



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**EFFECTIVENESS OF JOB ROTATION PRACTICES; THE CASE OF
DASHEN BANK S.C**

BY

KIDIST HAILU ZEWDIE

JUNE, 2019

ADDIS ABABA, ETHIOPIA

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY, SCHOOL OF
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List of Acronyms

HR- Human Resource

JR- Job Rotation

SPSS – Stastical Package for Social Science

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Abstract

The purpose of this study is to investigate the effectiveness of job rotation practices in Dashen bank. Hence, to achieve the aims of study the researcher used descriptive method of research design and also quantitative and qualitative method of research approach. The targeted population is employees working at Addis Ababa North district city selected 12 branches having 264 employees and used systematic simple random sampling to select 219 respondents. Primary data and secondary data were collected through questionnaire and interviews from Dashen Bank employees. The data analysis was done after collecting all the data from the respondents. Moreover, the data gathered through distributing the structured questionnaires was analyzed using IBM SPSS statistics 20software. Accordingly, descriptive (Frequency, Percentage, cumulative percentage, mean, standard deviation and aggregate mean) analysis was used. The key findings from the study are; job rotation process is motivate employees, increase interest of employee, increases the competence of employees in the bank, reduced job monotony and do not enhances knowledge of organization policies, procedures and practices and organizational objective but it has benefits for both employees and bank. The researcher recommends that banks should develop job rotation training to employees ,responsibility of a manager to have a proper planning, timeline, proper training and closely monitoring of work progress to assure the effectiveness of transfer and rotation during the transition period, should give proper job rotation training focusing on the organization issues using by training schedules, the company should provide external training and seminars to the employees to fully understand the assigned jobs.

Keywords: Motivation, Job rotation, Interest, Job Monotony, Employees and Competency

CHAPTER ONE

INTRODUCTION

This chapter consists Background of the study; Background of the Organization, Statement of the Problem, Research Question, General and Specific objectives, Significance of the Study, Scope of the Study, Limitation of the Study and finally it has Organization of the Study.

1.1 Background of the Study

One of the most important business which plays significant role in the economy of the world today is banking. It contributes towards the development of overall economy of the country. One of the major concerns of financial institutions including banks in this competitive environment is motivating employees and enhancing their job involvement in order to get the desired results. The best way for the financial institutions, to achieve such objectives is providing job rotations as training tool in addition to formal training and workshops (Mohsan, et al., 2012).

Employees are the back bone for any organization, keeping an employee motivated towards a job is the crucial role of the organization. Keeping an employee interested in the job is the biggest challenge faced by the HR teams in any organization. The top management needs to find the way where they can fulfill the needs of the employees and make them to be engaged in the work. There comes the best solution for the problem which is “Job Rotation”. The Job rotation is a mechanism used by the employer to develop employees in a particular field. Job rotation gives the opportunity to develop employee’s skills and knowledge in a variety of changing jobs. The job rotation activities are mainly followed in hospitals and banks on daily basis which helps to make their employees more enhanced in their job. Nurses are the backbone to doctors as well as the patients. Motivating the nurses is the biggest challenge faced by all renowned hospitals. It is a herculean task to make them relieved from stress as a result of their monotonous job, at this point any hospital has to think of stress relieving techniques which can overcome this challenge. Here comes the best solution to the challenge faced by the hospitals that is through “Job Rotation”. Job rotation is the accessible technique for enhancing nurse’s efficiency in rendering quality services to all needy people Jorgensen, M. (2005).

Numerous firms have used job rotation as a tool to motivate employees by providing task variety and enhancing employee socialization (Jonsson, 2008 p.65). Job rotation also gives the employer flexibility to adjust to the client needs and to achieve many different human resource objectives. The value of job rotation has long been espoused in promoting employee learning, career satisfaction and interpersonal collaboration effectiveness. Job rotation is the movement of workers between different jobs. It requires workers to move between different jobs, or more usually workstations, usually at fixed times. Job rotation increases the variety of tasks built into the job which may involve taking on more duties and usually adds variety to a person's job (Harvy, 2004, p96). Benefits included offering increased social interaction and collegiality between workers, variability and a break from monotony, and the opportunity to increase skills and versatility, potentially making workers more valuable marketable, and hence more secure in their job. Job rotation can also offer physical benefits to workers. These included decreasing the amount of time on physically demanding jobs different jobs offer changes, and gives workers the perception of physical relief (Miller, 2004, p.34)

Job rotation provides an opportunity for staff to work in different areas of the office, gaining valuable insight into the diverse work. It is also an opportunity to improve staff motivation and morale, particularly for those who have worked in one position for a long period of time, or whose job has repetitive or stressful elements. Job rotation opportunities will only be available to permanent members of staff. Rotations also improve relationships across the office, leading to more efficient and effective exchanges of information and expertise (Marshall, 2006, p122). Job rotation is just one of the many workplace learning tools (Malinski, 2002, p.9). While there have been many definitions of the practice (Earney and Martins, 2009, p.35) there is agreement that rotations occur among employees at the same level of responsibility within an organization for a fixed period of time. Job rotation schemes are often used with new graduate employees, especially in medium to large sized organizations in preparation for appointment to a substantive post (Bennett, 2003, p.7). Job rotation can be seen to promote employee learning (in that it makes employees more versatile) as well as employer learning (employers learn about individual employees. strengths through rotation) (Eriksson and Ortega, 2006, p.13).

1.1.1 Background of the Organization

Dashen Bank is one of the privately owned commercial banks in the country incorporated under the Commercial Code of Ethiopia, 1960.

The number of branches of Dashen bank as of 2018 report has 400 branches country. Has a total deposit of 27.8 billion increasing by 5.0 billion or 22% year-on –year.

Dashen bank has practiced job rotation across its branches with the aim of creating generalist professionals. With this, the study was investigated the effectiveness of job rotation practice to accomplish organizational objectives of the bank.

1.2 Statement of the Problem

The best way for the financial institutions to serve their employees in order to enhance the motivation is to provide them effective training programs and job rotation is one of them because it is carried out at trainee’s own place of work using the same methods, materials and procedures that will continue to be used subsequent to the training on their actual jobs (Lock, 1998).

To achieve the objective of the organization human resource management department plays grate role concerned with people who work in the organization. It concerns with the acquisition of appropriate human resources, developing their skills and competencies, motivating them for best performance and ensuring their continued commitment to achieve organizational objectives. (Lock, 1998).

Job rotation also gives an opportunity of working at different tasks or in different positions for set periods of times in a planned way using lateral transfers aiming to allow employees to gain a range of knowledge, skills and competencies and is also seen as an on-the-job training technique and as such is known to have an effect on employee motivation.

Cross-functional rotation according to Bennett (2003 P.3) means “movement between jobs in different parts of the organization over a period of time”. However, rather than rotating between a number of jobs that are in the same group and closely related to each other, the individual or new employee would rotate through a number of jobs in different departments. This method provides the individual or new employee with developmental opportunities and such methods can also be used by the organization to gather data about their skills, interests and potential to indicate their final placement.

Kaymaz (2010), contends that when organization adopts Job Rotation, this results in improving relationship between Job Rotation and employee motivation which leads mostly to an overall better employee performance.

In this present era, managing human resources effectively is a major challenge by most organizations. Human resources department must have the capacity and ability to design and developed a job that suits every level of employment. Job rotation refers to the systematic movement of staff from one job to another (Malinski, 2002).

Job rotation sometimes involves lateral/non-lateral transfers, within or between departments that enable employees to work in different jobs. (Adomi, 2006).In addition, Huang (1999) also defined job rotation as ‘lateral transfer of employees among a number of different positions and tasks within jobs where each requires different skills and responsibilities’.

Dashen bank rotates employees, the basic characteristics of job rotation, which was implemented at branch level had several jobs combined into one, workers can make decisions, a case manager provided for a single point of contact, job change from simple task to multi-dimensional tasks, the role of staff changed from controlled to empowered and staff preparation for jobs change from normal training to job rotation practices.

Referring to the importance of Job Rotation practices, and aims Dashen bank put to attain; these problems are the major ones in Dashen bank to applying job rotation. Therefore, to investigate the effectiveness of job rotation practice systematically was very important since Dashen bank needs to identify the contribution of job rotation to build employees capability and create generalists that provide quality service for its customers at any time, and highly satisfying service for its customer. But there is no published research conducted in Ethiopia on the topic, therefore the researcher has an interest to investigate effectiveness of job rotation practice in Dashen bank because of lack of enough research conducted in this area.

1.3 Research Questions

Based on the discussion in the problem statement, research questions are designed with a view to provide possible solutions.

1. How job rotations effectively motivate employees at Dashen bank?
2. How can job rotation practice used to reduce job monotony at Dashen bank?
3. What are the benefits of job rotation for both employees and the Dashen bank?
4. How does job rotation develop employee competency at Dashen bank?
5. To what extent does job rotation help employees to understand their interest at Dashen bank?

1.4 Objective of the Study

The study has both general and specific objectives.

1.4.1 General Objective

The general objectives of the study were investigating the effectiveness of job rotation practice in Dashen bank.

1.4.2 Specific Objectives

The specific objectives of the study include:

1. To identify effectiveness of job rotation on employees' motivation.
2. To identify how job rotation practice reduce job monotony at Dashen bank.
3. To assess the benefit of job rotation practice for both employees and Dashen bank.
4. To identify employee competency on job rotation practice in Dashen bank.
5. To understand employee interest on job rotation practice.

1.4 Significance of the Study

Besides its academic significance to the researcher, the study having the following importance:-

- ❖ It provides information for the bank to improve effectiveness of job rotation practice.
- ❖ It helps Dashen bank employees to know how the job rotation practices enhance their motivation.
- ❖ The study forward Dashen bank to know the effect of job rotation practices on the organization.

- ❖ Other banks also benefit from the findings of this study since it was shed more light on the effect of job rotation practices on organization.
- ❖ Provide specific information for those who are interested in carrying out research on related issues.

1.6 Scope of the Study

This study focused on the effectiveness of job rotation practices in Dashen Bank S.C. In comparison with other job rotation practices of similar functional companies, but job rotation practices is not the only factor that creates job interest. The research focused only on variables such as motivation, employees interest, operational competency of employees, reduction of job monotony, organization knowledge and benefits of job rotation for employees and company. The study focused only 12 North Addis Ababa district city branches with the respondents of 219. Therefore, the scope of the study is restricted to investigate the effectiveness of job rotation practices in Dashen Bank S.C, and researcher used descriptive research design and method to analyze data and by taking the appropriate sample techniques.

1.7 Limitation of the Study

The quality of the output of this study was depending on the genuine data acquired from the selected representative samples. This implies that, the finding and the analysis of this paper was depending up on the quality of their response. So that, lack of willingness, for various reasons like suspect of miss use of the companies confidential information for non-academic purpose was limits the research paper to achieve its objectives. In addition, shortage of pervious similar researches in case, and limited resource may affect the study. Because of time and budget limitation the researcher faces difficult to include all the branches in Addis Ababa. But the researcher, as much as possible, tries to mitigate these biases in order to come up with valid conclusion.

1.8 Operational Definition

Motivation: - defined as a process governing choices by persons among alternative forms of voluntary activity (Vroom, 1964).

Job rotation (JR):- is the process through which an organization's staffs work as displacement at different homogenous levels

Job satisfaction: Job satisfaction has been defined as “pleasurable or positive emotional state resulted from an appraisal of one’s job or job experiences” (Locke, 1976).

Employee motivation: is one of the strategies managers employ to enhance effective job performance among workers in organizations.

