

Final Project

**"A STUDY ON IMPACT OF JOB ROTATION ON EMPLOYEES
PERFORMANCE AT PRIVATE BANKS NAGPUR."**

DMSR- G. S. College of Commerce & Economics, Nagpur

Affiliated to

Rashtrasant Tukadoji Maharaj Nagpur University Nagpur

In partial fulfilment for the award of the degree of

Master of Business Administration

Submitted by

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Under the Guidance of

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NAAC Re-Accredited "A" Grade Autonomous Institution



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G.S. College Of Commerce & Economics, Nagp
CERTIFICATE

This is to certify that **Renu K Patel** has submitted the project report titled “**A STUDY ON IMPACT OF JOB ROTATION ON EMPLOYEES PERFORMANCE AT PRIVATE BANKS NAGPUR.**” towards partial fulfillment of **MASTER OF BUSINESS ADMINISTRATION** degree examination. This has not been submitted for any other examination and does not form part of any other course undergone by the candidate. It is further certified that he/she has ingeniously completed his/her project as prescribed by **DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited “A” Grade Autonomous Institution)** affiliated to **Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur**

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Place: Nagpur Date: 28/07/2022

**G. S. College Of Commerce & Economics,
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DECLARATION**

I here-by declare that the synopsis with title “**A STUDY ON IMPACT OF JOB ROTATION ON EMPLOYEES PERFORMANCE AT PRIVATE BANKS**”, **NAGPUR**” as been completed by me in partial fulfilment of **MASTER OF BUSINESS ADMINISTRATION** degree examination as prescribed by **DMSR - G. S. COLLEGE OF COMMERCE & ECONOMICS, NAGPUR (NAAC Reaccredited “A” Grade Autonomous Institution) affiliated to Rashtrasant Tukadoji Maharaj Nagpur University, Nagpur** and this has not been submitted for any other examination and does not form the part of any other course undertaken by me.

Place: Nagpur

Date :21/6/2022

Renu K Patel

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Renu K Patel

Place: Nagpur

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INTRODUCTION

Human resource is considered to be the most valuable asset in any organization. It is the SumTotal of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of the employed persons who comprise executives, supervisors and the rank and file employees. It may be noted here that human resource should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. It is thus the employee's performance, which ultimately decides, and attainment of goals. However, the employee performance is to a large extent, influenced by motivation and job satisfaction.

The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction does mean the simple feeling state accompanying the attainment of any goal; the end state is feeling accompanying the attainment by an impulse of its objective. Job satisfaction does mean absence of motivation at work. Research workers differently described the factors contributing o job satisfaction and job dissatisfaction.

The survey made regarding the job satisfaction in Tata Teleservices will facilitate and enables the management to know the perceptions and inner feelings regarding the job they are performing on day-to-day basis. The term job satisfaction reveals and focuses on the likes and dislikes of the employees of Tata Teleservices Ltd. In this particular study the researchers tries to identify the

causes for satisfaction and dissatisfaction among the employees. So this is the most effective and selective instrument for diagnosing and peeping into the employee's problems.

Job Rotation implies systematic movement of employees from one job to the other. Job remains unchanged but employees performing them shift from one job to the other. This is described as job rotation. With job rotation, an employee is given an opportunity to perform different jobs, which enriches his skills, experience and ability to perform different jobs. However, the jobs offered under job rotation are more or less of the same nature. As a result, he will be skilled to a new job which is more or less similar to his earlier job

Benefits of Job Rotation

- 1. Raises intrinsic reward potential of a job:** Job Rotation is likely to raise intrinsic reward potential of a job due to different skill and abilities needed to perform it. A worker becomes a broader based versatile worker due to job rotation. Management gets the benefit of job rotation because workers become competent in several jobs rather than only in one job. Staff adjustment in different department is possible easily due to the practice of job rotation.

2. **Beneficial to the organization:** Due to job rotation, the organization stands to gain because of the versatility of its employees who develop skills due to job rotation. It develops a common culture because of wide and common exposure to workers.
3. **Worker becomes competent in several jobs:** Due to job rotation, workers know about a variety of jobs. It also facilitates personal growth of employees and makes the workers more useful and valuable to the organization. The organization stands to benefit as the workers become competent in several jobs. As a result, the management gets employees who can perform a variety of tasks to meet contingencies.
4. **Improves inter-departmental co-operation:** Periodical job rotation improves interdepartmental co-operation. Employees understand each other's problems properly and this facilitates co-operation among them.
5. **Motivates employees:** Job rotation technique is used for motivating employees in the organizations. It is suggested as a motivational strategy.
6. **Reduce Boredom:** Job rotation reduce boredom and disinterest among employees. Due to job rotation, a given employee performs different

jobs of more or less the same nature. The employee gets some variety of work, workplace and peers.

7. **Develops wide skills among workers:** job rotation develops and wide range of skills among employees. It broadens knowledge and skills of an employee. Personal worth of employee also improves.

PROS AND CONS OF JOB ROTATION

A number of studies address the positive impact of variation and pauses during work, but few studies have dealt with actual job rotation 1. However, several job rotation case studies were found in the literature. These studies came from the United States, Japan, and Sweden and covered a variety of industries. The following benefits were noted among them:

- Reduced boredom
- Reduced work stress
- Increased innovation
- Increased free time activity
- Increased production

Several of the same case studies noted difficulties in implementing job rotation. Most of these difficulties came from the challenge of changing the work structure and not from the job rotation itself. The following problems were noted:

- Experienced workers not wanting to learn new types of work
- Machine operators not wanting to "lend" their machines to others
- Practical

problems of physically getting from one job to the next• Unsuitable wage forms•
Education and training of workers for new jobs• Difficulties in finding a
P appropriate jobs to rotate to

- Inappropriate use of job rotation by management

There was also one paper that offered evidence against job rotation. It stated that through a learning process, individuals are likely to have developed a behavioral strategy that protects them from the apparent hazards of the job. Thus, rotation of unskilled workers into a biomechanically stressful job increases the risk of injury with each rotation 2.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 behavioural 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, employees to become "experts" at each task.

STEPS OF JOB ROTATION

Step 1:

Hold an employee meeting to determine interest and gain involvement and input.

During this

meeting it would be appropriate to have a short presentation on ergonomics and job rotation. The purpose here is to build upon the ergonomics training already received and further it by discussing the relationship between it and job rotation.

At this time it would be appropriate to issue a Base Line Questionnaire.

Step 2:

Insure that the Physical Job Requirement worksheets (PJAs) are accurate and up-to-date for all jobs being considered for rotation. After this is complete, enter the PJAs into the Job Rotation Spread Sheet and generate the appropriate risk factor rankings. Match the jobs for rotation using theme described in the detailed guidance section.

Step 3:

Verification by the entire employee group within each department affected. For job rotations determined in step 2, apply a common sense review of logistics and compatibility to ensure tha

Step 4:

Provide employees with any training that is required for any new tasks performed or equipment handled. For instance, employees that have not used a straight knife or wizard before would need specific training.

Step 5:

Provide employees with adequate break-in time to ensure that they are fully qualified and physically conditioned to perform their new tasks.

Step 6:

Begin job rotation and monitor the new rotation to ensure flexibility and consideration for individuals that are having difficulty performing new tasks. Assess if further training, break-in ,and/or accommodations can be made for

these individuals.

Step 7:

Hold follow-up meetings with employees to evaluate the job rotation. Again, survey employees using the job rotation questionnaire. Compare results to the initial survey. If results are favourable than continue rotation. If results indicate a problem then decide if corrective action is needed or if rotation should be discontinued.

Step 8:

Track other measures such as injury rates, turnover, employee satisfaction, or workers compensation to determine effects of the job rotation.

Job rotation is the systematic movement of employees from one job to another within an organization to achieve various human resources objectives. Formal job rotation programs offer customized assignments to promising employees to give them a view of the entire business and to round out their experience.

Rotation programs can vary in size and formality, depending on the organization. The length of time in each job varies as well. While larger companies are more likely to invest in a formalized job rotation program, businesses of all sizes might want to consider implementing a job rotation program.

There are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, creating a pool of staff who can fill in for temporary openings and perhaps most importantly, preventing stagnation and job

boredom.

Sustaining employee interest in a single job is not easy, which is perhaps why retention poses such a big challenge for businesses – particularly those with repetitive or cyclical work. Employees outgrow their jobs quickly and it may not be possible for employers to provide enough diversity within a career path to maintain employee interest in the job.

This is where job rotation steps in to provide job enrichment from an employee's perspective. Employees who participate in job rotation programs develop a wide range of skills, are more adaptable to changes in jobs and career, and are generally more engaged and satisfied with their jobs when compared to workers who specialize in a single skill set or domain.

But there is a downside to job rotation programs that cannot be ignored. Job rotation may increase the workload and decrease productivity for the rotating employee and for other employees who must take up the slack. This may result in a disruption of work flow and a focus by line managers on short-term solutions to correct these problems. In addition, line managers may be reluctant to allow high-performing employees to participate in job rotation programs. Finally, there are costs associated with the learning curve on new jobs, including time spent learning, training costs and errors that employees often make while learning a new job.

Preparation is a key to the success of any job rotation program. The successful

implementation of a job rotation program requires an understanding of why the program is being put into effect in the first place. Clearly identify what the desired objective is. Next it is important to identify the costs and benefits of implementation, as well as obtain agreement and a commitment to support the program from all parts of the organization, including senior management, human resources and line managers.

Effective Management

Tips for effectively managing a job rotation program include:

- Formulate clear policies regarding who will be eligible for the program, whether employees will be restricted to certain jobs or will be open to all job classifications.
- Determine how employees will be selected. Will the program be mandatory or will employees will be allowed to "opt-out?" Will opting out have an impact on their performance appraisal? For employees who do express a desire to opt out, it may be important to emphasize how rotation program impacts career development, so the employee clearly understands the benefits gained through a job rotation program.
- Involve the employee and managers in planning specific job rotations so that there is a clear understanding of mutual expectations.
- Have a clear understanding of exactly which skills will be enhanced by placing an employee into 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 analysing 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.

COMPANY PROFILE

The Indian banking system consists of 12 public sector banks, 21 private sector banks, 49 foreign banks, 56 regional rural banks, 1,562 urban cooperative banks and 94,384 rural cooperative banks, in addition to cooperative credit institutions. India's retail credit market is the fourth largest in emerging countries. It stood at US\$ 281 billion on 2018.

