

Impact of Job Rotation Strategy on Employees Performance with Special Reference to Banking Sector

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ABSTRACT

Today the major concern for the financial institutions including bank is motivating the employees as well as enhancing their commitments and job involvement in order to get the desired results from them. This is becoming more challenging and difficult due to uncertain nature of corporate environment. Hence they implement job rotation as a way to keep employees stimulated and to give maximum. It can also be used as way to relieve the physical stress that comes from performing repeated tasks. For job rotation to be effective, employees should be willing to try new jobs and not be put into a new job for which they are not suited. Hence this study is conducted to find out the employees attitude towards job rotation strategy with special reference to banking sector.

1. Introduction

Job rotation is an approach to management development where an individual is moved through a schedule of assignments designed to give him or a breadth of exposure to the entire operation. Job rotation is also practiced to allow qualified employees to gain more insights in to the processes of company, and to reduce boredom and increase job satisfaction through job variation.

Increasing productivity, new product development, creativity and cutting time to market, require a stable and productive work force. The stability and productivity of the workforce can be dramatically increased by ensuring that every employee is challenged and excited about their job. Employees turn over and the associated loss of explicit knowledge disrupts the team effectiveness and also product development. An effective way of reducing turnover is a well thought out job rotation program. (JRP).

Many industries are used job rotation strategy for enhancing the organizational performance. Banks are the institutions which accept deposits and lend loans. Indian banking industry consists of reserve bank of India, commercial banks, exchange banks, industrial banks, public sector banks and private sector banks etc.

Hence this study is conduct to find out the employees attitude towards job rotation strategy with special reference to banking sector.

2. Statement of the Problem

Today's professional climate compel the financial institutions including banks to introduce well designed job rotation programs which allows the employees to learn and adapt new skills and help them to keep themselves up-to-date. The best way for the financial institutions to serve their employees in order to enhance the motivation, commitment, and job involvement is to provide them effective training programs and job rotation. In order to get the best result from the employees it is necessary to motivate them, which is

generally done through job rotation. A cashier may become clerk on rotational basis or employee from loan section shifted to gold section is an example for job rotation in banking sector.

Hence the employees in banking sector has been taken up as a case and an analysis was done to know

1. The effectiveness of the job rotation strategy in banking sector.
2. The Ways and means to improve the awareness of job rotation among the employees.

3. Objectives of the Study

- To study the employees attitude towards job rotation strategy in banking sector.
- To measure the effect of job rotation strategy on job satisfaction, motivation, and Productivity.

4. Research Methodology

The study follows descriptive research method. Both primary and secondary data are used in the study to satisfy the objectives of the study. The primary data was collected through a well-structured questionnaire and personnel interviews. Secondary data was collected from bank records, journals, academic reports and websites. The sample size taken for the purpose of the study is 50 from 5 banks namely South Indian Bank, Syndicate Bank, Catholic Syrian Bank, Axis bank, and ICICI Bank 10 employees each are selected as sample by using convenience sampling method. The study is conducted at Calicut city. Percentage, diagrams and chi squire test are used for data analysis.

Hypothesis

H0: There is no significant relationship between employee's performance and job rotation strategy.

5. Review of Literature

Aparnadevi,(2013)studied "the effects of job rotation strategy on the performance of employees in the banking

sector with special reference to Ernad taluk of Malappuram district”, with the objectives to measure the level of satisfaction with respect to factors relating to job rotation and to understand the employees attitude towards job rotation with a sample size of 50 public sector bank employees of Ernad taluk in Malappuram district. The study revealed that job rotation has a significantly positive effect on performance of employees. It helps to increasing the competency, motivation, departmental cooperation, skills etc.

Benjamin Kipchumba Tarus,(2012)conducted a study on the topic “effects of job rotation strategy on high performance workplace in lake Victoria north water service board, Kenya”. The study conducted with a sample size of 80 workers in Lake Victoria north water service board, Kenya. The study conducted with the objectives of to understand the effects of job rotation, to understand the relationship between employee’s performance and job rotation strategy and to understand about pros and cons of job rotation. The findings of the study shows that job rotation as a strategy had a significant effect on high performance workplace. This means the organization enhance job rotation, they are more likely to perform highly.

Faisal khan, (2014) Revealed a study on the topic of “job rotation, job performance, and organizational commitment with special reference to bank employees” with a sample size of 70 employees from various banks in Pakistan. The objectives of the study are to investigate the relationship and effect of job variables rotation, job performance and organizational performance among the employees working in banking sector. The data were analyzed with the help of statistical package of social sciences (SPSS). The findings of the study reveal that a positive relationship was found between job rotation, job performance, and organizational commitment among the employees whereas negative relationship was found between job performance and organizational commitment.

Marwa Moses siruri, (2014)mentioned a study on the topic “job designs in socio technical systems” with a sample

size of 60 employees of north green shore company ltd. The study conducted with the objectives of, to understand the concept of job rotation, job enrichment, and job enlargement, to find out the impact of job rotation, and to understand the relationship between organizational performance and job designs. The findings of the study reveal that there are commonalities of thought as to the effects of job enlargement, rotation, and enrichment on employee’s job satisfaction and workplace productivity. Indeed such a thread of thought runs through leaving little doubts as to the seemingly positive relationship between the three socio technical designs on employee job satisfaction and productivity.

Dy.raghavi, (2012) conducted a study on the topic of “job rotation on employees at syndicate bank, Hassan, Karnataka”. The study conducted with a sample size of 65 employees of syndicate bank, Hassan. The objectives of the study are to increase the awareness of job rotation and to understand the analytical and rational development of decision making capacity of employees and to understand the employee’s involvement in decision making and job commitment. The study uses both primary and secondary data. The results of the study reveal that job rotation is a positive approach which results in job satisfaction. Job rotation is an excellent executive development tool if executed correctly and if used as part of an overall development program, it can be more effective than regular training for executives.