1.9 Organization of the Study

The current study is organized into five chapters. Chapter one deals with the background, statement of the problem, research questions, and objectives of the study, significance of the study, delimitation and limitation of the study. Chapter two consists of related literature appropriate for the research topic. Chapter three deals about research design and methodology of the study and chapter four discusses about data presentation, analysis and interpretation. The last chapter five includes summary, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This part of the study provided the outline of literature specific to job rotation practices. The relevant conceptual framework, theoretical literature and empirical review related to the topic of the study are reviewed on this chapter.

2.1 Theoretical Literature Review

2.1.1 Definition of Job Rotation

Different authors have defined job rotation using their own words and expressions. Job rotation has been defined as a systematic movement of employees from one job to another at planned intervals (Dessler and Varkkey, 2009). It involves periodic shifting of employees from one task to another where each task requires different skills and responsibilities (Robbins, 1996). Torrington and Hall (1991) described the job rotation as movement of employees among different tasks and positions which will probably be of similar nature. Job rotation is a training method followed by the organization to develop the employees in various department where they can gain diversified learning of job skills for a specific period of time and job rotation is a practical approach to enrich and expand the job assignments of the employees (Seibert & Kraimer, 2001). Job rotation is also a useful experience for education of individuals whom have potential talent for holding senior organizational positions. Thus, it is necessary for them to work in different organizational units in order to acquire essential organizational knowledge for fulfillment of future responsibilities and duties (Abtahi, 1997, p: 93).

On the other hand, Jaime (2000) stated 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.

Campion, Cheraskin and Stevens (1994) study job rotation inside the finance department of a large U.S. pharmaceutical company. First, they find that tenure has a negative effect on the rate of job rotation: junior employees rotate more frequently than senior employees. Second, the

educational level has no significant effect on the rate of job rotation. Third, individual performance has a significant positive effect on the rate of rotation. Fourth, the rate of rotation has a moderate positive effect on the rate of promotion. Last, the authors use a questionnaire to complete the data that they have collected from personnel records. In that questionnaire employees are asked their opinion about the benefits of job rotation. According to most employees, job rotation provides increased knowledge. Interests of executives today are turned into a vaster view about Job Rotation and its strategic impact on employee motivation. As a result, many researchers have investigated the relationship between Job Rotation and employee motivation and a considerable portion of these studies emphasizes the positive relationship between these two concepts. Kaymaz (2010), contends that when organization adopts Job Rotation, this results in improving relationship between Job Rotation and employee motivation which leads mostly to an overall better employee performance.

In this present era, managing human resources effectively is a major challenge by most organizations. Human resources department must have the capacity and ability to design and developed a job that suits every level of employment. Job rotation refers to the systematic movement of staff from one job to another (Malinski, 2002). Job rotation sometimes involves lateral/non-lateral transfers, within or between departments that enable employees to work in different jobs. (Adomi, 2006).In addition, Huang (1999) also defined job rotation as ‘lateral transfer of employees among a number of different positions and tasks within jobs where each requires different skills and responsibilities’. Jorgensen (2005) further explain that job rotation is working at different task or in different positions for one period of time. Gomez *et. al* (2004) supported by mentioning that it is a planned way using lateral transfer which purposely to allow employees to expand their knowledge, skills and competencies and also considered as a technique in on-the- job-training. To conclude, the organization needs to design their employees’ work setting and requirements to be mobile and able to learn in one amount of time in order for their employees to have a better understanding on how one’s organizations works. Motivation defined as a process governing choices by persons among alternative forms of voluntary] activity (Vroom, 1964).

Kusunoki and Numagami (1998) study the patterns of inter functional mobility of engineers in a large Japanese company. They proved that there is a positive relationship between the employee's speed of promotion and the rate of rotation.

Bennett (2003) suggests two forms of job rotation: These are

(1) Within-function rotation

He explains that within-function rotation means rotation between jobs with the same or similar levels of responsibility and within the same operational or functional area.

(2) Cross-functional rotation

Cross-functional rotation according to Bennett (2003 P.3) means “movement between jobs in different parts of the organization over a period of time”. However, rather than rotating between a number of jobs that are in the same group and closely related to each other, the individual or new employee would rotate through a number of jobs in different departments. This method provides the individual or new employee with developmental opportunities and such methods can also be used by the organization to gather data about their skills, interests and potential to indicate their final placement.

2.1.2 Benefit of Job Rotation

There are various studies on job rotation that describe the benefits for workers and firms. First, as Jovanovic, B. (1979) pointed-out job rotation is helpful when determining the suitability of workers for certain jobs. Second, job rotation gives workers the opportunity to learn multiple skills and outlooks mentions that job rotation in firms allows workers to learn different skills to deal appropriately with unexpected trouble or accidents, which are referred to by Koike, (1991) as “unusual operations”. Third, job rotation also avoids the dullness caused by monotonous jobs (Cosgel et al., (1999). When looked at in its entirety, from the angle of employees undergoing rotation the most important associated advantage of differentiation at work is the prevention of monotony/boredom and loss of motivation (Azizi et al., 2009). Job rotation has found wide acceptance as a means of reducing monotony (Gannon et al., 1972). Fourth, rotation can also be seen as an on-the-job training technique supporting the principle of “learning by practical experience” (Ho et al., 2009). The research performed by Eriksson & Ortega (2001) indicated that job rotation applications support both employee learning and the employer learning. It is a training means of facilitating the acquisition of skills to make the work productive. Fifth, working with many people at different time periods develops human relations and support internal and external communication among departments. Rotation gives several cues about how to establish communication with people with different behavioral characteristics. Employees

who are closer to each other in a social context were able to resolve any problems which may arise during technical processes more easily. This makes it feasible for the workplace to be more peaceful and work to be carried out with high motivation (Morris, 1956). Furthermore, correct implementation of job rotation should provide for the employee to be able to see various stages of the production process as a whole (Adomi, 2006). That is, rotation facilitates the learning of all aspects of the business. Finally, Itoh (1987) shows that fostering of generalists improves firms' profit, (Lindbeck&Snower, 2000) point out that accumulating multiple skills is more beneficial than acquiring specialized skills. By taking a general view of the company, the employee's accumulation of technical knowledge and skills and his/her command of the work increases. This condition the person was highly motivated and work was more productive (Huang, 1999)

Eriksson and Ortega (2004,) writes: According to Campion, et al (1994), job rotation produces two beneficial effects. First, an employee who rotates accumulates experience more quickly than an employee who does not rotate. Hence job rotation is noted as an effective tool for career development. Second, an employee who rotates accumulates experience in more area than an employee who does not rotate. Hence, if an employee rotates more frequently, it is easier to train him to become a generalist.

Jans and Frazier, (2001) write, an employee who rotates is competent in skills that are not necessarily performed in their normal duties making them more responsive when change is necessary. It also contributes to career satisfaction by sharing the good and bad assignments, and provides an organization the ability to rapidly fill vacancies.

Bennett (2003) listed the following as some benefits of a job rotation program for employees:

- Job rotation can lead directly to the accelerated development of new staff members;
- Enabling staff to work in different areas of the organization through cross-functional job rotation and job swaps can contribute to employees' knowledge of the organization and its functions;
- Cross-functional job rotation can lead to a greater understanding by employees of the many functions of the organization;
- Job rotation can contribute to the development of social and individual human capital by enabling employees to develop new relationships with other employees across the organization as well as gaining on-the-job experience;

-Skill diversity may help employees to meet the minimum qualification of jobs for future career advancement;

- Employees may make a more serious commitment to their career when an organization invests time in an employee and develops their abilities;

-Various job assignments can make employees' work more enjoyable and provide more skills to avoid redundancy.

In addition to the opportunity to learn new skills through job rotation, other benefits of job rotation programs for employees are highlighted by Indiana University (1997), including:

- Increased job satisfaction
- Broadened work experience;
- Greater job variety;
- New perspectives on individual responsibilities; and
- Personal self-development.

As Campion, Cheraskin and Stevens (1994) posit that the management literature often refers to job rotation as a useful practice, but very few authors have conducted a detailed analysis of its costs and benefits. Nonetheless, three types of arguments are recurrent in job rotation discussions: for some people, rotation is a training device; for others, it is mostly a way to discover which jobs different employees are best at; and for a third group of people, job rotation's main benefit is motivation (Eriksson and Ortega 2004). The theoretical review was based on the three most common theories used in examining the influence of job rotation on organizational. These theories were Herzberg (1957) two factor theory, Hackman and Oldham's (1974) job characteristics theory and high performance work system theory. A theoretical framework is a collection of interrelated ideas based on theories (Kombo and Tromp 2006).

The two-factor model of satisfiers and dissatisfies was developed by Herzberg et al (1957) following an investigation into the sources of job satisfaction and dissatisfaction of accountants and engineers. It was assumed that people have the capacity to report accurately the conditions that made them satisfied and dissatisfied with their jobs. Accordingly, the subjects were asked to tell their interviewers about the times during which they felt exceptionally good and exceptionally bad about their jobs and how long their feelings persisted. It was found that the accounts of 'good' periods most frequently concerned the content of the job, particularly achievement, recognition, advancement, responsibility, and the work itself. On the other hand,

accounts of 'bad' periods most frequently concerned the context of the job. Company policy and administration, supervision, salary and working conditions more frequently appeared in these accounts than in those told about 'good' periods.

Herzberg's Two-Factor Theory divided motivation and job satisfaction into two groups of factors known as the motivation factors and hygiene factors. According to Frederick Herzberg, "the motivating factors are the six 'job content' factors that include achievement, recognition, work itself, responsibility, advancement, and possibility of growth. Hygiene factors are the 'job context' factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security" (Ruthankoon, 2003).

Basically the theory differentiates the factors between intrinsic motivators and extrinsic motivators. The intrinsic motivators, known as the job content factors, define things that the people actually do in their work; their responsibility and achievements. These factors are the ones that can contribute a great deal to the level of job satisfaction an employee feels at work. The job context factors, on the other hand, are the extrinsic factors that someone as an employee does not have much control over; they relate more to the environment in which people work than to the nature of the work itself (Schermerhorn, 2003).

The most direct approach is to work on the intrinsic, job content factors. Giving the employee encouragement and recognition helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility. Herzberg says, that "the only way to motivate the employee is to give an employee challenging work in which he/she can assume responsibility" (Leach, 2000).

Using a different method than Herzberg on elementary school principals in Israel, Gaziel, (1986) found distinction between motivation and hygiene factors. This provided additional cross-cultural support for the two-factor theory, although the author does state that the two-factor theory is contingent on individual factors also. In 2008, a study used the two-factor theory as the theoretical framework to examine the possible relationships between ability utilization, compensation, co-workers, and job satisfaction among psychiatric nurses (Sharp, 2008). The findings supported the two-factor theory by showing moderate correlations among nurses' ability, utilization, achievement, and job satisfaction.

Job characteristics theory is a work design theory. A useful perspective on the factors affecting job design is provided by Hackman and Oldham's (1974) job characteristics model. They suggest that the 'critical psychological states' of 'experienced meaningfulness of work, experienced responsibility for outcomes of work and knowledge of the actual outcomes of work' strongly influence motivation, job satisfaction and performance. They identified the following characteristics of jobs that need to be taken into account in job rotation; skill variety, task identity, task significance, autonomy and feedback. The theory includes individual difference variables as moderator of the relationship between the characteristics and the outcome variables. Hackman and Oldham (1976, 1980) defined the five job characteristics as follows: Skill variety: the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person. Task identity: the degree to which the job requires completion of a whole, identifiable piece of work that is doing a job from beginning to end with visible outcome. Task significance: the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organization or in the world at large. Autonomy: the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedure to be used in carrying it out. Job feedback is the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance.

