PERCEPTION STUDY ON EFFECTIVENESS OF JOB ROTATION AS A STRATEGIC TOOL FOR TALENT MANAGEMENT

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Abstract

The survey was aimed at analyzing the effectiveness of Job rotation as a talent management tool. Job rotation is a well-planned practice to reduce the boredom of doing same type of job every day and explore the hidden potential of an employee. It helps management in discovering the talent of employees and determining what the employee is best at. In the current scenario it is extremely important to rotate employees in various functions within the organization and exposing them to various tasks. This increases job satisfaction and in turn commitment and loyalty of employees toward respective organization. The study includes the current trend with respect to job rotation and the satisfaction level of the employees towards the same. The study was conducted in the city of Mumbai through e-questionnaires only. Data collected was analyzed using Excel based statistical tools.

INTRODUCTION

Talent Management:

Talent management is the science of using strategic human resource planning to improve business values and to make it possible for companies and organizations to reach their goals. Everything done to recruit, retain, develop, reward and make people perform forms a part of talent management.

Job Rotation:

Job rotation is a well- planned management approach that is beneficial both for employees and management. A properly planned and carried job rotation process plays an essential role in strengthening the position of an organization and helps it deal with uncertain and tentative outer environment. On the other hand, it gives an individual a chance to explore his or her own interests and gain experience in different fields or operations. The concept of job rotation would only be accepted when employees understand that knowledge gained at any point of time never goes waste.

The nature of business also plays an important role in deciding whether job rotation would be beneficial to the organization or not. For instance, if it’s a manufacturing firm the concept of job rotation would not be effective as all departments in the manufacturing firms require highly skilled employees with detailed knowledge in their work.

Job rotation enables constant in-flow of fresh ideas and ways to do things differently by different individuals having different minds. The rotation can be a task Rotation, position rotation within the same function or cross functional.

For employees, the benefits include enrichment of skills, career development, and overall motivation. Job rotation leads to increase in job satisfaction as a employee is exposed to
various work tasks that will reduce constant mental and physical stress which leads to 
motivation for an employee. Another advantage of job rotation is leads to ancillary effect of 
cross training employees for different tasks and challenges, which will increase the flexibility 
and adaptability of the organization. Rotations helps to groom promising employees for 
future leadership positions within the organization or outside by increasing their skills, 
knowledge and perspective. And most importantly it helps in professional relationship 
development across the organization.

If an employee indicates his interest in working outside their domain, he is considered as a 
potential candidate for job rotation. The employee should have the right attitude, the attitude 
of wanting to go beyond one's allocated area of work is important in the successful 
implementation of a job rotation policy. An employee should also have the right aptitude as it 
is essential element for any job rotation program to work.

Sometimes, employees do not agree to job rotation as they basically do not understand the 
process and most importantly the importance of job rotation. They are so happy doing the 
same type of work for years that they find it extremely difficult to come out of their comfort 
zone. Since they have friends within their team, they do not like the idea of working with new 
people in a different department. The superiors should always analyze as to how this new 
initiative would not only benefit individuals in their respective careers but also the 
organization.

RESEARCH OBJECTIVES

The Primary objective of the study was to understand the effectiveness of job rotation as a 
strategic tool for Talent management.

Proposed Hypothesis was as follows:

H1: More than 50% of respondents said their company doesn’t provide external job rotation.

H2: Less than 25% of respondents are completely satisfied with the internal job rotation in 
their company.

H3: Internal job rotation is not independent on type of organization.

H4 : External job rotation is not independent of total years of experience.

H5: On an average the satisfaction level of respondents is less than 3 in term of external job 
rotation.

H6: On an average the satisfaction level of respondents working in MNC is 5 with internal 
job rotation.
LITERATURE REVIEW

Job rotation is an interesting mechanism because it makes it possible for the firm to observe employees in action in different positions and thus learn which jobs fits each employee best. Human resource management is concerned with the people who work in the organization to achieve the objective of 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.

As per Olorunsula (2000): Job rotation involves periodic shifting of employees from one task to another where each task requires different skills and responsibilities. Job rotation is the process through which an organization's staffs work as displacement at different homogenous levels.

