

The Effects of Job Rotation Strategy on the Performance of Employees in the Banking Sector with Special Reference to Nilambur Taluk in Malappuram District, Kerala

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ABSTRACT

Today, the major concern for the financial institutions including banks are motivating their employees as well as enhancing the employees commitment and job involvement by implementing job rotation strategies in their organizations. Hence this study is conducted to find out the effect of job rotation on employees performance in the banking sector of Nilambur Taluk of Malappuram district. The study is based on both primary and secondary data. Primary data are collected through by using questionnaires and the secondary data were collected through various relevant records. The samples are selected 60 from public sector banks and the 60 from the public sector banks in Nilambur Taluk of Malappuram district. They were selected by using convenient sampling method. The classified data is tabulated and statistical tools like percentages; mode, etc are used for analyzing data. From the study it is clear that, job rotation have a significant positive effect on performance of employees. It helps in increasing the competency, motivation, department co-operation, skills, etc. of employees and also reduces their boredom which lead to job satisfaction, employee productivity and employee motivation.

KEYWORDS: Job Rotation, Motivation, Employees Efficiency, Skill, Training

INTRODUCTION

Today, the major concern for the financial institutions including the banks are motivating their employees as well as enhancing the employees commitment and job involvement in order to get desired results from them, this is becoming more challenging and it is difficult due to uncertain nature of corporate environment. Hence they implement job rotation as a way to keep employees stimulated and to give their maximum effort. It can also be used as a way to relieve the physical stress that comes among the repeated tasks. For job rotation to be effective, employees should be willing to try new jobs and not to put into a job for which they are not suited. Job rotation is considered as a method of job design by which they learn skills from

different parts and relieve exhaustion due to repeated tasks by changing the jobs. Job rotation can be defined as working in different positions or in different situations at time periods which are classified based on a range of individual knowledge, skills and capability of employees. Job rotation has been defined as systematic movement of employees from one job to another at a planned interval. Today's organizations design customized job rotation programs by asking employees about their career aspirations in order to meet their needs for career satisfaction to become more loyal and committed workforce because by satisfying the loggings, managers give greater hope and confidence to employees, which enhance their loyalty to the organization.

II.STATEMENT OF THE PROBLEM

Today's professional climate compel the financial institutions including banks to introduce well – designed job rotation programs which allow the employees to learn and adapt new skills and to help them keep themselves up- to-date. The best way for financial institutions to serve their employees in order to enhance motivation, commitment and job involvement is to provide them effective training programs and job rotation is one of them because it carried out trainees own place of work using the same methods, materials and producer that will continue to be used subsequent to the training on the actual jobs. In order to get best results from employees, it is necessary to motivate them which are generally done through job rotation. Hence the study the effect of job rotation on the employees is helpful to know its effectiveness and to know the measures to be taken to improve the effectiveness of the employees.

III. SIGNIFICANCE OF THE STUDY

Banks have important role in the economic development of our nation. It helps in the smooth functioning of the society by providing financial resources and services. Like every organizations, human resources are the most valuable assets for bank also. Doing the same job again and again , employees get boarded and demotivated and this leads to poor performance. There comes the importance of job rotation. Job rotation helps in reducing the monotony in job and to improve the efficiency and productivity of the employees. Hence the study the impact of job rotation on the employees performance and their satisfaction, motivation and productivity is on great importance now a days.

IV. OBJECTIVES OF THE STUDY

- To have a overview on the concept of job rotation
- To know the pros and cons of job rotation and to understand the employees attitude towards the job rotation
- To measure the effectiveness of job rotation on job satisfaction, employees motivation and their productivity
- To measure the level of satisfaction with respect to factors relating to job rotation

V. METHODOLOGY OF THE STUDY

The purpose of this research is find out the effect of job rotation on employees performance in relation to motivation , commitment and job involvement among the employees working in the banking sector ,Nilambur Taluk in Malappuram district. The study based on both primary and secondary data. Primary data collected through by using questionnaires and the secondary data were collected through various records. The samples are selected 60 from public sector banks

and the 60 from the public sector banks in Nilambur Taluk in Malappuram district They were selected by using convenient sampling method. The classified data is tabulated and statistical tools like percentages, mode, etc are used for analyzing data and the data is presented using frequency tables, diagrams and graphs etc for more clarity.

