



**THE EFFECT OF JOB ROTATION PRACTICES ON EMPLOYEE OUTCOME;  
MOTIVATION, COMMITMENT AND JOB INVOLVEMENT: THE CASE OF  
COMMERCIAL BANK OF ETHIOPIA, GURAGE ZONE**

**MASTER OF BUSINESS ADMINISTRATION**

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**IN PARTIAL FULFILLMENT OF THE  
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## DECLARATION

I hereby declare that this thesis MBA dissertation is my original work and has not been presented for degree in any other university, and all sources of material used for this thesis/ dissertation have been duly acknowledged.

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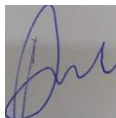
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This is to certify that the thesis entitles “**TheEffect of Job Rotation Practices on Employee Motivation, Commitment and Job Involvement: The Case of Commercial Bank of Ethiopia, Guraghe Zone**”, submitted in Partial Fulfillment of the Requirements for the Degree of Master’s with specialization in Business Administration, the Graduate program of the Department of Management, and has been carried out by Selam Gebre Sema**ID NO: MGMT-040/2009**, under our supervision. Therefore we recommend that the student has fulfilled the requirements and hence hereby can submit thesis to the department.

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# TABLE OF CONTENTS

ACKNOWLEDGEMENTS .....	i
TABLE OF CONTENTS.....	ii
LIST OF TABLES .....	vi
LIST OF FIGURES .....	vii
ABBREVIATION AND ACRONYMS .....	viii
ABSTRACT.....	ix
CHAPTER ONE .....	1
INTRODUCTION .....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem.....	3
1.3. Research Questions .....	4
1.4. Objectives of the Study .....	5
1.4.1. General Objective .....	5
1.4.2. Specific Objectives .....	5
1.5. Hypothesis of the Study .....	5
1.6. Significance of the Study .....	6
1.7. Scope of the Study .....	6
1.8. Limitations of the Study.....	7
1.9. Organization of the Study .....	7
CHAPTER TWO .....	8
REVIEW OF RELATED LITERATURE .....	8
2.1. Theoretical Literature Review .....	8
2.1.1. Definition of Job Rotation.....	8
2.1.2. Theories of Job Rotation .....	8
2.1.2.1. Employee Learning .....	9
2.1.2.2. Employer Learning .....	9
2.1.2.3. Employee Motivation.....	10
2.1.3. The Process of Job Rotation Practices .....	10
2.1.3.1. Job Rotation Plan .....	10
2.1.3.2. Communicate the Job Rotation Plan.....	11

2.1.3.3. Provide Support during Job Rotation.....	11
2.1.3.4. Evaluation of Job Rotation Program.....	11
2.2. Benefits of Job Rotation.....	12
2.3. Employee Motivation.....	12
2.4. Employee Commitment .....	13
2.5. Job Involvement.....	13
2.6. Relationship between Job Rotation and Employee Motivation, Employee Commitment, Job Involvement .....	14
2.6.1. Relationship between Job Rotation practices and Employee Motivation .....	14
2.6.2. The Relationship between Job Rotation practices and Employee Commitment.....	14
2.6.3. The Relationship between Job rotation and Employee Job Involvement .....	14
2.7. Empirical Studies Review .....	15
2.8. Conceptual Framework of the Study .....	16
CHAPTER THREE .....	18
RESEARCH METHODOLOGY .....	18
3.1. Description of the Study Area.....	18
3.2. Research Design.....	18
3.3. Research Approach .....	19
3.4. Target Population.....	19
3.5. Sampling Techniques and Sample Size Determination .....	19
3.5.1. Sampling Techniques.....	19
3.5.2. Sample Size Determination.....	20
3.6. Method of Data Collection and Instrument.....	21
3.6.1. Sources of Data .....	22
3.6.2. Data Collection Instruments.....	22
3.7. Validity and Reliability of the Instruments.....	22
3.7.1. Validity .....	22
3.7.2. Reliability Test.....	23
3.8. Data Collection Procedures.....	23
3.9. Variables and Measurements .....	24
3.9.1. Dependent Variable.....	24
3.9.2. Independent Variables.....	24
3.10. Methods of Data Analysis.....	24

3.10.1. Descriptive Statistics.....	24
3.10.2. Inferential Statistics.....	25
3.10.2.1. Correlation Coefficient Analysis.....	25
3.10.2.2. Regression Analysis.....	26
3.10.2.3. Assumptions for Multiple Linear Regression Model.....	26
3.11. Ethical Considerations .....	27
CHAPTER FOUR.....	28
RESULTS AND DISCUSSIONS .....	28
4.2. Descriptive Statistics on Job Rotation Practices, Employee Motivation; Commitment and Involvement .....	29
4.2.1 Job Rotation Practices .....	31
4.2.1.1 Job Rotation Plan Practice in the CBE Gurage Zone branches.....	31
4.2.1.2 Job Rotation Plan Communication Practice in CBE Gurage Zone Branches .....	33
4.2.1.3 Provision of Support during Job Rotation Practice in the CBE Gurage Zone branches .....	35
4.2.1.4 Job Rotation Practice Evaluation in the CBE Gurage Zone branches .....	37
4.2.1.5 Effectiveness of Job Rotation Practice in CBE Gurage Zone branches.....	39
4.2.2 Employee Motivation.....	41
4.2.3 Employee Job Commitment.....	43
4.2.4 Employee Job Involvement.....	46
4.3. Correlation Analysis .....	48
4.3.1. The Correlation between Job Rotation Practices and Employee Motivation.....	48
4.3.2. The Correlation between Job Rotation Practices and Employees' Job Commitment.....	49
4.3.3. The Correlation between Job Rotation Practices and Employee Job Involvement.....	51
4.4. Diagnostic Test for Multiple Linear Regression Models .....	52
4.4.1 Evaluation of Multiple Linear Regression Model Assumptions .....	53
4.4.2. Model fitness and Significance of the independent Variables as a Whole for the three Models .....	57
4.5. Regression Analysis.....	59
4.5.1. Model Summary: capacity of the five independent variables as a whole in explaining Employee Motivation, Commitment and Involvement.....	59
4.5.2. Significance and effect of each independent variables on Employees' Motivation, Employees' Commitment and Employees' job involvement.....	61
4.5.2.1 Employee Motivation.....	61
4.5.2.2 Employee Job Commitment.....	64

4.5.2.3 Employee Job Involvement.....	66
CHAPTER FIVE .....	70
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.....	70
5.1. Summary of Major Findings .....	70
5.2. Conclusions.....	71
5.3. Recommendations.....	73
5.4. Suggestions for Further Studies .....	74
References.....	75
Appendix I .....	79

## LIST OF TABLES

Table 3.1: Population and Sample Distribution of Employees who engaged in Job Rotation Practices .....	21
Table 3.2: Reliability Test Results of the Study Variables .....	23
Table 4.3: Employees' Demographic Characteristics .....	28
Table 4.4: Mean Score Interpretation .....	30
Table 4.5: Respondents' view on Job Rotation Plan Practice.....	31
Table 4.6: Respondents view on Job Rotation Plan Communication .....	33
Table 4.7: Respondents view on Provision of Support during Job Rotation Practice .....	35
Table 4.8: Respondents View on Evaluation of Job Rotation Program.....	37
Table 4.9: Respondents View on Effectiveness of Job Rotation Practice .....	39
Table 4.10: Respondents view on Employee Motivation .....	41
Table 4.11: Respondents view on Employee Job Commitment .....	43
Table 4.12: Respondents view on Employee Job Involvement .....	46
Table 4.13: Correlation Matrix on the Relationship between Employee Job Rotation Practices and Employee Motivation.....	48
Table 4.14: Correlation Matrix on the Relationship between Employee Job Rotation Practices and Employee Job Commitment.....	50
Table 4.15: Correlation Matrix on the Relationship between Employee Job Rotation Practices and Employee Job Involvement.....	51
Table 4.16: Non – Multicollinearity test of the Independent Variables.....	57
Table 4.17: ANOVA output part I: EM, EC and EJI with job rotation practices .....	58
Table 4.18: Model Summary of JRPP, JRPC, PSDJRP, JRPE, and EFJRP on EM, EJC and EJI .....	59
Table 4.19: Significance and impacts of each independent variable on EM .....	61
Table 4.20: Significance and effects of each independent variable on EJC .....	64
Table 4.21: Significance and impacts of each independent variable on EJI.....	66

## LIST OF FIGURES

Figure 2.1: Conceptual Framework of the Study .....	17
Figure 4.2: Regression Standard Residual Histograms of EM, EC and EJI .....	54
Figure4.3: Linearity p – p plot graph for EJI, Employee Job Involvement .....	55
Figure4.4: Scatter plot for homogeneity of variance for EM, EC and EJI.....	56

## **ABBREVIATION AND ACRONYMS**

CBE	Commercial Bank of Ethiopia
EC	Employee Commitment
EJI	Employee Job Involvement
EM	Employee Motivation
JR	Job Rotation
SPSS	Statistical Package for Social Science

## ABSTRACT

*Job rotation is a broadly used approach followed by many organizations to make more committed employees towards work at various levels of the hierarchy of an organization. This strategy identified as a motivating factor for the employee development. The main objective of this study was to assess the effect of job rotation practices on employee outcome; motivation, commitment, and job involvement in the case of Commercial Bank of Ethiopia Gurage Zone branches. The study was employed descriptive and explanatory research design along with quantitative approach. Sampling techniques such as purposive, stratified, and simple random were used. Primary data was collected using structured questionnaires. 224 employees were selected and participated from the chosen banks. Descriptive statistics such as frequency count, percentages, mean and standard deviation and inferential statistics such as Pearson correlation and multiple linear regression model analyses were used to analyze the quantitative data with the help of Statistical Package for Social Science version 20. The findings of the study revealed that the level of job rotation practices, employees' motivation, commitment and involvement were at moderate status in most of the branches of CBE in Gurage Zone. Moreover, the correlation coefficient analyses result showed that there was a significant and positive correlation between the five job rotation practices and employees' motivation, commitment and involvement. Furthermore, the regression analyses results as shown by R square revealed that 77.6%, 77.0% and 76.7% of the variations in the employees' motivation, commitment and involvement respectively were attributed to the effect of the five variables of job rotation practices in combination. Therefore, based on the findings the researcher recommended that by boosting job rotation practices, employees of CBE can be motivated, committed and involved on their job, since when employees are rotated, they become more job motivated, committed and involved. Moreover, the concerned bodies better to arrange other mechanisms in order employees to become more motivated, committed and involved in their job.*

**Key Words:** *Commitment, job involvement, job rotation practices, motivation*

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Banking is one of the most important and significant businesses all over the world. It plays a very essential role in strengthening the entire financial structure of the economy. It also contributes towards the development of overall economy of a country, and Ethiopia is not exception from this scenario. One of the major concerns of financial institutions including banks in this competitive environment is motivating employees and enhancing their job involvement in order to get the desired results. The best way for the financial institutions, to achieve such objectives is providing job rotations as training tool in addition to formal training and workshops (Mohsan, Nawaz & Sarfraz, 2012).

Many businesses, small and large, are attempting to improve work design systems by the development of job rotation strategy. Job rotation is planned replacement of staff in jobs and in different time periods with the aim of gaining skills and job autonomy, motivation, and productivity (Saravani & Abbasi, 2013). Job rotation is an interesting mechanism for employees to work in different positions and jobs as possible. And as a result it leads to learning and working in various professions to learn one's appropriate job (Ortega, 2001). On the other hand, job rotation is a strategy conducted by organizations either private or public to improve employee performance and productivity (Schultz, D., Schultz, 2010).

There are many reasons for implementing job rotation practices within an organization such as increased product quality, giving opportunity to employees to explore alternative career paths and most importantly, preventing job boredom (Adjei, 2012). Employees who practiced job rotation are better able to find alternative works and they have obtained many skills in their jobs that they have rotated within the organization (Hutchinson, 1999). According to the findings, it reflects with the achievements of these things through the job rotation, ultimately it gives the path to enhance the employees' job performance. But, there are some negative attributes also associated with job rotation (Hsieh and Chao, 2004).

Job rotation is also practiced to allow qualified employees to gain more insights into the processes of a company, and to reduce boredom and increase job satisfaction through job variation. Job rotation benefits employees who participate by reducing job burn-out, apathy, and fatigue, which ultimately increase the level of employee satisfaction and motivation (Plowman, 2012). Not all employees are open to the idea of job rotation. Higher performers compared to under performers are likely to like job rotation because it is perceived to add to a greater improvement in skills (Khan, 2010).

Commercial Bank of Ethiopia is the largest bank in the country in terms of capital, asset and number of branches. Its vision is being one of the ten reputable and competent banks in Africa by the year 2025. However, its vision could not be achieved with the absence of well skilled and qualified human resources. In order to have such kind of staffs, the bank has been applied job rotation system practices to enable employees to have all rounded knowledge and skills on various services of the bank since 2008(Teshome, 2018). The CBE implemented job rotation practices based and believed that the frequency of rotations and engagement of staffs in different services of the bank will enable employees to become generalist professionals. The bank further remarked, since all employees will have the knowledge and skills on its various services, this permits the bank to provide quality service for its customers at any time. It is also noted that this will enable the bank to give prime satisfaction for its customers, become competent in the market and remain a leading bank in the Ethiopian banking industry. On the other hand, it will also helpful for employees to be competent, motivated and well exposed for the business in the industry (Fassil, 2019).

Even though, the CBE took different measures to implement job rotation practices, in this regard, according to Corporate Human Resource Management of CBE, so far, 75% of the total number of employees that have been worked in the branches have took part in job rotation practices, however, there is still gaps in implementing job rotation practices in most of the CBE branches and as well as in improving employee's motivation and job involvement. In this respect, Teshome (2018) found out that job rotation is moderately known in CBE. The study also found that job rotation practices have a moderate effect and positive relationship with motivation and job involvement of the employees of CBE. Fassil (2019) also found out that job rotation practices significantly predict the overall employees' motivation and involvement in the bank industry.

Therefore, based on the above views this study attempted to assess how and in what conditions CBE Gurage zone branches were applying job rotation practices on its employees. Moreover,

attempts were made to investigate the extent in which job rotation practices affect employee's motivation, employee's commitment, and employee's job involvement. Besides, this study assessed the extent of job rotation practices in improving employee's motivation, commitment, and job involvement.

## **1.2. Statement of the Problem**

In any organization Human resource management department is concerned with the people who work in the organization to achieve the objective of the organization. It concerns with the acquisition of appropriate human resources, developing their skills and competencies, motivating them for best performance and ensuring the continued commitment to achieve organizational objectives. According to Dolezalek (2005), almost every organization spends huge amount of money annually on training activities for technical, managerial or personnel development, hence, job rotation is taken as one of the best ways of training tools. Job rotation as one of a training and development tools is giving people the opportunity to work in other sections or departments.

In this regard, CBE believes that building capacity of its employees lets it to provide quality service and makes it competent in the industry. Therefore, along with this, to provide swift and quality service for its customers, it undertakes aggressive employee trainings. It is believed that since CBE has huge number of employees that have direct contact with customers, it uses different human resources development modalities. Among the modalities, practicing job rotation across its branches is the one it uses with the aim of creating generalist professionals. But as the study by Woldemedhin (2015) found that job rotation practices have a moderate effect and positive relationship with motivation, commitment and job involvement of the employees of CBE. However, job instructional training and coaching are widely used methods to develop the knowledge and skill towards the employees in the CBE Addis Ababa branches.

On the other hand, studies revealed that job rotation is an important programme for allowing employees to acquire new skills, enhance staff productivity, and develop new relationships across the organization and gain skills needed for future career advancement. However, Adjei (2012) pointed out employees complained on not been made part of the implementation process. The major challenges upsetting the programme were resistance from superiors; resistance from employees and lack of adequate training before an employee is moved to a new tasks or department.