List of Top 10 Best Private Banks in India

1. ICICI Bank

ICICI Bank is a leading private [Bank in India](#). ICICI Bank was originally promoted in 1994 by ICICI Limited, an Indian financial institution, and was its wholly-owned subsidiary. It is one of the best private banks in India

- Revenue: Rs 1,61,336 Cr
- NIM: 3.61%
- CASA: 45.2%
- ATMs: 14,987
- Branches: 4,874

- Gross NPA: 6.7%
- Customer Base:

ICICI Bank offers a wide range of banking products and financial services to corporate and retail customers through a variety of delivery channels and through its group companies. ICICI is 2nd in the list of Top 5 private banks in India.

2. HDFC Bank – Largest Private bank in India

HDFC Bank is the Largest Private Banks in India by Total sales during the Year. It was amongst the first to receive an ‘in principle’ approval from the Reserve Bank of India (RBI) to set up a bank in the private sector, as part of RBI’s liberalization of the Indian Banking Industry in 1994. HDFC bank is the [top Constituents in Bank Nifty](#).

- Revenue: Rs 1,55,885 Cr
- [Employees](#): 98,061
- NIM: 4.3%
- CASA: 48%
- ATMs: 13,160
- Branches: 5,103
- Gross NPA: 1.36%
- Customer Base: Over 49 Million.

The bank was incorporated in August 1994 in the name of ‘HDFC Bank Limited’, with its registered office in Mumbai, India. HDFC Bank commenced operations as a Scheduled Commercial Bank in January 1995 and also top private banks in India. HDFC Bank is the largest private bank in India by Revenue and Market cap.

Axis Bank Ltd

Axis Bank is the third-largest Private Banks in India and also the best private bank in India. The Bank offers the entire spectrum of financial services to customer segments covering Large and Mid-Corporates, [MSME](#), [Agriculture](#), and Retail Businesses.

The Bank has a large footprint of 4,050 domestic branches (including extension counters) with 11,801 ATMs & 4,917 cash recyclers spread across the country as on 31st March 2019. Axis Bank is one of the first new-generation private sector banks to have begun operations in 1994.

- Revenue: Rs 80,847 Cr
- NIM: 3.56%
- CASA: 43.2%
- ATMs: 11,801
- Branches: 4,094
- Gross NPA: 5.25%

The overseas operations of the Bank are spread over nine international offices with branches at Singapore, Hong Kong, Dubai (at the DIFC), Colombo and Shanghai; representative offices at Dhaka, Dubai, Abu Dhabi and an overseas subsidiary at London, UK. The international offices focus on corporate lending, trade finance, syndication, investment banking, and liability businesses.

The Bank was promoted in 1993, jointly by Specified Undertaking of Unit Trust of India (SUUTI) (then known as Unit Trust of India), Life Insurance Corporation of India (LIC), General Insurance Corporation of India (GIC), National [Insurance Company](#) Ltd., The New India Assurance Company Ltd., The Oriental Insurance Company Ltd., and United India Insurance Company Ltd. The

shareholding of Unit Trust of India was subsequently transferred to SUUTI, an entity established in 2003.

4. Kotak Mahindra Bank Ltd

In February 2003, Kotak [Mahindra](#) Finance Ltd. (KMFL), the Group's flagship company, received a banking license from the Reserve Bank of India (RBI), becoming the first non-banking [finance company](#) in India to convert into a bank – [Kotak Mahindra Bank](#) Ltd. Kotak is the Fourth-Largest Private Banks in India. It is Among the Top 5 private bank in India.

- Revenue: Rs 56,814 Cr
- NIM: 4.3%
- CASA: 52.5%
- ATMs: 2,352
- Branches: 1,500
- Gross NPA: 1.9%
- Customer Base: 17 million+

5. IndusInd Bank Ltd

IndusInd Bank is ranked 19th amongst the Top 50 Most Valuable Indian Brands 2014 as per the BrandZ Top 50 rankings powered by the WPP and Millward Brown. Also, the Bank has bagged the 39th rank in The Economic Times and Interbrand Best Indian Brands Study – 2014. IndusInd is the Fifth Largest Private Banks in India.

- Revenue: Rs 35,500 Cr
- NIM: 4.05%

- CASA: 43.1%
- ATMs: 2,605
- Branches: 1,938
- Gross NPA: 2.15%
- Customer Base: 9 million+

IndusInd Bank stands tall today as one of the reputed banking brands in the country. The Bank has combined responsiveness with innovation to launch a wide range of banking products and services which are unique, convenient and very relevant to the Indian consumer.

In the recent past, the Bank has launched a host of innovative services like My Account My Number, Choice Money ATMs, Check-on-Cheque, Cash-on-Mobile, Direct Connect, Quick Redeem Service and 365 Days Banking. All these unique services have been widely publicized and have been well appreciated by the customers and also the best private bank in India.

6. Yes Bank Ltd

YES BANK, India's sixth-largest private sector bank is a high quality, customer-centric and service-driven Bank. Since its inception in 2004, YES BANK has grown into a 'Full-Service Commercial Bank' providing a complete range of products, services, and technology-driven digital offerings, catering to corporate, MSME & retail customers.

- Revenue: Rs 23,475 Cr
- NIM: 2.8%
- CASA: 30.2%

- ATMs: 1,450+
- Branches: 1,120
- Gross NPA: 5.01%

YES BANK operates its Investment banking, Merchant banking & Brokerage businesses through YES SECURITIES and its Mutual Fund business through YES Asset Management (India) Limited, both wholly-owned subsidiaries of the Bank. Headquartered in Mumbai, it has a pan-India presence across all 28 states and 9 Union Territories in India including an IBU at GIFT City, and a Representative Office in Abu Dhabi.

. IDFC First Bank Ltd

IDFC Limited was set up in 1997 to finance infrastructure focusing primarily on project finance and mobilization of capital for private sector infrastructure development.

Dr. Rajiv Lall joined the company in 2005 and successfully expanded the business to Asset Management, Institutional Broking and Infrastructure Debt Fund. He applied for a commercial banking license to the RBI in 2013. Owing to his efforts, in 2014, the Reserve Bank of India (RBI) granted in-principle approval to IDFC Limited to set up a new bank in the private sector.

Thus Erstwhile IDFC Bank was created by the demerger of the infrastructure lending business of IDFC to IDFC Bank in 2015. The parent entity, IDFC Limited, retained businesses of AMC, Institutional Broking, and Infrastructure Debt Fund business through IDFC Financial Holding Company Limited (NOFHC).

- Revenue: Rs 18,221 Cr

- NIM: 3.15%
- CASA: 15.08%
- ATMs: 199
- Branches: 279
- Gross NPA: 2.66%
- Customer Base: 4 million live customers

The shares of Erstwhile IDFC Bank Limited were listed in the exchanges in November 2015. During the subsequent three years, the bank developed a strong and robust framework including strong IT capabilities and infrastructure for scaling up the banking operations. The Bank designed an efficient treasury management system for its own proprietary trading, as well as for managing client operations.

The bank diversified from being a predominantly infrastructure financier to wholesale banking operations. Since a large portion (90%) of the bank was wholesale (infrastructure and corporate loans) as a legacy from IDFC Limited until 2017, the company swiftly put together a strategy to retailise its loan book.

Federal Bank Ltd

Federal Bank Limited is a major Indian commercial bank in the private sector headquartered at Aluva, Kerala having more than a thousand branches and ATMs spread across different States in India. It was among the first banks in India to computerize all its branches and Among the best private bank in India

- Revenue: Rs 16,271 Cr
- NIM: 3.15 %
- CASA: 31.44 %

- Gross NPA: 2.99%
- ATMs: 1,606
- Branches: 1,251
- Customers: 9.7 Million
- Market Share: 1.13 %

The Bank offers its customers, a variety of services such as Internet banking, Mobile banking, online bill payment, online fee collection, depository services, Cash Management Services, merchant banking services, insurance, mutual fund products.

The history of Federal Bank dates back to the pre-independence era. The Bank was incorporated on April 23, 1931, as the Travancore Federal Bank Limited, Nedumpuram under the Travancore Companies Regulation, 1916. Late K.P. Hormis, the visionary banker and founder took up the reigns in 1945 and built the bank a nationwide institution. The Bank's name was changed to The Federal Bank Limited on December 2, 1949.

9. Bandhan Bank Ltd

Bandhan Bank is a subsidiary of Bandhan Financial Holdings Limited (BFHL). BFHL is a wholly-owned subsidiary of Bandhan Financial Services Limited (BFSL). Bandhan Bank is focussed on serving the unbanked and underbanked population of India.

- Revenue: Rs 14,633 Cr
- NIM: 10.45%
- CASA: 36.06%
- ATMs: 481

- Branches: 999
- Gross NPA: 2.04%
- Customer Base: 17.27 mm

It offers world-class banking solutions and financial services in the form of asset and liability products and services. It offers regular banking services, microfinance, MSME, and affordable [housing finance](#) to urban, semi-urban and rural customers. The Company is among top 10 private banks in India 2020.

BFSL's public shareholders include International Finance Corporation (IFC), IFC FIG Investment Company, Small Industries Development Bank of India ([SIDBI](#)) and Caladium Investment Pte Ltd., a company managed by GIC Special Investments Private Limited.

10. South Indian Bank Ltd

One of the earliest banks in South India, "South Indian Bank" came into being during the Swadeshi movement. It is in top 10 private banks in India 2020.

- Revenue: Rs 8,490 Cr
- NIM: 2.53%
- CASA: 24.1 %
- ATMs: 1,400
- Branches: 870
- Gross NPA: 4.96 %

The establishment of the bank was the fulfillment of the dreams of a group of enterprising men who joined together at Thrissur, a major town (now known as the Cultural Capital of Kerala).

In the erstwhile State of Cochin to provide for the people a safe, efficient and

service-oriented repository of savings of the community on one hand and to free the business community from the clutches of greedy money lenders on the other by providing need-based credit at reasonable rates of interest.

Job Rotation implies systematic movement of employees from one job to the other. Job remains unchanged but employees performing them shift from one job to the other. This is described as job rotation. With job rotation, an employee is given an opportunity to perform different jobs, which enriches his skills, experience and ability to perform different jobs. However, the jobs offered under job rotation are more or less of the same nature. As a result, he will be skilled to a new job which is more or less similar to his earlier job.

Benefits of Job Rotation

Raises intrinsic reward potential of a job: Job Rotation is likely to raise intrinsic reward potential of a job due to different skill and abilities needed to perform it. A worker becomes a broader based versatile worker due to job rotation. Management gets the benefit of job rotation because workers become competent in several jobs rather than only in one job. Staff adjustment in different department is possible easily due to the practice of job rotation.

Beneficial to the organization: Due to job rotation, the organization stands to gain because of the versatility of its employees who develop skills due to job rotation. It develops a common culture because of wide and common exposure to workers.