As per Bennett (2003): Job rotation is a planned replacement of employees among jobs in a period of time for one or more goals of earning skills and job independence; increasing motivation, job performance and productivity.

As per Delpasand (2010): Job rotation is considered a functional method for enrichment and development of jobs. It results in increased individual knowledge and experience and decreased burnout and exhaustion; this leads to intellectual development and innovation.

RESEARCH METHODOLOGY

The methodology used Survey method for the research in line with the objectives. Based on this, the researcher prepared questionnaires for employees to investigate the effectiveness level of job rotation approach. Our research is based on 160 respondents which represents the entire population. Selection of sample units is based on every availability and accessibility, thus it is Non-probabilistic convenience sampling. The research contains responses from different age groups, gender, occupation, annual income and family type, type of organization and total years of experience. Measurement Technique used is: Excel based technique is used to come up with the solutions. P-test, T-test and Chi- squared test are used to test the hypothesis.
DEMOGRAPHICS

**Total years of experience**
- 12 & above, 16%
- 9 to 12, 8%
- 6 to 9, 21%
- 3 to 6, 54%
- Less than 25, 23%
- 25 to 30, 46%
- 41 & above, 17%
- 36 to 40, 6%
- 31 to 35, 9%

**Age of respondents**
DATA ANALYSIS

Hypothesis 1: Test of Proportions

Ho: Less than 50% of respondents said their company doesn’t provide external job rotation.
Ha: More than 50% of respondents said their company doesn’t provide external job rotation.

Ho: P< 50%
Ha: P> 50%
Test of proportion
Right tailed test
Alpha = 0.1
Probability = 0.9
Critical value = 1.28
Calculating the Observed value
N = 176
X = 93
p' = 53%
p = 50%
q = 50%
p'-p = 3%
Sqrt (p*q/n) = 0.0377
p'-p = 0.75
sqrt (p*q/n)

Observed value = 0.75
P-value = 0.23
Alpha = 0.1
P > alpha we fail to reject the null

Observations: We fail to reject the NULL, Less than 50% of the respondents said their company doesn’t provide external job rotation.

Insights: On employees part it helps them to explore their interest. And identify their skills knowledge and attitudes. Many organizations provide external job rotation so as reduce the boredom of the employees which in turn benefits the organization by increased efficiency of the employees.
Hypothesis 2: Test of Proportions

Ho: More than 25% of respondents are completely satisfied with the internal job rotation in their company.
Ha: Less than 25% of respondents are completely satisfied with the internal job rotation in their company.

Ho: P > 25%
Ha: P < 25%

Test of proportion
Left tailed test
Alpha = 0.1
Probability = 0.1
Critical value = (1.28)

Calculating Observed value
N = 172
x = 38
p' = 22%
p = 25%
q = 75%
p' - p = -3%
Sqrt(p*q/n) = 0.03
p' - p = (0.88)
sqrt(p*q/n)

Observed Value = (0.88)
P-value = 0.19
Alpha = 0.1
P > alpha, we fail to reject the NULL

Observations: We fail to reject the NULL; More than 25% of respondents are completely satisfied with the internal job rotation in their company.

Insights: As the company provides internal job rotation, the employees are highly satisfied as they are able to increase their knowledge in other fields and keep them motivated all over. Internal job rotation enables an employee to develop a wide range of experience, to develop their skills and competencies.
Hypothesis 3: Test of Independence (chi-Square test)

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<th>MNC</th>
<th>Total</th>
<th>Proportion</th>
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<td>38</td>
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<td>52</td>
<td>138</td>
<td>0.80</td>
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<td>Grand Total</td>
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<td>56</td>
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<th>Total</th>
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<tr>
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<tr>
<td>Total</td>
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<td>57.30</td>
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\[(fo-fe)^2/Fe\]

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Chi square test
Right tailed test
Alpha = 0.1
Probability = 0.1
Critical value = 2.71
Observed-value = 21.66
P-value = 0.00
Alpha = 0.1
P-value < alpha
Hypothesis 4: Test of Independence (chi-Square test)

Ho: External Job rotation is independent of total years of experience
Ha: External Job rotation is NOT independent of total years of experience.