According to Mukul et al., (2013) it was possible to combine the five characteristics into a single index that reflects the overall motivating potential of a job. In the more specific job characteristics, i.e. skill variety, task identity and task significance, affects the individual's experience meaningfulness of work, autonomy influences experienced responsibility for outcomes: and feedback from job to knowledge of the actual results of the work activities.

2.1.3 Job Rotation and Motivation

Rotation can be defined as working at different tasks or in different positions for set periods of time. Jorgensen et al., 2005, as cited in Wageeh&Nafei, (2014).in a planned way using lateral transfers aiming to allow employees to gain a range of knowledge, skills and competencies and is also seen as an on-the-job training technique (Gomez &Lorente, 2004, Karadimas&Papastamatiou, 2000, as cited in Wageeh&Nafei, 2014). And as such is known to

have an effect on employee motivation. The job rotation has come to be accepted as an effective method of developing skills and providing motivation. Although employees moving from one task to another for set periods are based on a simple logic, the value to the employees is considerably high. Job rotation, especially there are many benefits for increasing motivation and productivity decreasing monotony, creating training opportunities, laying the foundations for senior management positions, supporting career development, easing adaptation to change and decreasing stress (Jorgensen et al., 2005 as cited in Wageeh&Nafei, 2014

Job Rotation is seen as a kind of an on-the-job training technique and such training technique is known to have a positive effect on employee motivation (Mohsen et al., 2012). To motivate employees through the use of JR method, the first condition is to ensure that JR practices generate the expected positive effect on employee motivation. From this angle, preparing the employee for management, decreasing monotony and boredom, and increasing the level of knowledge, skills, abilities, and competencies are the functions was used to achieve the said motivational effect.

The results of Azzam's research study (2013) supported the theory that JR practices has a positive impact on morale of employees providing security services in the Palestinian Ministry of Interior in Gaza Strip. And this study agreed with Karadimas and Papastamuteiou study, (2007) as both studies recommended using JR as an opportunity for organizations to enhance their employees' morale and thus increase their motivation. The topic of Job Rotation mostly considered in HR literature, has come to be more accepted as an effective and efficient management tool of enhancing employee motivation and improving skills. Although employees' moving from one job to another for certain periods of time is based on a simple logic, the value of the employees is considerably high. It is well-known that JR now is one of the major factors which contribute in increasing employees' motivation and as a result, improve organizational performance, and innovation among the organizational level. As the improvement of employees' motivation is a major concern for organizations' management, the introduction of a different policy is often used as a tool to achieve that purpose, but this is sometimes accompanied by several obstacles and challenges; so is the case with JR policy adoption in different business organizations (Johnson, 2005).

According to Mohsen *et al.*, (2012), JR practices have a positive effect on employee motivation.

The development of social relations in JR practices, increasing in knowledge, skills, and competencies, and a decrease in monotony were identified as having a positive impact on employee motivation. From this aspect, it was easily concluded that the adoption of JR practices decreases boredom and monotony and moving from one job to another increases employees' morale and as a result, increases their motivation. JR practices in another way increase personal capacities as well. Holding jobs in different units increases technical and managerial skills, and knowledge. Improving personal background through JR motivates employees and encourages them for continual improvement. Accumulating more knowledge and skills will assist employees to encounter routine problems related to specific jobs, develop usual ways for performing jobs and this helps employees to be more effective and efficient, more productive and thus, more motivated in various working conditions.

2.1.4 Employee Interest

According to Tomar & Sharma, (2013), motivation is a kind of force which energizes people to achieve some common goals. Every organization either public or private is goal oriented and all efforts are geared towards the successful attainment of their goals and objectives. It has been argued that unless individual employees are motivated to make efficient use of the potentials found among them during the employment process, they may not achieve the level of performance that is desired from them (Rothberg, 2005). For an employee to be motivated, he or she perceives that their wants are being met. Thus, the satisfaction of the employee represents an indispensable dimension of the motivational process. A satisfied employee would certainly contribute positively to the realization of organizational goals and objectives, while a dissatisfied may not only contribute but can even act in such a way that the realization of such goals and objectives could be completely destroyed. This underlines the importance of employees' satisfaction to the organization (Anka, 1988).

According to DeCenzo and Robbins (2007), motivation is a multifaceted process with individual managerial and organizational implications. Motivation is not what the employer exhibits but a collection of environmental issues surrounding the job. Zubair (2005) identifies factors that motivate employees in Pakistani organizations. The results of the study revealed that top four motivators in Pakistani organizations were image, job security, compensation, good relationship and teamwork, (Tomar & Sharma, 2013).

According to Manzoor, (2012) employee motivation is one of the policies of managers to increase effectual job management amongst employees in organizations. A motivated employee is responsive of the definite goals and objectives he/she must achieve, therefore he/she directs its efforts in that direction. Getting employees to do their best work even in strenuous circumstances, is one of the employees most stable and greasy challenges and this can be made possible through motivating them. One of the major concerns of manufacturing companies has focused on improving worker productivity, which is one of the job performance measures (Borman, 2004). Employee motivation is one of the strategies managers employ to enhance effective job performance among workers in organizations. For effective work performance to thrive in the organization, motivation has to be managers' top priority.

Input towards achieving higher and individual and organizational performance. The success of any organization greatly depends on employee empowerment as they take larger roles in shaping the organizational culture. According to Apostolou, (2000), employee involvement is a process of empowering employees to participate in managerial decision making and improvement activities appropriate to their levels in the organization while empowerment means that all employees feel that they have responsibility and authority to participate in decision making and problem solving in their appropriate levels.

According to Holden (2001), in differentiating worker involvement from empowerment it is clear that employee involvement initiatives are support mechanisms for other managerial strategies such as Total Quality Management (TQM), business process re-engineering, high performance work systems and the learning organization. Employees can be empowered through job rotation. Empowerment is an initiative in its own right, which can be all-pervasive in organizational terms. In addition, both employee involvement and empowerment can be seen to be managerially inspired, with circumscribed powers given to employees. They have also been strongly associated with the introduction of HRM strategies. Participation and to a greater degree, industrial democracy allow greater autonomy to employees and their representatives, such as trade unions, who decide their own policies in reaction to organizational changes and managerial policy (Holden, 2001).

Sofijanov&Zabijakin-Chatleska (2013), states that teamwork is considered as an effective way to reduce an organizational hierarchy and increase the worker involvement. Although problem solving teams allow employee involvement in decision making they only have right to make

recommendations and examples include quality circles groups for quality improvement. Some organizations go further to create teams that will not only solve problems but also implement solutions that will take responsibilities for results.

Today organizations design customized job rotation programs by asking employees about their career aspirations in order to meet their needs for career satisfaction, have more loyal and committed workforce because by satisfying the longings, managers give greater hope and confidence to employees, which enhance their loyalty to the organizations (Zigarelli, 2004; Leat, 2007). Rotational assignments also encourage the employees to be more content and satisfied in their work and enhance their involvement which may serve as a competitive weapon for an organization in today's dynamic corporate environment. It also helps the organizations to bring about a durable outcome of the commitment of each employee to the firm's value base (Arogyaswamy and Simmons, 1993).

In- role job performance refers to activities that are related to employees' formal role requirements (Borman&Motowidlo, 1997). Generally it is believed that job involvement by positively affecting employees' motivation and effort, leads to higher levels of in-role job performance. Prior research has indicated some support for this claim. For instance Brown and Leigh (1996) in their study found that job involvement had both direct and indirect effects through effort on performance. The success of an organization depends on the on-job productivity of its employees. If they're rightly placed, they was able to give the maximum output. In case, they are not assigned the job that they are good at, it creates a real big problem for both employee as well as organization. Therefore, fitting a right person in right vacancy is one of the main objectives of job rotation. Furthermore, employees that are engaged with a number of different positions throughout a company experience increased appreciation for co-workers and the interrelation between positions, which decreases animosity and enhances job commitment. When developing job rotation program, the management need consider employee interests and attitudes first. It is also important to consider flexibility and employees views regarding rotation programs to make workers more involved and committed to their jobs.

The employee motivation argument is that job rotation contributes to make work more interesting. This argument was sometimes mentioned in the literature on "plateauted" employees that developed in the late 1970s. Plateauted employees are those with little prospects of promotion. According to Ference et al. (1977), job rotation is a potential solution to these

employees lack of motivation. More recently, Cosgel et al. (1999) have pointed out increased motivation and satisfaction as one of the benefits of rotation. In their model, employees prefer to perform a variety of tasks rather than specializing in a single task and, as a consequence, job rotation increases job satisfaction. If the employee motivation theory is correct, we expect job rotation to be adopted by firms where employees have worse prospects of promotion.

2.1.5 Motivation

Managers in every kind of organization have made generalized assumptions about what motivates their employees. A motivation seems to be the single most important determinant of performance that job performance is the result of motivation and ability. Motivation makes an organization more effective because motivated employees are always looking for better ways to do a job, generally are more quality-oriented and are more productive. So it is important for management to understand how organizations influence the motivation of their employees. Considerable research has been conducted regarding the definition of motivation. According to Madsen, 1974, as cited by Eriksson and Jaime Ortega (2004) motivation is an important concept in modern psychology. It is not possible to understand, explain or predict human behavior without some knowledge of motivation. Motivation is an intricate inside process with three components: what drives the individual to behave in a certain ways, what steers the behavior, and what maintains the behavior. To satisfy the employees' need is very difficult because each employee has different characteristics that affect behavior. All managers realize that motivation is important and if employees are enthusiastic about task accomplishments, try to do their jobs the best, the organization was benefit. The organizational goals cannot be effectively attained unless employees work together, so it is obvious that the need for teamwork in the organization is essential. One thing that managers should realize is their job is not just to "motivate an employee". All employees come to a work situation motivated to attain personal goals which they have established. One goal for the service manager is to develop motivated employees and increase their morale about their work. Employee morale towards work, such as supervisors and peers, organization, work environment, can be defined as the feelings an employee has about all aspects of the job. There are many benefits to be gained from building good morale. Besides, there are proven relationships between morale levels, turnover, and absenteeism. However,

research indicates that high employee's morale levels do not always yield high productivity levels

Understanding exactly what motivation is will help managers decide what actions to take to encourage their employees. Motivation is very important for improving employees' performance, productivity, and for job satisfaction. Nowadays, successful business organizations are using many tools and policies that help to motivate employees such as training & development, orientation & placement, transfer & promotion, improving remuneration, compensation, and reward system, and JR adoption (Paswanet *al.*, 2005).

The term motivation was gotten from the Latin root which means Stimulate. Motivation is a conduct; it is not a thing or exceptional occasion that can be watched straightforwardly. It is a compound which depicts particular practices. Two parts of the behavior have been portrayed by the concept motivation. They are to support the behavior or motivation behind a behavior, and appropriate consuming energy. In other words, when behavior is propelled to get a specific purpose, or when seriousness and occurrence level of vitality is not the same as past circumstance. Consequently, the term motivation alludes to two different issues. Initially, what does make a man activate? At that point, what does dominate a form of some activities to the others? (Pakdel, 2013).

Employee motivation has been proven to be a long term success factor in many organizations. Motivating employees is vital to any business. A motivated workforce means a highly productive staff, all of which will help any organization to achieve its business goals. And this should be a main objective in any organizational and business plan. Before organizations build a motivational strategy, the first step needs to be taken is to understand what motivates organization employees. What drives them to their peak performance was better help the organization develops programs that both motivate and retain the best employees for its business (Pakdel, 2013).

