



Employee Perception Towards Job Rotation, Job Enrichment On Employee Engagement

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ABSTRACT

Job design is considered as an important area of job analysis and is of comparatively recent origin. Human resource managers realize that poorly designed job results in boredom to the employees, increased turnover, dissatisfaction of jobs, increased overall cost to the organization, reduced productivity etc. job design aims at bringing a match between requirements of job and human qualifications. An appropriate job design helps in improving organizational efficiency and employee satisfaction. Job simplifications, job rotation, job enlargement and job enrichment are the various techniques of job design and redesign. The aim of carrying out this study is to analyze the attitude of employees towards job enrichment and job rotation practices adopted by the company on increasing their level of engagement in work. Job rotation is a process of moving a person from one job to another frequently with an intention to reduce boredom and monotony in job at work place. By job enrichment it means that a techniques of job design consisting of increasing the content of the job and also involves deliberate up gradation of scope, responsibilities and challenges in the work.

Keywords: job rotation, job enrichment, job design, employee engagement

Introduction

It is an important task to every human resource managers to properly design a job of an employee that has a considerable influence over the productivity and job satisfaction. All the negative consequences such as boredom in the work, increased turnover, job dissatisfaction, reduced productivity can be avoided with the proper design and redesign of job. Job design is a process of integrating the requirement of the organizations with the needs of the individual employees. A purposeful and careful attempt to design the duties, responsibilities, procedures, and systems essential to doing a job is known as job design. A key component of job analysis is job design, which aims to organize the tasks, functions, relationships, and other elements of a job as well as its reward system and required skill according to the needs of both employers and employees. A wrongly designed job can lead to role ambiguity and conflict of interest among employees and organization. Job rotation is just moving a person from one role to another without affecting the nature of job. The employees under job rotation perform different types of job that are somewhat similar in nature. The primary benefit of job rotation is that it releases an individual from the monotony and boredom of doing the same work. Through job rotation practices an employee receives different experiences from variety of work, work place, peer groups etc. job rotation helps to widen the knowledge and skill of an employee as they are engaged in wide variety of jobs and make them more flexible. As employee is being shifted from one job to another job of similar nature it makes the work again monotonous. They are not getting an opportunity to perform a challenging job which even makes them more frustrated. Frequent shifting of employee from one jobs to another interrupt the routine of work in the organization.

Job enrichment indicates further form of job design. It is a vertical extension of a job which gives the jobholder more duties and responsibilities. Job enrichment is a motivational strategy that provides interest and challenge to the work. Job enrichment provides employee opportunity for achievement, recognition, responsibility, growth etc. Thus job enrichment is recognized as the greatest motivation to the employees. Job enrichment is an extension to the Herzberg's two factor theory of motivation where it implies the expansion of a job that gives

the employee more challenge, more opportunity to contribute his or her ideas to the success of an organization. Job enrichment helps the employees in enjoying a feeling of higher status, influence and power as the job holder is given a freedom in taking operational decisions concerning job. Job enrichment faces has some disadvantages; job enrichment makes the job more difficult to the employees unless otherwise proper training is given. Sometimes employees may consider it as additional burden to them.

Hypothesis

There is no significant relationship between job rotation and employee engagement.

There is no significant relationship between job enrichment and employee engagement.