Worker becomes competent in several jobs: Due to job rotation, workers know about a variety of jobs. It also facilitates personal growth of employees and makes the workers more useful and valuable to the organization. The organization stands to benefit as the workers become competent in several jobs. As a result, the management gets employees who can perform a variety of tasks to meet contingencies.

Improves inter-departmental co-operation: Periodical job rotation improves inter-departmental co-operation. Employees understand each other's problems properly and this facilitates co-operation among them.

Motivates employees: Job rotation technique is used for motivating employees in the organizations. It is suggested as a motivational strategy.

Reduce Boredom: Job rotation reduce boredom and disinterest among employees. Due to job rotation, a given employee performs different jobs of more or less the same nature. The employee gets some variety of work, workplace and peers.

Develops wide skills among workers: job rotation develops and wide range of skills among employees. It broadens knowledge and skills of an employee. Personal worth of employee also improves.

Job Rotation in HDFC Bank

In HDFC Bank all employees involved in the Job Rotation Schedule. In HDFC Bank the staff gets rotated in every 6 months and the officers get rotated in every 3 years.

The flexibility and consideration is given to those employees who have Physical difficulty for such employee there is no Job Rotation for example: Deaf and Dumb. Job Rotation takes in bank for other new comers to show their work as per their knowledge and to avoid frauds.

For Job Rotation of the employees meeting are held in every 6 months and for officers it is 3 years. The employees are been provided with the rule and regulation.

Job Rotation in Indian Overseas Bank:

In JOB all the employees involved in the job rotation schedule, the staffs, clerks

and officers. The staffs and clerks have internal rotation and officers get rotate to other branch.

As per the Bank rule the staff gets rotated in every 6 months and the officers get rotated in every 3 years. The flexibility and consideration is been given and those individual who have physical deficiency have no job rotation.

The employees are involved in the rotation schedule for other individual to their talent and to avoid malpractices and frauds. Meetings are held to know the employee which further position he will take place to determine interest and gain involvement. According to the employee performance and response towards his job on that basis the job is rotated.

Job Rotation in RBI

In RBI the job rotation is mainly concerned with the officers. The officers in RBI get their job rotated in every year. For such job rotation the employees who are going to get rotated meeting are held so that the officers get to know their future role. According to the rules and conditions to determine interest and gain involvement.

employee has to adjust with new situation. Finally it may be pointed out that transfer is neither promotion nor demotion but merely a horizontal or lateral movement of an employee from one job, to another at same other place where the salary, status and responsibilities are more or less the same.

the personal needs (Personal Difficulties) of the employees. They include family problems, sickness, and education of children and so on. Such transfers take place especially among female employees.

Meeting mutual need of employees: Transfers are, sometimes, made in order to meet the mutual needs of to employees. It is a type of mutual exchange and is

usually accepted by the management.

Meeting Organizational needs: transfers are necessary to meet the organizational needs developed out of expansion programmes or fluctuation in work requirements or changes in the organizational structure or dropping of existing product lines.

LITERATURE REVIEW:

- 1) **GOWSALYA R S, 2 JIJO FRANCIS J** 1Assistant Professor, 2 PG Scholar Department of Management Studies Bharath Niketan Engg. College, Affiliated to Anna University

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.

2) Bett Chepkosgey Charity

Abstract: Non financial motivators are very essential in maximizing the performance of employees. Literature shows that there is little study of a considerable depth that has been carried out to determine the effect of non financial motivation strategies on employee performance. The objective of the study was to determine the effect of job rotation on employee performance, a study of Kenya Commercial Bank. The study was conducted in 6 KCB branches in the North Rift region. The study adopted a case study research design approach. Census technique was used to collect data from 6 branches of Kenya Commercial Bank in the North Rift Region. The study relied on both primary and secondary data. Primary data was collected through questionnaires while secondary data was sourced through review of relevant records. Data analysis for this study was conducted through qualitative and quantitative methods. Questionnaires were tested for reliability and validity. Data coding, entry and analysis was carried out using Statistical Package for Social Sciences (SPSS

Version 20.0). The analysed data was presented using frequency tables, proportions and percentages. Research findings indicate that majority of the respondents acknowledge that job rotation affected their performance. From regression analysis, it was observed that job rotation contributed to 55.29% of employee performance. Key words: Job rotation, Employee performance

INTRODUCTION

Top-performing employees are an asset to organizations, and companies that focus on keeping their productive employees engaged will experience long-term benefits (Denka, 2009). Similar management studies also support that when employees are motivated, their productivity increases and are more satisfied with their current position, and both factors have been linked to greater organizational success and performance (Drake et al., 2007). According to the KCB Group website the group has over 5,000 employees. The percentage of employee turnover is 5% i.e. 250 employees per year which is very wanting as it is not within the industry policy of 1% as set out by the Federation of Kenya Employers. The worst case is employee strike of 1998 where the bank fired over 500 employees after the workers strike due to lack of provision of insurance on customer deposits and fringe benefits. The bankers association of Kenya in the same year did not agree with then minister of finance who was Hon. Simeon Nyachae hence igniting the striking of the lower cadre of nonmanagement staff of Kenya commercial bank which lead to them being fired. Kenya commercial bank was then forced to recruit staff to fill in the positions left by the then

striking employees. Since then, the bank has had several management strategies to ensure effective and excellent employee performance. This includes both financial and nonfinancial motivational strategies to boost the performance of its employees. From the bank branch management some of the non-financial motivational strategies employed by the bank include job rotation, training and career development, promotions and recognition. However, the bank has still been experiencing challenges in its annual performance which in some instances has influenced its annual financial performance and massive employee turnovers. The challenge to the bank has thus been to determine the factors affecting its performance and this study sought to put an effort by objectively analyzing the effect of job rotation on employee performance.

3) Two Factor Theory

Herzberg's (1959) two factor theory distinguishes between two broad categories of factors that affect people working on their jobs. According to him the key to true job satisfaction and motivation lies on the motivators (intrinsic factors): achievement, recognition, responsibility, advancement, growth and the work itself (Bateman and Zeitham 1993). Herzberg believes that such factors are the main driving force of satisfaction and that they help boost the employee to work harder and better, due to the motivation that is brought about. When these factors are present jobs are presumed to be both satisfying and motivating for most workers. Hygiene factors (extrinsic factors) reduce dissatisfaction when they are present to an acceptable degree. However, they do not necessarily result in high

level motivation. When hygiene factors are absent, they act as dissatisfies. In the Two-Factor Theory, the presence of certain factors would serve to increase the individuals' job satisfaction but the absence of those factors would not necessarily promote job dissatisfaction. Job factors cited as causing dissatisfaction are supervision, working conditions, interpersonal relationships, pay, job security, company policies and administration. The gratification of certain factors called motivators lead only to minimal dissatisfaction; for example, when hygiene factors are not gratified, negative attitudes are created producing job dissatisfaction. According to Herzberg's research, motivators are the conditions that truly encourage employees to try harder. Focusing on hygiene factors will not be enough, and managers should also enrich jobs by giving employees opportunities for challenging work, greater responsibilities, advancement opportunities, and a job where their subordinates can feel successful (Pride et al, 2005).

JOB ROTATION

Job rotation is the surest way of keeping the employee away from complacency and boredom of routine. It is difficult for an employee to sustain his interest in a given job for any substantial length of time as humans have the tendency of outgrowing their jobs through the learning and experience that they gain over a period of time. Stimulating human mind through diversity of challenges is a sure way to bring to forefront its creative instincts and in taking the individual and

organizational performance to a higher plane. This is where job rotation can prove to be a handy tool (Pride et al., 2005). Job rotation gives the employee the opportunity to develop skills in a variety of changing jobs. In job rotation, employees will make lateral moves the majority of the time, but job rotation can also involve a promotion. It must start with an end goal. The goal of the job rotation determines the job changes. Thus, if a department in which every employee is cross-trained to do every job is the goal, a careful structuring of the rotation must occur. If the development of individual employees, for eventual promotion, to advance the employees' career options, to avoid job boredom, or to create backup help for vacation times, is the goal, the job rotation plans will differ. Effective job rotation specifies the goal. Job rotation must be carefully planned. An optimum training plan helps the employee build upon the skills learned at each step of a job rotation. So, the plan involves the employee participating in a series of jobs on a path that other employees have followed that resulted in a fully trained employee, or the accomplishment of the goal (Pride et al., 2005). Fowler (2001) revealed that when an employee does one kind of job week-in week-out, they will always get de-motivated to carry on with their work more especially when the work is not very challenging. Fowler suggested that employees need to be rotated around the organization to meet new challenging tasks in order to keep their minds busy and feel like they are doing something for the organization. However, Clifton (2000) disagrees with these revelations. He asserts that job rotation does not actually lead to motivation of the employee; it

just helps the employees not to get bored with their work. In other words it helps the employers to maintain a certain level of motivation in employees

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Abstract

In today's era businesses are growing at a very fast pace and to be in existence every organization has realized the fact that in order to succeed in the current cut throat competitive market, treating and constantly upgrading their employees has become very essential. For this purpose job rotation is a technique adopted by many organizations to train their employees. The importance of job rotation, as a mean of enhancing skills, knowledge and abilities of an individual to improve the overall organizational mechanics has become evident to any organization. Job rotation has become the need of the hour for most of the organization and is a fast emerging domain of research in the field of human resource. This study reveals the perception & views of banking sector employees in relation to job rotation techniques. Positional variables of the employees were analyzed with respect to the employees' perception regarding Job Rotation technique. Data were collected using a self administered questionnaire from 125 Bank employees working in the various banks situated in Faridabad. Collected data was further analyzed using "Mean Score" as a statistical tool. The finding of the research revealed that most of the

employees perceive job rotation as a technique which stimulates their individual growth, reduces boredom and also act as a tool for fast learning. The study suggest that organizations should consider the perception and needs of individual employees for successful implementation of job rotation in an organization for overall benefit of the individuals and organizations. The researchers also believes that the current research would help organizations in redesigning the job rotation tool in order to enhance the quality of the employees' workforce and overall quality of the organization's output which is in fact the need of the hour.

