

Effect of Job Rotation Techniques on Performance of Bank Employees

A Study of Positional Variable

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ISSN 2348-2869 Print

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Studies, NOIDA

Journal of General Management Research, Vol. 2,
Issue 2, July 2015, pp. 50–57.

Abstract

In today's era businesses are growing at a very fast pace and to be in existence every organization has realized the fact that in order to succeed in the current cut throat competitive market, treating and constantly upgrading their employees has become very essential. For this purpose job rotation is a technique adopted by many organizations to train their employees. The importance of job rotation, as a mean of enhancing skills, knowledge and abilities of an individual to improve the overall organizational mechanics has become evident to any organization. Job rotation has become the need of the hour for most of the organization and is a fast emerging domain of research in the field of human resource.

This study reveals the perception & views of banking sector employees in relation to job rotation techniques. Positional variables of the employees were analyzed with respect to the employees' perception regarding Job Rotation technique. Data were collected using a self

administered questionnaire from 125 Bank employees working in the various banks situated in Faridabad. Collected data was further analyzed using “Mean Score” as a statistical tool. The finding of the research revealed that most of the employees perceive job rotation as a technique which stimulates their individual growth, reduces boredom and also act as a tool for fast learning. The study suggest that organizations should consider the perception and needs of individual employees for successful implementation of job rotation in an organization for overall benefit of the individuals and organizations. The researchers also believes that the current research would help organizations in redesigning the job rotation tool in order to enhance the quality of the employees’ workforce and overall quality of the organization’s output which is in fact the need of the hour.

Keywords: Job Rotation, Training and Development, Diversity, Learning, Organization culture.

INTRODUCTION

“Treat and appreciate your employees well and they will reciprocate in thousand ways.”

Today’s organizations are fast moving towards internationalization and every organization is aware of the fact that in order to be successful in the current market trend treating and constantly upgrading their current workforce is the only weapon they have in their arsenal. Human resource is one of the most vital and perhaps the most intricate resources of them all present in an organization. It learns in a certain way, behaves in a certain way using

its aptitude and attitude. Job rotation has become a tool which aims to increase the skills base of the most intelligent resource of the business. Many organizations have become aware that up-grading the skill of their workforce is fundamental to their survival and growth. For this purpose many organizations are using job rotation worldwide for many years. The importance of job rotation, as a mean of enhancing skills, knowledge and abilities of an individual to improve the overall organizational mechanics has become evident to any organization. Job rotation has become the need of the hour for most of the organization and is a fast emerging domain of research in the field of human resource. Research studies states that for the implementation of job rotation in an organization, dissatisfaction among the employees could be tackled in a very efficient way as it may create different challenges, skill sets and necessary motivation enabling the employees to be more productive. It is therefore, important to understand the Job Rotation in an organization in order to ease employees with the repetitive work routine and divulging the employees for higher learning. It is very important for any organization to be highly compassionate and responsive towards their employees by creating an environment where employees are happy to do their jobs and extract maximum from their fulfillment.

Job rotation involves lateral transfers of employees between jobs in an organization. In this, Senge (1999) implies systematic movement of employees from one job to the other. The portfolio remains constant

but employees performing them move from one portfolio to the other (Champion et al., 1994). According to Metin et al. (1998) job rotation is important in two aspects namely; an employee who rotates without changing the portfolio accumulates experience more than the one who does not hence, it is an effective tool for career development. Consequently he/she accumulates experience in more departments hence; it is easier to train him to become a generalist.

The basic aim of any organization is to increase their productivity through efficiency and effectiveness. The current study aims at understanding the perception of the employees towards the potential use of job rotation in an organization. The researcher believes that the findings of the study would be of great help to managers in carrying out job rotation for employees effectively at different level of hierarchy.