There are two kinds of motivation, extrinsic motivation and Intrinsic and in many studies and researches, it was concluded that organization that satisfies both extrinsic and intrinsic factor of workers gets the best out of them. It is important to understand that people are not all the same; thus effectively motivating employees requires management to gain an understanding of the different types of motivation. Such an understanding will enable the organization's management to better categorize its team members and apply the appropriate type of motivation. It was clearly

noticed that each member is different and each member's motivational needs was varied as well. Some people respond best to intrinsic which means "from within" and will meet any obligation of an area of their passion. Conversely, others will respond better to extrinsic motivation which, in their world, provides that difficult tasks can be dealt with provided there is a reward upon completion of that task. To become experts in determining which type of motivation will work best with which team members (Stringer *et al.*, 2011).

2.1.6 Job Monotony

Boredom and monotony are widely recognized as undesirable side effects of repetitious work. With an increasing trend toward the application of computer control, more jobs are becoming automated and, despite a concomitant demand for programming and other computer related work associated with a high degree of job satisfaction, there is concern that this trend will result in a net increase in the number of fragmented and routine jobs; in this event the effects of boredom and monotony will become increasingly important considerations in job design and personnel management. Most of us would readily agree that boredom and monotony are unpleasant, undesirable states. During recent years, however, a number of investigators have begun to refer to monotony and boredom, especially that resulting from repetitive industrial work, not simply as undesirable aspects of automation, but as stressors that may be as potentially harmful to the individual as are the more commonly acknowledged effects of exposure to overstimulation or conditions of excessive workload Reighard HL, 1976. If boredom and monotony are significant determinants of stress, then attempts to reduce the strain of excessive workloads through increased automation could have the ironic effect of replacing one sort of stressor with another. Interchangeably to refer to the experience that arises from exposure to stimulus conditions which are perceived to be either uniform or repetitive, and which also induce a desire for change or variety. This is essentially the same definition of boredom and monotony as proposed by Smith, 1955. The studies reviewed will be drawn largely from the literature on vigilance, sensory deprivation, and repetitive industrial work. It is, of course, recognized that exposure to such stimulus conditions is not always perceived as monotonous and that monotony can certainly arise in the presence of multiple, varied stimulation.

2.1.7 Job Performance

In the view of Putterill and Rohrer (1995), job performance focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period. Hence what the researcher has developed the working definition for study purpose is that, achievement of targets of the tasks assigned to employees within particular period of time. The success of business depends on employees' performance.

One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management (<http://www.quantisoft.com/index/html>). Performance improvement is not only a result of well-functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).

The dimensions of performance on which an employee is evaluated are called the criteria of evaluation (Ivancevich, 1998). Opatha, (2002) suggested that several criteria become needed in order to evaluate job performance of an employee accurately. In the view of Mathis and Jackson (2003), the data or information that managers receive on how well employees are performing their jobs can be of three different types. These are

- a) Trait-based information.
- b) Behavior-based information.
- c) Result based information.

Opatha (2002) indicated that trait-based information identifies a subjective character of the employee such as attitude, initiative or creativity. Behavior-based evaluations of job performance focus on what is included in the job itself (Mathis and Jackson, 2003). Results are outcomes produced by the employee. Result based information consider employee accomplishment.

For jobs in which measurement is easy and obvious, a results-based approach works well Opatha (2002).

2.1.8 How Job Rotation Is Utilized By Organizations

Eriksson and Ortega (2004) tested three theories of why organizations introduce job rotation.

These are

- a) Employee learning.

b) Employer learning.

c) Employee motivation.

Employee learning

With employee learning, the theory is “that employees who rotate accumulate more human capital because they are exposed to a wider range of experiences. The more an employee moves, the more he learns” (Eriksson and Ortega, 2004, p.2). For example, inter-functional job rotation helps prepare junior employees to become top managers. As employees move up to broader jobs, they need to gain deeper understanding of more aspects of business, and job rotation helps them do so. At lower hierarchical levels, intra-functional rotation can be very useful for allocative efficiency reasons: firms benefit from being able to re-allocate employees across different tasks because this enables them to meet production requirements. But re-allocation is too costly unless employees have already gained experience in different jobs.

Employer learning

Under the employer learning, the theory is “the firm itself learns more about its own employees if it can observe how they perform at different jobs. To find the job that an employee is best suited, the employer needs to move the employee around and observe how he performs at each position” (Eriksson and Ortega, 2004, p.2). The idea is that job rotation provides the employer with information about the employee’s abilities. Specifically, it enables the firm to identify which part of an employee’s performance is due to the employee’s general abilities, which part to job-specific factors unrelated to the employee (for example, the job might be particularly difficult and performance low for that reason), and which part to the employee’s job-specific abilities. This information can be used to improve promotion decisions. Ortega (2001) showed that the relative benefits of job rotation are greater when the firm knows less about its employees’ abilities, and when the firm is engaging in activities for which the returns are *a priori* more uncertain.

Employee motivation

The employee motivation theory states, job rotation “motivates employees who would otherwise become bored and tired of always performing the same task” (Eriksson and Ortega, 2004 p.2). The employee motivation argument is that job rotation helps make work more interesting. This argument was mentioned in the late 1970s literature on the so-called “plateaued” employees with

limited promotion prospects (FERENCE, et al 1977) and it was also analyzed by Cosgel and Miceli (1999).

Finally, we should note that the literature highlights some human resource practices such as work teams, quality circles, total quality management, and performance pay as complementary to job rotation. These practices should therefore affect the decision to adopt job rotation (Osterman et al 1998).

2.1.9 Employer and Employee Perspectives on Job

Traditionally, job rotation is usually addressed at an organizational level. From the employers' point of view, organizational theorists have advocated frequent rotation as a means of reducing fatigue and boredom on jobs so as to maintain productivity (Miller, et al 1973) and fairly frequent rotation after the initial hiring as a means of orientation and placement (Wexley and Latham, 1981). Job rotation enables the training of workers to be backups for other workers so that managers have a more flexible work force and a ready supply of trained workers (Rothwell et al, 1994). When rotation occurs at longer intervals, it has been thought as a practice of progressive human resource development or a means of enhancing the value of work experience for career development (Campion, et al, 1994).

Also from the employers' standpoint, however, the practice of job rotation may be very costly. As pointed out by Yoder, et al (1958), while job rotation may encourage generalization, it prevents job specialization so that the optimal level of performance cannot be reached. Although this problem may be negligible for many jobs, it can be very serious for those jobs where high specialization is needed so that the costs in terms of training and supervision are prohibitive. One should not be surprised by the fact that only 42.5% of the companies in Taiwan are practicing job rotation and that they carry out their job-rotation policy selectively and cautiously (Huang, 1997). Thus, for a job-rotation study at individual level, the focused question is whether the individuals perceive there is a job-rotation practice that they actually participate with, rather than whether the companies have allegedly adopted a policy of job rotation.

Ortega (2001) interestingly states that job rotation was rarely viewed from the perspective of the employees themselves. Through a nation-wide survey, this study addresses the following question: How seriously do employees regard job rotation? Specifically, the researcher wanted to measure the relationship between job rotation and job satisfaction and, secondly, wanted to know

whether those employees with job rotation and those without job rotation would judge their companies differently in terms of training effectiveness.

According to Ortega (2001), there are different reasons an organization may choose to utilize job rotation such as using job rotation as a learning Mechanism. Ortega (2001) research suggests that there are significant benefits that may outweigh the costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self efficacy. The company may benefit from using job rotation by having the ability to staff key positions within a company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable.

Rothwell et al, (1994) states that organizations use job rotation to alleviate the physical and mental stresses endured by employees when working the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Job Rotation is also believed to have the ability to decrease the amount of boredom and monotony experienced by employees who work the same position for extended periods of time.

Ortega (2001) emphasis that job rotation improve employer brand image in a tight economy, everyone is likely to be heavily focused on job security. If you provide and publicize your focus on inside hiring preferences, it will bolster the firm's external brand image of offering long time employment security and a good place to work because you focus on the needs of your current employees. The increased security that you offer may also increase the retention rate of your current employees. Excellent internal movement programs are frequently praised by employees and the business press. If you have an excellent program, it will help you build your external image as an employer of choice and a "best place to work".

Campion et al, (1994) states that job rotation allows for more entry level hiring by filling most jobs internally through transfers or promotions you allow the firm to do to do almost all of its external hiring at the "entry level". This is a good thing because entry-level jobs are cheaper to fill, have a larger candidate pool and give the firm more time to train and assess "unknown" external hires while they are in jobs where they can do less damage. Higher retention rates rapid

movement minimizes frustration and burnout. People working in their "ideal job" are unlikely to find a superior opportunity outside the firm.

In the opinion of Eriksson and Ortega (2001), multiple on-the-job learning opportunities are likely to develop leaders faster and more effectively because the development assignments will include opportunities to lead more teams under a variety of circumstances.

2.1.10 How to Implement an Effective Job-Rotation Program in a Company

Employees who participate in job rotation programs develop a wide range of skills, and generally they are more adaptable to changes in jobs and career and more engaged and satisfied with their jobs in comparison with workers who specialize in a single skill set or domain.

However, job rotation may increase the workload and decrease productivity for the rotating employee and for other employees who must take up the slack. This is why preparation is key to the success of any job rotation program. Tips for effectively implementing job in order to avoid potential pitfalls by Fiester (2009)

- Formulate clear policies regarding who was eligible and whether employees was restricted to certain jobs or opportunities was open to people in all job classifications.
- Determine if the program was mandatory or if employees was allowed to "opt out." Will opting out have an adverse impact on their performance appraisal
- Involve the employees and managers in planning job rotations so that there is a clear understanding of mutual expectations.
- Determine exactly what skills were enhanced by placing an employee in the job rotation process.
- Use job rotation for employees in non-exempt jobs, as well as for those in professional and managerial jobs.

By carefully analyzing feasibility, anticipating implementation issues, communicating with and ensuring the support of senior and line managers, and setting up realistic schedules for each position, both large and small organizations can derive value from a job rotation program.

Zeff (2008) writes on how to effectively design job rotation program. He proposes the following:

- Talk to both your stars and those who have reached a plateau. Find out about the opportunities they are seeking. Have them write down what it is they want from their jobs.

- Give the employees ownership of the rotation policy. They should be part of the process.
- When we have ownership and responsibility for something, we start to care. When employees start to care, the next step is passion. Your ultimate goal is for all your employees to develop passion for their jobs.
- Communicate with your employees about the rotation policy. What are their ideas? What works for them? What works for you?
- As a manager, ask yourself one question: How can I make the other people around me more successful? As you put the rotation policy together, answer that question and act on it and you will have a very successful team. If you don't care who gets the credit, and if you learn to support and take care of the person next to you, the entire work environment will quickly change.
- Don't be afraid to change. If you try one rotation policy and it is not working for everyone, then try something different. Sometimes we have to admit we made a mistake. We must slow down, reassess and then try a new path.
- Teach your employees to take ownership of their happiness and passion. Too many times, employees let other people's actions or words determine their happiness. Help your employees understand that happiness is a choice.

2.1.11 Training and Competences Development

Training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Gordon , 2002 , p.235).

The recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized .They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development. (Beardwell and Holden, 2004, p.95)

It goes without saying therefore that the training and competences development of employees is an issue that has to be faced by every organization. However, the amount, quality and quantity of

training carried out vary enormously from organization to organization. Factors which influence the quantity and quality of training and development activities include; the degree of change in the external environment, the degree of internal change, the availability of suitable skills within the existing work-force and the extent to which management see training as a motivating factor in work. (Cole, 2002, p.329)

The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior. It is one of the most important potential motivators which can lead to many possible benefits for both individuals and the organization. Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques. (Cole, 2002, p.295)

Training can achieve:

- ❖ High morale: employees who receive training have increased confidence and motivation.
- ❖ Lower cost of production: training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste.
- ❖ Lower turnover: training brings a sense of security at the workplace which reduces labor turnover and absenteeism is avoided.
- ❖ Change management: training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations.
- ❖ Provide recognition: enhanced responsibility and the possibility of increased pay and promotion
- ❖ Give a feeling of personal satisfaction and achievement and broaden opportunities for career progression.
- ❖ Help to improve the availability and quality of staff. (Cole, 2002 , p.150)

Training is therefore a key element for improved organizational performance; it increases the level of individual and organizational competences. It helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance. Although many employers continue to have reservations about the cost and

extent of tangible business returns from training, the development of skills has been identified as a key factor in sharpening competitiveness. (Irene F., 2009, p.35)

It is particularly important for an organization concerned about its future success to be preemptive in its development and alignment of abilities, working habits, and skills of Individuals. Thus, a strategy for future competitiveness necessitates that the top managers of an organization concern themselves with the organizations core competencies. (Hamel&Prahalad, 2004, p.22)

At the level of the individual worker, commitment to the organization, feeling that one is part of a bigger mission and that one's contribution is important. is a major factor in productivity and innovation. A significant factor in engendering the commitment of the staff to the organization and its products is visible and meaningful management commitment to the staff and to the competencies they represent. Two central aspects of maintaining the competencies that reside in an organization entail (1) the nurturing and development of the existing competencies that support the current mission and innovation for the future, and (2) the existence of an internal working environment that contributes to the staff's preference to work there rather than for some other company. (Harvey, 2004, p.80)

The success of a training program depends more on the organization's ability to identify training needs and the care with which it prepares the program so that if the trainees do not learn what they are supposed to learn, the training has not been successful. They further indicated that training experts believe that if trainees do not learn, it is probably only because some important learning principle had been overlooked. (Sherman et al, 1996, p.13).

This highlights the importance for complete training and break-in periods before an employer begins a job rotation program. The training and break-in period enables the employee to develop those behavioral strategies needed to limit the risk factors. This also suggests that the number of jobs included in a particular rotation should be kept to a minimum, perhaps two or three, allowing the employees to become "experts" at each task. (Jonsson, 2008, p. 108)

Job career generally means job progression. It is defined, from human resource perspective, as a model of experiences relating to work specifying people's way of life (BabaeiRahimabadi, 2011). Job career is a multidisciplinary and multifaceted system including horizontal and vertical

promotion, rotation in similar positions, teamwork, and the development of individuals' capabilities to better and more usefully do activities (Soltani, 2013).

Studies by Ortega (2006) 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. Job rotation also improves employee's problem-solving abilities and shared understanding of the job, enhances team efficiency and enables the employees to avail promotion opportunities after successful completion of job rotation programs (Faegri et al., 2010).

Based on a study conducted by 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.

2.2 Empirical Literature Review

The researcher focused on effectiveness of job rotation practices on Dashen Bank S.C

The advantages of job rotation have been long recognized by organizational theorists. As summarized in Sargent (1952): a job rotation plan provides well-rounded training and a background of experience for the individuals; it streamlines the organization through periodic introduction of new managerial viewpoints; it stimulates the development of the individual because of the element of competition introduced; it eliminates the assumption by an individual of any "vested right" in a particular job; it tests the individual; it minimize friction caused by personality clashes or personal feuds; and it widens the trainee's circle of acquaintances among company executives. In sum, the trainee in the job rotation learns by doing. In each assignment, the employee is given responsibility and expected to fit in as a regular member. Hence, training by job rotation is not perfectly substitutable by other kinds of training method.

According to Campion, Cheraskin and Michael (1994), job rotations are lateral transfers of employees between jobs in an organization. Job rotation is used for employing a group of workers in order to provide on-the-job training. Rotation can also be seen as an on-the-job training technique supporting the principle of learning by practical experience. The research performed by Eriksson and Ortega (2006) indicated that job rotation applications support both employee learning and the employer learning. It is a training means of facilitating the acquisition of skills to make the work productive. By working in more than one department or section at set

intervals and learning by actually doing the work oneself, makes it easier to acquire the knowledge and skills related to many functional areas of the organization (Eguchi, 2005).

Job rotation makes people in different functional areas more connected. It also provides individuals with a better knowledge of the other parts of the business. Hence the greater job rotation, the more consensus is created between workers, which influences the interpretation of information and provides a mechanism for organizational learning. (Weerd-NederHof et al, 2002). In this perspective, the learning is affected in two dimensions, by periods in various departments with the routine procedural processes and also the accumulation of the employee's personal experience in the related departments. In comparison with other learning methods, training by rotation allows for better development of knowledge, skills and competencies, and provide opportunities to be applied at work. This supports the creation of an infrastructure for the employee with higher motivation and performance (Ortega, 2001).

The job rotation applications are significant not only for production workers but also for employees considered as manager candidates. In US and Japanese firms, qualified workers who are expected to be promoted as managers are required to have a broad view of the entire firm. The workers have experienced various production segments by rotating through different jobs, effectively learning many aspects of the company as a manager point of view (Eguchi, 2005). Therefore rotation influences the direction of career development. The role adopted by rotation in career management and the points that trigger motivation (Campion et al, 1994). Rotation technique increases an employee's problem-solving capability from a management angle. Understanding and dealing with a new job, a new department, new staff and new work processes brings many problems. This may be because in a different department working with different managers it may be necessary to change the approach to staff problems and may be at that time to abandon the routinely used methods. The fact that every new problem brings new solutions and ways of dealing with them generally creates a wide viewpoint related to the possible sources of problems in the company, (Campion et al, 1994).

According to Huang, H. J. (1999), a benefit attributed to job rotation is that it creates a good platform for the transformation of human capital. It is well known that the value of human capital depends on utilization, other than deposit. So it is important for firms to have a good platform to make the human capital be transformed into productivity in the process of production. Job rotation makes up a platform of transformation of human capital. Firstly, human

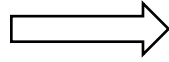
capital gained from rotating has good position adaptability and it sets up a precondition of the human capital translation. Employees rotating often make the best use of their knowledge and skills at their positions and that generally means high productivity. In past job rotation was taken with different perspectives, from studying past literature we can argue that job rotation is helpful for Management training officers (MTO's) to develop their career. The employee motivation argument is that job rotation contributes to make work more interesting. This argument was mentioned in the late 1970s literature on the so-called “plateau” employees -employees with limited prospects of promotion. Job rotation motivates employees who would otherwise become bored and tired of always performing the same tasks (Eriksson and Ortega, 2004). According to Ference, Stoner and Warren (1977), job rotation is a potential solution to these employees’ lack of motivation. Cosgel and Miceli (1999) have pointed out increased satisfaction as one of the benefits of rotation. In their model, employees prefer to perform a variety of tasks rather than specializing in a single task and, as a consequence, job rotation increases job satisfaction. This is beneficial to the firm because it can afford to pay lower salaries when employees are more satisfied. If job rotation is a motivation tool, we would expect it to be used by firms where employees have poorer prospects of promotion. Job rotation has found wide acceptance as a means of reducing monotony (Gannon et al, 1972). Moving from one position to another for set periods results in mobility, new skills, a new working environment, new social dialogue, new experiences, new professional fields, removes the employee from going through the same motions for long periods of time, and increases morale thereby motivating employees (Adomi, 2006). Job rotation can also reduce boredom and increase motivation through the divergence of employee’s activities. Foss, et al. (2009) found out that reassignment of job where there is improvement of employee from department to another will help the current department with the previous skills and knowledge the employees possess in their previous department.

2.3 Conceptual framework

Studies by Ortega (2006) 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. Job rotation also improves employee’s problem-solving abilities and shared understanding of the job, enhances team efficiency and enables the employees to avail promotion opportunities after successful completion of job rotation programs (Faegri et al., 2010).

Independent variables

- Employees' motivation
- Organization knowledge
- Employees' interest
- Job monotony



Dependent variable work

Job rotation practice

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter deals about types of research design and approach, Sampling design, target population, sampling technique, sampling size and sample size determination, data source and methods data collection, validity and reliability, data analysis method and ethical consideration.

3.1 Research Design and Approach

To achieve the purpose of the research the researcher were used descriptive method of research design and to assess the job rotation practice use quantitative and qualitative method of research approach.

3.2 Sampling Design

3.2.1. Target Population

The study focuses on Dashen bank to investigate the effectiveness of job rotation practices. Dashen bank had 400 branches and 8,140 employees through the country as of 2019.

The targeted population is employees working at Addis Ababa North district city selected branches having 264 employees.

3.2.2 Sampling Technique

The study used systematic simple random sampling techniques to select 219 respondents. The technique was appropriate and it allowed the researcher to use statistical methods to analyze sample results.

Table 3.1 Sampling frames

Name of branches	Total Number of employees	Number of Participant Employees
Tikur Anbesa	24	20
Wuha Limat	20	18
Menen	23	21
Belay Zeleke	20	18
Kebena	21	19
Kechene	22	19
Ras Desta	20	17
Piazza	22	18
Kera	21	18
Shiro Meda	21	16
Signal	22	17
Senga Tera	23	18
Total	264	219

3.3.3 Sampling Size and Sample Size Determination

The distribution of the sample is on the bases of selected branches randomly from North AA city district there 12branches selected randomly with 264employees respectively as of 2019. The number of employees having experience of more than two years and participated on study was 219 and shown in the table below.

$$n = \frac{z^2 p(q)N}{e^2 (N - 1) + (z)^2 (p)(q)}$$

$$n = \frac{(1.65)^2 (0.5) (0.5) 264}{(0.05)^2 (264) + (1.65)^2 (0.5) (0.5)}$$

$$598.95 / 2.7 = 219$$

Where n- Sample size

z = confidences level (95%)

p = probability of success

q -= probability of failure

N= population

e= error terms

3.3 Data Source and Method of Data Collection

3.3.1 Source of Data

Primary data were collected through question from Dashen Bank employees who have worked at least two years. The randomly selected respondent was: branch manager, customer service manager, and senior customer officer, Senior Branch Controller, Customer Service Officer, Branch Controller and Customer Relation Officer.

Secondary data is concerned, different relevant study, company website, and annual newsletter was consulted relevant secondary data for the study to supplement the primary data. The company's website is www.dashenbank.com was useful especially for information relating to its background.

3.3.2 Data Collection Methods

Data were collected through primary data collection method using structured questionnaire to assess the general approach of job rotation practices, measure the effectiveness level of job rotation practice. The questionnaires was distributed to the participants and collected with the collaboration of customer service managers of the participating branches in order to increase the response rate. The questions are all closed ended.

In order to collect sufficient data that can answer the research questions, the researcher used both primary and secondary data collection method. Primary data were collected to obtain firsthand information on the specific research questions. And secondary data were collected to support the facts acquired through primary data. As for primary data interview and questionnaire were used. The question consists: the general approaches of job rotation practice and employee motivation. The question is prepared for the respondents in the form of Likert scale, the questions were framed using Likert's scale of measurement ranging from strongly agree to strongly disagree (Strongly agree 5, Agree 4, Neutral 3, Disagree 2 and Strongly Disagree 1).