Moreover, a significant portion of researches existing in the literature has studied the relationship between job rotation practices and employee performance or productivity (Adjei, 2012; Waseem & Iqbal, 2013; Nawal, 2015; Mohammed & Ramezan, 2017; Simegn, 2019; Fernando & Dissanayake, 2019). The majority of these studies found that this relationship to be positive. These and other studies significantly focused on the actual performance and productivity of employees as a major criterion for measuring the effect of the overall job rotation practices. The majority of these studies mainly neglected measuring the influence of job rotation practices on employee motivation (Saravani & Abbasi, 2013).

Although various survey studies have been conducted to assess issues related to the impact of job rotation practices on the improvement of employees' performance in particular in CBE, few local researches have been carried out on topics related to the effect of job rotation practices in improving employee motivation, commitment and job involvement (Ali-Nashmi & Almoayad, 2015; Woldemedhin, 2015; Teshome, 2018; Fasil, 2019). Besides, CBE job rotation practice within the branch involves from one job grade position to the same job grade position with different jobs (example from front maker to back maker, front checker, branch controller and vice versa, accountant to senior branch controller, chief cashier and vice versa). It is also Job rotation practice made in CBE by delegation from lower job grade employee position to higher job grade position with different jobs.

Therefore, this was the reason that initiated the researcher to carry out this study. Hence, in this study, employee motivation, employee commitment, and employee job involvement were treated as the dependent variables whereas job rotation practices with its components have been taken as the independent variable.

### **1.3. Research Questions**

The study attempted to address the following basic questions:

1. What is the level of job rotation practices on the branches of CBE in Gurage Zone?
2. What is the effect of job rotation practices on employees' motivation in the branches of CBE in Gurage Zone?
3. What is the effect of job rotation practices on employees' commitment in the branches of CBE in Gurage Zone?

4. What is the effect of job rotation practices on employees' job involvement in the branches of CBE in Gurage Zone?

## **1.4. Objectives of the Study**

### **1.4.1. General Objective**

The general objective of the study was to assess the effect of job rotation practices on employee outcome; motivation, commitment and job involvement in the case of CBE Gurage Zone branches.

### **1.4.2. Specific Objectives**

The specific objectives of this study were:

1. To investigate the level of job rotation practices on the branches of CBE in Gurage Zone.
2. To assess the effect of job rotation practices on employee's motivation in the branches of CBE in Gurage Zone.
3. To examine the effect of job rotation practices on employee's commitment in the branches of CBE in Gurage Zone.
4. To investigate the effect of job rotation practices on employee's job involvement in the branches of CBE in Gurage Zone.

## **1.5. Hypothesis of the Study**

On the basis of the above objectives and empirical review literatures, the researcher sought to get the answer by hypothesizing the last three research objectives. Therefore, this study addressed the following null hypotheses of the form "no significant effect" with its alternative hypothesis and tested using the 5% level of precision, customary level used when working on significance effect relation and difference (Fasil, 2019; Teshome, 2018).

$H_{0_1}$ : Job rotation practices have no significant effect on employee's motivation in the branches of CBE in Gurage Zone.

$H_{A_1}$ : Job rotation practices have significant effect on employee's motivation in the branches of CBE in Gurage Zone.

$H_{0_2}$ : Job rotation practices have no significant effect on employee's commitment in the branches of CBE in Gurage Zone.

$H_{A_2}$ : Job rotation practices have significant effect on employee's commitment in the branches of CBE in Gurage Zone.

$H_{0_3}$ : Job rotation practices have no significant effect on employee's job involvement in the branches of CBE in Gurage Zone.

$H_{A_3}$ : Job rotation practices have significant effect on employee's job involvement in the branches of CBE in Gurage Zone.

## **1.6. Significance of the Study**

Besides to its academic significance to the researcher, this study and its findings will have the following significances: It helps students in this field and practitioners as a reference material to get insight with regards to the effect of job rotation practices in improving employee motivation, commitment and job involvement in the case of CBE as well as its theory. It will provide valuable information for commercial banks of Ethiopia about the strengths and improvement areas of the existing practices on job rotation and help to make the necessary adjustment to address weakness. It will also provide the alternative training and development methods in order to improve effectiveness of job rotation practices in improving employee motivation, commitment and job involvement for banks. Finally, it will serve as a stepping stone for those who want to make further study on this topic.

## **1.7. Scope of the Study**

The study has geographical, variables and methodological scopes. Geographically, Commercial Banks of Ethiopia are structured and allocated in fifteen districts in different parts of the country. Moreover, even though, the commercial bank of Ethiopia has 1700 (one thousand six hundred) branches spread across the country, the study covered only twenty six branches which are found in Gurage Zone and selected purposely, because all branches administered through the same procedure and guidelines, and in order to make the data manageable, the study was limited only on the branches of Commercial Bank of Ethiopia in Gurage Zone. On the other hand, from variables point of view, the study covered up effect relationship of job rotation practices taking five dimensions such as job rotation plan, job rotation plan communication, providing support during job rotation practices, job rotation practices evaluation and effectiveness of job rotation practices as determinant factors for employee motivation, commitment and job involvement. This is because of the objectives of the study and as far as job rotation practice was concerned and employees of different departments of the CBE are working on it, the dimensions suit the purpose of the study.

Furthermore, the employees in the selected branches have at least two years' experience in exercising job rotation practice and because of this they were believed to provide better information from their experience of job rotation practice. Finally, the scope of the study was restricted to investigating the level of job rotation practices (approach) on employee motivation, commitment and job involvement in the branches of CBE found only in Gurage zone considering quantitative study approach.

### **1.8. Limitations of the Study**

It is unquestionable that any research cannot be free from limitation. The following were the major limitations that the researcher encountered while conducting the study. This study was focus on assessing the effect of job rotation practices in improving employee motivation, commitment and job involvement in case of CBE Gurage zone on some selected branches. So, it might be difficult to refer the finding of the study for the whole branches of CBE. The other limitation of the study was related to the sampling procedures that limit the generalization of the research findings. Finally, there are other variables that can affect employee motivation, commitment and job involvement which were not included in this study. Therefore, future researches are recommended to address the above stated limitations.

### **1.9. Organization of the Study**

The study is organized in to five chapters. The first chapter deals with background of the study, statement of the problem, objective of the study, the research questions, significance of the study, scope of the study, and organization of the study. The second chapter presents prior related literatures conducted on the effect of job rotation practices in improving employee motivation, commitment, and job involvement in the case of CBE and related topics. The third chapter explains the research methodology; research design and approach, target population, sample size determination and sampling techniques, method of data collection and instruments, validity and reliability of the instruments, data collection procedures, method of data analysis, and ethical considerations. The fourth chapter interprets and discusses the results of the analysis. Finally, the fifth chapter deals about conclusions and recommendations of the study based on the findings.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1. Theoretical Literature Review**

##### **2.1.1. Definition of Job Rotation**

Different authors have defined job rotation in different ways using their own words and expressions. Although they have used different wordings, all definitions convey the same meaning. Some of the definitions by different writers are discussed as follows:

Job rotation is one of the factors to enhance the productivity of an organization, but it needs proper training and cooperative colleagues to support the employees in the current position (Gómez, 2004). Job rotation is defined as the organized movement of an employee from one position to another position at a designed period in the same department (Malinski, 2002). Job rotation is one of the factors to enhance the productivity of an organization, but it needs proper training and cooperative colleagues to support the employees in the current position (Langton, 2012).

Rotation can be defined as working at different tasks or in different positions for set periods of times in a planned way using lateral transfers aiming to allow employees to gain a range of knowledge, skills and competencies and is also seen as an on-the-job training technique and as such is known to have an effect on employee motivation (Wageeh, 2014).

According to (Zeira, 2013) Job rotation implies to a systematic change of employee by transferring employee between various areas of responsibility on the premise to enhance employee experience in the job. From the view of human resource management, many researchers have described job rotation in broader perspective.

##### **2.1.2. Theories of Job Rotation**

It is well known that there are three theories of job rotation: employee learning theory; employer learning theory and employee motivation theory. The first theory claims that employees who rotate accumulate more human capital because they are exposed to a wider range of experiences. The more an employee moves, the more he learns. This refers to as the employee learning theory. The second theory is that the firm itself learns more about its own employees if it can observe how they

perform at different jobs. To find the job that an employee is best at, the employer needs to move the employee around and observe how he performs at each position. This call the employer learning theory. The last theory is that job rotation motivates employees who would otherwise become bored and tired of always performing the same tasks. The theories deliver different predictions regarding the types of employees who are more likely to rotate and the types of firms where rotation is more likely (Eriksson & Ortega, 2004).

#### **2.1.2.1. Employee Learning**

The employee learning argument is that job rotation is an effective way to develop employees' abilities. According to Champion et al. (1994) as cited by Eriksson & Ortega (2004), job rotation Produce two beneficial effects. First, an employee who rotates accumulates experience more quickly than an employee who does not rotate. Hence job rotation is mentioned as an effective tool for career development. Second, an employee who rotates accumulates experience in more areas than an employee who does not rotate. Hence, if an employee rotates more frequently, it is easier to train him to become a generalist.

#### **2.1.2.2. Employer Learning**

The employer learning argument is that job rotation provides information that the firm can use to improve the allocation of jobs among employees. If an employee can be observed performing different activities, it may be easier for the firm to find out the most appropriate job for that employee. Using a simple learning model, Jaime Ortega (2001) shows that this intuition is correct. With a job rotation policy, each time an employee rotates and the employer learns about new dimensions of the employee's ability.

If an employee does not rotate, the employer learns the same dimensions of ability about its employees. For this reason, employees with less tenure are more likely to rotate, because the firm will be more interested in learning about them. This implies that job rotation should be adopted with a higher probability in firms where average employee tenure is lower. Finally, if the firm is relatively young or is introducing innovations, the information that it has about the profitability of different jobs is not very precise, and we should expect it to use more job rotation (Woldemedhin, 2015).

### **2.1.2.3. Employee Motivation**

The employee motivation argument is that job rotation contributes to make work more interesting. This argument was sometimes mentioned in the literature on employees that developed in the late 1970s. Employees are those with little prospects of promotion. According to Ference et al. (1977), job rotation is a potential solution to these employees lack of motivation. More recently, Cosgel et al. (1999) have pointed out increased motivation and satisfaction as one of the benefits of rotation. In their model, employees prefer to perform a variety of tasks rather than specializing in a single task and, as a consequence, job rotation increases job satisfaction. If the employee motivation theory is correct, we expect job rotation to be adopted by firms where employees have worse prospects of promotion.

### **2.1.3. The Process of Job Rotation Practices**

Here under the process of job rotation application, the discussion is directed to they practices involved in the operation of job rotation process. Job rotation process mainly includes the following four phases Dessler & Varkey (2009):

- **Job rotation practices Plan** – includes selection of the job, time in each job and number of employees to be rotated at a time.
- **Job rotation plan communication** – informs the purpose of the program and link between plan and action.
- **Provide Support** – assume responsibly, follow progress and cooperate with others.
- **Evaluations of the Job Rotation Practices – complete** and evaluate the program, cost of job rotation and productivity during the rotation program.

#### **2.1.3.1. Job Rotation Plan**

Job rotation has been defined as systematic movement of employees from one job to another at planned intervals. Job rotation should be carefully planned and executed with specific end results in mind. Dessler&Varkkey (2009) also said that job rotation should be in a planned way using lateral transfers aiming to allow employees to a range of knowledge, skills and competencies. An optimum training plan helps the employee build upon the skills learned at each step of a job rotation.

Job rotation should be planned in advance with many people in the rotation process. The planning and the selection process must be subject to the needs of the business. The rotation process should serve its needs without unduly interfering with the normal operation of the business. Any plan no matter how carefully prepared, must be adaptable and subject to change to serve the business operating conditions such as selection of job, number of employees to be related at time, and the time in each job.

#### **2.1.3.2. Communicate the Job Rotation Plan**

Communication refers to the process of passing information and understanding from one person to another. Managers are responsible in communication process within the organization. If they failed to communicate or not in touch with their employees then the morale of the employees diminished. Due to fear of job loss, uncertainty about colleagues and managers, employees' satisfaction level decreases especially when organization is looking for any change. Communicating the job rotation program can help to notify all concerned bodies about the purpose of the program. It can also link the already designed plan with that of the action (Pajo et al., 2010). Job rotation plan communication has the following components purpose of rotation program, link between plans and action

#### **2.1.3.3. Provide Support during Job Rotation**

Discussed the activities to be included under the support and follow up process. The activities are agreeing clear targets and working parameters, consult and discuss performance, coach and guide to solve deviations, provide balanced feedback and create an environment where employees are motivated. During this stage the responsibility assumed, follow the progress of a rotating employee and getting others to cooperate should be the most valued activities. While providing support during job rotation, responsibility should be assumed, follow the progress of the participants and cooperate others (Teshome, 2018).

#### **2.1.3.4. Evaluation of Job Rotation Program**

In their study of knowledge workers in Irish Software Companies, Action and Golden (2003) state that, to be perceived to be a good training organization it is beneficial to offer many training methods; yet when employees undertake on the job training, it is the actual training experience that is of most important in terms of assessing its quality. To determine the usefulness of training, evaluation of training is very important. One of the most definitive works on the evaluation of

training is that of Training Evaluation Model. It identified four levels according to which training may be evaluated. The model has four levels: Trainees' reactions, transfer of knowledge (learning), change in behavior and return on investment. According to Aliger et al. (1997) it is important to note that the effectiveness of on the job training such as, job rotation training, is impacted by many factors such as individuals' motivation to learn and organizational characteristics such as supervisory support, follow up and opportunity to perform the trained tasks (Rowold, 2007).

## **2.2. Benefits of Job Rotation**

There are various studies on job rotation that describe the benefits for workers and firms. First, as Jovanovic(1979) pointed-out job rotation is helpful when determining the suitability of workers for certain jobs. Second, job rotation gives workers the opportunity to learn multiple skills and outlooks mentions that job rotation in firms allows workers to learn different skills to deal appropriately with unexpected trouble or accidents, which are referred to by Koike, (1991) as "unusual operations". Third, job rotation also avoids the dullness caused by monotonous jobs (Cosgel et al., 1999).

The study conducted by Eriksson & Ortega (2001) indicated that job rotation applications support both employee learning and the employer learning. It is a training means of facilitating the acquisition of skills to make the work productive. Fifth, working with many people at different time periods develops human relations and support internal and external communication among departments.

## **2.3. Employee Motivation**

Understanding exactly what motivation is will help managers decide what actions to take to encourage their employees. Motivation is very important for improving employees' performance, productivity, and for job satisfaction. Nowadays, successful business organizations are using many tools and policies that help to motivate employees such as training and development, orientation and placement, transfer and promotion, improving remuneration, compensation, and reward system, and job rotation adoption (Paswan et al., 2005).

The term motivation was gotten from the Latin root which means Stimulate. Motivation is a conduct; it is not a thing or exceptional occasion that can be watched straightforwardly. It is a compound which depicts particular practices. Two parts of the behavior have been portrayed by the concept motivation. They are to support the behavior or motivation behind a behavior, and appropriate consuming energy (Pakdel, 2013).

There are two kinds of motivation, extrinsic motivation and Intrinsic and in many studies and researches, it was concluded that organization that satisfies both extrinsic and intrinsic factor of workers gets the best out of them. It is important to understand that people are not all the same; thus effectively motivating employees requires management to gain an understanding of the different types of motivation. Such an understanding will enable the organization's management to better categorize its team members and apply the appropriate type of motivation (Stringer et al., 2011).

#### **2.4. Employee Commitment**

The importance of employee commitment in the workplace has been recognized all around the world since a long time. The performance of an organization highly depends on the commitment of its employees; the more the employees are committed, the better the performance of the entire organization. In fact, employee commitment is the key factor that determines the success of an organization in today's modern business world since, in the situation of increasing competition and constant technological advancements an organization needs to have skilled, reliable and committed human resources to maintain its competitive position in the market (Feldman, & Moore, 1982, as cited in Mohsan et al., 2012).