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

INTRODUCTION

“Treat and appreciate your employees well and they will reciprocate in thousand ways.” Today's organizations are fast moving towards internationalization and every organization is aware of the fact that in order to be successful in the current market trend treating and constantly upgrading their current workforce is the only weapon they have in their arsenal. Human resource is one of the most vital and perhaps the most intricate resources of them all present in an organization. It learns in a certain way, behaves in a certain way using its aptitude and attitude. Job rotation has become a tool which aims to increase the skills base of the most intelligent resource of the business. Many organizations have become aware that up-grading the skill of their workforce is fundamental to their survival and growth. For this purpose many organizations are using job

rotation worldwide for many years. The importance of job rotation, as a mean of enhancing skills, knowledge and abilities of an individual to improve the overall organizational mechanics has become evident to any organization. Job rotation has become the need of the hour for most of the organization and is a fast emerging domain of research in the field of human resource. Research studies states that for the implementation of job rotation in an organization, dissatisfaction among the employees could be tackled in a very efficient way as it may create different challenges, skill sets and necessary motivation enabling the employees to be more productive. It is therefore, important to understand the Job Rotation in an organization in order to ease employees with the repetitive work routine and divulging the employees for higher learning. It is very important for any organization to be highly compassionate and responsive towards their employees by creating an environment where employees are happy to do their jobs and extract maximum from their fulfilment. Job rotation involves lateral transfers of employees between jobs in an organization. In this, Senge (1999) implies systematic movement of employees from one job to the other. The portfolio remains constant but employees performing them move from one portfolio to the other (Champion et al., 1994). According to Meting et al. (1998) job rotation is important in two aspects namely; an employee who rotates without changing the portfolio accumulates experience more than the one who does not hence, it is an effective tool for career development. Consequently he/she accumulates experience in more departments hence; it is easier to train

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

Thorough and extensive amounts of available literature review were used in framing the conceptual foundation for the research. Carnell and Maxwell (1988) states that managers face an enormous challenge in implementing any kind of change in the organization, effectively. Odin (1990) argued that people when subjected to any change generally form fear in their minds and resist the change to their extent and this resistance level become even more stronger and higher when they don't comprehend the reason for the change. If job rotation is the reason for that change, there is definitely a great scope of learning and motivation but people show a great deal of reluctance to this change despite of being positive and beneficial in nature. According to Xie (1995), developing and improving skills is a requirement for organizational capabilities and coping with new developments and challenges. He further argued that job rotation is a cure of stress thus improves on job and occupational status of an employee. Jaime (2000) found that job rotation promotes psychological and physical health of employees through creating positive attitudes on employees, facilitating their health and increasing the variety of work through reduction of boredom to work,

seeing things in a new perspective, decreasing in physically demanding portfolios and having self motivation towards their positions in organizations. Bennett (2003) describes job rotation as a change technique of shifting employees between jobs over a period of time in a well planned way in-order to fulfil various purposes for the benefit of the employees and the organization. He mentioned that there are two types of job rotation: functional and cross functional. Functional job rotation means making the employees to perform the jobs of same or similar responsibilities within the same operational level over a period of time whereas the cross functional rotation means rotation of jobs involving higher degree of responsibility. Plowman (2010) confirms that when the strategy is implemented in line with the business goals and human resource strategies of the organization it aids in stimulating human mind through diversity of challenges. Studies by Ortega (1999) and Weichel et al. (2010) indicated job rotation could be used for development of knowledge and fusion both in breadth and depth and when this strategy takes effect those who have rotated are expected to master new knowledge and to integrate all facets of knowledge resources in the organization. Other researchers have added to the literature regarding the importance of job rotation with regards to capacity development. Studies on job rotation and performance in Keshavarzi Banks of Gilan (2013) indicated that organizations obtain sustained competitive advantage depending on personnel productivity, learning systems development and developing employee intellectual asset. Managing people in an organization is a no child's

game and the job of a manager is arguably the hardest as he has to deal with the most intelligent and perhaps the most complex being of all the human beings. However, job rotation when implemented is a difficult but progressive in nature. A considerable understanding of what exactly the employees perceive about job rotation is that a manager can easily mould his Job Rotation techniques according to the perceptions/needs of the employees to derive the best result of them.

RATIONALE OF THE STUDY

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

RESEARCH OBJECTIVE

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

RESEARCH METHODOLOGY

In convenience sampling approach, the researcher selected Faridabad city to distribute the questionnaire, where most of the private sector banks operate. Banks contacted for data collection purpose were: ICICI Bank, HDFC Bank, ING Vyasa, City Bank and Axis Bank. A total of 145 surveys were distributed in equal numbers to the private banks. From a total of 145 questionnaires distributed, 125 were returned (only 25 surveys were collected from each bank),

out of which 20 were usable (valid and completed), thereby yielding a response rate of about 86.2 percent, a response rate considered sufficiently large for statistical reliability and generalization. The sample of 125 respondents consists of 44 percent male and 56 percent female, and their average age was 35. Results were further analysed using Mean score

PROBLEM STATEMENT

The employees in the banks work not only to achieve their economic objective, but also demand certain social objective. The best way for the banks to serve their employees in order to enhance motivation, commitment and job involvement is to provide them effective training programs. Job rotation is one of them and it is carried out at trainees own place of work using the same methods, materials and work procedure that will be used by them in their actual job. At present, some of the banks are practicing job rotation. While practicing job rotation, some employees work with high engagement while others extricate from work because employees of certain banks are compelled to undergo job rotation program. Hence this study is carried out to understand the attitude of employee towards job rotation, their level of satisfaction and also to study its impact on employee engagement and attrition.

NEED OF THE STUDY

- Job Rotation takes in bank for other new comers to show their work as per their knowledge and to avoid frauds.
- Job enrichment gives employees a chance to stay in their current roles, but experience a greater depth of responsibility through enhanced tasks.

OBJECTIVE OF THE STUDY

1. To know the awareness of job rotation.
2. To study employees level of satisfaction which result from job rotation.
3. To understand the analytical and rational development of decision making capacity of Employee.
4. To know whether job rotation is institutionalized or not in the organization.
5. To know the employees involvement in decision making, problem solving, information sharing etc.

HYPOTHESIS

A hypothesis is defined as a logically conjectured relationship between two or more variables expressed in the form of a testable statement. Relationships are conjectured based on the network of associations established in the theoretical framework formulated for the research study. By testing the hypothesis, it is expected that the solution can be found to be correct for the problem encountered.

H₀ :- There may or may not be an effect of job rotation on employees' performance.

H₁ :- Job rotation among employees results in increasing the performance of the organization.

RESEARCH METHODOLOGY

Research design is the overall description of all the steps through which the project has proceeded from the setting of objectives to the writing of the project report. The success of the project depends on the soundness of the research design, which includes problem definition, specific method of data collection and analysis and time required for the project. The research that is undertaken is "Descriptive & exploratory" in nature. The research is to find out the customers' preference and attitude towards decision making of selecting appropriate small, medium & luxury car which suits to their need.

DATA COLLECTION METHOD

Two methods of collecting data used for this research are as follows: -

PRIMARY DATA — • Data is collected primarily through personal contact, meeting, interview and questionnaire with the concerned authority of the organization and investors.

SECONDARY DATA — • Data are collected through secondary modes such as various

published data, reports, related books and websites.

SAMPLE SIZE

The procedure adopted to select the sample was simple random sampling. The sample consists of 100 respondents' and was restricted to people residing in Nagpur.

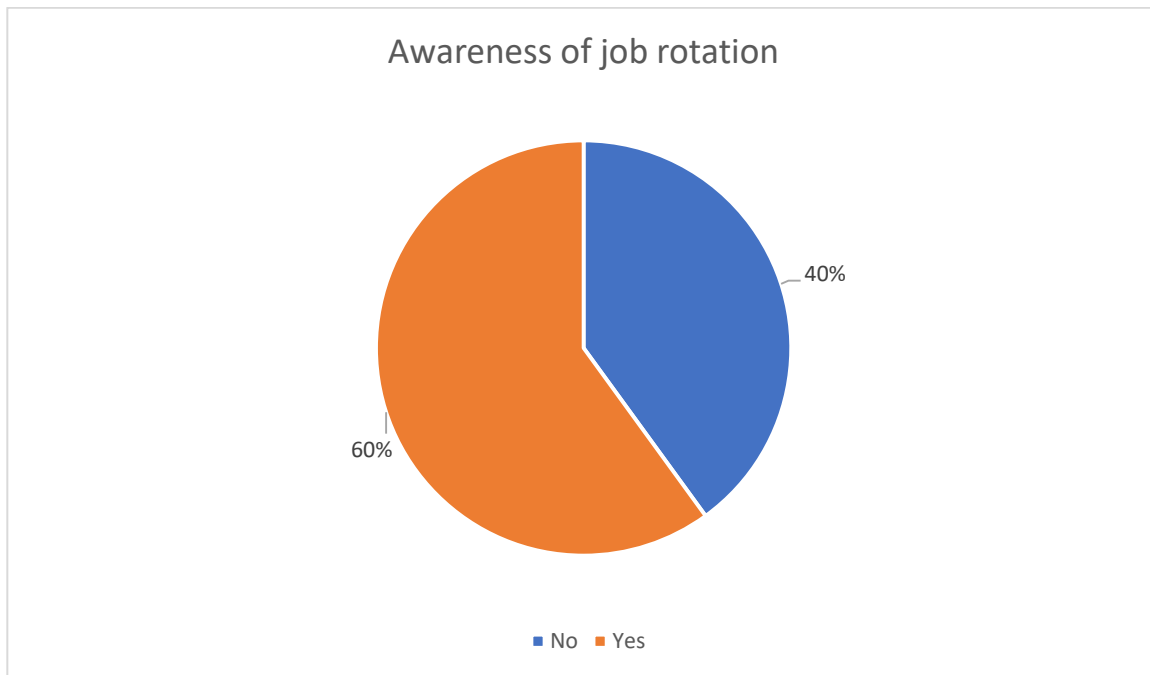
Data analysis & Interpretation

Q.1 Are you aware of the concept of job rotation?