Review of literature

- **Robbins (1996)** argues that rotating employees from one position to another in a lateral manner helps them in performing various tasks with different skills and responsibilities. It is necessary to conduct a cost benefit analysis before using such kinds of job redesign and only be applied when it thinks rational. An important element of job rotation is that its inherent capacity to promote organizational learning.
- **Ortega (2001)** has an opinion that job rotation can promote organization learning better than that of specialization in a particular work. The reason behind is that specialization carries only a little knowledge regarding different tasks or job.
- **Yu & Zhan (2020)** treated job rotation as a form of career development which is usually applied to new employees rather than existing employees in the company. job rotation is widely used to find out good employees in a company and tries to motivate them and seeing whether there is any difference between the employees to whom the job is rotated and to whom not.
- **Santos et al. (2017)** point out that job rotation posses some drawbacks even though they provide certain added values to the employees. If the job rotation is not defined properly it will leads to great stress on employees.
- **Digiesi et al., (2018)** explains job rotation as a process of moving individuals from one role to another on a periodic basis. Job rotation is considered as a technique for maximizing organizational efficiency as well effectiveness.
- **Dhanraj and Parumasur (2014)** states that implementation of job rotation practices in the company can cause negative impact on job satisfaction and employee motivation. Job rotation restricts employees from developing special skills and as they are frequently shifted from one position to another they find it difficult to accept the job challenges in limited time. In addition to this job rotation also reduces productivity and increases the work load of employees.
- **Williams 2009 [16]** describes that job enrichment as a fundamental factor for stimulating employee effort by expanding their job responsibilities and providing them greater autonomy on performing task and completing processes.
- **Derek, & Laura, 2000 [5]** in his study states that job enrichment plays an important role in organizational development. It helps in reducing de-motivating factors by providing employees the right of decision making and control. It will lead to healthier performance of employees at work place.
- **Hackman and Greg Oldham (1976)** followed a job characteristic approach to job enrichment. This approach is developed on the basis of assumption that an enriched job not only provides enjoyment to the employees but also make them feel they are engaged in a meaningful and valuable work. This model identifies five crucial characteristics such as skill variety, task identity, task significance, autonomy, and job feedback of job that lead to three important psychological states.
- **Lee, U. H., Kim, H. K., & Kim, Y. H. (2013)** examined that an important way of assessing the employee performance in the organization is employee commitment. Employee commitment is referred as the extent to which an employee feels responsible towards the organization. It is regarded as a yardstick for examining how much seriousness an employee is having towards the organization. According to some researchers employee commitment is the attachment that an employee has towards his company. It is a psychological status of employee towards his organization.

Objectives of the study

- To understand the difference between the concept of job rotation and job enrichment.
- To identify the perception of employees towards job rotation and job enrichment on employee engagement.
- To compare the level of engagement gained by the employees through job rotation and job enrichment.

- To find out the relationship of job rotation, job enrichment with the employee engagement.

Limitations of the study

- The study is conducted within a short span of time. Limited time period is the primary drawback of the study.
- Very small and not diverse sample size of 60 respondents results to generalization issues.
- Since the study is focused on the employee's perception regarding job rotation and job enrichment influencing their engagement in work, it may subject to personal bias of employees. Some of them were reluctant in sharing information and unwilling to cooperate.
- The study is conducted among the 60 employees working in different companies holding different positions. So the result may vary if all the employees holding same positions in a particular company are taken for study.
- The study is concentrated to the geographical limits of Ernakulam district, Kerala only.

Research methodology

Research design: For collecting data for the study, quantitative research approach is followed here. In terms of sampling technique, convenience sampling is selected due to accessibility and feasibility restrictions. Sample size is limited to 60 employees handling different positions in various companies around Ernakulam district in Kerala state.

Data collection: Sources of Data are of two types primary and secondary. Primary data is collected by circulating questionnaires among different employees. The questionnaire is well drafted to meet the requirement of the study. All the relevant questions pertaining to the topic are included in the questionnaire. The questionnaire is constructed on the basis of 5 point Likert scale method where responses for each question is rated as 5 for "strongly agree", 4 for "agree", 3 for "neutral", 2 for "disagree" and 1 for "strongly disagree". In order to get theoretical backgrounds and reviewing all the conceptual literature regarding the topic, secondary data is used and gathered from various books, journals, articles, websites etc.

Data analysis and interpretation

Data collected through questionnaires are interpreted using the software known as SPSS. SPSS (Statistical package for social science) is an IBM tool originally developed in the year 1968 widely used software for statistical analysis in social science research. The demographic characteristics of employees collected through the questionnaires are analyzed using descriptive statistics in SPSS. At the same time, regression analysis is applied for evaluating relationship of job rotation and job enrichment on employee engagement. Regression analysis is a widely used mathematical measure for estimating an appropriate functional relationship between variables. The main motive of carrying regression analysis is to predict the unknown value of a dependent variable with the help of known values of independent variable.

