

JOURNAL OF APPLIED SCIENCES RESEARCH

ISSN:1819-544X

JOURNAL home page: <http://www.aensiweb.com/JASR>

2015 January 11(1): pages 60-65.

Published Online 2014 1 December.

Research Article

A Survey of the Relationship between Job Rotation and job Performance of the Managers of Bank Meli of Gilan Province

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Received: 10 September 2014; Received 13 October 2014; Accepted: 14 November 2014

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ABSTRACT

The present study aimed to evaluate the relationship between job rotation and job performance of the managers of Bank Meli branches of Gilan province. The present study is applied in terms of conclusion, descriptive and correlation in terms of method. The study population is all the managers of Bank Meli branches of Gilan province as 200 people. 85 people are selected by Cochran's formula as study sample. A standard questionnaire is used for data collection and it is used based on the relevant researches in the past studies. The reliability of the job rotation questionnaire is 0.956 and job performance is 0.725 with Cronbach's alpha. The data analysis by frequency distribution table, central measures and dispersion and Pearson correlation coefficient showed that all the hypotheses of the study are supported. It means that there is a significant and positive association between job rotation and satisfaction, quality of work of managers and work innovation. Based on the results of the study, job rotation has direct impact on managers' performance. Among the components of job performance, job satisfaction is more than other variables and quality of work has the least rank. Thus, job satisfaction has the highest priority and innovation and quality variable are in next priorities. Thus, it seems that optimal use of job rotation can be effective on improving managers' performance.

Keywords: Job rotation, Performance, Job satisfaction, Innovation, Quality of work

INTRODUCTION

There are different issues in an organization and they depend upon the management view. For example, some issues including the concentration or non-concentration in decisions, reporting system, management method type (participative or non-participative) and other cases can be referred. An important factor as work rotation or stability besides the manager view and attitude considerably is dependent upon organizational goals and internal and external environmental factors.

One of the benefits of job rotation plan is increasing organizational commitment and the interest of a person in work causes that the gap between individual and organizational goals is reduced and commitment to organization is increased. On the other hand, by employees' movement in various jobs, the problems of specific jobs can be eliminated and the complaints and protests to work conditions can be minimized. Other positive outcomes of job rotation are increasing job satisfaction, creating job sensitivities and reduction

of employees' fatigue. Some of the negative outcomes of job stability is job burnout, fatigue of employees, tiredness, the lack of identity, the separation of individual and organizational goals and resistance to any job change.

All of the above problems cause that the organizations managers to avoid the fatigue of employees in work place and consistency with environmental and technological changes and better responding to the needs of beneficiaries and increasing employees' motivation can resort to enrichment tools and jobs development and one of the most important cases is job rotation.

Statement of Problem:

Performance can be considered as the achieved results. From individual aspects, performance refers to the background of the successes of a person. Performance is the background of a person and it is created ignoring the goal. If performance is defined based on behavior and results, we can achieve a comprehensive view about it. Performance means behavior and result. The behaviors are based on

individuals and performance is turned from mental state to practical state [9]. Job rotation is a shortcut to create and develop employees' skills and it also improves productive. There are various mechanisms to develop human resources and increasing productivity and one of them is job rotation system. People rotate by specific system in various jobs in this system. In order that job rotation leads to development and productivity, it is required its theoretical framework is defined and by design and implementation, development can be provided [33]. Today, having flexible, skillful, multi-functional employees is a desire for any organization and any system. These people in activities of each sector can facilitate the affairs and save the time and resources and also they provide an opportunity to develop skills and motivation [26]. How can we own such forces in organization? There are various solutions to fulfill this goal and one of them is job rotation of people. If we move people in similar jobs familiar with them, job rotation is created [19]. Thus, people can get familiar with more jobs and have high variety in their job and be turned into a good member of organization and work motivation can be improved among them [26]. Job rotation can affect organizational performance positively or negatively. This study is conducted with the aim of evaluation of the impact and relationship of job rotation and organizational performance. Also, the researcher answered this main question that what is the relationship between job rotation and job performance of the managers of Bank Meli branches of Gilan province during 2013-2014?

Study hypotheses:

Main hypothesis:

There is a significant association between job rotation and job performance of the managers of Bank Meli branches of Gilan province.

Subhypotheses:

- 1- There is a significant association between job rotation of managers and managers' satisfaction.
- 2- There is a significant association between job rotation of managers and quality of work?
- 3- There is a significant association between job rotation of managers and innovation of work in managers.