a. Yes

b. No

Sr.no	Frequency	Percent
Yes	60	60%
No	40	40%
Total	100	100%

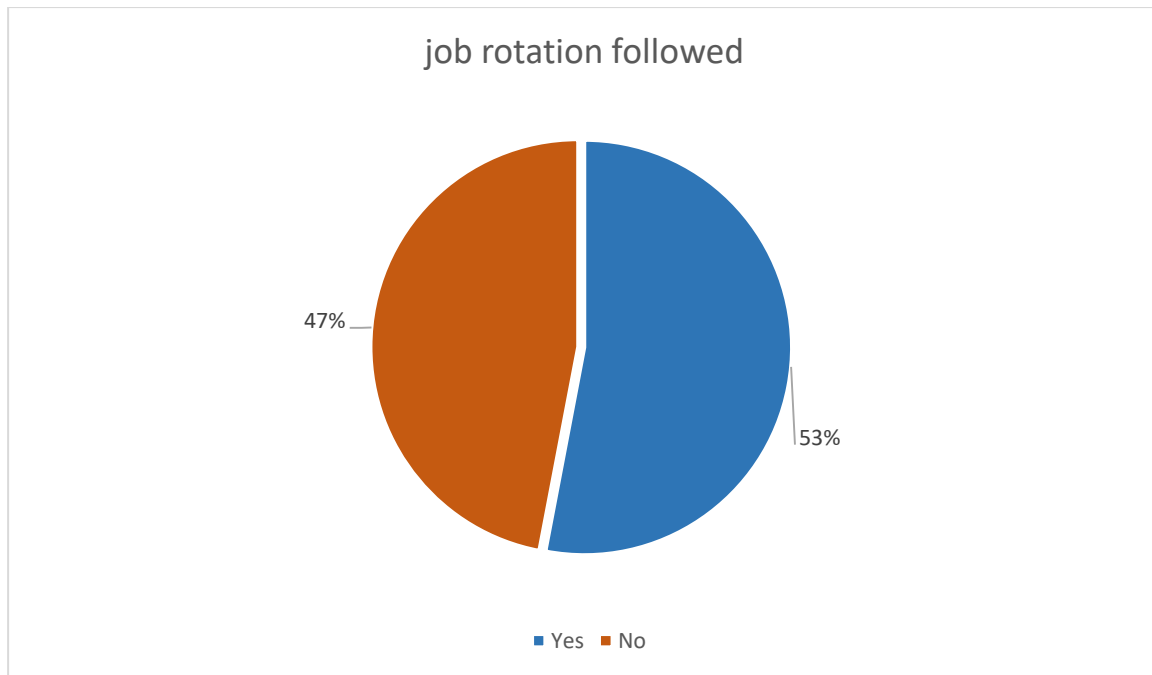


Interpretation: The above graph shows the percentage of employee who are aware of the program ” job Rotation” from the data collected it can be analyzed that 60% employee are aware about the concept of job rotation & 40% are not aware about the concept of job rotation.

Q.2. Is job rotation followed in your Bank?

- a. Yes b. No

Sr.no	Frequency	Percentage
Yes	53	53%
No	47	47%
Total	100	100%

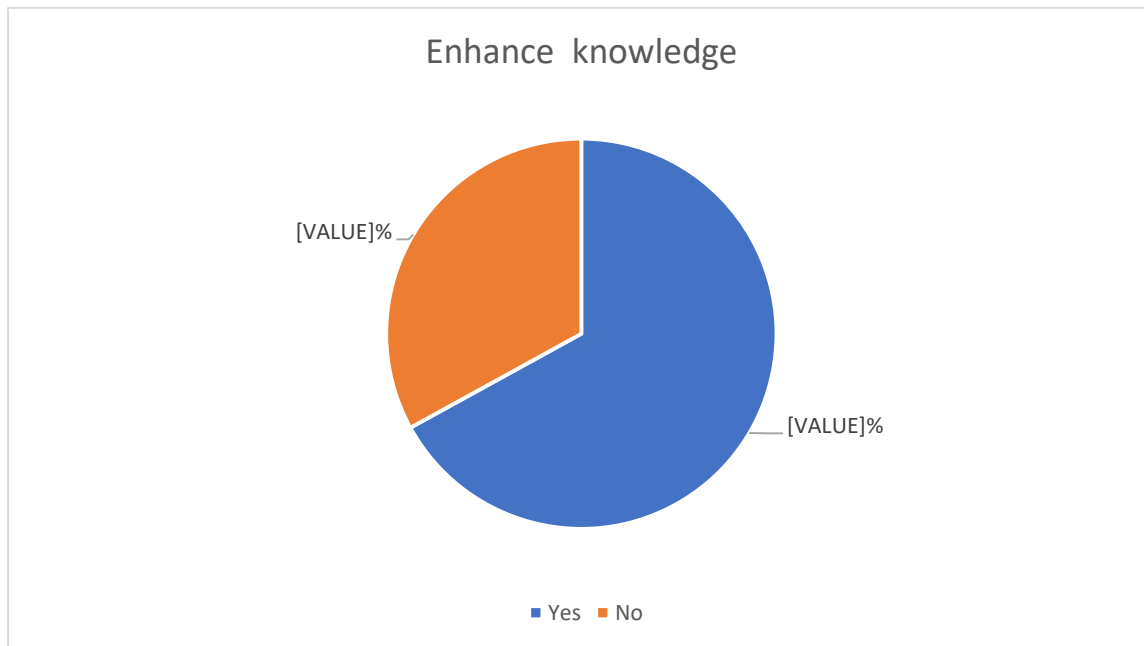


Interpretation: The above graph shows the percentage of employee who know that job rotation is followed at the bank . From the data collected it can be analysed that 53% employees say yes and 47% employees say no respectively.

Q3. Do you think you can enhance your knowledge through job rotation?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	67	67%
No	33	33%
Total	100	100%

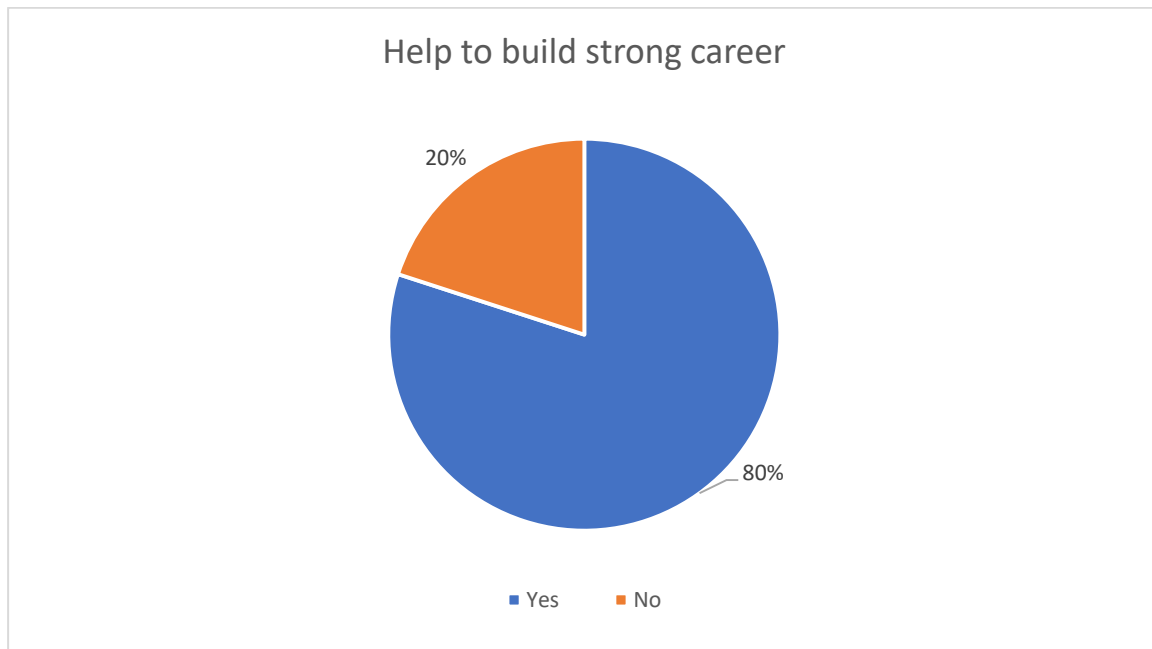


Interpretation: The above graph shows the percentage of employee who can enhance their knowledge through job rotation . From the data collected it can be analysed that 67% employees says yes and 33% employees says no respectively.

Q.4 Do you think job rotation will help you to build strong career?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	80	80%
No	20	20%
Total	100	100%

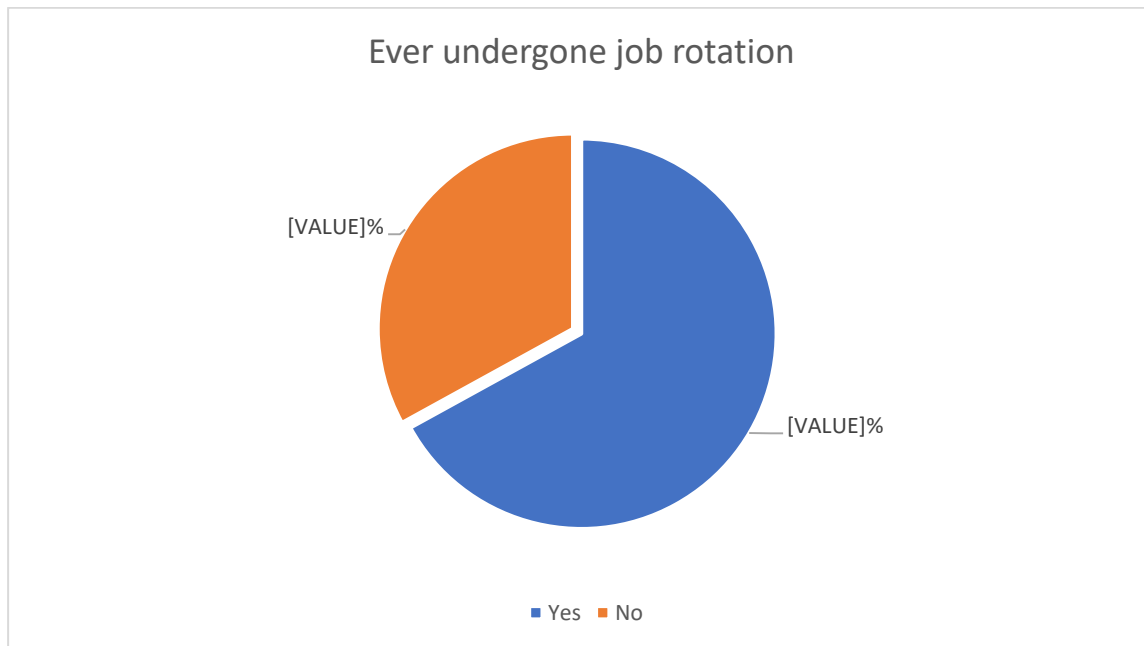


Interpretation: The above graph shows the percentage of employee which job rotation help them to build a strong career . from the data collected it can be analysed that 80% employees says yes and 20% employees says no respectively.