External job rotation

<table>
<thead>
<tr>
<th>Row Labels</th>
<th>Observed (fo)</th>
<th>expected (fe)</th>
<th>(fo-fe)</th>
<th>(fo-fe)^2</th>
<th>(fo-fe)^2/fe</th>
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<tbody>
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<tr>
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<td>85</td>
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<td></td>
<td>85</td>
<td></td>
<td></td>
<td></td>
<td>0.38</td>
</tr>
</tbody>
</table>

Chi squared test
Right tailed test
Alpha = 0.1
Probability = 0.1
Critical value = 2.71
Observed value = 0.38
P-value = 0.54
Alpha = 0.1
P-value > alpha, we fail to reject the NULL.

Observation: We fail to reject the NULL; External Job rotation is independent of total years of experience.

Insights: Job rotation motivates an employee to continue his tenure with the company. So potential employees should be provided with job rotation opportunities and the years of experience in the organization should not be a deciding factor for it.
Hypothesis 5: Test of Means

Hypothesis 5: Test of Means

Ho: On an average the satisfaction level of respondents is more than 3 in term of external job rotation
Ha: On an average the satisfaction level of respondents is less than 3 in term of external job rotation

Ho: \( \mu > 3 \)
Ha: \( \mu < 3 \)

T test
Left tailed test
Alpha = 0.1
Probability = 0.1
Critical value = 1.28

\( x' = 2.93 \)
\( \mu = 3 \)
\( x' - \mu = 0.07 \)
\( s = 1.52 \)
\( N = 176 \)

\( x' - \mu / \sqrt{n} = 0.0035 \)

Observed value = 0.0035
Critical value > Observed

\((-1.28) \quad 0.0035\)

**Observations:** We reject the NULL; on an average the satisfaction level of respondents is less than 3 in term of external job rotation.

**Insights:** All employees are not too open to the idea of external job rotation. They are content with doing the routine job for years that they find it extremely difficult to break free of it. They are so accustomed with the style of working of supervisors and colleagues they do not even want to explore the idea of working with new people in a different department.
Hypothesis 6: Test of Means

**Ho:** On an average the satisfaction level of respondents working in MNC is not equal to 5 with internal job rotation

**Ha:** On an average the satisfaction level of respondents working in MNC is 5 with internal job rotation

$$H_0: \mu \neq 5$$
$$H_a: \mu = 5$$

**Test for Means**

**Two Tailed Test**

**Alpha = 0.1**

**Critical value = (1.645)**

$$x' = 3.34$$

$$\mu = 5$$

$$x' - \mu = (1.66)$$

$$s = 1.52$$

$$N = 176$$

$$x' - \mu / s / \sqrt{n} = (0.0823)$$

**Observed value = (0.0823)**

Critical value < observed value

**Observations:** We fail to reject the NULL. On an average the satisfaction level of respondents working in MNC is not equal to 5 with internal job rotation.

**Insights:** The concept of job rotation would only be accepted when employees understand that knowledge gained at any point of time never goes waste. An employee is not always ready for the job rotations; it is due to the restrictions or lack of ability to perform a task and also because the superiors are not convinced with their work and this leads to de-motivation for an employee.
CONCLUSION

This study was conducted to highlight effectiveness of the general approach of job rotation practices as an employee development method and to access its impact on the employee motivation, commitment and job involvement. We observed that job rotation is dependent on the type of organization whether it is a MNC or a domestic company. The research study also helps us to understand the satisfaction level of the employee with respect to internal as well as external job rotation. The organization should provide proper job training before shifting the employee to other departments; this will help the employee to perform better and will increase the overall satisfaction level in regards to job rotation. It also helps us understand that some employees are not willing to adapt to the external job rotation; here the organization can make them realize the importance of job rotation and persuade them to do the same.

LIMITATIONS OF RESEARCH

As the study was conducted through e-questionnaire so only few online user responses were part of the research and so offline user responses were not part of the research. There were no personal interviews conducted. Since we opted to survey a sample rather than the entire population, we had only limited responses. The research findings cannot be universally applied.

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