6. Analysis and Interpretation

Testing of Hypothesis

$$\text{Chi-square} = \sum (O_{ij} - E_{ij})^2 / E_{ij}$$

Where O= observed frequencies.
E= expected frequencies.

Hypothesis

H0= There is no significant relation between employee performance and job rotation strategy

FACTORS	AGREE	NEUTRAL	DISAGREE	TOTAL
Enhance the knowledge	39	6	5	50
Build a strong career	33	8	9	50
Avoidance of frauds	36	10	4	50
Awareness about pros and cons	32	6	12	50
Stress while working on rotational basis	34	2	14	50
Negatively affects personnel life	14	4	32	50
Reduce the boredom	40	2	8	50
Training offered before job rotation	40	4	6	50
Come out of the monotonous work	37	7	6	50
Improve the skills and expertise	44	2	4	50
Training must be offered before job rotation	44	2	4	50
Negative impact on superior subordinate relation	12	6	32	50
Acquire the ability for higher level jobs	42	1	7	50
Increase job satisfaction	40	2	8	50
Effective monitoring system for performance measurement	42	4	4	50
Increase efficiency and performance of workers	40	2	8	50
Job rotation	30	10	10	50
TOTAL	599	78	173	850

O	E	(O-E)	(O-E) ²	(O-E)/E
39	35.2352	3.7648	14.1737	0.4022
33	35.2352	-2.2352	4.9961	0.1417
36	35.2352	0.7648	0.5849	0.0165
32	35.2352	-3.2352	10.4665	0.2970
34	35.2352	-1.2352	1.5257	0.0433
14	35.2352	-21.2352	450.9337	12.7978
40	35.2352	4.7648	22.7033	0.6443
40	35.2352	4.7648	22.7033	0.6443
37	35.2352	1.7648	3.1145	0.0883
44	35.2352	8.7648	76.8217	2.1802
44	35.2352	8.7648	76.8217	2.1802
12	35.2352	-23.2352	539.8745	15.3220
42	35.2352	6.7648	45.7625	1.2987
40	35.2352	4.7648	22.7033	0.6443
42	35.2352	6.7648	45.7625	1.2987
40	35.2352	4.7648	22.7033	0.6443
30	35.2352	-5.2352	27.4073	0.7778
6	4.5882	1.4118	1.9931	0.4343
8	4.5882	3.4118	11.6403	2.5370
10	4.5882	5.4118	29.2875	6.3832
6	4.5882	1.4118	1.9931	0.4343
2	4.5882	-2.5882	6.6987	1.4599
4	4.5882	-0.5882	0.3459	0.0753
2	4.5882	-2.5882	6.6987	1.4599
4	4.5882	-0.5882	0.3459	0.0753
7	4.5882	2.4118	5.8167	1.2677
2	4.5882	-2.5882	6.6987	1.4599
2	4.5882	-2.5882	6.6987	1.4599
6	4.5882	1.4118	1.9931	0.4343
1	4.5882	-3.5882	12.8751	2.8061
2	4.5882	-2.5882	6.6987	1.4599
4	4.5882	-0.5882	0.3459	0.0753
2	4.5882	-2.5882	6.6987	1.4599
10	4.5882	5.4118	29.2875	6.3832
5	10.1764	-5.1764	26.7951	2.6330
9	10.1764	-1.1764	1.3839	0.1359
4	10.1764	-6.1764	38.1479	3.7486
12	10.1764	1.8236	3.3255	0.3267
14	10.1764	3.8236	14.6199	1.4366
32	10.1764	21.8236	476.2695	46.8013
8	10.1764	-2.1764	4.7367	0.4654
6	10.1764	-4.1764	17.4423	1.7139
6	10.1764	-4.1764	17.4423	1.7139
4	10.1764	-6.1764	38.1479	3.7486
4	10.1764	-6.1764	38.1479	3.7486
32	10.1764	21.8236	476.2695	46.8013
7	10.1764	-3.1764	10.0895	0.9914
8	10.1764	-2.1764	4.7367	0.4654
4	10.1764	-6.1764	38.1479	3.7486
8	10.1764	-2.1764	4.7367	0.4654
10	10.1764	-0.1764	0.0311	0.0030
TOTAL				188.0346

$X^2=188.0346$

Level of significance=5%

Degree of freedom=(r-1) (c-1)
 = (17-1) (3-1)
 = (16) (2)
 =32.

Table value=45.778

Since the calculated value **188.0346** is greater than table value **45.778**.

So the null hypothesis is rejected and accepts the alternative hypothesis that is there is significant relation between employee performance and job rotation strategy.

7. Findings and Suggestions

- The members of the organization take active interest and feel personally responsible for the work they do on rotational basis. It clearly indicates about the people's commitment and involvement.
- Majority of the employees have positive attitude towards job rotation strategy.
- Job can be always performed to satisfactory level if the adequate information is available for the

employees 80% of employees feels the job rotation results in job satisfaction.

- Most of the employees feel that proper training must be given before job rotation.
- Job rotation helps to come out from monotonous work.
- Job rotation is a good motivator.
- 68% of employees felt stress while working on a rotational basis.
- 64% of employees are aware about the pros and cons of job rotation strategy.
- Job rotation helps to the employees to build a strong career.
- It provides the employees with opportunities to broaden the horizon of knowledge, skills and abilities by working on rotational basis.

After conducting a study on job rotation among the employees in banking sector, I have identified some facts, based on questionnaire and interview. Job rotation is an important criterion in banking sector. Proper training must be given to employees before putting them on a rotational basis. Employee council should solve the work related problems of employees as early as possible.

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