3.4 Validity and Reliability

Validity is determining whether the findings are accurate from the standpoint of the researcher, the participant, or the readers of an account (John, W.C. 2009). This study's validity was assured

through conducting interview with few of sample population to determine accuracy of finding drawn from questionnaire. Also opinion from the research advisor and experts ensure the content validity, whether the items measure the area of interest or the concept it intends to measure which will advance its validity.

Reliability is an indicator of a measure’s internal consistency. Consistency is the key to understanding reliability. A measure is reliable when different attempts at measuring something converge on the same result (John, W.C. 2009). Thus, reliability refers to the consistency and dependability of a measuring instrument; using it repeatedly should give us the same or similar results every time. The techniques applied to assess the reliability of data collection instrument in this study is Cronbach Coefficient Alpha, the most commonly used and can test reliability with various item formats. Cronbach’s alpha reflects that the extent to which the items in questionnaire are related to each other. Cronbach’s coefficient alpha normally range between 0-1 values, which indicate the higher the values the higher degree of internal consistency. Although, different author accept different values of this tests to reach on internal reliability of the instrument, the most commonly accepted value is equal to or greater than 0.70 to reach on reliability of acceptable instrument (NUNALLY, 1978).

Table 3.2: Reliability test

Variables	Cronbach’s Alpha	Cronbach's Alpha Based on Standardized Items	No. of Item
Employees motivation	.831	.849	5
Employee Interest	.907	.910	5
Operational Competency of employees	.891	.894	5
Reduction of Job Monotony	.911	.919	5
Organization Knowledge	.913	.920	4
Benefits of Job Rotation to the bank	.932	.942	5
Benefits of Job Rotation for Employees	.893	.889	6
Total	0.897	0.903	5

Aggregate Cronbach’s Alpha (reliability) is 0.897.

The pilot test result of reliability and validity was strong. The close-ended Likert scale type questionnaires were selected from similar studies in the area. This questionnaire type is selected because it is easy to administer to groups of people simultaneously; it is less costly and less time consuming than other measuring instruments. Likert scale is a widely used rating scale which requires the respondents to indicate a degree of agreement or disagreement with each of a series of statements or questions i.e. from (1) strongly disagree to (5) strongly agree.

3.5 Data Analysis Technique

Data processing consists of a number of closely related operations: the first one were editing for checking the data collected to detect and/or correct errors or omissions. Moreover, the collected questionnaires were verified carefully for the completeness of the responses. Finally, data was summarized and arranged in a compact form for further analysis. The data analysis was done after collecting all the data from the respondents. Moreover, the data gathered through distributing the structured questionnaires was analyzed using IBM SPSS statistics 20software. Accordingly, descriptive (Frequency, Percentage, cumulative percentage, mean, standard deviation and aggregate mean) analysis was used to present the data with regard to the practices of job rotation in the first place. Finally findings was summarized and analyzed.

3.6 Ethical Considerations

Study respondents' willingness to participate in the study is respected and verbal consent was taken. Name of personalities were not mentioned in the report without consent in any case. The strategically computational information collected was not included in the report. To assure that, the bank's officials close consultation was implied. Any information that can be found spoiling the goodwill of the bank as well as the reputation of the bank is not included in the report.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter presents the data analysis and result interpretation part of the research includes response rate, demographic characteristics and analysis interpretation of the data collected. The collected data using quantitative method was tabulated and analyzed using descriptive analysis statistical tools.

4.1 Response rate

Only 207 questioners are collected out of 219 distributed questioners to the selected respondents that make 94.5% response rate and 5.5% non-response rate. However, in order to reduce the possible errors in the data administration, immediately after the collection of data the researcher has cleanses the outlier, missing values and discrepancies. Finally, 207 complete respondents' data are used for the survey analysis using SPSS 20.0.

Table 4.1 Response rate

Unweighted Cases		N	Percent
Selected Cases	Included in Analysis	207	94.5
	Missed Cases	12	5.5
	Total	219	100.0

4.2 Demography of respondents

Descriptive statistics such as percentages were used to describe socio-demographic characteristics of respondents on the issue of age, gender, educational background, place of assignment, and years of experience of the respondent's information gathered on this part is summarized, analyzed and presented below.

Table 4.2: Demographic Background of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	147	71.0	71.0	71.0
	Female	60	29.0	29.0	100.0
	Total	207	100.0	100.0	
Age	Under 25	33	15.9	15.9	15.9
	26 up to 35	127	61.4	61.4	77.3
	36 up to 45	32	15.5	15.5	92.8
	Above 46	15	7.2	7.2	100.0
	Total	207	100.0	100.0	
Education Background	First degree	146	70.5	70.5	70.5
	Master	61	29.5	29.5	100.0
	Total	207	100.0	100.0	
Service	Below 5	53	25.6	25.6	71.5
	5 up to 10	95	45.9	45.9	45.9
	11 up to 15	37	17.9	17.9	89.4
	Above 15	22	10.6	10.6	100.0
	Total	207	100.0	100.0	

The demographic data of the respondents shows that, 147(71%) of the employees who answered the questionnaire are male and the rest of 60(29%) were female.

Respondents age 33 (15.9%) of them under 25, 127(61.4%) respondents were 26 up to 35, 32(15.5%) were 36 up to 45 and 15(7.2%) respondents above 46.

Education background respondents respond 146(70.5%) were holder first degree and 61(29.5%) respondents masters holders.

53(25.6%) served the bank below 5, 95(45.9%) served 5-10 years, 37(17.9%) respondents service 11-15 and the rest of respondents above 15 service. This implies the bank owns academically qualified, well adopted the organizations rules and regulations, and aged enough, working on a basic and day-to-day activity of the bank.

4.3 Analysis of data collected for the study

In this part of analysis, the researcher focused on the basic questions which are intended to assess the job rotation practice i.e. Job rotation practice and employees' motivation, employees understand their interest, operational competency of employees, reduction of job monotony, organization knowledge, benefits of job rotation for the company. Therefore, for the analysis Frequency, Percent, Mean, Std. Deviations Aggregate Mean used to describe the findings.

4.3.1 Job rotation practice and employees' motivation

How job rotations effectively motivate employees'

In a planned way using lateral transfers aiming to allow employees to gain a range of knowledge, skills and competencies and is also seen as an on-the-job training technique (Gomez & Lorente, 2004, Karadimas & Papastamatiou, 2000, as cited in Wageeh & Nafei, 2014). And as such is known to have an effect on employee motivation. The job rotation has come to be accepted as an effective method of developing skills and providing motivation.

Table 4.3: Respondents opinion on how job rotation practices enhance motivation

		Frequency	Percent	Mean	Std. Deviation	Aggregate Mean
Job rotation process helps employees for new job challenges	Strongly Disagree	-	-	4.5459	0.60465	4.21
	Disagree	-	-			
	Neutral	12	5.8			
	Agree	70	33.8			
	Strongly agree	125	60.4			
	Total	207	100			
Job rotation inspire me to exert my effort toward organizational objective	Strongly Disagree	-	-	4.087	0.75824	4.21
	Disagree	-	-			
	Neutral	51	24.6			
	Agree	87	42			
	Strongly agree	69	33.4			
	Total	207	100			
Job rotation stimulate employees to contribute their ability to achieve organizational objective	Strongly Disagree	-	-	4.0386	0.78112	4.21
	Disagree	25	4.8			
	Neutral	34	14			
	Agree	91	53.6			
	Strongly agree	57	27.6			
	Total	207	100			
Job rotation help me to get recognition for what I did	Strongly Disagree	-	-	4.1787	0.73862	4.21
	Disagree	5	2.4			
	Neutral	26	12.6			
	Agree	103	49.7			
	Strongly agree	73	35.3			
	Total	207	100			
Job rotation process increases interactions between teams	Strongly Disagree	-	-	4.2077	0.67575	4.21
	Disagree	1	0.5			
	Neutral	27	13			
	Agree	107	51.7			
	Strongly agree	72	34.8			
	Total	207	100			

From the Table 4.3 item 1, the mean score 4.54 indicate respondents replied strongly agree to job rotation process helps employees for new job challenges. Item 2, the respondents shows their agreement on the issues of job rotation inspire employee to exert his/her effort toward organizational objective with the mean score of 4.08. Item 3, job rotation stimulates employees to contribute their ability to achieve organizational objective respondents were replied with the mean score of 4.03. Item 4, respondents response agree on job rotation help employees to get recognition for what they did with the mean score of 4.17. Item 5, respondents response was agree on job rotation process increases interactions between teams with the mean score of 4.20. The aggregate mean is 4.21 the respondents agree and strongly agree that job rotation process is effects on employee motivation, job rotation process helps employees for new job challenges, inspire and stimulate employee to contribute their ability to achieve organizational objective, employees get recognition and increases interaction. Ortega (2001) emphasis that job rotation improve employer brand image in a tight economy, everyone is likely to be heavily focused on job security.

Interviews take place with different branch Manager and director regarding a little history about the adoption of job rotation in their bank, “job rotation process implement smoothly employees rotate with three month in their branches to achieve their bank objectives and attract the customer with good service”. The best way for the financial institutions, to achieve such objectives is providing job rotations as training tool in addition to formal training and workshops (Mohsan, et al., 2012). “While employees rotate with their branches good employees’ motivation seen because most of them change with the position and new environment, there is a good extents on job rotation program. JR is seen as a kind of an on-the-job training technique and such training technique is known to have a positive effect on employee motivation (Mohsen et al., 2012). To motivate employees through the use of JR method, the first condition is to ensure that JR practices generate the expected positive effect on employee motivation. From this angle, preparing the employee for management level.

4.3.2 Employees interest

To what extent does job rotation help employees to understand their interest?

A satisfied employee would certainly contribute positively to the realization of organizational goals and objectives, while a dissatisfied may not only contribute but can even act in such a way that the realization of such goals and objectives could be completely destroyed. This underlines the importance of employees' interest to the organization (Anka, 1988).

Table 4.4: Response on how job rotation increase employee interest

		Frequency	Percent	Mean	Std.Deviatin	Agg Mean
Job rotation practice increase employee interest to work better	Strongly Disagree	-	-	4.0048	.76003	
	Disagree	-	-			
	Neutral	59	28.5			
	Agree	88	42.5			
	Strongly agree	60	29.0			
	Total	207	100.0			
Job rotation helps individuals explore their interests	Strongly disagree	4	1.9	4.1063	.94935	4.13
	Disagree	9	4.3			
	Neutral	32	15.5			
	Agree	78	37.7			
	Strongly agree	84	40.6			
	Total	207	100.0			
Job rotation process required the consent of employees	Strongly Disagree	-	-	4.2271	.67669	
	Disagree	1	.5			
	Neutral	26	12.6			
	Agree	105	50.7			
	Strongly agree	75	36.2			
	Total	207	100.0			
Job rotation process creates sense of belongingness to the organization	Strongly Disagree	-	-	4.0386	.78112	
	Disagree	10	4.8			
	Neutral	29	14.0			
	Agree	111	53.6			
	Strongly agree	57	27.5			
	Total	207	100.0			
The organization clarifies about the job before going to job rotation	Disagree	-	-	4.2899	.70576	
	Neutral	30	14.5			
	Agree	90	43.5			
	Strongly agree	87	42.0			
	Total	207	100.0			

From the above Table 4.4 item 1, the respondents' shows agree to job rotation practice increase employee interest to work better mean score of 4.00. Item 2, respondents replied agree on job rotation helps individuals explore their interests with the mean score of 4.10. Item 3, job rotation process required the consent of employees respondents were agree with the mean score of 4.22. Item 4, job rotation process creates sense of belongingness to the organization agree with the mean score of 4.03, and the rest item organization clarifies about the job before going to job rotation a mean score of 4.28. The aggregate mean is 4.13 regarding job rotation measurement parameter shows that most of their responses are agree, therefore from this result researcher can conclude job rotation process positive impact on employee interest. Herzberg et al (1957), the most direct approach is to work on the intrinsic, job content factors. Giving the employee encouragement and recognition helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility.