At the same time, effectiveness, quality and productivity of employees' work still remain the major contributing factors to the progress of the company and employee commitment is considered as key to quality and productivity improvements. On the other hand, nowadays it is evident that financial stimuli solely can hardly inspire and motivate the employees to do their part of work more effectively and productively. In such a situation, the only factor which turns to be paramount importance is employees' commitment since it is due to the highly committed employees; organizations can produce positive results in terms of productivity and performance (Wageeh, 2014).

#### **2.5. Job Involvement**

Job-involvement refers to a person's involvement with or alienation from a specific job. Job involvement one of those fundamentally important factors in most people's work lives, implying being positively absorbed in fundamental aspects of the job. It has positive organizational implications, influencing the degree to which the person supports organizational goals, and thus advancing productivity and efficiency (Fassil, 2019).

## **2.6. Relationship between Job Rotation and Employee Motivation, Employee Commitment, Job Involvement**

### **2.6.1. Relationship between Job Rotation practices and Employee Motivation**

Job rotation is seen as a kind of an on-the-job training technique and such training technique is known to have a positive effect on employee motivation (Mohsen et al., 2012). To motivate employees through the use of job rotation practices, the first condition is to ensure that job rotation practices generate the expected positive effect on employee motivation. From this angle, preparing the employee for management, decreasing monotony and boredom, and increasing the level of knowledge, skills, abilities, and competencies are the functions that will be used to achieve the said motivational effect. The results of Azzam's study (2013) supported the theory that job rotation practices has a positive impact on morale of employees providing security services in the Palestinian Ministry of Interior in Gaza Strip. In this regard, Fasil(2019) argued that job rotation practices significantly predict the overall employees' motivation.

On the other hand, as the improvement of employees' motivation is a major concern for organizations' management, the introduction of a different policy is often used as a tool to achieve that purpose, but this is sometimes accompanied by several obstacles and challenges; so is the case with job rotation policy adoption in different business organizations (Johnson, 2005).

### **2.6.2. The Relationship between Job Rotation practices and Employee Commitment**

Employee commitment has variously been found to be positively and significantly correlated to lots of positive organizational outcomes such as job satisfaction and attendance (low rates of absenteeism) which resultantly enhance employees' and ultimately organizational performance and productivity (Zanini, 2007, as cited in Mohsan et al., 2012).

### **2.6.3. The Relationship between Job rotation and Employee Job Involvement**

Job involvement is considered as an important employees' job related behavior and has been defined as an employee's psychological identification or commitment to the job. It is the degree to which one is psychologically engaged in, preoccupied with and concerned with one's current job (Mohsan, et al., 2012). Employees with high levels of job involvement make the job a central part of their personal character and focus most of their attention on their jobs (Hackett et al.,

2001). Teshome (2018) found out that job rotation practices have moderate effect and positive relationship with job involvement of the employees of CBE.

## **2.7. Empirical Studies Review**

Many researchers have carried out studies on issues related to the effect of job rotation practices on employee motivation, commitment and job involvement in bank industry. In this study some of the empirical studies are presented.

Fernando and Dissanayake (2019) to identify the impact of employee job rotation practices on job performances of Operational levels employees in banking industry of Sri Lanka and To identify the impact of employee job rotation practices on job performances through intrinsic motivation of Operational levels employees in banking industry of Sri Lanka. Their study revealed that job rotation is an important programme for allowing employees to acquire new skills, enhance staff productivity, develop new relationships across the company and gain skills needed for future career advancement and its impact on the employee job performances.

Fasil (2019) on the effect of job rotation on employees' motivation: the case of Wegagen Bank S.C, the study revealed that an output job rotation factor on employees' motivation was positive and significant. Based on this the researcher concluded that job rotation significantly predicts the overall employees' motivation in the company and according to the descriptive analysis the overall employees' motivation in the company is found at medium or average level.

Teshome (2018) who conducted the effect of job rotation on employee motivation and job involvement in the case of Commercial Bank of Ethiopia found that job rotation is moderately known in CBE. The study also found that job rotation practices have a moderate effect and positive relationship with motivation and job involvement of the employees of CBE. Moreover, job instructional training and coaching are widely used methods to develop the knowledge and skill towards the employees in CBE. The author suggested that by boosting job rotation practices, employees of CBE could be motivated and involved. It was found that when employees are rotated, they become more motivated and job involved.

Woldemedhin (2015) assessed job rotation practices in CBE, Addis Ababa branches to measure effectiveness of job rotation practices in enhancing motivation, commitment and job involvement and tried to point out alternative training and development methods improve job rotation practices.

The survey was carried out at 36 CBE Grade 4 and 3 branches respondent employees. The study found that job rotation practices have a moderate effect and positive relationship with motivation, commitment and job involvement of the employees of CBE. Moreover, job instructional training and coaching are widely used methods to develop the knowledge and skill towards the employees in CBE.

Al-Nashmi and Almoayad (2015) examined the influence of the five components comprising job rotation (i.e., overall job rotation, training and capacity development, job design, career development strategy, and company regulations or systems and procedures) on employee motivation in mobile network companies operating in Yemen. The findings of the study revealed that the five components of job rotation have positive and significant relationships with employee motivation in mobile network companies operating in Yemen. Moreover, the most influential components of job rotation on the employee motivation was the company regulations (i.e., systems & procedures) followed by the training and capacity development.

Mohsan et al.(2012) conducted their study on the Impact of job rotation on employee motivation, commitment and job involvement in banking sector of Pakistan. The study found that most of the subjects have spent an appreciable span of time working in banking sector and have been rotated time to time throughout their careers. It was found that when employees are rotated to different jobs across various departments, they become less motivated whereas more committed and involved in their respective jobs.

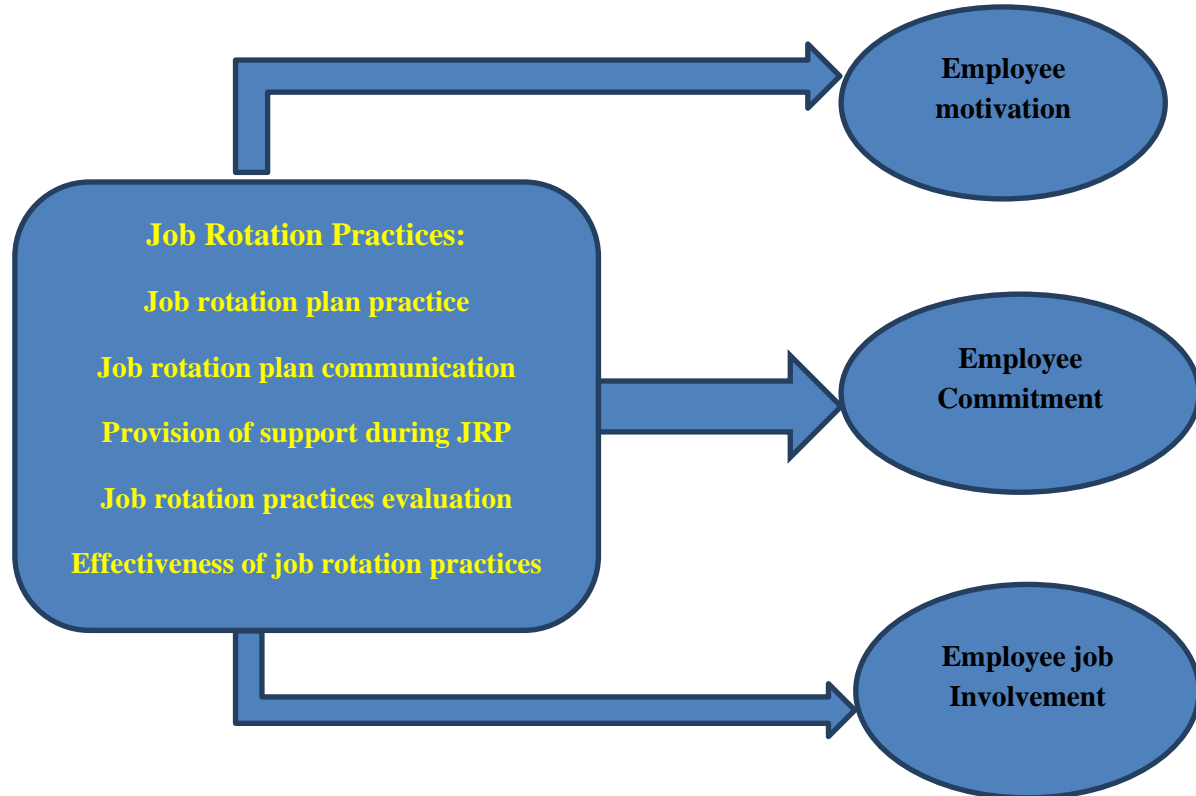
## **2.8. Conceptual Framework of the Study**

Based on the reviewed literatures, the following conceptual framework, relating job rotation with employee motivation, employee commitment, and employee job involvement is formulated below.

**Figure 2.1: Conceptual Framework of the Study**

**Independent Variables**

**Dependent Variables**



Source: Adapted from (Teshome, 2018; Aktar, Sachu and Ali, 2012)

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

This chapter deals with an overview of description of the study area, research design, research approach, target population, sample size determination and sampling techniques, method of data collection and instruments, validity and reliability of instruments, procedures of data collection, method of data analysis, and ethical considerations.

#### **3.1. Description of the Study Area**

This study was conducted in Gurage Zone which is found in Southern Nations, Nationalities, and Peoples Region (SNNPR) of Ethiopia. Gurage zone is bordered on the southeast by Hadiya and Yem special woreda, on the west, north and east by the Oromiya Region, and on the southeast by Siltie. Its highest point is Mount Gurage. Wolkite is the administrative center of the Zone, which is located between 7° 76' and 8° 45'N latitude and 37°46' and 38°71' E longitude and has sixteen woredas and five town administrations. It covers an area of about 5932 km<sup>2</sup>. There are 403 rural and 20 urban kebeles (the smallest administrative units with a population of 5000 on average) in this zone. Based on the information obtained from the SNNP Bureau of Finance and Economic Development , this Zone has a total population of 1,673,441, of whom 819,412 were men and 854,029 were women; with a total area of 109,015 square kilometers. The density person/sq. km. is 181. The elevation in meter is 376-3500 (BOFED, 2016).

According to Commercial Bank of Ethiopia Annual report (2021), there are twenty eight branches in Gurage Zone and four hundred sixty three bank employees.

#### **3.2. Research Design**

Descriptive survey and explanatory research design were employed to carry out the study. This is because descriptive study enables to find out the what, where and how of a phenomenon and also it is believed that this method helps to find or gather relevant data in detail and to make detailed analysis (Creswell, 2012). Descriptive survey research design also helps to gather data at a particular point in time with the intention of describing the nature of existing condition or identifying standards against which existing conditions can be compared or determined the

relationship that exists between specific events.

As to the explanatory design, it captures the causal relationship between variables (Saunders et al., 2007). This design is chosen because it is one of the correlational research designs that are used in social science research (Creswell, 2012). More specifically, it enables the researcher to describe what type of relationship that has been existed among different variables such as job rotation plan; job rotation plan communication, provision of support during job rotation practices; job rotation evaluation; and effectiveness of job rotation practices with employees' motivation, commitment and job involvement. It is useful to describe the effect of these independent variables on the outcome variable using the correlation statistical test including the strength and the direction of the relationship between them so as to provide more information about effect relationship.

### **3.3. Research Approach**

This study employed quantitative approach to answer the research questions. This was based on the assumption that quantitative method is sufficient to address the research problem. Moreover, in quantitative research that involves large samples planned questionnaire can be numerically and statistically analyzed (Areba et al., 2016). On the other hand, quantitative research enables the researcher to collect objective and numerical data to apply statistical methods which are useful to establish relationships of the variables used in the study.

### **3.4. Target Population**

The target population of this study was employees in the CBE branches in Gurage Zone. In this zone according to Human Resource data base on June 30, 2021, there are 463 employees.

In this study the researcher sampled fourteen branches of CBE under Gurage zone namely Wolkite main, Yejoka, Bekur, Gubrie, Butajira main, Eresa, Enseno, Erinzaf, kose, Agena, Hawariat, Kokir Gedebano, Enemor, and Arekit branches. These branches' employees served as sampling frame.

### **3.5. Sampling Techniques and Sample Size Determination**

#### **3.5.1. Sampling Techniques**

As of CBE portal intranet report of June 30, 2021, the bank has 1700 branches across the country. These branches are restructured into 15 districts. But, by taking into account the time and cost constraints (cost of data collection and analysis) and since all branches of the CBE use the same procedure, the researcher selected Gurage Zone branches from the West Addis Ababa District

as well as two administrative towns and five woredas purposively and conveniently. But to select the number of employees who engaged in job rotation practices from the fourteen selected branches of Gurage zone, combination of proportionate stratified and simple random sampling techniques were used. The researcher chose these techniques, because as far as different towns and woredas are concerned and as Kothari (2004) pointed out, stratified sampling technique was used in order to obtain a representative sample when the population from which the sample to be drawn does not constitute a homogenous group.

Proportionate stratified sampling technique was done in order to set the number of participants from the selected administrative towns and woredas' CBE branches using proportional allocation rule. In this method first the sampling frame was separated into mutually exclusive homogeneous segments – strata, all the fourteen branches and then a simple random sampling technique will be used to select participant from each segment – stratum (each branch). The samples selected from the various strata will then be combined into a single sample. In this study, the basis for stratification is that the branches location in Gurage Zone. In proportionate stratified sampling, the number of elements allocated to the various strata is proportional to the representation of the strata in the target population. In other words, the size of the sample drawn from each branch is proportional to the relative size of that branch in the sampling frame.

Simple random sampling technique was implemented to select each participant from the selected administrative towns and woredas branches accordingly. This is because; simple random sampling method enables a researcher to generate meaningful insights that can help to gain a deeper understanding of the research phenomena by selecting randomly without bias (Creswell, 2012).

### **3.5.2. Sample Size Determination**

The sample size of the employees from the whole CBE branches of Gurage zone is determined as follows. But the sample size the employees from each of the seven selected administrative towns and woredas will be fixed using proportional allocation rule (Ajay and Micah, 2014).According to Yamane (1967), with 95% confidence level and 0.05 sampling error, the sample size is determined

by the formula:  $n = \frac{N}{1+N(e)^2} = \frac{463}{1+463(0.05)^2} = \frac{463}{2.1575} = 214.600232 \cong 215$ , where, n = sample size,

N = total population of the employees, e = significance level = 5%

Therefore, the sample size of the study was 215employees in the selected branches. But for the sake of contingency, 10% of the sample was added so that the sample size of the study was 236. In order

to determine the number of employees from each of the selected branches, the researcher used proportional allocation rule (Ajay & Micah, 2014):

$n_i = \left( \frac{N_i}{N_{TETW}} \right) (n)$ , where  $i = 1, 2, 3, \dots, 14$ ;  $n = 236$ ;  $n_i$  = sample size of employees from each of the selected branches;  $N_i$  = total number of employees in each of the selected branches; and  $N_{TETW} = 265$

For Wolkite Main Branch:  $n_{WMB} = \left( \frac{N_{WMB}}{N_{TETW}} \right) (n) = \left( \frac{236}{265} \right) (35) = 31.1698 \cong 31$ , where  $n_{WMB}$  = sample size of employee that will be taken from Wolkite main branch,  $N_{TETW}$  = total number of employees in the selected fourteen branches who engaged I job rotation practices. The remaining sample size of the employees are calculated accordingly and summarized in Table 3.1 below.