Q. 5 Have you ever undergone job rotation in your bank?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	67	67%
No	33	33%
Total	100	100%

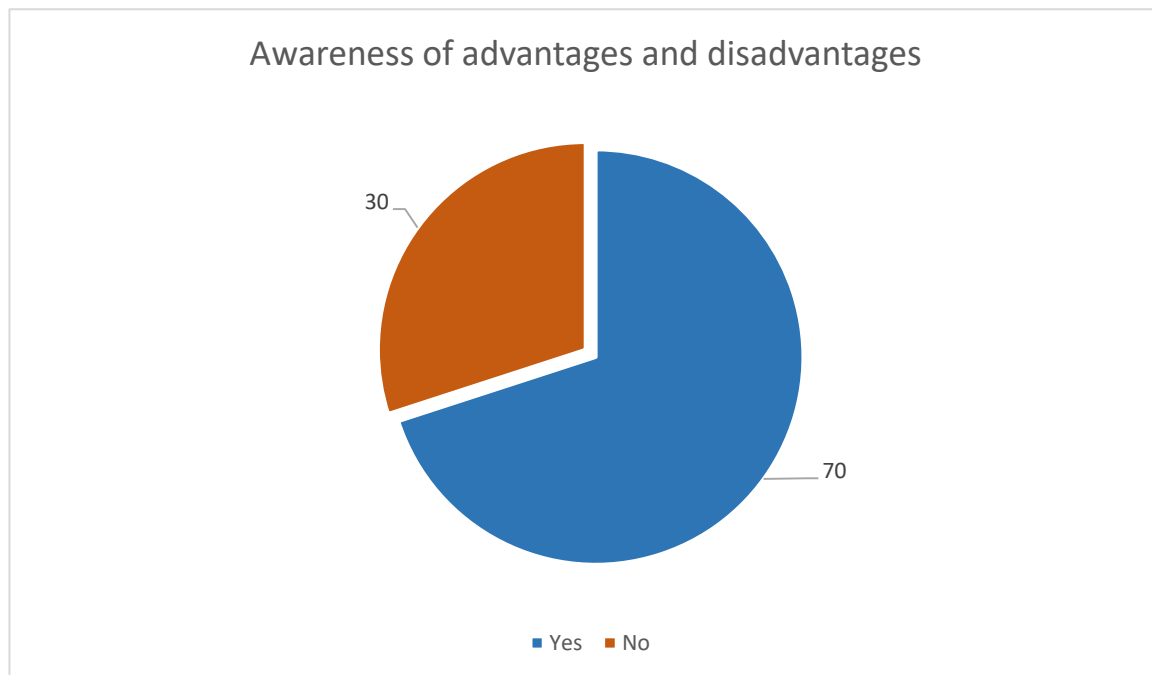


Interpretation: The above graph shows the percentage of employee who have undergone job rotation in the bank. From the data collected it can be analysed that 67% employees says yes and 33% employees says no respectively.

Q 6. Are you aware advantages and disadvantages of job rotation?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	70	70%
No	30	30%
Total	100	100%

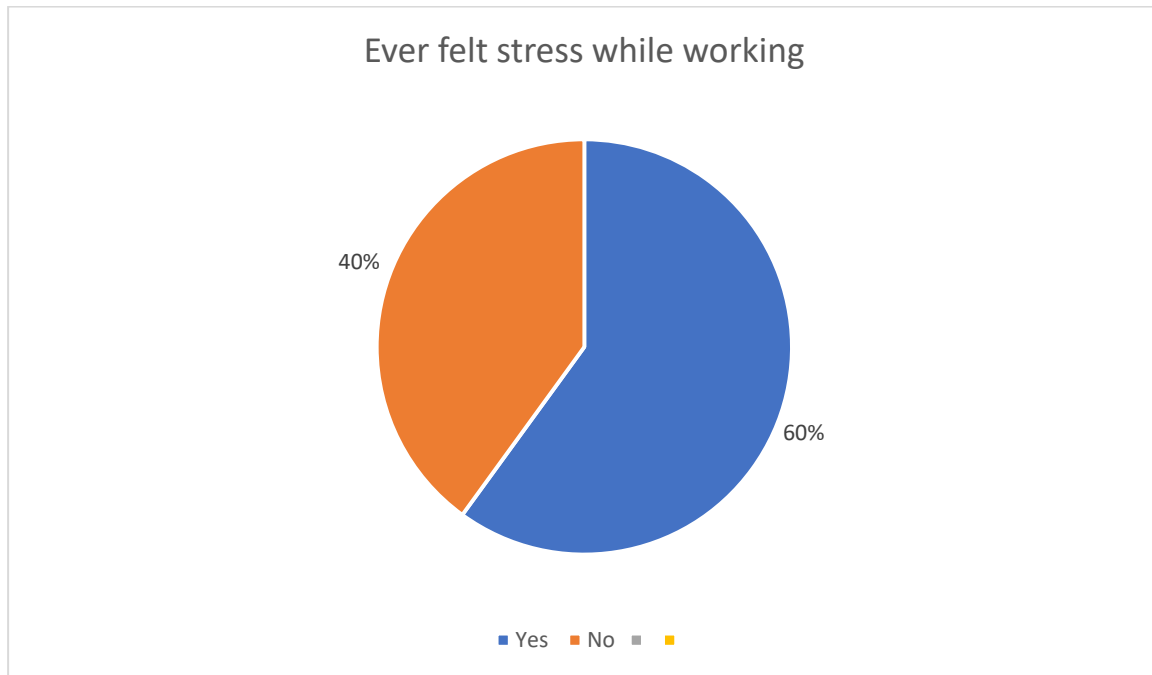


Interpretation: The above graph shows the percentage of employee are aware about the advantages and disadvantages of job rotation. From the data collected it can be analysed that 70% employees says yes and 30% employees says no respectively.

Q 7. Have you ever felt stress while working on rotational basis?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	60	60%
No	40	40%
Total	100	100%

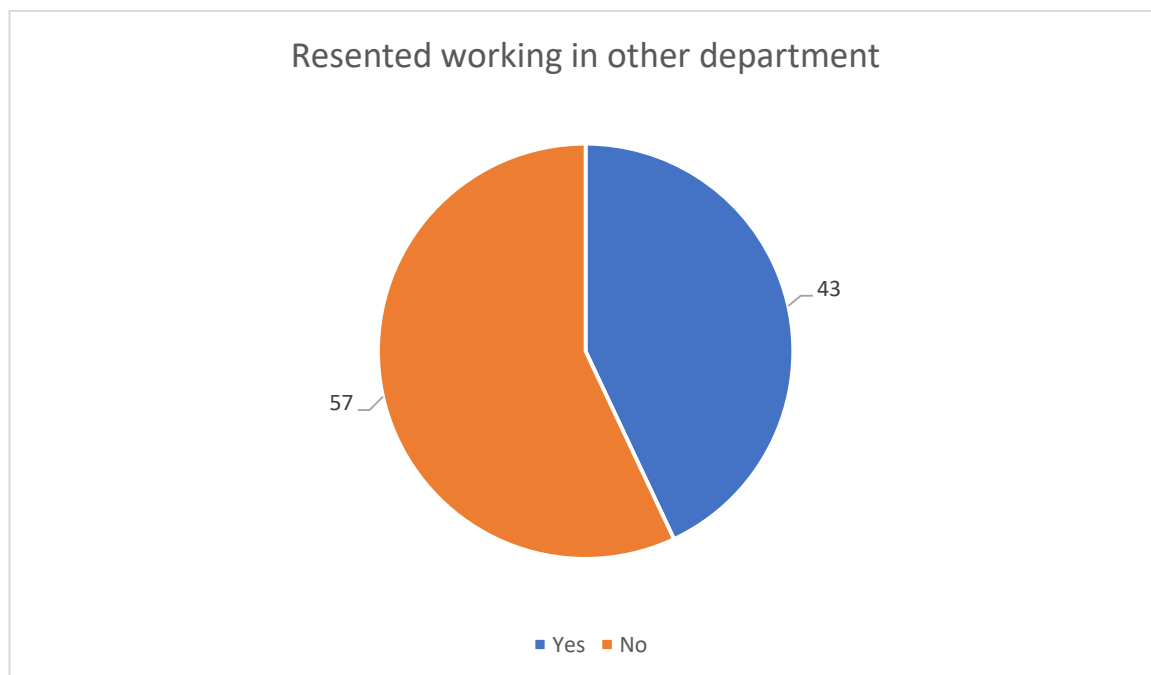


Interpretation: The above graph shows the percentage of employee who felt stress while working on a rotational basis . From the data collected it can be analysed that 60% employees says yes and 40% employees says no respectively.

Q 8. Are you resented working in other department at you bank ?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	43	43%
No	57	57%
Total	100	100%

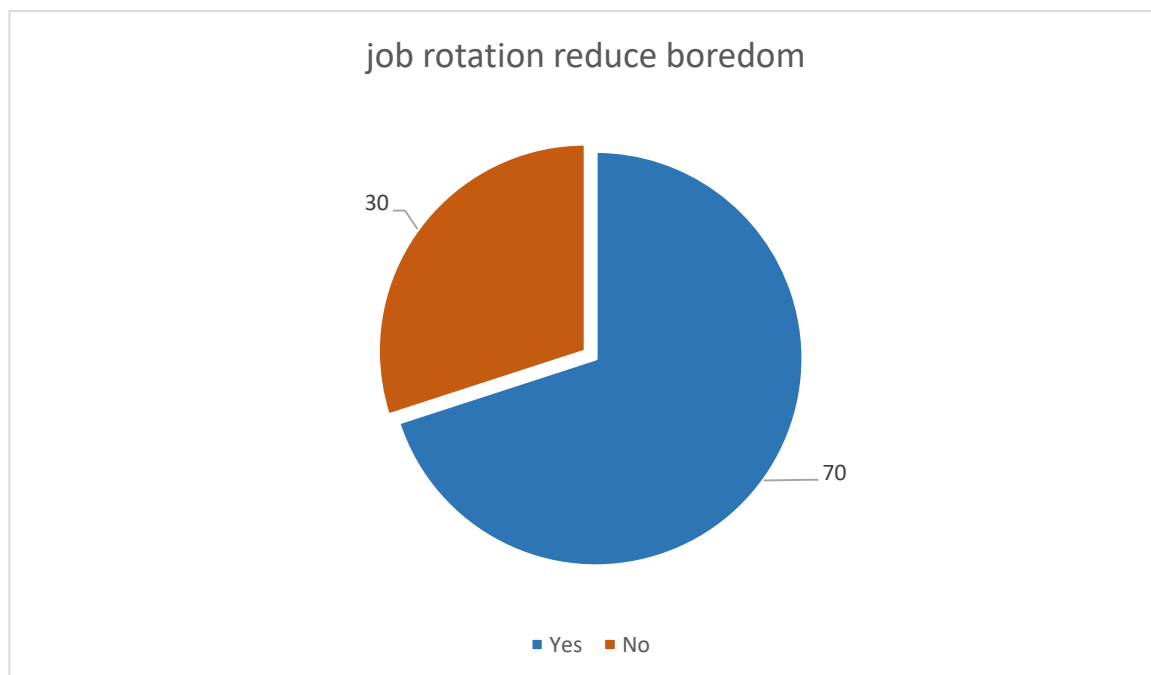


Interpretation: The above graph shows the percentage of employee who have not readily agreed to work in any department . From the data collected it can be analysed that 43% employees says yes and 57% employees says no respectively.

