

# A STUDY ON EMPLOYEE JOB ROTATION

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**ABSTRACT:** Job rotation involves an employee changing positions within the same organization and eventually returning to the original position. It can refer to different types of rotations. Task rotation usually takes place in jobs that involve a high degree of physical demands on the body or a high degree of repetitive tasks that can become extremely tedious. Employees are periodically removed from these mentally stressful or physically demanding tasks to a less demanding task for a while to give them a break.

Job rotation was considered as one of the simple and effective methods. **Method:** Previous studies were systematically collected with the combination of keywords such as job, task, rotation, allocation, line balancing, etc. Collected studies were classified into three categories: field study, laboratory study and optimization approach study. **Results:** Field studies showed that most studies focused on the evaluation of the factors causing the musculoskeletal disorder. Moreover, the effect of job rotation could be hard to identify because it required a long-period close observation. Laboratory studies covered only simple aspects of tasks or movements. Optimization approach studies showed the systematic approach to establish the job rotation scheme though many limitation and assumptions were adopted. **Conclusion:** This study collected and classified the previous studies on job rotation and presented the different approaches across various research areas.

**Keywords:** Rotation, Task, Employee, Organization

## INTRODUCTION

### 1.1 Definition

Job rotation is a management technique that assigns trainees to various structures and departments over a period of a few years. Surveys show that an increasing number of companies are using job rotation to train employees (see Coyne 2011 below). There are both positive and negative effects involved with job rotation that need to be taken into consideration when a company makes the decision to use this technique.

### 1.2 Concept

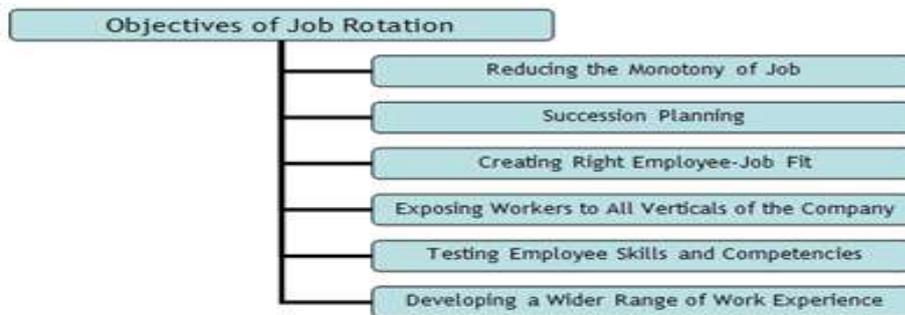
Job rotation involves an employee changing positions within the same organization and eventually returning to the original position. It can refer to different types of rotations. Task rotation usually takes place in jobs that involve a high degree of physical demands on the body or a high degree of repetitive tasks that can become extremely tedious. Employees are periodically removed from these mentally stressful or physically demanding tasks to a less demanding task for a while to give them a break.

### 1.3 Meaning

Position rotation is the process of laterally moving an employee to different positions, departments or geographic locations for the purposes of professionally developing the employee by exposing them to new knowledge, skills and perspectives. Position rotation can be further broken down into within-function rotation and cross-functional rotation. Within-function rotation is where an employee rotates between jobs with similar levels of responsibility and in the same functional or operational areas.

### 1.4 Job Rotation Objectives

- Reducing Monotony of the Job.
- Succession Planning.
- Creating Right-Employee Job Fit.
- Exposing Workers to All Verticals of the Company.
- Testing Employee Skills and Competencies.
- Developing a Wider Range of Work Experience.



### 1.5 Benefits of Job Rotation

- Helps Managers Explore the Hidden Talent.
- Helps Individuals Explore Their Interests.
- Identifies Knowledge, Skills and Attitudes.
- Motivates Employees to Deal with New.
- Increases Satisfaction and Decreases Attrition.

### 1.6 Importance of Job Rotation

- Performance improvement driven by unique view points of new employee.
- Increased innovation and idea generation.
- Better understanding and co-operation.
- Job rotation employees developed himself a lot and learn about the job.

### 1.7 Methods of Job Rotation

#### 1. Job Rotation

Job rotation refers to a systematic shifting of employees from one job to another and, in most cases, over prearranged intervals. It essentially involves rotating employees from one position to another in a lateral fashion and is characterized by having tasks that require different skills, and at times, tasks with different responsibilities.

#### 2. Job Enlargement

Job enlargement as an activity that entails assigning workers additional same level activities thus increasing the number of activities they perform. It hence means that job enlargement increases the scope of work laterally without necessary increasing job tasks in a horizontal fashion.

#### 3. Job Simplification

Job Simplification are simplified or specialized a given job is broken down into small sub-parts and each part is assigned to one individual.