**Table3.1:** Population and Sample Distribution of Employees who engaged in Job Rotation Practices

No	Town/Woreda	Branch	No of employees	Sample size
1.	Wolkite	Main	35	31
		Bekur	22	22
		Yejoka	15	13
		Gubrie	22	11
2.	Butajira	Main	28	26
		Eresa	29	26
		Enseno	18	16
		Erinzaf	19	17
		Kose	10	9
3.	Hawariat	Hawariat	10	9
4.	Enemor	Enemor	13	11
5.	Arekit	Arekit	13	11
6.	KokirGedebano	Kokir	15	13
7.	Agena	Agena	16	14
Total		14 branches	265	236

Source: Human Resource data base on June 30, 2021

### 3.6. Method of Data Collection and Instrument

In order to get valid data regarding the effect of job rotation practices in improving employee motivation, commitment and job involvement in the case of the aforementioned CBE branches, primary data source and primary data collection tools were used.

### **3.6.1. Sources of Data**

The study used primary data source. Primary data was collected using questionnaire from employees from the selected CBE branches in Gurage zone.

### **3.6.2. Data Collection Instruments**

Data collection tools depend on the nature, the objective, and the method of data analysis and the scope of the study. The availability of data, time, personal and other facility also influence the selection of tools used for the study. In order to get valid data regarding the effect of job rotation practices in improving employees' motivation, commitment and job involvement of the CBE in the case of Gurage Zone, questionnaire was served as data collection instrument.

Structured and self-administered questionnaires were used to collect data from the selected employees from the CBE Gurage zone. The questionnaire was comprised of six sections. The first section was the demographic characteristics of employees. The second section focused on items concerning job rotation practices/systems in the CBE. The third section was on items dealing about employee motivation. The fourth section was about employee commitment. The fifth section was about employees' job involvement. Finally, the sixth section dealt about items on the alternative training and development methods to improve effectiveness of job rotation practices in CBE and improve employee motivation, commitment and job involvement.

The questionnaire was structured in close-ended types. The items of the questionnaire in each of the last five sections were measured using the 1 – 5 point Likert scales such as strongly disagree (SDA = 1), disagree (DA = 2), undecided (UN = 3), agree (A = 4), and strongly agree (SA = 5).

## **3.7. Validity and Reliability of the Instruments**

### **3.7.1. Validity**

Validity is “the extent to which the measuring instrument measures the characteristics or dimensions that the researcher intends to measure” (Tavakol & Dennick, 2011). Data collection instruments, questionnaire, interview and document review will be designed by taking in to consideration of the basic research questions or the objectives of the study. Based on the definition and different perspectives of validity, the items in the three instruments will be reviewed by the advisors. Finally, before the collection of the actual data, pilot study was conducted for the questionnaire.

### 3.7.2. Reliability Test

The reliability of an instrument, as defined by Twycross and Shields (2004), is “the consistency, stability and repeatability of results, i.e. measurements are free from random error, provide consistent data”. This will be ensured if all items in each section are measuring the same construct, that is, if consistent results will be obtained in identical situations but in different circumstances. Therefore, the researcher used this test to ensure the internal consistency of the items in the questionnaire in each of the study variables. The reliability of the instrument was carried out by selecting 30 employees randomly from three branches of CBE in Wolkite town. But those employees were not included in the actual study they took part only in the pilot study. The result of the reliability test was carried out using SPSS version 20 software and the output is summarized in Table 3.2 below.

**Table 3.2: Reliability Test Results of the Study Variables**

No	Variable	Cronbach's Alpha	No of items
1.	Job rotation plan practices	.760	8
2.	Job rotation plan communication practice	.775	5
3.	Provision of support during job rotation	.745	8
4.	Job rotation plan evaluation	.735	3
5.	Effectiveness of job rotation practice	.783	5
6.	Employee job motivation	.769	6
7.	Employee job commitment	.786	6
8.	Employee job involvement	.817	6

Source: Author construct from SPSS output, 2021

### 3.8. Data Collection Procedures

The questionnaire was presented to the respondents of the study so as to attain the required information. Besides, all the research participants included in this study were appropriately informed about the purpose of the study and their willingness and consent was secured before the commencement of administering the questionnaire. In all data collecting process of the study privacy was maintained and the information was kept confidential. But, before the collection of the actual data, pilot study was conducted for the questionnaire.

### **3.9. Variables and Measurements**

#### **3.9.1. Dependent Variable**

Since the objective of the study was to investigate the effect of job rotation practices in improving employees' motivation, commitment and job involvement in the CBE the case of Gurage zone, motivation, commitment and job involvement were considered as the dependent variable of the study. Items in these dependent variables which were measured in 1 – 5 point Likert scale were prepared and the mean scores served as values for the dependent variables for each participant employee in the multiple linear regression models.

#### **3.9.2. Independent Variables**

The independent variables were job rotation plan practice; job rotation plan communication; provision of support during job rotation practices; job rotation practices evaluation; and effectiveness of job rotation practices. Items in each of the independent variables were measured using a 1 – 5 point Likert scale. Furthermore, demographic characteristics such as nominal categorical dummy variable: gender; ordinal categorical dummy variables: age; educational background; and work experience in the CBE were taken as independent variables. The selection of the main independent variables was based on the literature reviews.

### **3.10. Methods of Data Analysis**

After the collection of the data, necessary arrangements were made and organized according to their characteristics and items. The data analyses involved the analysis of information gathered through questionnaire. The data was analyzed on the basis of the research questions. Accordingly, descriptive statistics analysis, and inferential statistics analysis such as Pearson correlation analysis and multiple regression analysis were employed. All the collected quantitative data were analyzed using Statistical Packages for Social Science (SPSS) version 20.

#### **3.10.1. Descriptive Statistics**

In this section the data collected through questionnaire was analyzed by using descriptive statistics such as frequency, percent, mean, and standard deviation. This was done in order to determine the general approach of job rotation practices on employees; to assess the extent of the status of the effect of job rotation practices and the status of employee motivation, commitment and job involvement. In addition, in order to describe the characteristics of the respondents in terms of

gender, age, educational background, and work experience frequency counts and percentage was employed.

### **3.10.2. Inferential Statistics**

The study employed inferential analysis to assess the relationship and the effect of job rotation practices on employee motivation, employee commitment, and employee job involvement in the selected branches of CBE. This was done using Pearson correlation coefficient analysis and multiple linear regression model analysis with the view to measure the extent of the significance of each of the job rotation practice variables on the three dependent variables.

#### **3.10.2.1. Correlation Coefficient Analysis**

A correlation is a statistical test to determine the tendency or pattern for two (or more) variables or two sets of data to vary consistently. The statistic that expresses a correlation statistic as a linear relationship is the product–moment correlation coefficient. It is also called the bivariate correlation, or simply  $r$ , and it is indicated by an “ $r$ ” for its notation. According to Duncan and Dennis (2004), correlation coefficient can range from -1 to +1. The value of -1 represents a perfect negative correlation while a value of +1 represents a perfect positive correlation. A value 0 correlation represents no relationship. Different Authors suggested different interpretations of the values of the correlation coefficients; however, the researcher used Samithambe (2019) and the results of correlation coefficient may be interpreted as follows:- roughly categorized  $r$  values as,  $-.20 \leq r < 0$  and  $0 < r \leq .20$  as very weak and negligible correlation;  $-.20 > r > -.35$  and  $.20 < r < .35$  weak correlation, but to be considered;  $-.35 \geq r > -.50$  and  $.35 \leq r < .50$  fair or moderate;  $-.50 \geq r > -.70$  and  $.50 \leq r < .70$  strongly considerable high correlation and  $-.70 \geq r > -1.00$  and  $.70 \leq r < 1.00$  very strongly considerable correlation. In this study to ascertain whether a statistical significant relationship exists between each of the five job rotation practices such as job rotation plan practices, job rotation plan communication practices, provision of support during job rotation practices, evaluation of job rotation program, and effectiveness of job rotation practice with employee motivation, commitment and involvement or not, Pearson Product Moment Correlation Coefficient was used.

### 3.10.2.2. Regression Analysis

The study employed inferential analysis to assess the effect of job rotation practices on the improvement of employee motivation, commitment and job involvement. This was done using multiple linear regression model analysis with the view to measure the extent of the significance effect of each of the independent variables - job rotation practices on employee motivation, employee commitment and employee job involvement (Teshome, 2018; Woldemedhin, 2015).

#### Model Specifications:

##### Model I: On Employee Motivation

$$Y_{EM} = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon$$

##### Model II: On Employee Commitment

$$Y_{EJC} = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon$$

##### Model III: On Employee Involvement

$$Y_{EJI} = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon$$

Where,  $Y_{EM}$ = employee motivation;  $Y_{EJC}$ = employee commitment; and  $Y_{EJI}$ = employee involvement the dependent variables, whereas  $x_1$  = job rotation plan practices;  $x_2$  = job rotation plan communication practice;  $x_3$  = provision of support during job rotation practices;  $x_4$ = job rotation practice evaluation; and  $x_5$ = effectiveness of job rotation practices were the independent variables,  $i = 0, 1, 2, \dots, 5$  are called the regression coefficients, and  $\varepsilon$  is the error term or residual.

### 3.10.2.3. Assumptions for Multiple Linear Regression Model

Statistically, in order a multiple linear regression model shows the relationship between the dependent variable and multiple (two or more) independent variables and the validity of the inferences drawn from this model analysis depends on its assumptions being satisfied. Therefore, the following assumptions diagnostic test was carried out and presented in chapter four.

1. The sample must be representative of the population (This is called *Sample size Test*).
2. For any specific value of the independent variable, the values of the dependent variable are normally distributed. (This is called the *normality* assumption.)

3. The variances (or standard deviations) for the dependent variables are the same for each value of the independent variable. (This is called the *equal variance* assumption.)
4. There is a linear relationship between the dependent variable and the independent variables. (This is called the *linearity* assumption.)
5. The independent variables are not correlated. (This is called the *non-multicollinearity* assumption.)

### **3.11. Ethical Considerations**

Taking the severity of the ethical considerations in mind, this study was done with the highest importance placed on ethics, confidentiality, and secrecy. Confidentiality and secrecy of the respondents will be emphasized to protect their privacy and dignity. Moreover, permission to administer questionnaire for research purpose was sought from the relevant authorities. Respondents will be informed of privacy and confidentiality. Thus, the researcher was clearly present the purpose of the study and how confidentiality and anonymity of the participants were protected; informing them that involvement in the study was voluntary; and was free from any intended risk.

## CHAPTER FOUR

### RESULTS AND DISCUSSIONS

This part of the study deals with the analyses, interpretations, and discussions of the data gathered from sampled CBE branches in Gurage Zone. It consists of four parts. The first part presents demographic characteristics of the respondents. The second part deals with the analysis and discussions of the descriptive statistics on the five job rotation practices and on the three dependent variables. The third part concerns the inferential statistics, correlation analysis. The fourth part deals the regression analyses on the effect of the five independent variables on the dependent variable. Therefore, the results of the whole analyses are presented, interpreted and discussed accordingly.

In general, in this study a total of 236 questionnaires were distributed, but 224 were completed and retrieved successfully, representing 94.9% response rate.

**Table 4.3: Employees' Demographic Characteristics**

	Variables	Frequency	Percent
Gender	Male	148	66.1
	Female	76	33.9
Age	Less than or equal to 25 years	53	23.7
	26 – 30 years	42	18.7
	31 – 40 years	108	48.2
	41 – 50 years	17	7.6
	Above 50 years	4	1.8
Highest Educational Qualification	Bachelor Degree	188	83.9
	Master Degree	36	16.1
	Other	-	-
Working Experience in the CBE	Below 5 years	53	23.7
	5 to 10 years	42	18.7
	11 to 15 years	108	48.2
	16 to 20 years	17	7.6
	Above 20 years	4	1.8
Current position	Clerical	20	9.0
	Professional	182	81.3
	Line manager	22	9.7

Source: Author construct from survey data, 2021

The above Table 4.3 indicates respondent's demographic characteristics that properly filled and returned the questionnaire. As depicted in the table the distribution of respondents based on gender,

is 148(66.1%) of the total respondents were males, while 76 (33.9%) were females. This data indicated that the selected banks were dominated by male employees.

The distribution of respondents based on age categories revealed that majority of the respondents 108 (48.2%) fell in the age category of 31 - 40. The remaining respondents, 53(23.7%), 42 (18.7%), 17 (7.6%) and 4 (1.8%) fell in the age categories of less than or equal to 25; within 26 – 30; within 41 – 50 and above 50 respectively. This indicates that most of the employees are young adults, middle age, and implies CBE's employment trend focuses on young adult employees. So these young adult employees of CBE are motivated with working similar jobs in a long time, i.e., they can have a capacity of doing things effectively.

Respondents profile regarding their highest educational qualification, in item 3 of Table 4.3, revealed that majority 188(83.9%) of the respondents were Bachelor Degree holders and the remaining 36(16.1%) were Masters Degree holders. This shows that majority of the employees are degree holders because the company adopted a recruitment policy of young fresh graduate and a minimum of bachelor degree is required to join the workforce of CBE.

As to the distribution of respondents with regards to years of service in the bank, Table 4.3, shows that majority of the respondents 108(48.2 %) served the bank for 11-15 years and the remaining 42 (18.7%) have 5 to 10 years experiences, 53 (23.7%) have below 5 years experiences, 17(7.6%) have 16 to 20 years experiences and 4 (1.8%) have more than 20 years experiences. This shows that majority of the selected branches are dominated by employees who are to some extent experienced.

Finally, as to the current position, as it can be seen from Table 4.3 majority of the respondents 182 (81.3%) were under professional category followed by 22(9.7%) line managers, and 20 (9.0%) support staff of the bank like IT, Secretary and others. This shows that most of the selected branches are highly dominated by professional employees.

## **4.2. Descriptive Statistics on Job Rotation Practices, Employee Motivation; Commitment and Involvement**

### **Interpretation of Mean and Standard Deviation**

The interpretation of the items or statements in the closed – ended questionnaire parts accordingly. Based on the 1 – 5 point Likert scales 1 = Strongly Disagree; 2 = Disagree; 3 = Undecided; 4 = Agree; 5 = Strongly Agree, the researcher used the mean scores and grand mean scores values as

follows. The mean indicates that to what level of agreement the response of all respondents was approached. As adapted from Samithambe (2019) and Abanis et al. (2013), the mean score values of less than or equal to 1.49 interpreted as the job rotation practices such as job rotation plan, job rotation plan communication, provision of support during job rotation plan, job rotation program evaluation and effectiveness of job rotation practices practiced at very low extent; mean scores values from 1.50 to 2.50 interpreted as low extent; mean scores values ranges from 2.51 to 3.50 as moderate extent; mean scores values ranges from 3.51 to 4.50 as high extent; and mean scores values greater or equal to 4.51 interpreted as very high extent.

As to the interpretation of the three dependent variables mean score values were interpreted accordingly and described in Table 4.4 below.

Standard deviation measures variation of responses, for a given item, with respect to the mean. It shows us the extent of each response is deviated from the mean. Statistically, the smaller the standard deviation, the smaller the variation of individuals' response from the mean value will be.