Q 9. Do you think job rotation will reduce the boredom?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	70	70%
No	30	30%
Total	100	100%

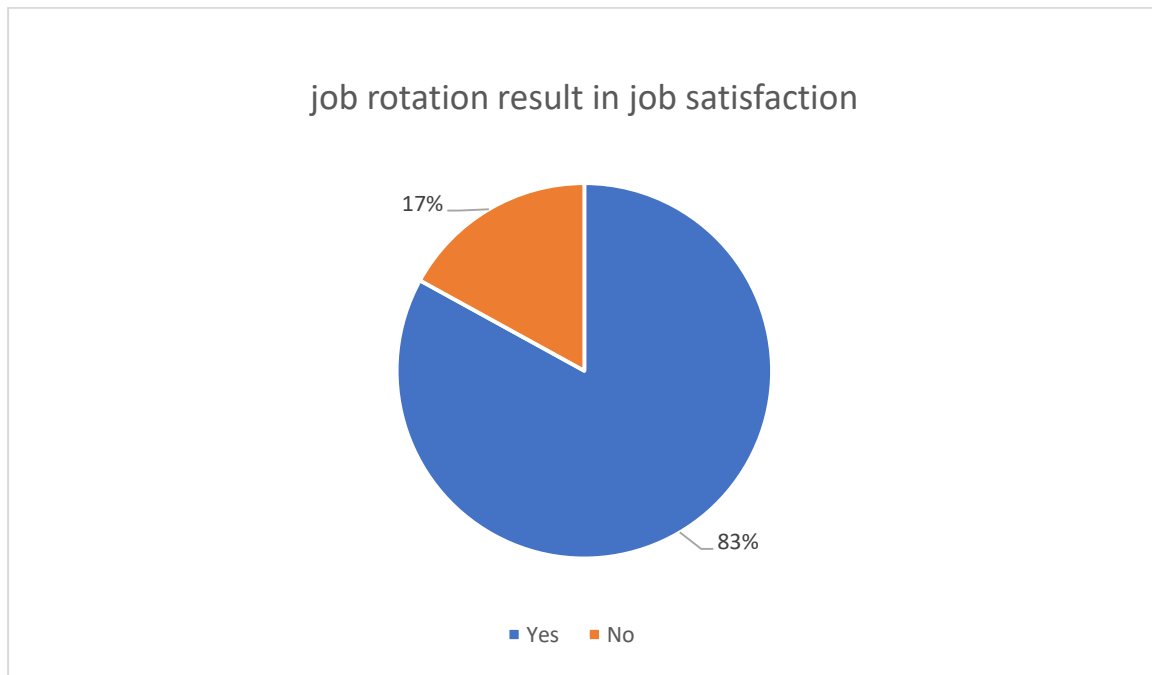


Interpretation: The above graph shows the percentage of employee who think job rotation will reduce their boredom . From the data collected it can be analysed that 70% employees says yes and 30% employees says no respectively.

Q 10. Does job rotation results in job satisfaction?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	83	83%
No	17	17%
Total	100	100%

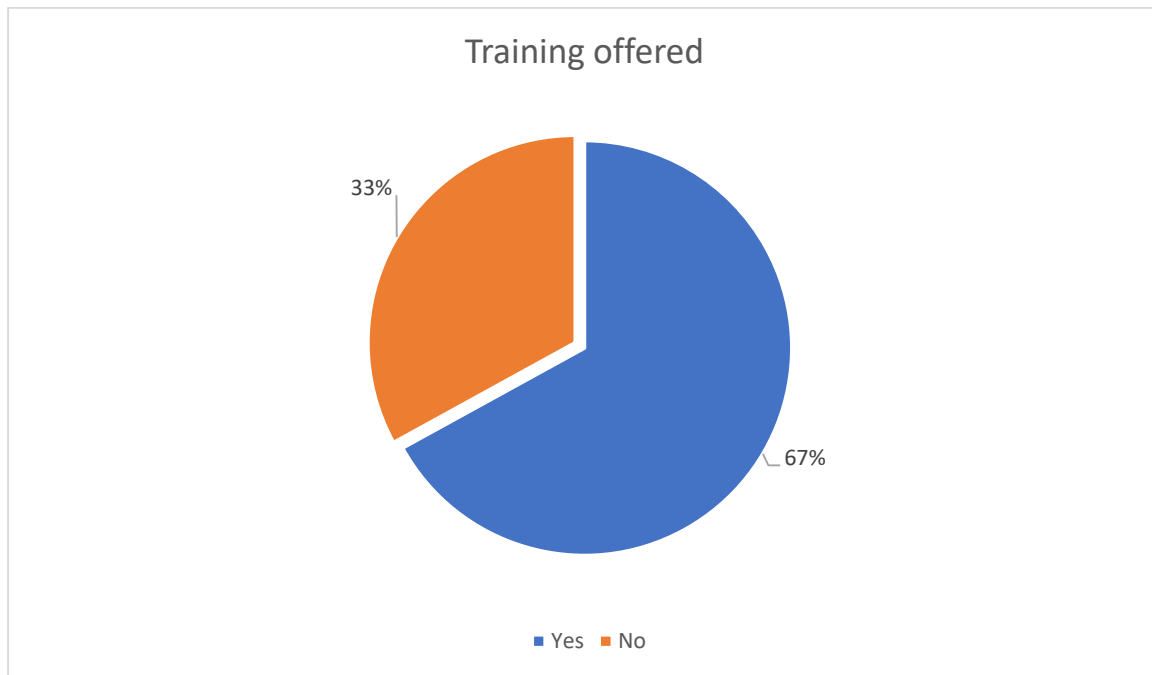


Interpretation: The above graph shows the percentage of employee who says job rotation results in job satisfaction . From the data collected it can be analysed that 83% employees says yes 1and 17% employees says no respectively.

Q 11. Was training offered to you before putting on a job rotation ?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	67	67%
No	33	33%
Total	100	100%



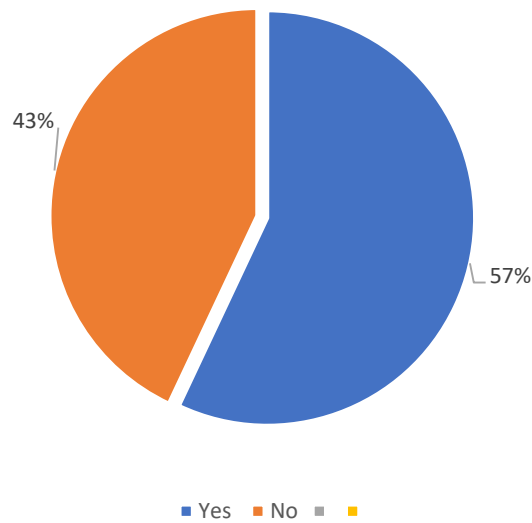
Interpretation: The above graph shows the percentage of employee who offered them training before putting on a job rotation . From the data collected it can be analysed that 67% employees says yes 1 and 33% employees says no respectively.

Q 12. Will job rotation help you to come out of monotonous work?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	57	57%
No	43	43%
Total	100	100%

help to come out from monotonous work

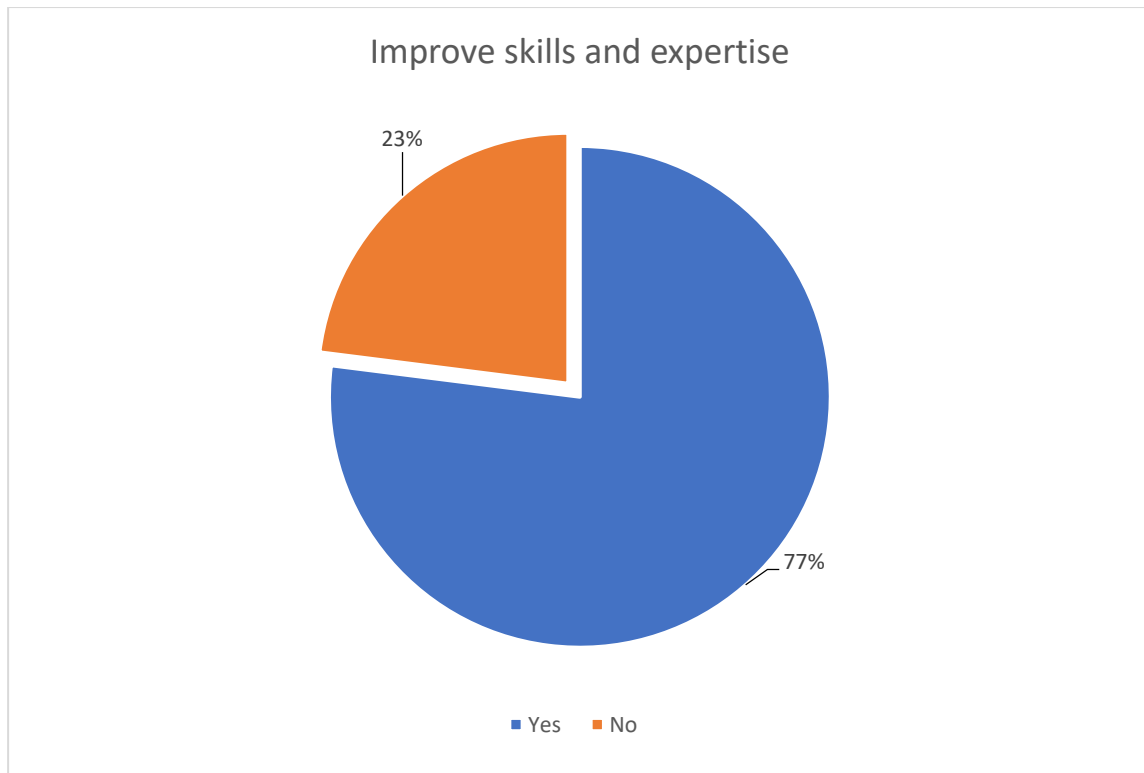


Interpretation: The above graph shows the percentage of employee which job help to come out of monotonous work. From the data collected it can be analysed that 57% employees says yes and 43% employees says no respectively.