REVIEW OF LITERATURE

Thorough and extensive amounts of available literature review were used in framing the conceptual foundation for the research. Carnell and Maxwell (1988) states that managers face an enormous challenge in implementing any kind of change in the organization, effectively. Odni (1990) argued that people when subjected to any change generally form fear in their minds and resist the change to their extent and this resistance level become even more stronger and higher when they don't comprehend the reason for

the change. If job rotation is the reason for that change, there is definitely a great scope of learning and motivation but people show a great deal of reluctance to this change despite of being positive and beneficial in nature. According to Xie (1995), developing and improving skills is a requirement for organizational capabilities and coping with new developments and challenges. He further argued that job rotation is a cure of stress thus improves on job and occupational status of an employee. Jaime (2000) found that job rotation promotes psychological and physical health of employees through creating positive attitudes on employees, facilitating their health and increasing the variety of work through reduction of boredom to work, seeing things in a new perspective, decreasing in physically demanding portfolios and having self motivation towards their positions in organizations. Bennett (2003) describes job rotation as a change technique of shifting employees between jobs over a period of time in a well planned way in-order to fulfill various purposes for the benefit of the employees and the organization. He mentioned that there are two types of job rotation: functional and cross functional. Functional job rotation means making the employees to perform the jobs of same or similar responsibilities within the same operational level over a period of time whereas the cross functional rotation means rotation of jobs involving higher degree of responsibility. Plowman (2010) confirms

that when the strategy is implemented in line with the business goals and human resource strategies of the organization it aids in stimulating human mind through diversity of challenges. Studies by Ortega (1999) and Weichel et al. (2010) indicated job rotation could be used for development of knowledge and fusion both in breadth and depth and when this strategy takes effect those who have rotated are expected to master new knowledge and to integrate all facets of knowledge resources in the organization. Other researchers have added to the literature regarding the importance of job rotation with regards to capacity development. Studies on job rotation and performance in Keshavarzi Banks of Gilan (2013) indicated that organizations obtain sustained competitive advantage depending on personnel productivity, learning systems development and developing employee intellectual asset. Managing people in an organization is a no child's game and the job of a manager is arguably the hardest as he has to deal with the most intelligent and perhaps the most complex being of all the human beings. However, job rotation when implemented is a difficult but progressive in nature. A considerable understanding of what exactly the employees perceive about job rotation is that a manager can easily mould his Job Rotation techniques according to the perceptions/needs of the employees to derive the best result of them.

RATIONALE OF THE STUDY

This research would help organizations in redesigning the job rotation tool in order to enhance the quality of the employees' workforce and overall quality of the organization's output which is in fact the need of the hour.

RESEARCH OBJECTIVE

The objective of the current study is to understand the employee perception on job rotation programs on the basis of their designations/cadre in respective banks.

RESEARCH METHODOLOGY

In convenience sampling approach, the researcher selected Faridabad city to distribute the questionnaire, where most of the private sector banks operate. Banks contacted for data collection purpose were: ICICI Bank, HDFC Bank, ING Vyasa, City Bank and Axis Bank. A total of 145 surveys were distributed in equal numbers to the private banks. From a total of 145 questionnaires distributed, 125 were returned (only 25 surveys were collected from each bank), out of which 20 were usable (valid and completed), thereby yielding a response rate of about 86.2 percent, a response rate considered sufficiently large for statistical reliability and generalization. The sample of 125 respondents consists of 44 percent male and 56 percent female, and their average age was 35. Results were further analyzed using Mean score.

ANALYSIS AND FINDINGS

Demographic Analysis

Table 1: Demographic Analysis of the Respondents

	<i>Demographic Factors</i>	<i>Frequency</i>	<i>Percent</i>
Gender	Male	55	44.0
	Female	70	56.0
Designation	Team Members	107	85.6
	Managers	18	14.4
Total Experience	Between 0-5 years	26	20.8
	Between 6-10 years	56	44.8
	11 Years and above	40	32.0
Experience on present position	Between 0-5 years	72	57.6
	Between 6-10 years	53	42.4

Source: Primary Data.

Descriptive Analysis

The data were analyzed against positional variables the result of which is indicated in Table 2. The range of the results in this instance varies from a mean score of 3.83 (Training) to a mean score of 3.39 (Problem solving tool).

The highest mean value for the way to impart training clearly depicts that Job Rotation helps them to learn about various areas of the organization. The second most agreement swung towards the statement that job rotation helps in formulating strong organizational culture (3.82) among employees. Aspect of job rotation which makes the employees develop their skills and learn new things were found to be the third highest (3.74) factors in this study.