**Table 4.4: Mean Score Interpretation**

No	Variable	Mean Range	Interpretation	Source
1.	Job rotation practices: JRPP, JRPCP, PSDJRP, JRPE, and EFJRP	≤ 1.49	Very low practice	Samithambe (2019), Dane (2007) and Abanis et al. (2013)
		1.50 – 2.50	Low practice	
		2.51 – 3.50	Moderate practice	
		3.51 – 4.50	High practice	
		4.51 – 5.00	Very high practice	
2.	Employees' motivation	≤ 2.60	Motivated lowly	Teshome(2018)
		2.61 – 3.50	Motivated moderately	
		3.51 – 4.20	Motivated highly	
		4.21 – 5.00	Very high influence	
3.	Employees' job commitment	≤ 2.60	Low commitment	Denison and Neale (2011); Abraham (2019)
		2.61 – 3.50	Moderate commitment	
		3.51 – 4.20	High commitment	
		4.21 – 5.00	Very high commitment	
4.	Employees' job involvement	≤ 2.60	Low involvement	Teshome (2018)
		2.61 – 3.50	Moderate involvement	
		3.51 – 4.20	High involvement	
		4.21 – 5.00	Very high involvement	

Source: Author construct from review literature, 2021

## 4.2.1 Job Rotation Practices

### 4.2.1.1 Job Rotation Plan Practice in the CBE Gurage Zone branches

**Table 4.5: Respondents' view on Job Rotation Plan Practice**

No	Item		SD	DA	N	A	SA	M	SD
1	Before job rotation, employees were informed about what they will learn in the specific job rotation practice.	F	-	59	14	150	1	3.42	.884
		P	-	26.3	6.3	67.0	.4		
2	Employees believe, job rotation must be part of every employee's job.	F	-	51	12	161	-	3.49	.842
		P	-	22.8	5.4	71.9	-		
3	Job rotation must be provided on regular basis by CBE.	F	-	21	69	133	1	3.51	.670
		P	-	9.4	30.8	59.4	.4		
4	CBE sets a fixed length of time for job rotation practice.	F	-	15	60	136	13	3.66	.691
		P	-	6.7	26.8	60.7	5.8		
5	CBE considers the job rotation approaches are important for the employees.	F	-	61	20	143	-	3.37	.883
		P	-	27.2	8.9	63.8	-		
<b>Grand Mean</b>		F	-	207	175	723	15	3.49	.268
		P	-	18.5	15.6	64.6	1.5		

Source: Survey Data of SPSS output, 2021

As it can be seen in Table 4.5, in the first item, the respondents were asked to rate their view on “Before job rotation, employees were informed about what they will learn in the specific job rotation practice.” So, according to the collected data analysis result two – third of the respondents 150 (67.0%) were agreed, whereas significant number of respondents 59 (26.3%) were disagreed and only 14 (6.3%) were undecided to the stated item. But the mean value of the whole responses was 3.42 with standard deviation of .884 indicating moderate practice of job rotation plan in informing employees to learn in specific job rotation plan before job rotation. Therefore, this result implies that employees were informed about the specific job rotation practice before an employee is in charge of new task. This result is similar to the finding of Teshome (2018) who conducted his study on the effect of job rotation on employee motivation and job involvement in the case of four districts of CBE in Addis Ababa and found out moderate practice in informing employees about the awareness of specific job before job rotation begun.

As to item 2, that deals about “employees believe, job rotation must be part of every employee's job.”, nearly three – fourth of the respondents 161 (71.9%) were agreed, while 51 (22.8%) were disagreed and only 12 (5.4%) were undecided to the stated statement. But, the mean score of the whole responses was 3.49 with standard deviation .842 indicating moderate practice. Therefore, this result implies that in the selected branches employees believed and considered that job rotation as

every body's part of job. This result is to some extent does not go with the finding of Teshome (2018) who found out high practice of the stated item, where most of the employees considered job rotation as part of every body's activities.

Regarding the third item, on "job rotation must be provided on regular basis by CBE", the response showed that more than half of the respondents 133 (59.4%) were agreed, while 69 (30.8%) were disagreed and 21 (9.4%) were undecided to the stated item. But, the overall responses mean score was 3.51 with standard deviation .670 indicating moderate practice. Since the standard deviation is less than one it indicates that most respondents responses were similar and this result implies in the selected branches of CBE Gurage Zone majority of employees wants moderately job rotation to be provided on regular basis. In this regard, the finding is to some extent concurred with Teshome (2018) who found out high practice of the stated item, where most of the respondents were agreed that job rotation practice has to be provided in regular basis.

With regards to item four, respondents were asked to rate their responses on to what extent "CBE sets a fixed length of time for job rotation practice", accordingly, two - third of the respondents 149 (66.5%) of the respondents were agreed or strongly agreed, whereas, 15 (6.7%) were disagreed and 60(26.8%) were undecided to the stated item. But the mean value of the responses was 3.66 with standard deviation of .691 shows to some extent high practice of job rotation plan in fixing length of time for job rotation. Therefore, from this analysis it can be said that in majority of the selected branches of the CBE in Gurage Zone job rotation practice was carried out based on fixed time interval.

As to the fifth item, which was concerned with whether "CBE considers job rotation approaches are important for the employees." So, according to the survey data, majority of the respondents 143 (63.8%) were agreed, while 61 (27.2%) were disagreed and 20 (8.9%) were undecided to the stated item. But the mean score of the whole ratings was 3.37 with standard deviation .883 that shows moderate implementation. From this result it can be said that in the selected branches job rotation was implemented considering its importance for employees' activities.

In general, the assessment of job rotation plan practices examined the extent in which whether employee motivation, commitment and job involvement in CBE Gurage Zone improved or not. The overall ratings shows 65.9% of the respondents were agreed or strongly agreed, while 18.5% were disagreed and 15.6% were undecided to the stated items on job rotation plan practices. But the

mean value was 3.49 with standard deviation .268 indicating moderate practice of job rotation plan. From these numerical values it can be said that in most of the selected branches, majority of the employees have similar responses which was confirmed by less than one standard deviation. In this regard, the finding of this study is not supported by Teshome (2018) who conducted his study on the effect of job rotation on employee motivation and job involvement in case of four districts of CBE Addis Ababa and found out high practice of job rotation plan.

#### 4.2.1.2 Job Rotation Plan Communication Practice in CBE Gurage Zone Branches

**Table 4.6: Respondents view on Job Rotation Plan Communication**

No	Item		SD	DA	N	A	SA	M	SD
1	Employees have necessary information about the purpose of job rotation practice and expectation of CBE.	F	-	61	15	148	-	3.39	.886
		P	-	27.2	6.7	66.1	-		
2	Job rotation plan used by CBE is effectively known.	F	-	22	42	157	7	3.65	.700
		P	-	9.8	18.8	68.3	3.1		
3	Communication with colleagues and supervisors from different jobs during job rotation is satisfactory.	F	-	23	76	116	9	3.50	.734
		P	-	10.3	33.9	51.8	4.0		
<b>Grand Mean</b>		F	-	106	133	417	16	3.51	.413
		P	-	15.8	19.8	62.0	2.4		

Source: Survey Data of SPSS output, 2021

As it can be seen in Table 4.6, in item 1, the respondents were asked to rate their response on “Employees have necessary information about the purpose of job rotation and expectation of CBE.” According to the survey data two – third of the respondents 148 (66.1%) were agreed, while 61 (27.2%) and 15 (6.7%) were disagreed and undecided to the stated the stated item respectively. These frequency count and its percentages further calculated using mean score of 3.39 with standard deviation .886 shows moderate implementation. The mean value with its standard deviation shows majority of the respondents has similar responses which are confirmed by less than one standard deviation, small variation. Therefore, from the result it can be said that in the selected branches employees have the necessary information about the purpose of job rotation and expectation.

As to the second item, more than two - third of the respondents 160 (71.4%) were agreed or strongly agreed, while 22 (9.8%) were disagreed and 42 (18.8%) were undecided to the stated item “Job rotation plan used by CBE is effectively known.” However, the mean score for the whole responses was 3.65 with standard deviation .700 shows high practice. The mean value with its

standard deviation indicated that small variation was seen among the responses of the respondents which is confirmed by less than one standard deviation. This result implies that in majority of the selected branches effectiveness of job rotation practices is known.

Finally, for the third item, similar to the above item more than half of the respondents 125 (55.8%) were agreed or strongly agreed, whereas 23(10.3%) were disagreed and significant number of the respondents 76 (33.9%) were undecided to the stated item “communication with colleagues and supervisors from different jobs during job rotation is satisfactory.” However, the mean score of the overall responses was 3.50 indicates moderate practice with the standard deviation of .734. These two numerical values indicated that the variation among more than half of the respondents’ responses was small which is confirmed by less than one standard deviation. Therefore, from this result it can be said that in majority of the selected branches the interaction between the employees and supervisors practiced moderately.

In general, similar to the above item the assessment of job rotation plan communication practices carried out in order to examine the extent in which whether employee motivation, commitment and job involvement in CBE Gurage Zone improved or not. The overall ratings shows 64.4% of the respondents were agreed or strongly agreed, while 15.8% were disagreed and 19.8% were undecided to the stated items. But the mean value was 3.51 with standard deviation .413 indicating moderate practice of job rotation plan communication. This finding is to some extent supported by Teshome (2018) who found out moderate practice of job rotation plan communication while conducting his study on the effect of job rotation on employee motivation and job involvement in case of four districts of CBE Addis Ababa, however, it is in contrast with Woldemedhin (2015) who assessed job rotation practices in CBE, Addis Ababa branches to measure effectiveness of job rotation practices in enhancing motivation, commitment and job involvement and tried to point out alternative training and development methods in improving job rotation practices and found out satisfactory practice in job rotation plan communication.

#### 4.2.1.3 Provision of Support during Job Rotation Practice in the CBE Gurage Zone branches

**Table 4.7: Respondents view on Provision of Support during Job Rotation Practice**

No	Item		SD	DA	N	A	SA	M	SD
1	There is support when an employee assigned in his/her job for practice and learning.	F	-	60	9	150	5	3.45	.912
		P	-	26.8	4.0	67.0	2.2		
2	Trainers/coaches have showed me how to do different tasks and gradually allow me to do it on my own.	F	-	58	8	157	1	3.45	.882
		P	-	25.9	3.6	70.1	.4		
3	Trainers/coaches have supported and encouraged me throughout the job rotation practice.	F	-	52	10	160	2	3.50	.858
		P	-	23.2	4.5	71.4	.9		
4	In the work place, trainers and supervisors have a follow up mechanisms for employees assigned in a job rotationally.	F	-	80	23	121	-	3.18	.932
		P	-	35.7	10.3	54.0	-		
<b>Grand Mean</b>		F	-	250	50	588	8	3.39	.356
		P	-	27.9	5.6	65.6	.9		

Source: Survey Data of SPSS output, 2021

As it can be seen in Table 4.7, in item 1, the respondents were asked to rate their response on “There is support when an employee assigned in his/her job for practice and learning.” According to the survey data more than two – third of the respondents 155 (69.2%) were agreed or strongly agreed, while 60 (26.8%) were disagreed and only 9 (9.0%) were undecided to the stated item. These frequency count and its percentages further calculated using mean score of 3.45 with standard deviation .812 shows moderate practice. Therefore, from the result it can be said that in the selected branches employees are supported moderately when they assigned in their job for practice and learning. From this it can be noticed that work place trainers provided moderate guidance and assistance for rotating employees during job rotation practices. In the work place trainers/coaches have showed that the rotated employee how to do different tasks and gradually allow him/her to do it on his or her own. It is supported by the finding of Teshome (2018) who conducted his study on the effect of job rotation on employee motivation and job involvement in case of four districts of CBE Addis Ababa and found out moderate support of the banks for employees while rotating to different jobs.

As to the second item, more than two - third of the respondents 157 (70.1%) were agreed, while 58 (25.9%) were disagreed and only 8 (3.6%) were undecided to the stated item “Trainers/coaches have showed me how to do different tasks and gradually allow me to do it on my own.” But, the mean score for the whole responses was 3.45 with standard deviation .882 shows moderate practice.

This result implies that in majority of the selected branches trainers/coaches show moderately for an employee on how to do different tasks and gradually allow him/her to carry out on his/her own. In this regard, the finding of this study is in line with the finding of Teshome (2018) who conducted his study on the effect of job rotation on employee motivation and job involvement in the case of four districts of CBE in Addis Ababa and found out job instructional training and coaching are widely used methods to develop the knowledge and skill towards the employees in CBE.

Regards to item 3, more than two – third of the respondents 160 (71.4%) were agreed to “Trainers/coaches have supported and encouraged me throughout the job rotation practice.” While 52 (23.2%) were disagreed and only 10 (4.5%) were undecided to the stated item. But, the mean score of the ratings was 3.50 with standard deviation of .858 indicating moderate practice. Therefore, from this result it can be said that in majority of the selected branches there is moderate support and encouragement of employees throughout the job rotation practice by trainers/coaches. This showed that most of the respondents were satisfied moderately with the support and encouragement by their work place trainers/coaches in order to learn the new job position which they were assigned in the job rotation practices. In this regard, the finding of the study is similar with Teshome (2018) who pointed out trainers/coaches have supported and encouraged most employees throughout job rotation practices in most of the four district in Addis Ababa.

Finally, for the fourth item, more than half of the respondents 121 (54.0%) were agreed, whereas 80(35.7%) were disagreed and 23 (10.3%) were undecided to the stated item “In the work place, trainers and supervisors have a follow up mechanisms for employees assigned in a job rotationally.” However, the mean score of the overall responses was 3.18 with standard deviation of .932 indicates moderate practice. Therefore, this result it implies, despite the significant number of disagreed respondents, that in majority of the selected branches there was a moderate follow up mechanisms for employees assigned in a job rotationally.

In general, the assessment of provision of support during job rotation practice was carried out in order to examine the extent in which whether employee motivation, commitment and job involvement in CBE Gurage Zone affected or not. The overall ratings shows 66.5% of the respondents were agreed or strongly agreed, while 27.9% were disagreed and 5.6% were undecided to the stated items. But the mean value was 3.39 with standard deviation .356 indicating moderate provision of support during job rotation practice. The implication of this result led to the need of more support from each of the selected banks in the zone.

#### 4.2.1.4 Job Rotation Practice Evaluation in the CBE Gurage Zone branches

**Table 4.8: Respondents View on Evaluation of Job Rotation Program**

No	Item		SD	DA	N	A	SA	M	SD
1	Staffs are satisfied and confident with the job rotation system offered by the CBE enabled them to perform all aspects of the job effectively.	F	-	55	9	160	-	3.47	.862
		P	-	24.6	4.0	71.4	-		
2	CBE has uniform system of getting feedback for improvement during job rotation practice.	F	-	67	14	143	-	3.34	.909
		P	-	29.9	6.3	63.8	-		
3	The job rotation approach is helpful in personal development.	F	-	72	6	146	-	3.33	.932
		P	-	2.1	2.7	65.2	-		
4	The job rotation system is helpful in staff professional development.	F	-	73	11	140	-	3.30	.930
		P	-	32.6	4.9	62.5	-		
5	CBE competence level was assessed through CBE performance measurement system during job rotation practices.	F	-	59	10	152	3	3.44	.897
		P	-	26.3	4.5	67.9	1.3		
6	CBE job rotation system is useful to my career development.	F	-	79	9	136	-	3.25	.948
		P	-	35.3	4.0	60.7	-		
7	Staffs expectation is accurate for assigned jobs after completion of a job rotation.	F	-	71	10	141	2	3.33	.936
		P	-	31.7	4.5	62.9	.9		
<b>Grand Mean</b>		F	-	476	69	1018	5	3.35	.204
		P	-	30.4	4.4	64.9	.3		

Source: Survey Data of SPSS output, 2021

As indicated in Table 4.8, respondent were asked to rate the extent on which “Staffs are satisfied and confident with the job rotation system offered by the CBE enabled them to perform all aspects of the job effectively.” More than two – third of the respondents 160 (71.4%) were agreed, whereas 55 (24.6%) were disagreed and only 9 (4.0%) were undecided to the stated item. However, to decide the level of practice, as it has been mentioned at the beginning of this section, the mean score was calculated and resulted in 3.47 with standard deviation .862 indicating moderate level of practices. Therefore, from this result it can be said that in majority of the selected branches employees are satisfied and confident moderately with the job rotation system offered by the CBE that enabled them to perform all aspects of the job effectively.