#### 4. Job Enrichment

Job enrichment is one of the most common interventions to improve performance at the individual level of analysis. Job enrichment efforts have been discreetly but dependably successful in achieving their intended objectives. Of importance to note here is that they have led to attainment of organization objectives. Job enrichment and employee empowerment coupled with compensation mechanisms have had a positive effect on employee commitment and loyalty. The implication of this argument is that job enrichment is not necessarily a stand-alone as a determinant of employee productivity but never-the-less is an important determinant of such workplace productivity.

Perhaps one of the strongest persuasions in favour of job enrichment as a structural intervention lies in the fact that it meets employee's psychological and social needs besides increasing employee motivation to work, which consequently has the benefit of increasing an employee's work satisfaction levels. The overall effect of such a motivated employee is workplace productivity.

### 1.8 REVIEW OF LITERATURE

**Dessler (2005)** views job enlargement as an activity that entails assigning workers additional same level activities thus increasing the number of activities they perform. It hence means that job enlargement increases the scope of work laterally without necessary increasing job tasks in a horizontal fashion.

**Pierce (1980)** argues that job enlargement is a variant of the motivational perspective of designing jobs. The implication of this is that it is largely difficult to view a job enlargement intervention as independent of an employee’s motivation.

**Low (2003)** another disadvantage of job enlargement stems from the fact that including additional tasks can serve to increase role uncertainty and hence lead to role conflict. This thus calls for a careful implementation of job enlargement interventions for if not carefully done, the resultant effects can be catastrophic.

**Ortega (2001)** argues that job rotation indeed can promote organization learning better than specialization in circumstances where there is little information about the relative import of different job tasks. With the benefits that accrue from organizational learning, it means that job rotation.

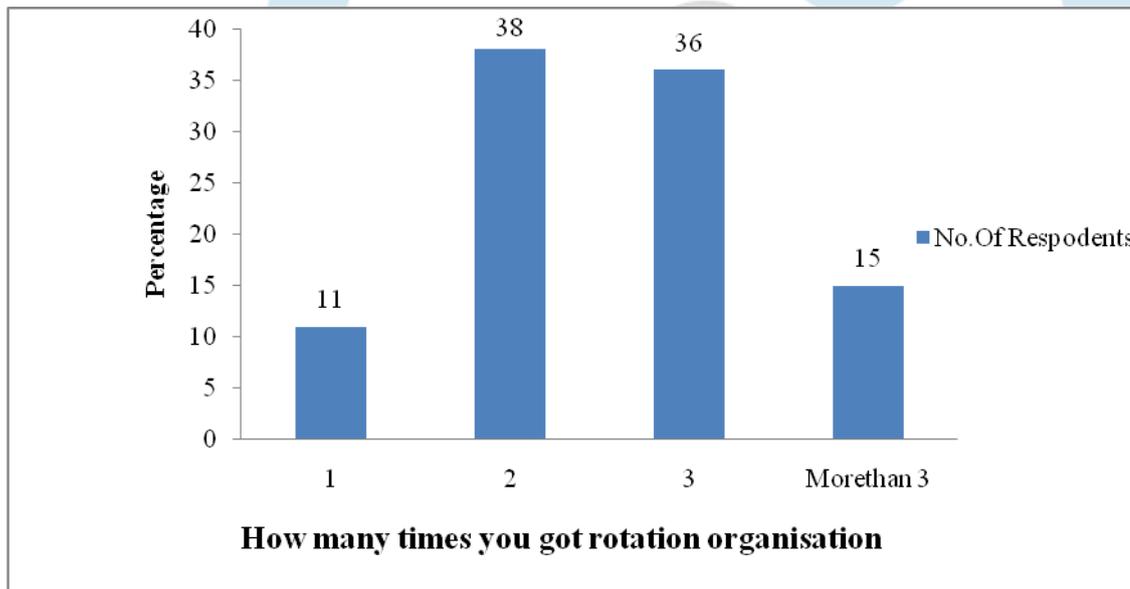
**Robbins (1996)** it essentially involves rotating employees from one position to another in a lateral fashion and is characterized by having tasks that require different skills, and at times, tasks with different responsibilities. This means that it is necessary to carry out a cost benefit analysis before using this kind of job redesign and it should only be applied where it is rational to do so. An important aspect of job rotation is in its inherent ability to promote organization learning.

