

A Study on Job Rotation Practices in Selected Small Scale Manufacturing Firms in Ahmednagar

Mr. Abhijit P. Kulkarni

Research Student, IMSCD&R, Station Road, Ahmednagar (India)

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ABSTRACT

Job rotation means work functioning and performance of an employee on a fresh new work task which is not on a permanent basis for a particular agreed tenure of time. Job rotation results in enlarged individual knowledge, awareness & experience and decreased burnout & overtiredness; all this leads to intellectual development and innovation. Job rotation helps and encourages employees to learn, progress and become multi-talented, so that they could perform different functions and contribute in various aspects within the organization. Present study is an empirical study primarily based on primary data. Research aimed to study and investigate the perception of respondents regarding job rotation practices followed and executed in selected small scale manufacturing firms located in Ahmednagar taluka. Study covered numerous aspects related to job rotation such as frequency of job rotation, employees rotated based on nature of appointment-wise, employees rotated based on gender and effective of job rotation. Research also examined involvement of employees in designing / formulating as well as implementing job rotation practices. Respondents selected comprised of owners, proprietors, executives and partners of small scale manufacturing firms located in industrial area of Ahmednagar taluka. Required data was collected through structured schedule. Convenience sampling method which is a type of non-random sampling was used for selecting the sample.

A) Introduction

Job rotation means work functioning and performance of an employee on a fresh new work task which is not on a permanent basis for a particular agreed tenure of time. Job rotation is refined method of cross training in which employee is not deemed to be merely trainee, rather s/he is accountable for vital tasks and functions for which justification is not needed. Job rotation results in enlarged individual knowledge, awareness & experience and decreased burnout & overtiredness; all this leads to intellectual development and innovation. Job rotation helps and encourages employees to learn, progress and become multi-talented, so that they could perform different functions and contribute in various aspects within the organization. On other hand, job rotation is learning for the employer also as they identify and understand strengths, weaknesses and potentials of the employees so as to allocate work task to them.

B) Research Design

1) Research Objectives

- To study job rotation practices followed in selected small scale manufacturing firms in Ahmednagar
- To examine involvement of employees in designing and implementing job rotation practices followed in selected small scale manufacturing firms in Ahmednagar

2) Data Collection: Research was primarily based on primary (first hand) data which was collected through field survey method with the help of structured schedule.

3) Sampling Design

- Population: Owners, Proprietors, Executives and Partners of small scale manufacturing firms located in industrial area of Ahmednagar taluka.

- Sampling Size: 75 respondents were covered as sample.
- Sampling Method: Convenience sampling method was used which is a type of non-random sampling.

4) Scope of Research

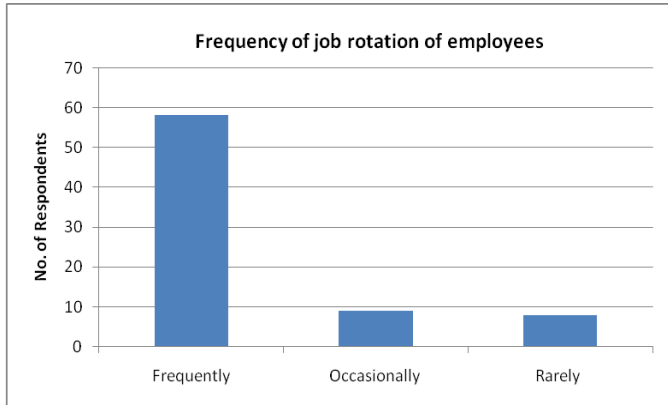
Present study is an empirical study primarily based on primary data. Research aimed to study and investigate the perception of respondents regarding job rotation practices followed and executed in selected small scale manufacturing firms located in Ahmednagar taluka. Study covered numerous aspects related to job rotation such as frequency of job rotation, employees rotated based on nature of appointment-wise, employees rotated based on gender and effective of job rotation. Research also examined involvement of employees in designing / formulating as well as implementing job rotation practices. Respondents selected comprised of owners, proprietors, executives and partners of small scale manufacturing firms located in industrial area of Ahmednagar taluka. Required data was collected through structured schedule. Convenience sampling method which is a type of non-random sampling was used for selecting the sample. Respondents were contacted during the months of September and October 2019.