Regarding the second item, the presence of uniform system of getting feedback for improvement during job rotation practices, nearly two – third of the respondents 143 (63.8%) were agreed, but 67 (29.9%) and 14 (6.3%) were disagreed and undecided respectively towards the stated item. However, the mean score of the responses was 3.34 with standard deviation .909 indicated

moderate practices. So, from this result it can be said that in majority of the selected branches existence of uniformity in getting feedback for improvement during job rotation practices was implemented moderately.

With regards to item 3, the extent of “job rotation approach is helpful in staff personal development”, similar to the above item, nearly two - third of the respondents 146(65.2%) were agreed, but 72 (32.1%) and only 6 (3.7%) were disagreed and undecided to the stated item. However, the mean score value was 3.33 with standard deviation .932 indicating moderate practice. From this result it can be said that in the majority of the selected branches job rotation practice is helpful moderately employees for their personal development.

Regarding the fourth item, nearly two - third of the respondents 140 (62.5%) were agreed, while 73 (32.6%) and only 11 (4.9%) were disagreed and undecided to the job rotation system is helpful in staff professional development. However, the mean value of their ratings was 3.30 with standard deviation .930 indicating moderate implementation. From this result it can be noticed that in majority of the selected branches job rotation system was helpful in enhancing the professional development of the employees.

With regards to the fifth item, more than two - third of the respondents 152 (67.9%) were agreed, but 59 (26.3%) and only 10 (4.5%) were disagreed and undecided to CBE competence level was assessed through CBE performance measurement system during job rotation practices. However, the mean value was 3.44 with standard deviation .897 indicating moderate implementation. Therefore, this result implies that in most of the selected branches job rotation practices somehow served as assessment mechanism for measuring performance system moderately.

As to the sixth item, respondents were asked to rate their responses on “CBE job rotation system is useful to my career development”, accordingly, more than half of the respondents 136(60.7%) were agreed, while 79 (35.3%) and only 9(4.0%) were disagreed and undecided to the stated item. But the mean value of the whole responses was 3.25 with standard deviation .948 showing moderate level practice. Hence, from this result, despite the significant number of respondents who were disagreed, it can be said that in more than half of the selected branches the employees believed that the CBE job rotation practice is useful for their career development.

Finally, respondents were asked to rate on “Staffs expectation is accurate for assigned jobs after completion of a job rotation” accordingly, nearly two - third of the respondents 141 (62.9%) were

agreed, however, 71 (31.7%) and only 10 (4.5%) were disagreed and undecided towards the stated item respectively. But the mean value was 3.33 with standard deviation .936 showing moderate level practice. Hence, from this result, similar to the above item, it can be said that in the majority of the selected branches job rotation is carried out moderately as expected by employees to be assigned for the next type of job.

In general, the overall responses as depicted in Table 4.8, indicates more than half of the respondents 64.9% were agreed, while 30.4% and only 4.4% were disagreed and undecided towards employee job rotation program. However, the grand mean which was 3.35 with standard deviation .204 indicates moderate practice. Therefore, from this result it can be said that in most of the selected branches of CBE Gurage Zone job rotation program evaluation was carried out at moderate level. This study is supported by the findings of Fernando and Dissanayake (2019) who found out that job rotation is an important programme for allowing employees to acquire new skills, enhance staff productivity, develop new relationships across the company and gain skills needed for future career advancement in case of private commercial banks in Sri Lanka.

#### 4.2.1.5 Effectiveness of Job Rotation Practice in CBE Gurage Zone branches

**Table 4.9: Respondents View on Effectiveness of Job Rotation Practice**

No	Item		SD	DA	N	A	SA	M	SD
1	Effectiveness of job rotation approach improves staff job motivation, commitment and involvement.	F	-	34	74	116	-	3.37	.734
		P	-	15.2	33.0	51.8	-		
2	CBE involves the employees by acquiring knowledge, develop skills and adopt good attitude during job rotation.	F	-	43	71	109	1	3.30	.779
		P	-	19.2	31.7	48.7	.4		
3	CBE makes staffs accountable for their mistakes rather than blaming others during job rotation.	F	-	28	78	118	-	3.40	.702
		P	-	12.5	34.8	52.7	-		
<b>Grand Mean</b>		F	-	105	223	343	1	3.36	.362
		P	-	15.6	33.2	51.1	.1		

Source: Survey Data of SPSS output, 2021

As it can be seen in Table 4.9, the first item was concerning about rating the extent of whether CBE has effective job rotation approaches to improve employee job motivation, commitment and

involvement. The response showed that more than half of the respondents 116(51.8%) were agreed, whereas 34 (15.2%) and significant number of respondents 74 (33.0%) were disagreed and undecided to the stated item respectively. But, the mean score was 3.37 with standard deviation .734 indicating CBE has moderately effective job rotation approaches to improve employees' motivation, commitment and job involvement in the selected branches. This result implies in most of the selected branches job rotation approaches not yet fully effective in improving employees' job motivation, commitment and involvement.

Regarding with the second item, 109 (48.7%) which was nearly half of the respondents were agreed, whereas 43 (19.2%) were disagreed and similar to the above item response, significant number of respondents 71 (31.7%) were undecided to the stated item respectively. But the mean score was 3.30 with standard deviation .779, despite significant number of employees were disagreed and undecided, indicated moderate practice. Meaning in half of the selected CBE the bank involves employees moderately by acquiring knowledge, develop skills and adopt good attitude during job rotation practices. Therefore, from this result, despite the moderate level of the implementation, relative to the other items describing the effectiveness of job rotation practices, the CBE was not involving significant number of employees by acquiring knowledge develops skills and adopt good attitude during job rotation as required.

Regarding the last item, CBE makes staffs accountable for their mistakes rather than blaming others during job rotation, the response showed that more than half of the respondents 118 (52.7%) were agreed, while 28(12.5%) and 78 (34.8%) were disagreed and undecided to the stated item respectively. But, the mean score value was 3.40 with standard deviation .702 indicating moderate implementation of the effectiveness on the stated item. Therefore, this result implies that in most of the selected branches employees were to some extent accountable for their mistakes committed by them.

In general, the assessment of effectiveness of job rotation practices examined the extent in which whether employee motivation, commitment and job involvement in CBE Gurage Zone improved or not. The overall responses shows 51.1% of the participants were agreed, while 15.6% were disagreed and 33.2% were undecided to the stated items on the effectiveness of job rotation practices. However, the mean value was 3.36 with standard deviation .362 indicating the effectiveness of job rotation practices was at moderate status. This shows that effectiveness of job rotation practice was influential for the improvement of employees' motivation, commitment and

job involvement in CBE Gurage Zone. This result is to some extent supported by prior study conducted by Ali – Mohammadi and Ramezani (2019) who found out effectiveness of job rotation system is higher than average in Maskan bank branches in the City of Tabriz in Iran and showing that such effectiveness is influential for organizational change.

#### 4.2.2 Employee Motivation

**Table 4.10: Respondents view on Employee Motivation**

No	Item		SD	DA	N	A	SA	M	SD
1	I have generally positive attitude toward those holding positions of authority over me.	F	-	73	7	144	-	3.32	.934
		P	-	32.6	3.1	64.3	-		
2	I enjoy competition and striving to win for myself and my work group.	F	-	63	5	155	1	3.42	.905
		P	-	28.1	2.2	69.2	.4		
3	I like being active, self-confident, and protecting the members of the work group.	F	-	49	32	136	7	3.45	.867
		P	-	21.9	14.3	60.7	3.1		
4	I enjoy the idea of standing out from the group, behaving in a unique manner, and being highly visible.	F	-	74	44	95	11	3.19	.958
		P	-	33.0	19.6	42.4	4.9		
5	I am willing to perform routine, day-to-day tasks and duties as a result of job rotation practice.	F	-	36	37	147	4	3.53	.780
		P	-	16.1	16.5	65.6	1.8		
6	I enjoy my job because it is in rotation base.	F	-	19	65	133	7	3.57	.692
		P	-	8.5	29.0	59.4	3.1		
Grand Mean		F	-	314	190	810	30	3.41	.313
		P	-	23.4	14.1	60.3	2.2		

Source: Survey Data of SPSS output, 2021

As it can be seen in Table 4.10, in the first item, the respondents were asked to rate their view on “I have generally positive attitude toward those holding positions of authority over me.” their responses showed that nearly two – third of the respondents 144 (64.3%) were agreed, whereas significant number of respondents 73(32.6%) were disagreed and only 7 (3.1%) were undecided to the raised item. But, the mean score value was 3.32 with standard deviation of .934 despite the disagreed employees indicates moderate motivation of employees. Therefore, from this result it can be said that majority of the employees to some extent have positive attitude towards those holding positions of authority over them.

As to item 2, that deals about “I enjoy competition and striving to win for myself and my work group.”, more than two - third of the respondents 155 (69.2%) were agreed, while 63 (28.1%) were disagreed and only 5 (2.2%) were undecided to the stated statement. But, the mean score of the whole responses was 3.42 with standard deviation .905 which is less than one indicating majority of the respondents has similar responses and showing moderate motivation. Therefore, from this result

it can be said that in the majority of the selected branches employees are enjoying and striving to win for themselves and their work groups moderately.

Regards to the third item, respondents were expected to rate their view on “I like being active, self-confident, and protecting the members of the work group.” The response showed that nearly two – third of the respondents 143 (63.8%) were agreed or strongly agreed, while 49 (21.9%) were disagreed and 32 (14.3%) were undecided to the stated item. But, the overall responses mean score was 3.45 with standard deviation .867 despite some of the respondents, majority of their responses were similar and around the mean value indicating moderate motivation of employees. This result implies in the selected branches of CBE in Gurage Zone employees are moderately motivated to become active, self – confident and protect their members of the work group.

With regards to item four, respondents were asked to rate their views on to “I enjoy the idea of standing out from the group, behaving in a unique manner, and being highly visible.”, accordingly, less than half of the respondents 106 (47.3%) of the respondents were agreed or strongly agreed, whereas significant number of respondents 74 (33.0%) were disagreed and 44 (19.6%) were undecided to the stated item. But the mean value of the responses was 3.19 with standard deviation of .958 shows moderate motivation of employees on the stated item, despite those who replied disagreement. Therefore, from this result it can be said that in less than half of the selected branches of the CBE in Gurage Zone employees are, to some extent, moderately motivated to enjoy the idea of standing out from the group, behaving in a unique manner, and being highly visible.

As to the fifth item, concerned with the extent on which they are willing to perform routine, day-to-day tasks and duties as a result of job rotation practice. So, according to the survey data, similar to the above item nearly two – third of the respondents 147 (65.6%) of the respondents were agreed, while 36 (16.1%) were disagreed and 37 (16.5%) were undecided to the stated item. But the mean score of the whole ratings was 3.53 with standard deviation .780 that shows to some extent high motivation of employees to the stated item. From this result it can be said that in the selected branches majority of the employees were willing to perform routine, day-to-day tasks and duties as a result of job rotation practice.

Finally, regards to item six, the respondents were asked to rate their views on “I enjoy my job because it is in rotation base.” According to the survey data more than half of the respondents 133 (59.4%) were agreed, while only 19 (8.5%) were disagreed and 65 (29.0%) were undecided to the

stated item. But, these frequency counts and its percentages further calculated using mean score of 3.57 with standard deviation .692 shows employees were highly motivated to enjoy their job because of rotation bases. Therefore, from the result it can be said that in the selected branches majority of the employees wants to some extent to work their job in rotation bases highly.

In general, the overall responses as depicted in Table 4.10, indicates 62.5% of the respondents were agreed or strongly agreed, while 23.4% and 14.1% were disagreed and undecided towards employee's motivation items. But, the grand mean was 3.41 with standard deviation .313 indicates high motivation of employees. Therefore, from this result it can be said that in most of the selected branches of CBE Gurage Zone employees are motivated moderately to work their jobs. The finding of this study to some extent is supported by the finding of Fasil(2019) who conducted his study on the effect of job rotation practice on employees motivation in the case of Wegagen Bank S.C. and found out the overall employees' motivation in the company is found at medium or average. But in contrast with the finding of Mahalakshmi & Uthayasuriya (2015) on the Impact of Job Rotation on Employee Commitment and Job Involvement in Banking Sector of Sivaganga District and found out found that when employees are rotated to different jobs across various departments, they become less motivated whereas more committed and involved in their respective jobs.

#### 4.2.3 Employee Job Commitment

**Table 4.11: Respondents view on Employee Job Commitment**

No	Item		SD	DA	N	A	SA	M	SD
1	I really feel as if this bank problem is my own.	F	-	18	74	126	6	3.54	.682
		P	-	8.0	33.0	56.3	2.7		
2	This bank has a great deal of personal meaning for me.	F	-	19	75	127	3	3.51	.670
		P	-	8.5	33.5	56.7	1.3		
3	I will not leave my bank because of my sense of obligation to it.	F	-	28	76	119	1	3.42	.710
		P	-	12.5	33.9	53.1	.4		
4	I owe a great deal to this bank.	F	-	24	88	109	3	3.41	.696
		P	-	10.7	39.3	48.7	1.3		
5	Staying with my job at this bank is a matter of necessity as much as desire.	F	-	17	92	113	2	3.45	.647
		P	-	7.6	41.1	50.4	.9		
6	One of the major reasons I continue to work for this bank is that leaving would require considerable personal sacrifice.	F	-	36	64	122	2	3.40	.763
		P	-	16.1	28.6	54.5	.9		
<b>Grand Mean</b>		F	-	142	469	716	17	3.45	.271
		P	-	10.6	34.9	53.3	1.2		

Source: Survey Data of SPSS output, 2021

As it can be seen in Table 4.11, in the first item, the response showed that more than half of the respondents 126 (56.3%) were agreed, whereas 18(8.0%) were disagreed and 74 (33.0%) were undecided to “I really feel as if this bank problem is my own.” However, the mean score value 3.54 with standard deviation of .682 indicates to some extent high commitment of employees for their job. Therefore, from this result it can be said that more than half of the employees were committed to their present job.

As to item 2, that deals about “This bank has a great deal of personal meaning for me.”, more than half of the respondents 127 (56.7%) were agreed, while 19 (8.5%) were disagreed and 75 (33.5%) were neutral to the stated statement. However, the mean score of the whole responses was 3.51 with standard deviation .670 indicating moderate commitment of employees to their job. Therefore, from this result it can be noticed that in more than half of the selected branches the bank has a great deal of personal meaning for them at moderate status.

Regarding the third item, on “I will not leave my bank because of my sense of obligation to it.”, the response showed that more than half of the respondents 119 (53.1%) were agreed, while 28 (12.5%) were disagreed and 76 (33.9%) were undecided to the stated item. However, the overall responses mean score was 3.42 with standard deviation .710 indicating moderate job commitments of employees. This result implies in more than half of the selected branches of CBE in Gurage Zone employees claimed that they do not want to leave the bank due to their feeling of obligation towards the bank.

With regards to item four, respondents were asked to rate their responses on to “I owe a great deal to this bank.”, similar to the above item, less than half of the respondents 109 (48.7%) of the respondents were agreed, whereas, 24 (10.7%) were disagreed and significant number of respondents 88 (39.3%) were undecided to the stated item. But the mean value of the responses was 3.41 with standard deviation of .696 shows moderate job commitments of employees. Therefore, from this result it can be noticed that in less than half of the selected branches of the CBE in Gurage Zone employees owe a great deal to the bank. This implies that more than half the employee in the selected branches not yet committed as expected from them showing a certain gap might be from the employees or from the banks rotation policy or strategy.

As to the fifth item, concerned with the extent on which “staying with my job at this bank is a matter of necessity as much as desire.” So, according to the survey data, half of the respondents 113

(50.4%) of the respondents were agreed, while 17 (7.6%) were disagreed and significant number of respondents 92 (41.1%) were undecided to the stated item. But the mean score of the whole ratings was 3.45 with standard deviation .647 that shows moderate job commitment of employees. From this result it can be said that in the half of the selected branches employees are staying with their job as a matter of necessity as far as their desire is concerned. Since significant number of respondents was indifferent to the stated item, the result implies in some of the selected branches employees were not sure about their stay on their job as a matter of necessity or not.