1.9 Percentage Analysis

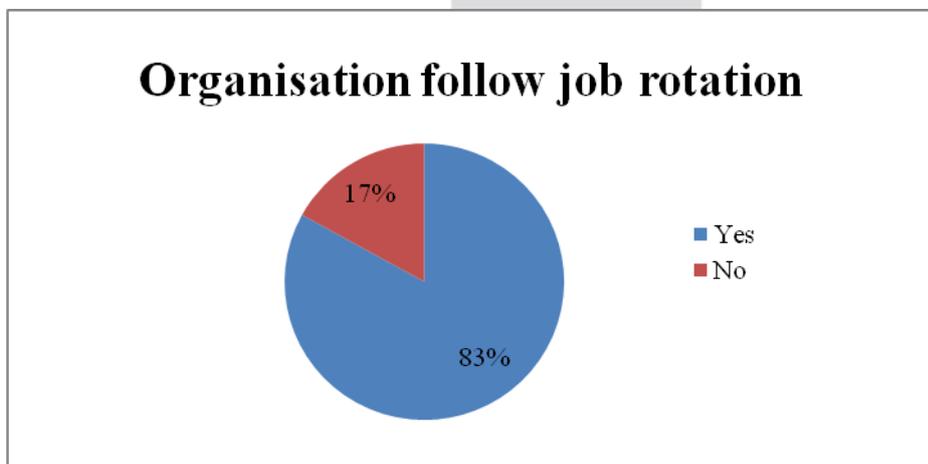
Percentage is used in making comparison between two or more series of data. Percentages are used in to describe relationship it can be used to compare in relative terms the distribution of two or more series of data.

Percentage Analysis= (No. of Respondents / Total No. of Respondents)\*100

How many times you got rotation organization



Organization follows job rotation



### 1.10 Weighted Average Method

An average in which each quantity to be averaged is assigned a weight. These weightings determine the relative importance of each quantity on the average weighted are the equivalent of having that many likes items with the same value involved in the average.

$$\text{Weighted Average Mean} = \frac{\sum wx}{\sum x}$$

Where,

W=Relative Weight (%), X=value

Weighted Age

Strongly Agree – 5 Agree – 4 Neutral – 3 Disagree – 2 Strongly Disagree – 1

Job Rotation increasing employee performance level

Opinion	No.of.Respondents	Weighted Age	Total weight( $\sum WX$ )
Strongly Agree	46	5	230
Agree	25	4	100
Neutral	15	3	45
Disagree	8	2	16
Strongly Disagree	6	1	6
Total	100	15	397

$$\text{Weighted Average Mean} = \frac{\sum WX}{\sum W}$$

$$= \frac{397}{15} = 26.444$$

### INFERENCE

From the above table, it is inferred that the Job Rotation increasing employee performance level is 26.444% it is highly favourable.

### 1.11 Chi Square Test

Relationship between Gender & Job Rotation improves the employee performance level.

➤ Null hypothesis (H0)

There is no significance relationship between Gender & Attend training program.

➤ Alternative Hypothesis (H1)

There is a significance relationship between Gender & Attend training program.

## ➤ Level of Significance

95% confidence interval

Table No.1.11 (a)

Performance level	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Male	23	14	12	5	6
Female	24	11	3	2	0

Table No.1.11 (b)

Observed frequency	Expected frequency	(O-E) <sup>2</sup>	$X^2 = \sum(O-E)^2/E$
23	28.2	27.04	0.958
14	15.0	1	0.066
12	9.0	9	1
5	4.2	0.64	0.152
6	3.6	5.76	1.6
24	18.8	27.04	1.438
11	10.0	1	0.1
3	6.0	9	1.5
2	2.8	0.64	0.228
0	2.4	5.76	2.4

Formula

$$X^2 = \sum(O - E)^2/E$$

Calculated Value = 9.442

Table Value = 9.488

$$\begin{aligned} \text{Degrees of freedom} &= (r - 1)(c - 1) \\ &= (2 - 1)(5 - 1) \\ &= 4 \end{aligned}$$

Therefore, Calculated Value is greater than Table Value.

INFERENCE:

As the calculated value is more than the tabulated value. Null hypothesis is rejected. Hence the alternative is accepted. Thus, H<sub>1</sub> is accepted so the result is there is relationship between Gender & Improves employee performance level.

## 1.12 SUGGESTIONS

1. Organization can follow this competency based job description, rather than following the traditional job description,
2. It helps the management to find and select the right kind of person for the job.

3. Manager can check the competency of employee and provide the most competent people an opportunity to grow.
4. Employees must be motivated to take up Job Rotation regularly to update their skills and learn new technique to perform their work effectively.
5. Job Rotation must be conducted at frequent intervals to help the workers update with new technologies and improve their performance.
6. HR and Department heads to get should define roles and list of competencies required to perform each role effectively.
7. Such list should be used for recruitment, performance management, promotions, placements and training needs identification.

### 1.13 CONCLUSION

This study was a learning experience for me and I came to know the Job Rotation in Chettinad Group at Chennai. It was positive in response but still more Job Rotation is needed in Chettinad Group. So that the employees are motivated time by time and they should know their strength & weakness so that they can work on it & improve their knowledge & skills for the betterment of their Group of organization.

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