4.3.3 Operational competency of employees

How does job rotation develop employee competency?

Job rotation also improves employee's problem-solving abilities and shared understanding of the job, enhances team efficiency and enables the employees to avail promotion opportunities and competence after successful completion of job rotation programs (Faegri et al., 2010).

Table 4.5: Views of respondents on how job rotation increase operational competency of employees

		Frequency	Percent	Std. Deviation	Mean	Aggregate Mean
Job rotation makes a positive difference in my new job performance	Strongly disagree	14	6.8	1.09467	3.7295	4.01
	Disagree	15	7.2			
	Neutral	30	14.5			
	Agree	102	49.3			
	Strongly agree	46	22.2			
	Total	207	100			
Job rotation provide opportunity to acquire new knowledge and skills	Strongly disagree	4	1.90	.83138	4.1787	
	Disagree	2	1.00			
	Neutral	26	12.60			
	Agree	96	46.30			
	Strongly agree	79	38.20			
	Total	207	100			
Job rotation helps me to better achieve my carrier development	Strongly disagree	10	4.8	.93592	3.8889	
	Disagree	-	-			
	Neutral	43	20.8			
	Agree	104	50.2			
	Strongly agree	50	24.2			
	Total	207	100			
My self confidence level increased through job rotation	Strongly Disagree	-	-	.78112	4.0386	
	Disagree	12	4.8			
	Neutral	29	14			
	Agree	109	53.7			
	Strongly agree	57	27.5			
	Total	207	100			
Job rotations help employees to make current knowledge and skill more practical	Strongly Disagree	-	-	.67669	4.2271	
	Disagree	1	0.5			
	Neutral	26	12.6			
	Agree	105	50.7			
	Strongly agree	75	36.2			
	Total	207	100			

As indicated the above table 4.5 Item 1, operational competence of employees' through job rotation most of respondents agree on positive difference in their new job performance and mean score 3.72. Item 2, Most of responses were agree on job rotation provide opportunity to acquire new knowledge and skills with the mean score 4.17. Item 3, job rotation helps to better achieve carrier development respondents replied were agree and mean score 3.89. Item 4, most of respondents were agree on self confidence level increased through job rotation and mean score 4.03. The rest item job rotations help employees to make current knowledge and skill more practical were agree with the mean score 4.22. The aggregate mean is 4.01 this result job rotation process increase the competence of employees in the bank by develop knowledge and skill practically, job performance and opportunity to acquire new things and achieve better carrier development.

The respondents were requested to indicate how job rotation develops employee competency in the bank. According to Mohsen *et al.*, (2012), JR practices have a positive effect on employee and the development of social relations in JR practices, increasing in knowledge, skills, and competencies.

Interview taken from different branch Manager and director that job rotation increasing the level of knowledge, skills, abilities, and competencies are the functions was used to achieve the said motivational effect.

4.3.4 Reduction of job monotony

How can job rotation practice used to reduce job monotony?

Job rotation has found wide acceptance as a means of reducing monotony (Gannon et al, 1972). Moving from one position to another for set periods results in mobility, new skills, a new working environment, new social dialogue, new experiences, new professional fields, removes the employee from going through the same motions for long periods of time, and increases morale thereby motivating employees (Adomi, 2006).

Table 4.6: Response on how job rotation reduce job monotony

		Frequency	Percent	Std. Deviation	Mean	Aggregate Mean
Reduced physiological stress and fatigue on job	Strongly disagree	10	4.8	1.17220	3.8454	
	Disagree	27	13			
	Neutral	19	9.2			
	Agree	80	38.7			
	Strongly agree	71	34.3			
	Total	207	100			
Reduced the boredom of performing the same task repeatedly	Strongly Disagree	-	-	.78758	4.2222	4.1
	Disagree	7	3.4			
	Neutral	25	12.1			
	Agree	90	43.4			
	Strongly agree	85	41.1			
	Total	207	100			
It helps to stay afresh which candidate to efficiency	Strongly Disagree	-	-	.67669	4.2271	
	Disagree	1	0.5			
	Neutral	26	12.6			
	Agree	105	50.7			
	Strongly agree	75	36.2			
	Total	207	100			
It makes the working environment better	Strongly Disagree	-	-	.75808	4.1787	
	Disagree	5	2.4			
	Neutral	29	14			
	Agree	97	46.9			
	Strongly agree	76	36.7			
	Total	207	100			
Reduction of monotony makes employees to participate better in work place	Strongly Disagree	-	-	.78112	4.0386	
	Disagree	10	4.8			
	Neutral	41	14			
	Agree	99	53.7			
	Strongly agree	57	27.5			
	Total	207	100			

Table 4.6 item 1, most of respondents' response were agree on job rotation process reduced physiological stress and fatigue on job with the mean score 3.84. Item 2, reduced the boredom of performing the same task repeatedly responses was agree with the mean score 4.22. Item 3, most of response were agree on reduction job monotony helps to stay afresh which candidate to efficiency with the mean score 4.22. Item 4, reduction job monotony makes the working environment better replied were agree with the mean score 4.17. Item 5, Respondents agree on reduction of monotony makes employees to participate better in work place with the mean score 4.03. When looked at in its entirety, from the angle of employees undergoing rotation the most important associated advantage of differentiation at work is the prevention of monotony/boredom and loss of motivation (Azizi et al., 2009). Results indicated that most of respondents' response job rotation process reduced job monotony that means by reduced physiological stress, fatigue, boredom and makes working environment and employees to participate better, stay afresh which candidate to efficiency on job. The aggregate mean is 4.1.

Interview conducted with different branch Manager and director regarding the reduction of job monotony the interviewee said that job rotation is decrease monotony and boredom.

4.3.5 Organization knowledge

The advantages of job rotation have been long recognized by organizational theorists. As summarized in Sargent (1952): a job rotation plan provides well-rounded training and a background of experience for the individuals; it streamlines the organization through periodic introduction of new managerial viewpoints; it stimulates the development of the individual because of the element of competition introduced; it eliminates the assumption by an individual of any “vested right” in a particular job; it tests the individual; it minimize friction caused by personality clashes or personal feuds; and it widens the trainee’s circle of acquaintances among company executives.

Table 4.7: Respondents response on how job rotation increase organization knowledge

		Frequency	Percent	Std. Deviation	Mean	Aggregate Mean
Job rotation enhances knowledge of organization policies, procedures and practices	Strongly Disagree	164	79.23	.93147	1.13	1.19
	Disagree	36	17.39			
	Neutral	2	0.97			
	Agree	3	1.45			
	Strongly agree	2	0.97			
	Total	207	100			
Job rotation helps to be aware of different organizational environment	Strongly Disagree	170	82.13	.91885	1.15	
	Disagree	30	14.49			
	Neutral	3	1.45			
	Agree	3	1.45			
	Strongly agree	1	0.48			
	Total	207	100			
Job rotation helps me in understanding organizational objective	Strongly Disagree	190	91.79	.75165	1.27	
	Disagree	11	5.31			
	Neutral	2	0.97			
	Agree	3	1.45			
	Strongly agree	1	0.48			
	Total	207	100			
Job rotation practice helps employees understand the structure of the organization	Strongly Disagree	185	89.37	.78758	1.21	
	Disagree	16	7.73			
	Neutral	1	0.48			
	Agree	3	1.45			
	Strongly agree	2	0.97			
	Total	207	100			

From the above table 4.7, most of respondents strongly disagree on job rotation practice enhances knowledge of organization policies, procedures and practices with the mean score 1.13, do not helps to aware of different organizational environment with the mean score 1.15, job rotation do not used for understanding organizational objective with the mean score 1.27and do not helps employees understand the structure of the organization with the mean score 1.21. Based on the result researcher conclude that job rotation practice does not give any knowledge of organization policies, procedures and practices, awareness of organizational environment, understand structure and organizational objective. The aggregate mean is 1.19. Fiester (2009) formulate clear policies regarding who was eligible and whether employees was restricted to certain jobs or opportunities was open to people in all job classifications and determine if the program was mandatory or if employees was allowed. Involve the employees and managers in planning job rotations so that there is a clear understanding.

4.3.6 Benefits of job rotation for Employees and company

What are the benefits of job rotation for both employees and company?

Bennett (2003) listed benefits of a job rotation program for employees: lead directly to the accelerated development of new staff members, lead to a greater understanding by employees of the many functions of the organization, contribute to the development of social and individual human capital by enabling employees to develop new relationships with other employees across the organization as well as gaining on-the-job experience, employees may make a more serious commitment to their career when an organization invests time in an employee and develops their abilities.

Table 4.8: Opinion of respondents on benefits of job rotation to the bank

		Frequency	Percent	Std. Deviation	Mean	Aggregate Mean
Job rotation leads to succession planning in bank	Strongly Disagree	-	-	.60465	4.5459	4.21
	Disagree	-	-			
	Neutral	12	5.8			
	Agree	70	33.8			
	Strongly agree	125	60.4			
	Total	207	100			
Job rotation improves communication network in bank	Strongly Disagree	-	-	.75824	4.087	4.21
	Disagree	-	-			
	Neutral	51	24.7			
	Agree	87	42			
	Strongly agree	69	33.3			
	Total	207	100			
Job rotation program gives the employees different responsibilities in bank	Disagree	10	4.8	.78112	4.0386	4.21
	Neutral	29	14			
	Agree	111	53.7			
	Strongly agree	57	27.5			
	Total	207	100			
Job rotation provides fresh perspectives on existing roles in bank	Strongly Disagree	-	-	.73862	4.1787	4.21
	Disagree	5	2.4			
	Neutral	26	12.6			
	Agree	103	49.7			
	Strongly agree	73	35.3			
	Total	207	100			
Job rotation helps to reduce employee turnover and provide productivity	Strongly Disagree	-	-	.67575	4.2077	4.21
	Disagree	1	0.5			
	Neutral	27	13			
	Agree	107	51.7			
	Strongly agree	72	34.8			
	Total	207	100			

As we can see from table 4.8 item1, most of respondents replied agree on job rotation leads to succession planning in bank with the mean score 4.54. Item 2, job rotation improves communication network in bank respondents were agree with the mean score 4.08. Item 3, job rotation program gives the employees different responsibilities in bank responses were agree with the mean score 4.03. Item 4, respondents responses were agree on job rotation provides fresh perspectives on existing roles in bank with the mean score 4.17. Item 5, respondents replied job rotation helps to reduce employee turnover and provide productivity with the mean score 4.20. From the above result researcher conclude that job rotation process leads to succession planning, improves communication network, the employees takes responsibilities, provides fresh perspectives on existing roles and reduce employee turnover and provide productivity in bank. The aggregate mean is 4.21.

Interview taken from different branch Manager and director concerning the achievement derived from job rotation in bank all of them stated that “ job rotation leads to succession planning, improves communication network, employees takes different responsibilities, fresh perspectives on existing roles and reduce employee turnover in bank. But there is a challenges that encounter experience staff learn new job skills, experience one needed to produce at a higher efficiency cannot be utilized and expense in upgrading staff and appropriate training on the job does not given employees were rotated.