1. Analysis of demographic characteristics of employees

Frequencies

Statistics					
		gender	age	work experience	job position
N	Valid	60	60	60	60
	Missing	0	0	0	0

Frequency Table

gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	male	32	53.3	53.3	53.3
	female	28	46.7	46.7	100.0
	Total	60	100.0	100.0	

age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-25	5	8.3	8.3	8.3
	26-35	23	38.3	38.3	46.7
	36-45	19	31.7	31.7	78.3
	46-55	12	20.0	20.0	98.3
	56 or above	1	1.7	1.7	100.0
	Total	60	100.0	100.0	

job position		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	staff	26	43.3	43.3	43.3
	supervisor	15	25.0	25.0	68.3
	manager	19	31.7	31.7	100.0
	Total	60	100.0	100.0	

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.449	2	23.725	41.040	<.001
	Residual	32.951	57	.578		
	Total	80.400	59			
a. Dependent Variable: employee engagement						
b. Predictors: (Constant), job enrichment, job rotation						

Interpretation

From the ANOVA (Analysis of variance) table given above, it has been interpreted that the F statistic is quite high according to the table. F statistic refers to the ratio of mean square regression to the mean square residual. The F statistic value of 41.040 represents a strong relationship of job rotation, job enrichment with employee engagement across the sample. The table also shows a p-value (significance value) of $<.001$ indicates that the predictors (job rotation and job enrichment) are statistically significant in predicting the depended variable employee engagement which is represented by a low p-value (typically $p<.05$).

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	.050	.404		.125
	job rotation	.359	.102	.353	3.536
	job enrichment	.602	.115	.521	5.222

a. Dependent Variable: employee engagement

Interpretation

The above table of coefficients explains that the standardized coefficient (beta) value of .353 corresponding to job rotation indicates a moderate positive effect of job rotation on employee engagement. At the same time, t-value of 3.536 tests whether the effect of job rotation on engagement is statistically significant. Since the p-value is $<.001$, job rotation significantly predicts employee engagement. Likewise standardized coefficient (beta) value of .521 suggests a strong positive effect of job enrichment on employee engagement, stronger than that of job rotation. It is also understood that the large t-value of 5.222 and its corresponding p-value ($<.001$) strongly signify that job enrichment is a significant predictor of employee engagement.

Findings

- The primary finding of the study is that there exists a positive association between job rotation, job enrichment and employee engagement. It suggests an increase in the job rotation and job enrichment in organization definitely contributes to an increase in the level of employee engagement in their respective work.
- It is understood from the regression analysis that the value of F statistic of 41.040 represents a strong relationship of job rotation, job enrichment with employee engagement across the sample. Apart from this, the beta value of .353 corresponding to job rotation indicates a moderate positive effect of job rotation on employee engagement. On the other side, beta value of .521 suggests a strong positive effect of job enrichment on employee engagement, which is greater than that of job rotation. Both job rotation and job enrichment is statistically significant in forecasting the dependent variable employee engagement.
- Most of the employees have an opinion that participation in job rotation keeps their daily work engaging and helps them to develop new skills. Job rotation also plays an important role in increasing the employee understanding of different roles within the company hence improves their motivation and overall job performance. But at the same time it disrupts the work-life balance of employees.
- According to the employees, job enrichment makes their work more interesting and committed. Job enrichment leads to improvement in professional capabilities of the employees and provides more job satisfaction.
- From the analysis of data it has been interpreted that employees prefer job enrichment more than job rotation because they believe that an enriched job is always better than monotonous and boredom job rotation.

Conclusion

Based on the regression analysis done, the study can be concluded as both job rotation and job enrichment shows a positive association with the employee engagement. An increase in the job rotation and job enrichment leads to an increase in employee engagement. The regression model emphasizes that both job rotation and job enrichment are the good predictors of employee engagement because each of these independent variables (job rotation and job rotation) independently predicts employee engagement. So it is very important for every organization to enhance employee engagement by the way of implementing effective job enrichment and job rotation programs for their employees. The adoption of job rotation and job enrichment practices by the company is appears to be an applicable strategy for improving employee engagement. These strategies not only increase employee's morale but also improve overall effectiveness of the organization.

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