Finally, regards to item six, the respondents were asked to rate their response on “One of the major reasons I continue to work for this bank is that leaving would require considerable personal sacrifice.” According to the survey data more than half of the respondents 122 (54.5%) were agreed, while 36 (16.1%) were disagreed and 64 (28.6%) were undecided to the stated item. These frequency count and its percentages further calculated using mean score of 3.40 with standard deviation .763 shows moderate job commitments of employees. Therefore, from the result it can be said that in more than half of the selected branches employees did not want to leave the bank because leaving the bank would require considerable personal sacrifices.

In general, the overall responses as depicted in Table 4.11, indicates 54.5% of the respondents were agreed or strongly agreed, while 10.6% and 34.9% were disagreed and undecided to employee’s job commitment items. Moreover, the grand mean was 3.45 with standard deviation .271 indicates moderate job commitments of employees. Therefore, this result indicated that in most of the selected branches of CBE Gurage Zone employees are committed moderately in their current jobs. Which is supported by the finding of Mahalakshmi & Uthayasuriya (2015) on the Impact of Job Rotation on Employee Commitment and Job Involvement in Banking Sector of Sivaganga District and found out found that when employees are rotated to different jobs across various departments, they become more committed and involved in their respective jobs.

#### 4.2.4 Employee Job Involvement

**Table 4.12: Respondents view on Employee Job Involvement**

No	Item		SD	DA	N	A	SA	M	SD
1	The most important thing that can happen to you is to get involved in your present job.	F	-	61	20	142	1	3.37	.889
		P	-	27.2	8.9	63.4	.4		
2	You are very much involved personally in your job.	F	-	33	43	144	4	3.53	.763
		P	-	14.7	19.2	64.3	1.8		
3	Most of your personal life goals are job related.	F	-	38	49	134	3	3.46	.785
		P	-	17.0	21.9	59.8	1.3		
4	You have very strong ties with your present job which would be very difficult to break.	F	-	29	49	141	5	3.54	.744
		P	-	12.9	21.9	62.9	2.3		
5	You like to be absorbed in your job most of the time.	F	-	28	44	146	6	3.58	.741
		P	-	12.5	19.6	65.2	2.7		
6	I would recommend CBE to my friends as a good place to work.	F	-	19	64	140	1	3.55	.654
		P	-	8.5	28.6	62.5	.4		
<b>Grand Mean</b>		F	-	208	269	847	20	3.51	.282
		P	-	15.5	20.0	63.0	1.5		

Source: Survey Data of SPSS output, 2021

As it can be seen in Table 4.12, in the first item, the response showed that nearly two – third of the respondents 142 (63.4%) were agreed, whereas 61(27.2%) and 20 (8.9%) were disagreed and undecided respectively to the item: “the most important thing that can happen to you is to get involved in your present job.” However, the mean score value 3.37 with standard deviation of .889 indicates employees were moderately involved in their job. Therefore, from this result it can be said that majority of the employees were interested to be involved in their present job implying that to some extent they did not mind if they are assigned to other job.

As to item 2, that deals about “You are very much involved personally in your job” , nearly two - third of the respondents 144 (64.3%) were agreed, while 33 (14.7%) were disagreed and 43 (19.2%) were neutral to the stated statement. However, the mean score of the whole responses was 3.53 with standard deviation .763 indicating employees were moderately involved in their job. Therefore, from this result it can be said that in the majority of the selected branches employees are moderately involved personally in their job.

Regarding the third item, on “Most of your personal life goals are job related.” The response showed that more than half of the respondents 134 (59.8%) were agreed, while 38 (17.0%) were disagreed and 49 (21.9%) were neutral to the stated item. However, the overall responses mean score was 3.46 with standard deviation .785 indicating employees were moderately involved in their job. This result implies in more than half of the selected branches of CBE in Gurage Zone

employees personal life goals were job related. In other words, more than half the employees were keen to their job.

With regards to item four, respondents were asked to rate their responses on to “You have very strong ties with your present job which would be very difficult to break.”, accordingly, nearly two – third of the respondents 141 (62.9%) of the respondents were agreed, whereas, 29 (12.9%) were disagreed and 49 (21.9%) were undecided to the stated item. But the mean value of the responses was 3.54 with standard deviation of .744 shows employees were moderately involved in their job. Therefore, from this result it can be said that in majority of the selected branches of the CBE in Gurage Zone employees were tight enough moderately to their assigned job and did not want to change or transfer to any other task or job.

As to the fifth item, concerned with the extent on which they liked to be absorbed by their job most of the time. So, according to the survey data, nearly two – third of the respondents 146 (65.2%) were agreed, while 28 (12.5%) were disagreed and 44 (19.6%) were undecided to the stated item. But the mean score of the whole ratings was 3.58 with standard deviation .741 that shows to some extent high involvement of employees in their job. From this result it can be said that in majority of the selected branches employees were absorbed moderately by their job.

Finally, regards to item six, the respondents were asked to rate their response on “I would recommend CBE to my friends as a good place to work.” According to the survey data nearly two – third of the respondents 140 (62.5%) were agreed, while 19 (8.5%) were disagreed and 64 (28.6%) were undecided to the stated item. These frequency count and its percentages further calculated using mean score of 3.55 with standard deviation .654 shows moderate involvement of employees in their job. Therefore, from the result it can be noticed that in majority of the selected branches employees wanted their friends to be one of the employees of the CBE.

In general, the overall responses as depicted in Table 4.12, indicates 64.5% of the respondents were agreed or strongly agreed, while 15.5% and 20.0% were disagreed and neutral towards employee’s job involvement items. However, the grand mean was 3.51 with standard deviation .282 indicates moderate involvement of employees in their job. Therefore, this result implies that in most of the selected branches of CBE Gurage Zone employees are involved moderately in their jobs. Which is supported by the finding of Mahalakshmi & Uthayasuriya (2015) on the Impact of Job Rotation on Employee Commitment and Job Involvement in Banking Sector of Sivaganga District and found

out found that when employees are rotated to different jobs across various departments, they become more committed and involved in their respective jobs.

### 4.3. Correlation Analysis

Based on the objectives of the study, the extent of the relation between job rotation practice variables and employee’s motivation, employees’ commitment and employees’ job involvement in the CBE Gurage zone was assessed using the hypotheses [1 – 3]. To carry out these tests the SPSS output coefficient table, Table 4.13 – 4.15 were used. The result of the correlation analysis, that is, whether the stated hypothesis was accepted or rejected in each of the three dependent variables are presented and discussed accordingly.

#### 4.3.1. The Correlation between Job Rotation Practices and Employee Motivation

$H_{0_1}$ : There is no significant and positive relationship between job rotation practices and employee’s motivation.

$H_{A_1}$ : There is a significant and positive relationship between job rotation practices and employee’s motivation.

**Table 4.13: Correlation Matrix on the Relationship between Employee Job Rotation Practices and Employee Motivation**

		Correlations					
		EMA	JRPPA	JRPCPA	PSDJRPA	JRPEA	EFJRPA
EMA	Pearson Correlation	1	.717**	.684**	.707**	.488**	.631**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
JRPPA	Pearson Correlation	.717**	1	.532**	.542**	.339**	.399**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
JRPCPA	Pearson Correlation	.684**	.532**	1	.495**	.434**	.423**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
PSDJRPA	Pearson Correlation	.707**	.542**	.495**	1	.482**	.479**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
JRPEA	Pearson Correlation	.488**	.339**	.434**	.482**	1	.282**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
EFJRPA	Pearson Correlation	.631**	.399**	.423**	.479**	.282**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	n	224	224	224	224	224	224

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output, 2021

Pearson correlations were conducted to determine whether there exists significant and positive relationship between employees’ motivation and job rotation practices such that job rotation plan

practice (JRPP); job rotation plan communication practice (JRPCP); provision of support during job rotation practice (PSDJRP); job rotation program evaluation (JRPE); and effectiveness of job rotation practice (EFJRP) or not. As depicted in Table 4.13, since the sig. p – values of all correlations are less than .05 level of precision and the Pearson correlation coefficients are positive, the stated null hypothesis  $H_{0_1}$  has to be rejected and the alternative hypothesis has to be accepted. Therefore, there was a significant and positive relationship between job rotation practices: job rotation plan practice; job rotation plan communication practice; provision of support during job rotation practice; job rotation program evaluation; and effectiveness of job rotation practice and employee's motivation in the selected CBE Gurage Zone branches.

As to the strength of the correlation between employees' motivation and job rotation practices, there was moderate correlation between employees' motivation and JRPE ( $r = .488^{**}$ ), but there was a high correlation between employees' motivation and JRPCP ( $r = .684^{**}$ ) and EFJRP ( $r = .631^{**}$ ), however, there was very high correlation between employees' motivation and PSDJRP ( $r = .707^{**}$ ) and JRPP ( $r = .717^{**}$ ) as it was used by Samithambe (2019). Since all of the five job rotation practices have significant and positive correlation with employees' motivation, this study is supported by Fasil(2019) who conducted his study on the effect of job rotation practice on employees motivation in the case of Wegagen Bank S.C. and found out the overall employees' motivation in the company is found significant and positive correlation between employees' motivation and job rotation practices.

#### **4.3.2. The Correlation between Job Rotation Practices and Employees' Job Commitment**

$H_{0_2}$ : There is no significant and positive relationship between job rotation practices and employee's job commitment.

$H_{A_2}$ : There is a significant and positive relationship between job rotation practices and employee's job commitment.

**Table 4.14: Correlation Matrix on the Relationship between Employee Job Rotation Practices and Employee Job Commitment**

		Correlations					
		EJCA	JRPPA	JRPCPA	PSDJRPA	JRPEA	EFJRPA
<b>EJCA</b>	Pearson Correlation	1	.715**	.676**	.704**	.496**	.630**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
<b>JRPPA</b>	Pearson Correlation	.715**	1	.532**	.542**	.339**	.399**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
<b>JRPCPA</b>	Pearson Correlation	.676**	.532**	1	.495**	.434**	.423**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
<b>PSDJRPA</b>	Pearson Correlation	.704**	.542**	.495**	1	.482**	.479**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
<b>JRPEA</b>	Pearson Correlation	.496**	.339**	.434**	.482**	1	.282**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
<b>EFJRPA</b>	Pearson Correlation	.630**	.399**	.423**	.479**	.282**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	224	224	224	224	224	224

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output, 2021

Similar to the above section, Pearson correlation was conducted to determine whether there exists significant and positive relationship between employees’ job commitment and job rotation practices such that job rotation plan practice (JRPP); job rotation plan communication practice (JRPCP); provision of support during job rotation practice (PSDJRP); job rotation practice evaluation (JRPE); and effectiveness of job rotation practice (EFJRP) or not. As depicted in Table 4.14, since the sig. p – values of all correlations are less than .05 level of precision and the Pearson correlation coefficients are positive, the stated null hypothesis  $H_{02}$  has to be rejected and the alternative hypothesis has to be accepted. Therefore, there was a significant and positive relationship between job rotation practices: job rotation plan practice; job rotation plan communication practice; provision of support during job rotation practice; job rotation practice evaluation; and effectiveness of job rotation practice and employee’s job commitment in the selected CBE Gurage Zone branches.

As to the strength of the correlation between employees’ job commitment and job rotation practices, there was very high correlation between employees’ job commitment and JRPP ( $r = .715^{**}$ ) and PSDJRP ( $r = .704^{**}$ ), while there was high correlation between employees’ commitment and JRPCP ( $r = .676^{**}$ ) and EFJRP ( $r = .630^{**}$ ), but there was moderate correlation between employees’ job commitment and JRPE ( $r = .496^{**}$ ) as it was used by Samithambe (2019).

In this regard the finding of this study is in line with Raigama (2010) who conducted on HRM Practices Impact Employee Satisfaction, Commitment or Retention? (Empirical Studies of Sri Lankan Public Sector Banks) and found out bundles of HRM practices are also positively related to better employee commitment.

#### 4.3.3. The Correlation between Job Rotation Practices and Employee Job Involvement

$H_{03}$ : There is no significant and positive relationship between job rotation practices and employee's job involvement.

$H_{A3}$ : There is a significant and positive relationship between job rotation practices and employee's job involvement.

**Table 4.15: Correlation Matrix on the Relationship between Employee Job Rotation Practices and Employee Job Involvement**

		Correlations					
		EJIA	JRPPA	JRPCPA	PSDJRPA	JRPEA	EFJRPA
<b>EJIA</b>	Pearson Correlation	1	.718**	.674**	.711**	.497**	.614**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
<b>JRPPA</b>	Pearson Correlation	.718**	1	.532**	.542**	.339**	.399**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
<b>JRPCPA</b>	Pearson Correlation	.674**	.532**	1	.495**	.434**	.423**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
<b>PSDJRPA</b>	Pearson Correlation	.711**	.542**	.495**	1	.482**	.479**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
<b>JRPEA</b>	Pearson Correlation	.497**	.339**	.434**	.482**	1	.282**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
<b>EFJRPA</b>	Pearson Correlation	.614**	.399**	.423**	.479**	.282**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	n	224	224	224	224	224	224

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output, 2021

Similar to the above sections, Pearson correlation was conducted to determine whether there exists significant and positive relationship between employees' job involvement and job rotation practices such that job rotation plan practice (JRPP); job rotation plan communication practice (JRPCP); provision of support during job rotation practice (PSDJRP); job rotation practice evaluation (JRPE); and effectiveness of job rotation practice (EFJRP) or not. As it can be seen in Table 4.15, since the

sig. p – values of all correlations are less than .05 level of precision and the Pearson correlation coefficients are positive, the stated null hypothesis  $H_{0_3}$  has to be rejected and the alternative hypothesis has to be accepted. Therefore, there was a significant and positive relationship between job rotation practices: job rotation plan practice; job rotation plan communication practice; provision of support during job rotation practice; job rotation practice evaluation; and effectiveness of job rotation practice and employee’s job involvement in the selected CBE Gurage Zone branches.

As to the strength of the correlation between employees’ job commitment and job rotation practices, there was very high correlation between employees’ job commitment and JRPP ( $r = .718^{**}$ ) and PSDJRP ( $r = .711^{**}$ ), while there was high correlation between employees’ commitment and JRPCP ( $r = .674^{**}$ ) and EFJRP ( $r = .614^{**}$ ), but there was moderate correlation between employees’ job commitment and JRPE ( $r = .497^{**}$ ) as it was used by Samithambe (2019). In this regard, this study is supported by Jedidah (2017) who conducted on the Role of Human Resource Management Practices on Employee Commitment and found out a significant relationship between performance evaluation and employee commitment. Majority of the respondents found that performance evaluation enhances productivity of employees which in turn raises their level of commitment to the organization.

#### **4.4. Diagnostic Test for Multiple Linear Regression Models**

As it has been mentioned earlier, the objectives of this study were to examine the extent of the effect of job rotation practices: job rotation plan practice (JRPP); job rotation plan communication practice (JRPCP); provision of support during job rotation practice (PSDJRP); job rotation practice evaluation (JRPE); and effectiveness of job rotation practice (EFJRP) on employee motivation, employee commitment and job involvement in the selected CBE Gurage Zone branches. To investigate the effect or contribution of each independent variable for the dependent variables the researcher used multiple linear regression models.

##### **Model I: On Employee Motivation**

$$Y_{EM} = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon \quad (4.4.1)$$

## **Model II: On Employee Commitment**

$$Y_{EJC} = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon \quad (4.4.2)$$

## **Model III: On Employee Involvement**

$$Y_{EJI} = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon \quad (4.4.3)$$

Before the analysis the chosen model should satisfy assumptions for multiple linear regression and model fitness test.