Table 4.9: Opinion of respondents on benefits of job rotation for employees

		Frequency	Percent	Std. Deviation	Mean	Aggregate Mean
Opportunities to be creative and imaginative in my work	Strongly Disagree	-	-	.75147	4.2271	
	Disagree	8	3.9			
	Neutral	16	7.7			
	Agree	104	50.2			
	Strongly agree	79	38.2			
	Total	207	100			
Job rotation improves my interpersonal skills	Strongly Disagree	-	-	.65384	4.2077	
	Disagree	1	0.5			
	Neutral	24	11.6			
	Agree	113	54.6			
	Strongly agree	69	33.3			
	Total	207	100			
Job rotation provides more interesting work.	Disagree	10	4.8	.80271	4.1256	4.08
	Neutral	25	12.1			
	Agree	101	48.8			
	Strongly agree	71	34.3			
	Total	207	100			
Job rotation enhance employee for professional development	Disagree	32	15.4	1.01017	3.8647	
	Neutral	25	12.1			
	Agree	89	43			
	Strongly agree	61	29.5			
	Total	207	100			
Job rotation gives better autonomy to plan their work	Strongly Disagree	-	-	.99259	3.9855	
	Disagree	28	13.5			
	Neutral	19	9.2			
	Agree	88	42.5			
	Strongly agree	72	34.8			
	Total	207	100			

Table 4.9 item 1 indicated, benefits of job rotation for employees opportunities to be creative and imaginative in their work most respondents replied were agree with the mean score 4.22. Item 2, job rotation improves their interpersonal skills were respondent agree with the mean score 4.20.

Item 3, job rotation provides more interesting work respondents responses agree with the mean score 3.86. Item 4, most of respondents response agree job rotation enhance employee for professional development with the mean score 3.86. Item 5, job rotation gives better autonomy to plan their work with the mean score 3.98 and respondents replied were agreed. Bennett (2003) listed benefits of a job rotation program for employees: lead directly to the accelerated development of new staff members, lead to a greater understanding by employees of the many functions of the organization, contribute to the development of social and individual human capital by enabling employees to develop new relationships with other employees across the organization as well as gaining on-the-job experience, employees may make a more serious commitment to their career when an organization invests time in an employee and develops their abilities. The aggregate mean is 4.08.

The researcher raised question for branch managers regarding the benefit from job rotation in bank “employees creative and imaginative in their work, improves their interpersonal skills, interesting work, increase professional development, better autonomy to plan their work and lead to a greater understanding by employees of the many functions of the organization”. It is well-known that JR now is one of the major factors which contribute in increasing employees' motivation and as a result, improve organizational performance, and innovation among the organizational level. As the improvement of employees' motivation is a major concern for organizations' management, the introduction of a different policy is often used as a tool to achieve that purpose, but this is sometimes accompanied by several obstacles and challenges; so is the case with JR policy adoption in different business organizations (Johnson, 2005)

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents a summary of finding, the conclusion and the recommendations of the study. From the findings in chapter four, the chapter offers a conclusion after which it draws recommendations. The recommendations are constructed from the objective of the study with a consideration to the limitations experienced during the study after which the study recommends for further areas of study.

5.1 Summary of Major Findings

Based on the data analysis the following major findings were presented:

- Job rotation process motivate employees, helps employees for new job challenges, inspires and stimulate employee to contribute their ability, gets recognition and increases interaction.
- Regarding job rotation measurement parameter shows, job rotation practice increase the interest of employee to work better, individuals explore their interests, required the consent of employees and create sense of belongingness.
- Job rotation process increases the competence of employees in the bank by develops knowledge of employees and skills practically, job performance, acquire new things and achieve better carrier development.
- Results indicated that, job rotation process reduced job monotony that means by reduced physiological stress, fatigue, and boredom and makes working environment and employees to participate better, stay afresh which candidate to efficiency on job.
- According to the finding, job rotation practice does not enlarge the knowledge of organizational policies, procedures and practices, awareness of organizational environment, not understand structure and organizational objective.
- Results show that, job rotation process leads the organization to succession planning, improves communication network, the employees' takes responsibilities, provides fresh perspectives on existing roles and reduce employee turnover and provide productivity in bank.

- Results indicated that, benefits of employees from job rotation in bank employees creative and imaginative in their work, improves their interpersonal skills, interesting work, and increase professional development, better autonomy to plan their work and lead to a greater understanding by employees of the many functions of the organization.

5.2 Conclusions

The conclusions drawn that obtained from the study findings were as indicated here under:

- The researcher concludes that job rotation process were helps employees for new job challenges, inspires and stimulate employee to contribute their ability, increases interaction and motivation of employees. Job rotation also increase the interest of employee to work better, individuals explore their interests, required the consent of employees and create sense of belongingness of employee.
- According to the finding increases the competence of employees in the bank by develops knowledge of employees and skills practically, job performance, acquire new things and achieve better carrier development by job rotation. And also the practice of job rotation reduced physiological stress, fatigue, and boredom and makes working environment and employees to participate better, stay afresh which candidate to efficiency.
- From the finding of the study the researcher conclude that job rotation does not augment the knowledge of organizational policies, procedures and practices and organizational objective to the employees.
- A well-planned and well-adopted job rotation program can help to equip employees with the various skills needed to work effectively in the information age. In other words, job rotations programs provide leads to succession planning, improves communication network, the employees' takes responsibilities, provides fresh perspectives on existing roles and reduce employee turnover and provide productivity in bank / the organization.
- Based on the results of the survey, it is conclusive to say that benefits of employees from job rotation in bank employees creative and imaginative in their work, improves their interpersonal skills, interesting work, increase professional development, better autonomy to plan their work and lead to a greater understanding by employees of the many functions of the organization.

5.3 Recommendations

Based on the findings and the conclusion, it is the researcher makes the following recommendations.

- The researcher recommends that the organization should develop job rotation training to employees in various fields so that total human efforts will be displayed in the respective job tasks to further enhance employees' motivation.
- Job rotation is an effective tool that positively affects employees' competence. From the conducted interview question there were some respondents that encountered some problems with regard to timing and turnover of assigned jobs. It is therefore the responsibility of a manager to have a proper planning, timeline, proper training and closely monitoring of work progress to assure the effectiveness of transfer and rotation during the transition period.
- To gain the knowledge of employees about the overall organizational policies, procedures, and practices, objectives and structure it should give proper job rotation training focusing on the organization issues used by training schedules and put into annual planning.
- In addition, the company should provide external training and seminars to the employees to fully understand the assigned jobs.
- The implementation of a job rotation program should be an effective planned process and employees must buy into the idea, be encouraged to give feedback and make suggestion for improvement.
- Finally, there is need for further studies to carry out on the assessment of job rotation practices in promoting employee motivation in bank.

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APPENDIXES

APPENDIX 1

ST. MARY UNIVERSITY

SCHOOL OF GRADUATES STUDIES

Dear Respondents,

The aim of this questionnaire is to gather data for research in titled “Effectiveness of Job Rotation Practices the case of Dashen Bank”. As a part of this thesis; I have developed a questionnaire and I would be very grateful if you could take just few minutes to complete the questionnaire.

Please note that the questionnaire is made to protect your identity and the answers you give cannot be traced in any way. The results of the questionnaire will be used only for this research paper. The name of respondent shall not be appeared in any part of the paper.

Based on the response you give for these questions; I hope we would have better information on job rotation practices in promoting employee motivation toward the company’s reward efficiency.

Only your honest and truth response for the questions determine accuracy of the research finding. Thus, we kindly request you to fill this questionnaire with utmost honesty and to forward your true feeling.

Thank you for your co-operation.

KidistHailu.

Questions to be filled by Employee of Dashen Bank

Section One: Demographic Profile of the Respondent.

1. Please specify your gender?

Male Female

2. Please specify your age group?

Under 25 26 up to 35

36 up to 45 above 46

3. Please specify your educational background?

Certificate Diploma

First degree Master's Degree and above

4. Please specify your length of service in this company?

Below 5 5 up to 10

11 p to 15 above 15

5. Please specify your status in the company? _____

Section Two

Instructions: Below are lists of statements referring to assessments of job rotation practices .Please indicate whether you agree or disagree with each statement by circling on the spaces that specify your choice from the options that range from “strongly agree” to „strongly disagree”. Each choice was identified by numbers ranged from 1 to 5.

Note: 1- Strongly Disagree, 2- Disagree 3- Neutral, 4- Agree 5- Strongly Agree

Employees motivation		1	2	3	4	5
1	Job rotation process helps employees for new job challenges					
2	Job rotation inspire me to exert my effort toward organizational objective					
3	Job rotation stimulate employees to contribute their ability to achieve organizational objective					
4	Job rotation help me to get recognition for what I did					
5	Job rotation process increases interactions between teams					
Employee Interest						
1	Job rotation practice increase employee interest to work better.					
2	Job rotation helps individuals explore their interests					
3	Job rotation process required the consent of employees					
4	Job rotation process creates sense of belongingness to the organization.					
5	The organization clarifies about the job before going to job rotation					
Operational Competency of employees						
1	Job rotation makes a positive difference in my new job performance.					
2	Job rotation provide opportunity to acquire new knowledge and skills					
3	Job rotation helps me to better achieve my carrier development					
4	My self confidence level increased through job rotation.					
5	Job rotations help employees to make current knowledge and skill more practical.					
Reduction of Job Monotony						
1	Reduced physiological stress and fatigue on job					

2	Reduced the boredom of performing the same task repeatedly.					
3	It helps to stay afresh which candidate to efficiency.					
4	It makes the working environment better.					
5	Reduction of monotony makes employees to participate better in work place.					
Organization Knowledge		1	2	3	4	5
1	Job rotation enhances knowledge of organization policies, procedures and practices					
2	Job rotation helps to be aware of different organizational environment.					
3	Job rotation helps me in understanding organizational objective					
4	Job rotation practice helps employees understand the structure of the organization					
Benefits of Job Rotation to the bank						
1	Job rotation leads to succession planning in bank					
2	Job rotation improves communication network in bank					
3	Job rotation program gives the employees different responsibilities in bank					
4	Job rotation provides fresh perspectives on existing roles in bank					
5	Job rotation helps to reduce employee turnover and provide productivity.					
Benefits of Job Rotation for Employees						
1	Opportunities to be creative and imaginative in my work					
2	Job rotation improves my interpersonal skills					
3	Job rotation provides more interesting work.					
4	Job rotation enhance employee for professional development.					
5	Job rotation gives better autonomy to plan their work.					
6	Job rotation improves my interpersonal skills					

APPENDIX 2

ST. MARY UNIVERSITY

SCHOOL OF GRADUATES STUDIES

Interview Questions

1. Please can you tell a little history about the adoption of job rotation by your organization?
2. Please can you explain the level of employee motivation from job rotation?
3. Please can you explain to me the extent of job rotation program in your organization?
4. Dose job rotation has any significance on employees?
5. What are some of the achievement you derived from job rotation in your organization?
6. Have you receive appropriate training on the job you were rotated to?
7. Are you employee's part of the implementation process?
8. What are the various challenges you have encountered as a result of job rotation?
9. Is job rotation effective in your organization?
10. In what way is job rotation been implemented in your organization?
11. Are you interested in job rotation?
12. Have you benefited from job rotation in your company?

CERTIFICATE

This is certifying that Kidist Hailu has worked her thesis on the topic of Effectiveness of Job Rotation Practice the Case of Dashen Bank in my supervision. To my belief, this work undertaken by Kidist Hailu and it is original and qualifies for submission in partial fulfillment of the requirements for the award of MBA in Business Administration.

Name: ShoaJemal(**Assistant Professor**)

Signature:.....

Date:.....

ENDORSEMENT

This thesis has been submitted to St. Mary's university school of business for examination with my approval as university advisor.

Name

Signature

St Mary's University, Addis Ababa

June, 2019