Q 13. Will job rotation help employees to improve their skills and expertise?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	77	77%
No	23	23%
Total	100	100%

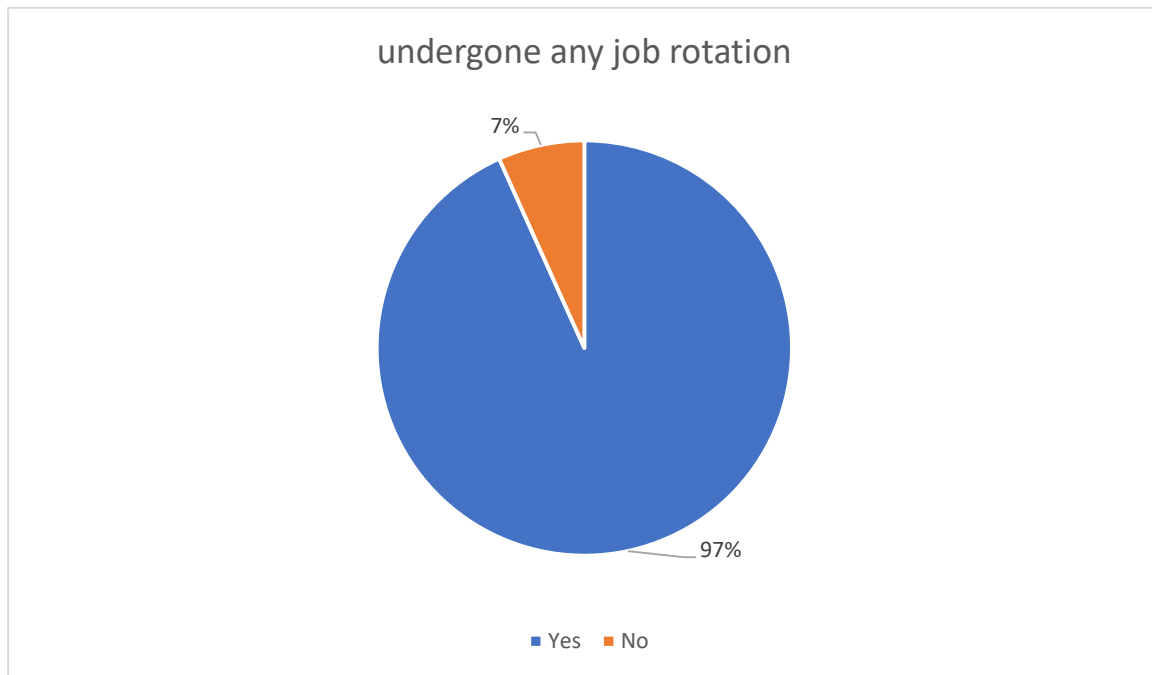


Interpretation: The above graph shows the percentage of employee which job help to improve their skills and expertise. From the data collected it can be analysed that 77% employees says yes and 23% employees says no respectively.

Q 14. Have you undergone any job rotation till date in the bank?

- a. Yes b. No

Sr. no	Frequency	Percentage
Yes	93	97%
No	07	07%
Total	100	100%

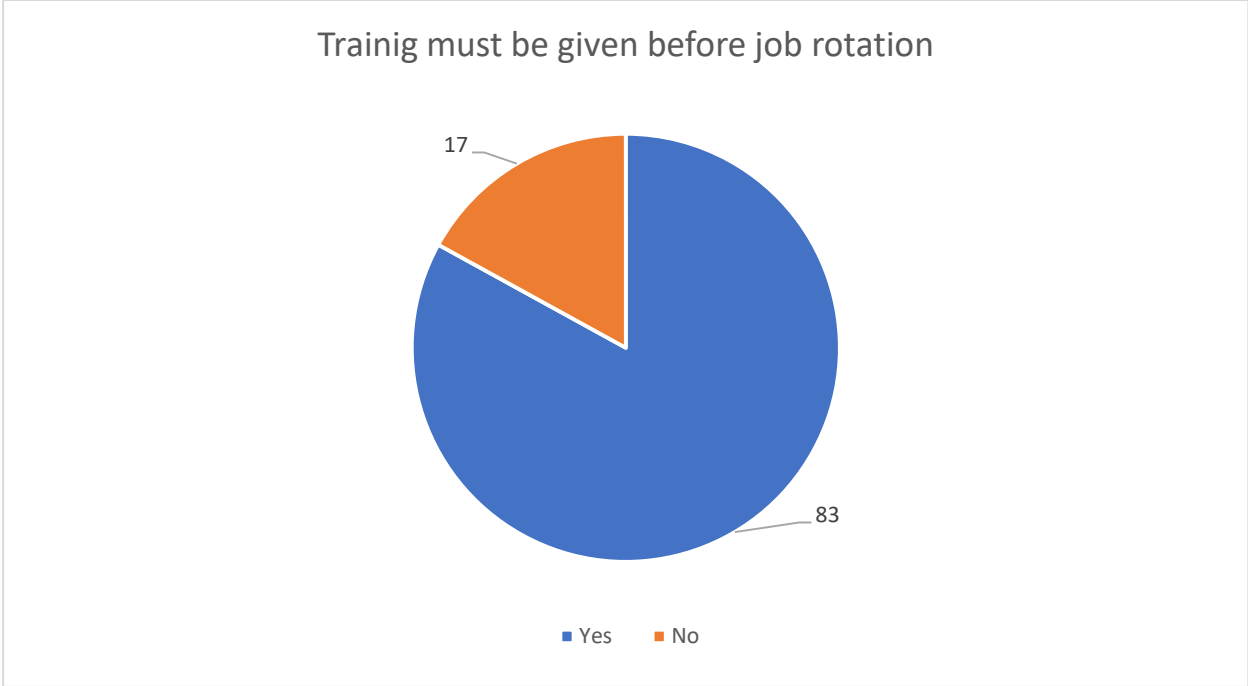


Interpretation: The above graph shows the percentage of employee who have undergone job rotation in their bank. From the data collected it can be analysed that 97% employees says yes and 7% employees says no respectively.

Q 14. Do you feel training must be given before job rotation?

- b. Yes
- b. No

Sr. no	Frequency	Percentage
Yes	83	83%
No	17	17%
Total	100	100%



Interpretation: The above graph shows the percentage of employee who training must be given before job rotation. From the data collected it can be analysed that 83% employees says yes 1and 17% employees says no respectively.

FINDINGS:

Job rotation should be followed in HDFC Bank:

1. Majority of the employees are aware of the concept job rotation. this is a good development.

2. The success of any organisation depends on the employee performance.
3. Due to job rotation employees can enhance their knowledge and skills.
4. Job rotation is a good motivator
5. The members of the organisation take active interest and feel personally responsible for the work they do. It clearly indicates about the people's commitment and involvement.
6. Job can be always performed to a satisfactory level, if all the adequate information is available to the employees 83% of employees feels job rotation results in job satisfaction.
7. Most of the employees feel that proper training must be given before job rotation.
8. 60% of employees felt stress while working on a rotational basis.
9. 50% of employees are aware about the advantages and disadvantages of the job rotation.
10. Job rotation helps the employees to come out their monotonous work.
11. Job rotation helps employees to build a strong career.
12. Job rotation builds positive growth among employees.
13. It provides the employees with opportunities to broaden the horizon of knowledge, skills, and abilities by working in different departments, business units, functions and countries.
14. Job rotation reduces "boredom, work stress, absenteeism, and turnover and increases innovation, production and loyalty.

15. Job rotation contributes to career satisfaction by sharing “good and bad” assignments and provides an organization the ability to rapidly fill vacancies.
16. 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.
17. Almost all the employees are happy with the job rotation
18. Most of the employees feel they are not recognised for their performance
70% of employees feels that job rotation will reduce their boredom.
19. The employees are interested to take part in job rotation programme.
20. By rotation programme organization will be benefit as well as employees.

SUGGESTION :

After conducting a study on job rotation among the employees at private bank. I have identified some facts based on questionnaire and interview. Job rotation is an important criterion in banking in bank sector.

- The awareness of job rotation should be increased.
- Organization is benefited by introducing job rotations, it is better to follow the same concept .
- Only some of the employees are actively participating in the job rotation, management should take interest and initiative in motivation others
- The job rotation programme should result improvement in quality of work , job satisfaction, increased of commitment and higher work productivity and it has to be maintained.
- Proper training must be given to employees before putting them on a rotational basis.
- The suggestion accepted shall be implemented effectively just by announcing some rewards or cash awards
- Identification of knowledge skills and attitudes required
- Employees council/shop council should solve the work related problem of employees

as early as possible.

- The efforts of employees are not recognized to the greater extent so it has to be improved

Some of the respondent is satisfied with their job but it should be increased.

CONCLUSION:

Finding and suggestion are biased on the survey conducted and these points are to be looked into and steps are to be taken in this regards for higher growth. Job rotation is a positive approach which results in job satisfaction.

Job rotation is an excellent executive development tools – if executed correctly and if used as part of an overall department programme. It can be more effective than regular training for executives because the opportunity present a large enough challenge and the practical experience given them a competitive edge. The results that job rotation was associated with higher job satisfaction and higher training evolution by the employees.

The findings of the study indicated that job rotation might be the part of solution. Traditionally, job rotation has been linked to some obvious advantage, as mentioned previously. As I've suggested: "job rotation is certainly one of the most important learning methods, to my mind most important single one. " To date, job rotation programs can help a company meet the challenges of a highly competitive environment and a flattening management structure.

Considering the above analysis done in HDFC bank it can be observed that employees are satisfied with job rotation programme.

Employees responded that the organization is a good place and the employees at HDFC bank feel more responsible and accountable for the work they do. The awareness of the job rotation programme among the employees is there. But some has expressed that they are not aware of some of the job rotation programmed

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- Name:

- Age:

- Sex: 1. male () 2. female ()

- Marital status: 1. Married () 2. Unmarried ()

- Are you aware of the concept of job rotation?

Yes ()

No ()

- Is job rotation followed in your bank?

Yes ()

No ()

- Do you think you can enhance your knowledge through job rotation?

Yes ()

No ()

- Do you think job rotation will help you to build strong career?
Yes () No ()
- Have you ever undergoes job rotation in your bank?
Yes () No ()
- Are you aware the advantages and disadvantages of job rotation?
Yes () No ()
- Have you ever felt stressed while working on a job rotation basis?
Yes () No ()
- Do you think job rotation will reduce the boredom?
Yes () No ()
- Have you ever resented working in other department at your bank?
Yes () No ()
- Does job rotation results in job satisfaction?
Yes () No ()
- Was training offered to you before putting on a job rotation?
Yes () No ()
- Will job rotation help you to come out monotonous work?
Yes () No ()
- Will job rotation help employees to improve their skills and expertise ?

• Yes () No ()

• Have you undergoes any job rotation till date in your bank?

Yes () No ()