VI. RESULTS AND DISCUSSION

Gender distribution indicates a lower number of female respondents that is 35% that could be due to the lesser number of employments of females in the banking sector. With regard to the period of experience 65% of respondents have more than 5 years of experience. More over the 65% of employees are aware about the concept of job rotation and its advantages and disadvantages. They experiencing with in the period ranging from 6 months to 1 year. And they believe the ideal gap for job rotation is one year.

Many of the employees have the opinion that job rotation helped to develop skill, competency, department co-operation, and motivation. They also pointed out that the workload and lack of monetary benefits act are hindrances in the success of the strategy.

The employees level of agreement (weighted) towards the various factors relating to job rotation are expressed in the Table No.1

FACTORS	LEVEL OF AGREEMENT					T O T A L
	Strongly agree (w=5)	Agree (W=4)	Neutra l(w=3)	Disagr ee (w=2)	Strongly disagree (w=1)	
Clearly defined purpose and objectives of job rotation	115	276	18	4	0	413
Training is provided before shifting to new department	90	384	72	24	0	570
Careful monitoring of the performance of employees	50	292	39	21	1	403
Employees are given with necessary feedbacks at every step	55	284	51	2	0	392

Table no. 1 Factors affecting job rotation

The weighted score indicates that the employees are provided with sufficient training, those are monitored in every stage. More clearly defined objectives and proper feedback system contributes much for improving the performance of employees. The employees are of the opinion that the training, work environment, co – operation from colleagues, guidance from managers all are positively contributing to improve their performance and also in motivating them to perform well.

The employees level of agreement(weighted) towards the statement relating to the contribution of job rotation are expressed in Table No. 2 which indicate the positive impact of job rotation on their work performance.

STATEMENTS	LEVEL OF AGREEMENT					TOTAL
	Strongly agree (w=5)	Agree (w=4)	Neutral (w=3)	Disagree (w=2)	Strongly disagree (w=1)	
Job rotation will reduce boredom	315	92	33	6	0	446
It increases the efficiency of the worker	165	244	12	4	0	425
It positively affect the relationship between superior and subordinates	70	220	81	8	0	379
It leads to avoidance of frauds	205	192	33	10	0	440
Increases leadership ability	120	214	63	6	0	403
Increases job satisfaction	155	212	39	8	0	414
Increases employee productivity	135	212	45	10	0	402
To acquire ability for higher level jobs	140	224	42	4	0	410
Motivates employees to deal with new challenges	105	232	40	2	0	379
Helps to explore employees' interest and hidden potential	115	208	72	2	0	397
Negatively affects the relationship between superior and subordinates	65	24	108	48	2	247
Negatively affects personal life	15	20	105	88	9	237
Causes stress	15	96	96	64	11	282

Table no. 2 impact of job rotation on work performance

VII. FINDINGS

All respondents are aware about the concept of job rotation and its pros and cons. They are experiencing it at least once in a year and helpful to them for developing skills, improving competency and also for motivating them. The clearly defined objectives, pre – training, proper feedback system, etc. will contribute much for improving the performance of employees. They are satisfied with the new working environment, co- operation from colleagues and guidance from managers. They also respond that, it helps the employees to reduce boredom and improved their efficiency even though the monetary benefit is not at all sufficient.

VIII. CONCLUSION

The effect of job rotation strategy on the performance of employees in the banking sector – a study with special reference to Nilambur Taluk in Malappuram District was conducted to determine the effect of job rotation on employees' performance and it is clear that job rotation have a significantly positive effect on the performance of bank employees. It helps in increasing the competency, skills, department co-operation, motivation, etc. of employees and also reduces their boredom which leads to job satisfaction, employee productivity and employee motivation.

Rotation in job, results in increased individual knowledge and experience and decreased burnout and exhaustion; this leads to intellectual development and innovation.

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