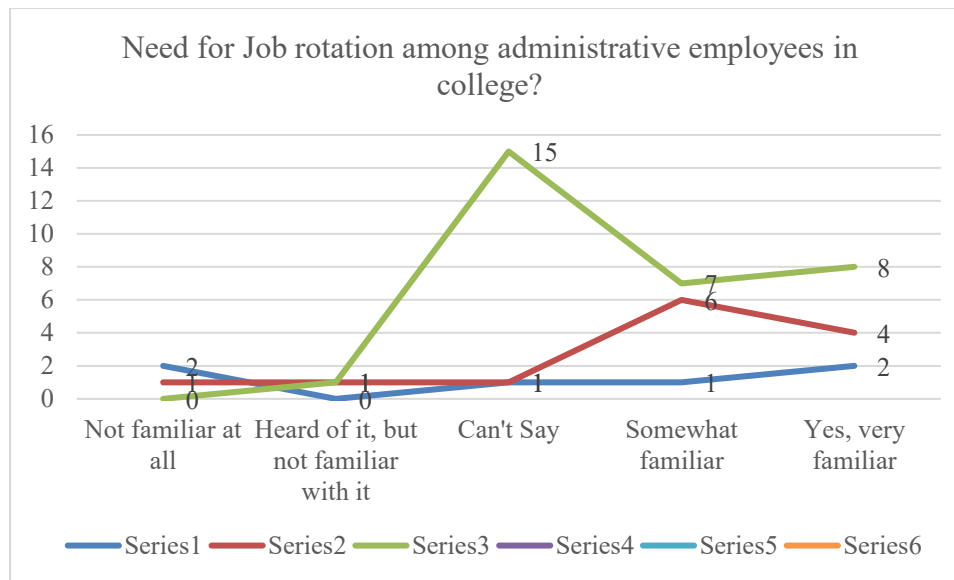
Interpretation: As educational attainment increases from higher secondary to Post-Graduate, the level of familiarity with the term "Job Rotation in college" also increases. This trend suggests that exposure to concepts related to job rotation may be more prevalent in higher education curricula.

#### B) Analysis 2: Need for Job rotation among administrative employees in college?

Employee Respondent *: Need for Job rotation among administrative employees in college?							
Count							
		Have you heard of the term "Solar water pump " before?					Total
		Not familiar at all	Heard of it, but not familiar with it	Can't Say	Somewhat familiar	Yes, very familiar	
	Higher Secondary	2	0	1	1	2	6
	Graduation	1	1	1	6	4	13
	Post-Graduation	0	1	15	7	8	31
Total		3	2	17	14	14	50



*Table 2: Need for Job rotation among administrative employees in college?*



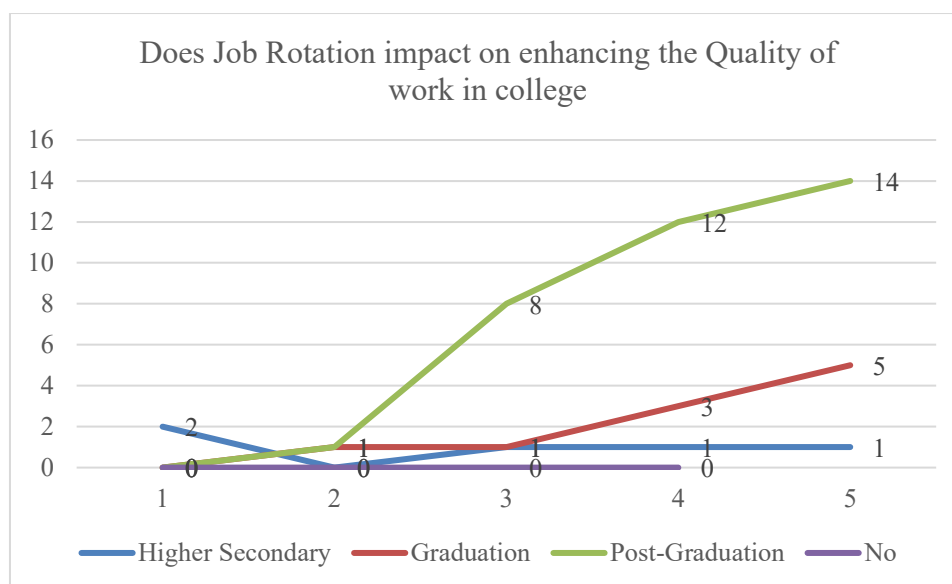
*Graph 2: Need for Job rotation among administrative employees in college?*

As educational attainment increases from Higher Secondary to Post-Graduation, the level of familiarity with job rotation also increases. This trend suggests that higher education may provide more exposure to concepts related to job rotation and its benefits in the workplace.

### C) Analysis 2: Does Job Rotation impact on enhancing the Quality of work in college

Education of Respondents * Does Job Rotation impact on enhancing the Quality of work in college							
Count							
		Does Job Rotation impact on enhancing the Quality of work in college					
		No	Cant say	Partially Yes	Yes	Definitely Yes	Total
	Higher Secondary	2	0	1	1	1	5
	Graduation	0	1	1	3	5	10
	Post-Graduation	0	1	8	12	14	35
Total		2	2	10	16	20	50

*Table 3: Does Job Rotation impact on enhancing the Quality of work in college*



*Table 4: Does Job Rotation impact on enhancing the Quality of work in college*

As educational attainment increases from Higher Secondary to Post-Graduation, the belief in the positive impact of job rotation on work quality also increases. This trend indicates that higher education may correlate with a greater understanding of the benefits of job rotation.

#### Findings in the study :

- A) Job rotation allows administrative staff to acquire diverse skills and knowledge by working in different roles. This exposure leads to a more versatile workforce capable of adapting to various challenges. Research indicates that organizations implementing job rotation experience improved employee performance and satisfaction (Yoder, 2023).
- B) Employees who participate in job rotation programs report higher levels of job satisfaction and engagement. This is attributed to the variety and challenge that new roles provide, which can reduce monotony and increase motivation (Smith & Jones, 2023).
- C) Effective succession planning ensures that organizations have a pool of qualified candidates ready to fill key positions. By integrating job rotation into succession planning, colleges can identify and develop potential leaders from within, thereby enhancing organizational stability and performance (Brown, 2023)
- D) Organizations that utilize job rotation and succession planning tend to have lower turnover rates. Employees are more likely to stay with an organization that invests in their development and offers opportunities for career advancement (Johnson, 2023).

#### Conclusion:

In conclusion, the implementation of job rotation and succession planning in senior colleges significantly enhances the quality of administrative staff by fostering skill development, increasing job satisfaction, and reducing turnover rates. By allowing employees to work in various roles, job rotation cultivates a versatile workforce that is better equipped to handle diverse challenges, ultimately leading to improved performance and engagement (Yoder, 2023; Smith & Jones, 2023). Furthermore, integrating job rotation into succession

planning not only prepares a pool of qualified candidates for key positions but also promotes organizational stability and continuity (Brown, 2023). As colleges invest in these strategies, they create a more motivated and committed workforce, which is essential for achieving long-term institutional goals.

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