Table 2: Descriptive Analysis of Variables

<i>Variables</i>	<i>Designation</i>		<i>Total Experience</i>			<i>Exp. in Present Position</i>		<i>Total Mean</i>
	T	M	L	M	N	O	P	
Motivates Employees	3.47	3.48	3.61	3.28	3.11	3.15	3.53	3.41
Work Force Diversity	3.15	3.12	3.32	3.33	3.26	3.51	3.36	3.45
Enhance career growth	3.84	3.70	3.80	3.60	3.42	3.79	3.62	3.64
Helps in skill development	3.76	3.56	3.61	3.80	3.65	3.98	3.87	3.74
Promotes coordination and cooperation	3.68	3.75	3.71	3.70	3.74	3.69	3.62	3.70
Improves understanding among colleagues	3.49	3.45	3.59	3.55	3.48	3.45	3.48	3.51
Helps to solve problems	3.28	3.38	3.21	3.47	3.38	3.27	3.71	3.39
Formulates strong organization culture	3.77	3.78	3.89	3.92	3.93	3.82	3.82	3.82
Helps in employee retention	3.57	3.70	3.71	3.80	3.61	3.42	3.73	3.66
Makes job interesting	3.46	3.39	3.48	3.38	3.48	3.48	3.46	3.46
Way to impart training	3.83	3.72	3.89	3.92	3.87	3.76	3.85	3.83

*Note: T = Team Members; M =Managers; Total experience: L = 0-5 years; M =6-10 years; N =11 years and above; Experience on present Position: O = up to 5 years; P = 6 -10 years.

Maybe the dimensions of job rotation of being a tool for making job interesting (3.46), a tool to solve problems (3.39) and a tool which improves understanding among colleagues (3.51) that is why they gave the lowest mean scores to each of them respectively. The same was quite evident from the results of Table 2 and the slight variations in assigning different mean scores could have been because of the positional variations of an employee.

If any particular positional demographic variable is taken in to consideration than it can be seen that people of managerial level strongly believe that job rotation is a tool for developing strong organizational culture (3.78) whereas employees from Team member positions perceive job rotation as a tool to enhance their career/ individual growth and have given the highest mean score of 3.85., probably they see job rotation as means of making things easier for them to learn while being in different positions. Both the categories of employees have given the lowest mean score to dimension of job rotation as a tool to understand workforce diversity which also complimentary to all previous findings of the current study.

The findings of this study showed that job rotation as a strategy had a significant effect on high performance workplace. This means that as organizations enhance job rotation, employees are more likely to perform highly. Thus it is recommended that the management of banks need to consider the strength of this relationship, and focus on maintaining high performance workplace derived from job rotation strategy. These findings also suggest

that banks should know how employees perceive job rotation and how it affects their psychological empowerment. This is in bearing in mind that empowerment opportunities may be limited when employees perform routine, repetitive production or service jobs. There is more potential for meaningful work and self determination in jobs that have complex tasks and enriching job characteristics. If the employees in the banks always perceive job rotation positively, they may have control over several tasks making the jobs more intrinsically motivating. Employees' experience of intrinsic motivation would mean that the work they do generate: meaningfulness of the work, experienced responsibility for outcomes of work and knowledge of the actual results of work activities.

LIMITATIONS OF THE STUDY

The study was delimited to testing only the direct effect of job rotation strategy on high performance workplace and it was only undertaken in banks' employees. Inclusion of stakeholders may help to better the relationship between job rotation strategy and high performance workplace.

CONCLUSION

The current study could change the perception about the job rotation that it can be used only for imparting training to new entrants to inspiring the high potential employees. However, job rotation could serve as a tool for fast learning, stimulation of individual growth, means of retention and also as a

tool for preventing boredom caused by monotonous job routine, which are evident from the above findings.

It is evident from the study that job rotation can use in much efficient way. It shows that there is a strong complimentary relationship between job retention and other human resource practices and concepts. Shifting employees from one position to another is however not complimenting performance pay system adopted by the employers, but research found that the likelihood of job rotation increases with the adoption of the change in the working environment, preventing job boredom, better departmental and colleagues understanding. The current research however brings out certain results pertaining to various job rotation dimensions like the use of job rotation for retaining the good employees by developing their skills and making them to learn many new aspects of their current and other jobs around them. These were the two main dimensions which employees of the Private banks commonly believe. The same would in turn help in cultivating and spreading the necessary culture not only within the organization but also to the outside world which is indeed mentioned by the employees in a positive way.

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