Theoretical definitions:

Job rotation:

Job rotation is the process in which employees of industrial and manufacturing organizations perform their duties at various levels namely manufacturing and repair levels in similar jobs as movement (Soltani, 2005, 43).

Job rotation is horizontal movement of employees in various work stations as each work stations needs various skills and responsibilities [7].

Job performance:

Performance is turning learning to behavior and it is also the sum of behaviors regarding job revealed by people.

Satisfaction:

Job satisfaction is a positive and good emotional state as the result of one's evaluation of his job or job experiences. Satisfaction is one of the factors leading to the interest or lack of interest of a person in job [13].

Quality of work:

Literally, quality means the state of something. Also, it is a process by which all organization members affect their work place by open communication and their participation and satisfaction of work are increased and the stress of work is also reduced [8]. Indeed, quality of work is a management philosophy improving the dignity of all employees and improves the changes in organizational culture and improves also the physical and emotional welfare of employees and provides required opportunities for growth and improvement [23].

Innovation of work:

Innovation means created and presented new thing. Indeed, innovation is successful application of new ideas [11].

Innovation is a process to create a service or new product and new application of existing products and services in organization [23].

Study method:

This study is applied as it is regarding applied knowledge in a specific field. This study attempts to describe the job rotation condition and its relation with performance of Bank Meli managers and also it attempts to identify the effective factors on this relationship. The data is collected by questionnaire and it is survey. It evaluates the correlation between study variables and is correlation method.

Study population and study sample:

The study population is 200 managers of Bank Meli branches of Gilan province. The study sample is 85 by Cochran's formula and it is selected by simple random method.

Data collection measure:

For data collection, a standard questionnaire is applied and it is used based on the relevant researches in the past studies.

Validity and reliability:

A content validity is applied to evaluate validity of questionnaire and the questionnaires are distributed among the lecturers and their views regarding whether questionnaires are good tools to

evaluate variables or not are supported. The reliability of job rotation questionnaire is calculated by Cronbach's alpha as 0.956 and job performance 0.725 and total reliability of questionnaire is 0.844.

Data analysis method:

The data are analyzed by descriptive and inference statistics and SPSS software. For data analysis, frequency distribution table, central

The table of results of Kolmogrov-Smirnov test:

Dimension	Significance level
Job rotation	0.24
Job performance	0.33

Error level is 0.05*

As shown in the above table, significance level of job performance variable is 0.33 and is higher than 0.05 and job performance variable has normal distribution and we can apply parametric methods for study hypotheses analysis. It can be said job rotation is above 0.05.

measures and dispersion, Pearson correlation analysis and Friedman ranking test are applied.

Kolmogrov-Smirnov test:

Parametric statistics techniques can be used for distribution of normal dependent variable and it is tested by Kolmogrov-Smirnov. Indeed, if the studied variable is not significant, it is normal.

Main hypothesis test:

H0: There is no significant association between job rotation and job performance of managers

H1: There is a significant association between job rotation and job performance of managers

The table of correlation coefficient of job rotation and performance

Variable	Pearson correlation coefficient	Significance level
Job rotation and performance	0.58	0.01

The results of Pearson correlation coefficient showed that at the level ($\alpha=0.01$), there is a direct and significant association between job rotation and performance. Thus, null hypothesis is rejected as correlation coefficient $r=0.58$ shows the average relation between two studied variables.

Subhypothesis 1: There is a significant and positive association between job rotation of managers and their satisfaction.

Variable	Pearson correlation coefficient	Significance level
Job rotation and satisfaction	0.66	0.01

The results of Pearson correlation coefficient showed that at the level ($\alpha=0.01$), there is a direct and significant association between two studied variables. Thus, null hypothesis is rejected as correlation coefficient $r=0.66$ shows the strong relation between two studied variables.

Subhypothesis 2: There is a significant and positive association between job rotation of managers and their quality of work.

Variable	Pearson correlation coefficient	Significance level
Job rotation and quality of work	0.41	0.01

The results of Pearson correlation coefficient showed that at the level ($\alpha=0.01$), there is a direct and significant association between two studied variables. Thus, null hypothesis is rejected as correlation coefficient $r=0.41$ shows the average relation between two studied variables.

H0: There is no significant association between job rotation of managers and managers' satisfaction.

H1: There is a significant association between job rotation of managers and managers' satisfaction.