C) Analysis and Inferences

Table 1: Table showing perception of respondents about frequency of job rotation of employees

Job rotation of employees	Frequency	Percentage
Frequently	58	77.33
Occasionally	9	12.00
Rarely	8	10.67
Total	75	100.00

Figure 1: Graph showing perception of respondents about frequency of job rotation of employees

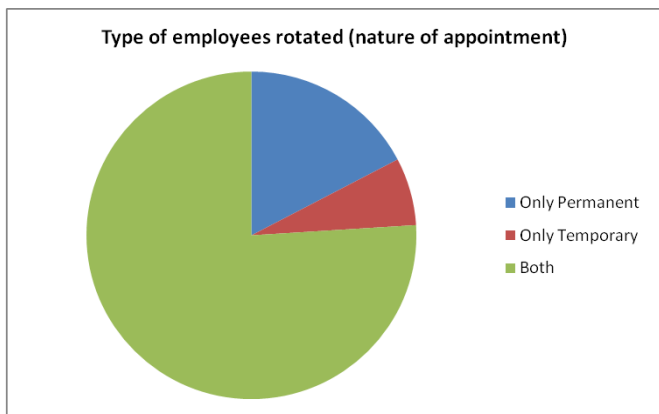


Large number of respondents (77%) admitted that job rotation of employees were frequently and regularly followed in selected firms. Comparatively, lower number of respondents mentioned that job rotation of employees were either occasionally or rarely followed.

Table 2: Table showing type of employees rotated (based nature of appointment)

Type of employees rotated	Frequency	Percentage
Only Permanent	13	17.33
Only Temporary	5	6.67
Both	57	76.00
Total	75	100.00

Figure 2: Chart showing type of employees rotated (based nature of appointment)

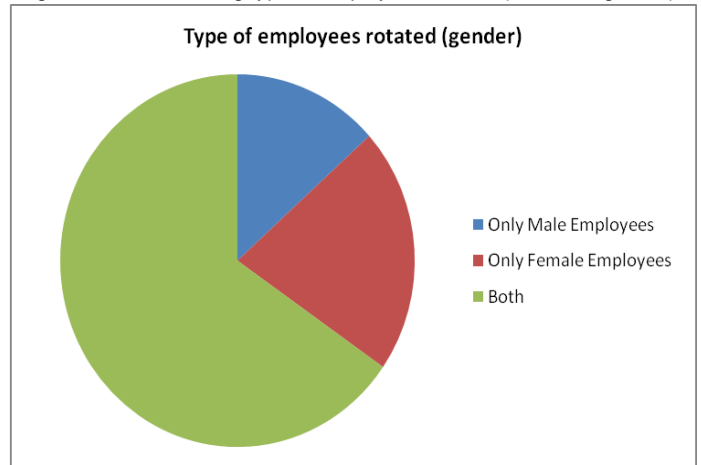


Both types of employees (permanent as well as temporary) were rotated from one job to another. Comparatively, job rotation was rarely practiced for only permanent employees and for temporary employees.

Table 3: Table showing type of employees rotated (based on gender)

Type of employees rotated	Frequency	Percentage
Only Male Employees	10	13.33
Only Female Employees	16	21.33
Both	49	65.33
Total	75	100.00

Figure 3: Chart showing type of employees rotated (based on gender)

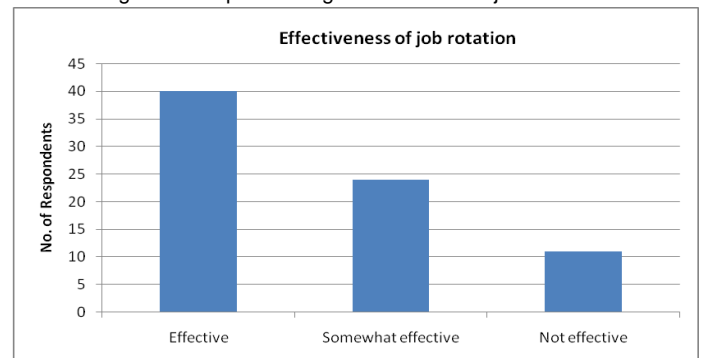


Both types of employees (male as well as female) were rotated from one job to another. Comparatively, job rotation was seldomly practiced for only male employees and for female employees.

Table 4: Table showing effectiveness of job rotation

Effectiveness of job rotation	Frequency	Percentage
Effective	40	53.33
Somewhat effective	24	32.00
Not effective	11	14.67
Total	75	100.00

Figure 4: Graph showing effectiveness of job rotation

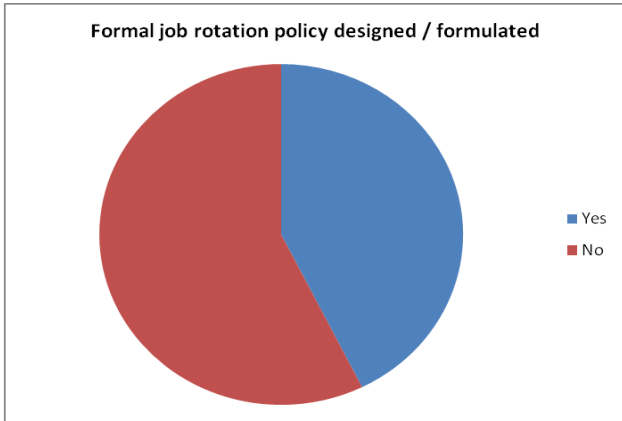


Large number of respondents admitted that job rotation practices were quite effective and efficient in selected firms. Noteworthy number of respondents mentioned job rotation were somewhat effective. Lower number of respondents opined job rotation practices were not effective.