The table of correlation coefficient of job rotation and satisfaction

H0: There is no significant association between job rotation of managers and their quality of work.

H1: There is a significant association between job rotation of managers and their quality of work.

The table of correlation coefficient of job rotation and quality of work

Subhypothesis 3: There is a significant and positive association between job rotation of managers and their innovation of work.

H0: There is no significant association between job rotation of managers and innovation of work of managers.

H1: There is a significant association between job rotation of managers and innovation of work of managers.

The table of correlation coefficient of job rotation and innovation

Variable	Pearson correlation coefficient	Significance level
job rotation and innovation	0.43	0.01

The results of Pearson correlation coefficient showed that at the level ($\alpha=0.01$), there is a direct and significant association between two studied variables. Thus, null hypothesis is rejected as

correlation coefficient $r=0.43$ shows the average relation between two studied variables.

The table of Friedman test to rank the variables

	Mean of ranks
Satisfaction	2.85
Quality of work	1.45
Innovation	2.65

Thus, job satisfaction variable has the highest priority and innovation and quality variables are in next ranks, respectively.

results of Right and Bant (1992) and Bahadori and Radvilski (2006) but are not in line with the results of the study of Marbaghi and Harvabadi (1996).

Discussion and Conclusion:

The investigation of main hypothesis:

There is a significant association between job rotation of managers and job performance of managers in Bank Meli of Gilan province.

Based on the results of Pearson correlation coefficient, this hypothesis is supported and there is a direct association between two variables, it means that by job rotation of managers, their performance is increased and by job stability, performance is decreased. This finding is in line with the results of Folladi (1998), Kaleidari (2005), Alinia *et al.*, (2008), Jaravi (2004), Sevini (2008) but is not in line with results of the study of Delpasand (2008), Tabibi *et al.*, (2011), Bahadori and Radviksi (2006).

The investigation of first subhypothesis:

There is a significant association between job rotation of managers and managers' satisfaction.

To respond this hypothesis, Pearson correlation coefficient is applied. Based on the data of this test, general satisfaction of managers and each of its components including definite understanding of work and employee duty, friendly and acceptable relations of employee with managers and increasing responsibility of employees via participation with them, the opportunities of employees for progress at work, creating trust-based environment for employees and encouraging the employees to participation in decisions of work except encouraging the employee to use informal procedures in the studied population is above average and high. This result shows that managers' satisfaction is mostly affected by job rotation of managers. The present study is in line with the studies of Howang (200), Grifit (2000) (cited in Saadat, 2006) and showed job rotation has positive association with managers and employees satisfaction. The above results are consistent with the

The evaluation of second subhypothesis:

There is a significant association between job rotation of managers and their quality of work.

To respond to this hypothesis, Pearson correlation coefficient is used. Based on the data of this test, quality of work of managers and each of the components include using improving quality of work systems, increasing and encouraging employees to observe quality of work, using the information based on scientific methods in work, the emphasis on the results and quality processes of work, concentration of managers and employees on customers, using multi-functional employees in presenting services, using different service providing systems to customers, using scientific-based planning in work, using documentation methods in presenting services and using different qualitative skills as TQM and Sixma6 are above average and high in the studied population. This result shows that the quality of work of managers is affected mostly by managers' job rotation and this finding is in line with the results of the study of Shadfar (2010).

The investigation of third subhypothesis:

There is a significant association between job rotation of managers and innovation in work of managers.

To respond this hypothesis, correlation coefficient is used. Based on the data of this test, innovation of work of managers and each of its components include presenting new services and improving to the bank customers, the attempt to improve work space of employees regarding boredom, using new ideas of employees and customers in providing services, focusing on changes in banking industry and customers view, using new banking technologies in presenting services, using new technologies for making Bank Meli different from other banks, the investigation of customers

satisfaction of new banking services and using formal procedures of achieving innovation in bank services in the studied population are above average and high. This result shows that work innovation of managers is affected mostly by job rotation of managers and this is in line with the results of the study of Shadfar (2010).

Final conclusion:

This study showed that there is a direct correlation between job rotation and managers' performance of Meli Bank of Gilan and among job performance criteria, job satisfaction is higher than other variables and quality of work variable has the least rank. Thus, job satisfaction has the highest priority and innovation and quality of work are in next ranks. Thus, based on the correlation between job rotation condition and performance of Bank Meli managers of Gilan branches, it seems that optimal use of job rotation can be effective on performance of managers.

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