Table 5: Table showing formal job rotation policy designed / formulated

Formal job rotation policy	Frequency	Percentage
Yes	32	42.67
No	43	57.33
Total	75	100.00

Figure 5: Chart showing formal job rotation policy designed / formulated

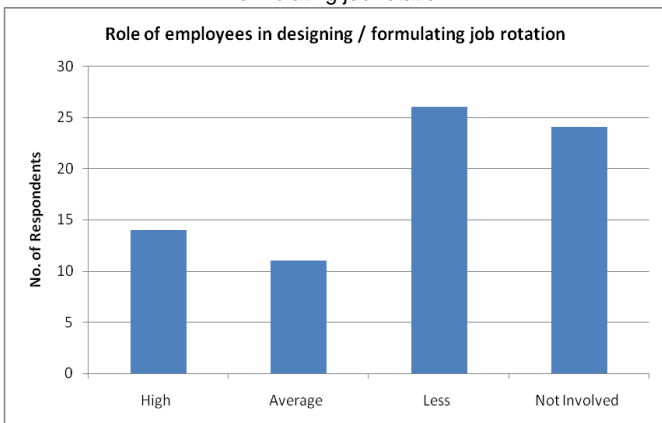


Large number of respondents mentioned that no formal job rotation policy was formulated and designed in their firms. However, about 42% of respondents mentioned that a formal job rotation policy was formulated and designed.

Table 6: Table showing role / involvement of employees in designing / formulating job rotation

Involvement of employees	Frequency	Percentage
High	14	18.67
Average	11	14.67
Less	26	34.67
Not Involved	24	32.00
Total	75	100.00

Figure 6: Graph showing role / involvement of employees in designing / formulating job rotation



Large number of respondents mentioned that employees were either less involved or were not at all involved in designing and formulating job rotation policies. Less number of respondents were either highly involved or moderately involved in designing and formulating job rotation policies.

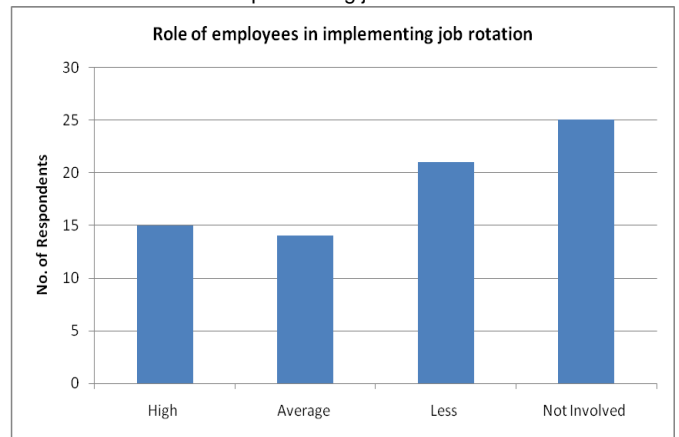
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Table 7: Table showing Role / involvement of employees in implementing job rotation

Involvement of employees	Frequency	Percentage
High	15	20.00
Average	14	18.67
Less	21	28.00
Not Involved	25	33.33
Total	75	100.00

Figure 7: Graph showing Role / involvement of employees in implementing job rotation



Large number of respondents mentioned that employees were either less involved or were not at all involved in executing and implementing job rotation policies. Less number of respondents were either highly involved or moderately involved in executing and implementing job rotation policies.

D) Research Findings

- Job rotation practices among employees were frequently and regularly followed in selected firms.
- Based on nature of appointment of employees, both types of employees, permanent as well as temporary were rotated from one job to another.
- Based on gender of employees, both types of employees male as well as female employees were rotated from one job to another.
- Job rotation practices were quite effective and efficient in selected firms.
- No formal job rotation policy was formulated or designed in their firms.
- Employees were either less involved or not at all involved in designing and formulating job rotation policies.
- Employees were either less involved or not at all involved in executing and implementing job rotation policies.

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