### **4.4.1 Evaluation of Multiple Linear Regression Model Assumptions**

In order a multiple linear regression model shows the relationship between the dependent variable(s) and multiple (two or more) independent variables and the validity of the inferences drawn from this model analysis depends on its assumptions being satisfied. Therefore, the assumptions were checked before running the regression analysis using SPSS version 20 software. The diagnostic test for the regression model and evaluation of the assumptions of multiple linear regression model and model fitness test for each model analyses are presented and discussed using the outputs of the SPSS.

#### **Assumption 1 - Sample Size Test**

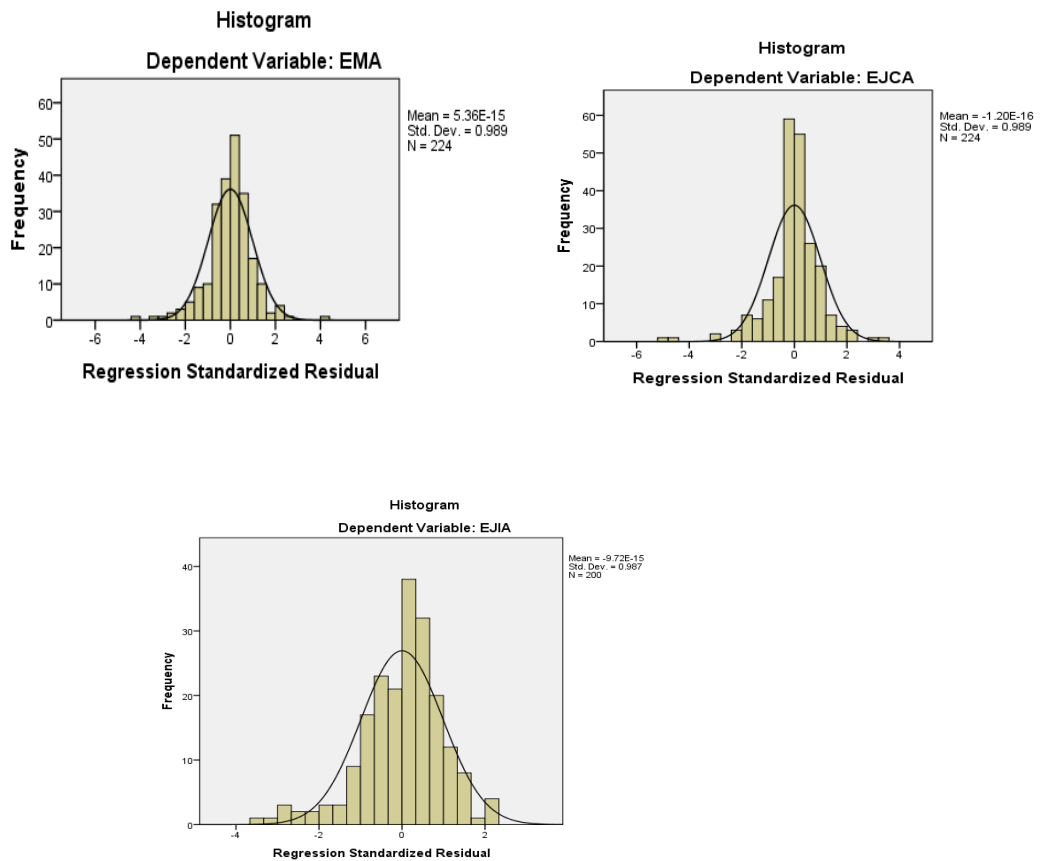
The issue at stake here is generalizability. That is, with small samples one may obtain a result that does not generalize (cannot be repeated) with other samples. If results do not generalize to other samples, then they are of little scientific value. Different authors tend to give different guidelines concerning the number of cases required for multiple regression. Tabachnick and Fidell (cited in Pallant, 2005) give a formula for calculating sample size requirements, taking into account the number of independent variables that one wish to use:  $n > 50 + 8m$  (where  $m$  = number of independent variables). Thus, the present study consists of 5 independent variables;  $50+8(5) = 90$  which is less than observed respondents (sample size). i.e.  $50+ 8(5) = 90 < 224$ . Based on the criteria, the sample size of the participants exceeds the minimum to run the standard multiple linear regression analysis. Hence, the sample size assumption met.

## Assumption 2 - Normality Test

**Normality assumption:** For any specific value of the independent variable, the values of the dependent variable are normally distributed.

There are several methods of assessing whether data are normally distributed or not. They fall in to two categories: statistical and graphical. In this study, to test the normality assumption regression standard residual histogram was implemented, because it is easily accessible in the SPSS analysis. The test and its interpretation are presented in Figure 4.2 below.

Figure 4.2: Regression Standard Residual Histograms of EM, EC and EJI



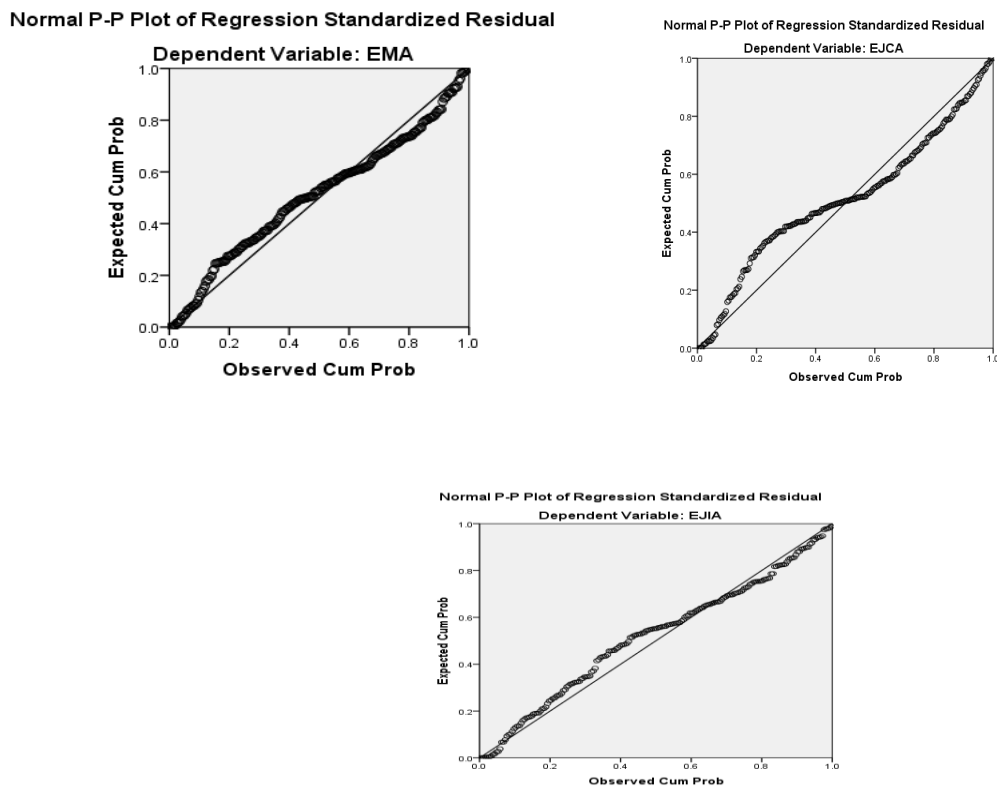
Source: Survey Data of SPSS output, 2021

The result of the analysis in Figure 4.2 shows the standard residuals (errors) of EM, EC and EJIA are normally distributed as it has been described in (Pallant, 2005).

### Assumption 3: Linearity Test

**Linearity assumption:** There is a linear relationship between the dependent variable and the independent variables. In other words, the value of Y is proportional to the independent variable X. Since the goodness of the model depends on how well it predicts Y, the linearity of the response(Y) and Predictors(X), p – p plot graph could be implemented. As indicated in (Torres – Reyna, 2007, p. 16), if the whole plots show 45° pattern, it indicates that the model seems to be doing a good job in predicting Y. As it can be seen in the graph given below, Figure 4.3, the plots form 45° pattern along the straight line. Therefore, the linearity assumption was met.

**Figure4.3: Linearity p – p plot graph for EJI, Employee Job Involvement**



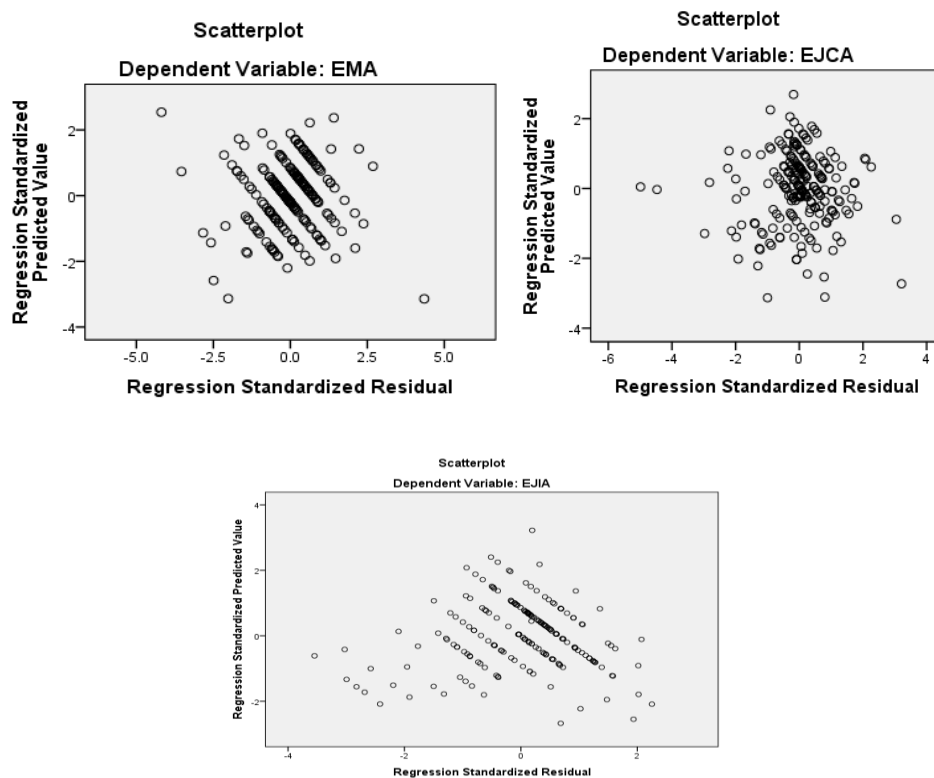
Source: Survey Data of SPSS output, 2021

### Assumption 4: Homoscedasticity Test (equal variance assumption)

**Homoscedasticity (equal variance assumption):** For every value of the independent variable (X), the distribution of the dependent variables (Scores) must have approximately equal variability. To test this assumption regression standardized residuals and regression standardized predicted value plots were used, because, they detect model lack of fitness and unequal variances. As indicated in

(Torres – Reyna, 2007), any trends or patterns in the plots indicated lack of fitness and unequal variances which lead to a potential problem in the model. The scatter plot for employee retention is given below in Figure 4.4.

**Figure4.4: Scatter plot for homogeneity of variance for EM, EC and EJI**



Source: Survey Data of SPSS output, 2021

As it can be seen from the above scatter plot, Figure 4.4, in each of the above three figures most plots are concentrated towards the central part, they do not form a certain pattern, despite there are some plots dispersed out from the center. This dispersion can show to some extent the homogeneity of the variances. Meaning, nearly it satisfied the equal variance assumption.

**Assumption 5: Non - Multicollinearity Test**

**Non – multicollinearity assumption:** The independent variables should not be very strongly correlated. That is, the predictor variables should not have a strong relationship with each other. Multicollinearity occurs when several independent variables correlate at high levels with one another, or when one independent variable is nearly the linear combinations of the other independent variables (plotts, 2011).

**Table 4.16: Non – Multicollinearity test of the Independent Variables**

<b>Job Rotation Practices components that can improve employee job involvement</b>			
<b>No</b>	<b>Independent Variables</b>	<b>Tolerance</b>	<b>VIF</b>
1	Job rotation plan practices(JRPP)	.883	1.133
2	Job rotation plan communication(JRPC)	.795	1.258
3	Provision of support during job rotation practice(PSDJRP)	.872	1.147
4	Evaluation of job rotation program (EJRP)	.855	1.170
5	Effectiveness of job rotation practice (EFJRP)	.844	1.185

Source: Author construct from Survey Data of SPSS output, 2021

Non multi - collinearity: The five independent variables in the model should not be highly correlated. To test this assumption the researcher used the more precise approach, assessing the tolerance and its reciprocal values (VIF, variance inflation factor) in the output results of the regression analysis for model fitness. The tolerance value is the indication of the percent of variance in the predictor that can't be accounted for by the other predictors, very small value indicated that a predictor is redundant. If the tolerance value of each predictor is greater than 0.10, then it indicates the non – multicollinearity for each predictor if not it shows the existence of multicollinearity. As (Diem Ngo, 2012; Torres – Reyna, 2007) showed that, if the VIF value of each predictor is less than 10, then it indicates the non – multicollinearity of the predictors if not it suggested a problem. When such situation, tolerance less than 0.10 and VIF is greater than 10, is happened the regression model estimates of coefficients became unstable and the standard errors for the coefficients could get inflated. In other words the model loses its statistical validity. As it can be seen in the above Table 4.16, there was no multicollinearity amongst the independent variables JRPP, JRPC, PSDJRP, JRPE, and EJRP in the model for employee job involvement. Therefore, the non – multicollinearity assumption was met.

#### **4.4.2. Model fitness and Significance of the independent Variables as a Whole for the three Models**

As aforementioned earlier the objectives of this study was to determine the extent of the effect of job rotation practices on employee's motivation, employees' commitment and employees job involvement in the CBE Gurage zone branches. That is, the five independent variables explaining

capacity of the dependent variables – employees’ motivation, employees’ commitment and employees’ job involvement. To carry out this the overall steps for testing multiple linear regression model, F – test analysis of variance [ANOVA] for the overall model fitness test and t – test for the significance of an individual coefficients in the regression models with 5 % level of significance were used. Therefore, the significance of the independent variables as a whole is summarized in Table 4.17 below.

**Table 4.17: ANOVA output part I: EM, EC and EJI with job rotation practices**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	<b>Regression</b>	8.903	5	1.781	151.237	.000 <sup>b</sup>
	<b>Residual</b>	2.567	218	.012		
	<b>Total</b>	11.470	223			
a. Dependent Variable: EM						
b. Predictors: (Constant),JRPPA ,JRPCA , PSDJRPA,EJRPA, EFJRPA						
2	<b>Regression</b>	8.868	5	1.774	146.108	.000 <sup>b</sup>
	<b>Residual</b>	2.646	218	.012		
	<b>Total</b>	11.515	223			
a. Dependent Variable: EJC						
b. Predictors: (Constant),JRPPA ,JRPCA , PSDJRPA,EJRPA, EFJRPA						
3	<b>Regression</b>	9.888	5	1.978	143.726	.000 <sup>b</sup>
	<b>Residual</b>	2.999	218	.014		
	<b>Total</b>	12.887	223			
a. Dependent Variable: EJI						
b. Predictors: (Constant),JRPPA ,JRPCA , PSDJRPA,EJRPA, EFJRPA						

Source: Survey Data of SPSS output, 2021

As it can be seen from the above Table 4.17, The F-ratio in the ANOVA tests whether the overall regression models are a good fit for the data in each of the three models. The table shows that the independent variables statistically significantly predict the dependent variables,  $F_{EM}(5, 218) = 151.237$ ,  $p(.000) < .05$ ;  $F_{EC}(5, 218) = 146.108$ ,  $p(.000) < .05$  and  $F_{EI}(5, 218) = 143.726$ ,  $p(.000) < .05$  (i.e., the regression models are good fit of the data). Therefore, it can be said that at least one of the coefficients  $\beta_1, \beta_2, \beta_3, \beta_4$ , and  $\beta_5$  was significant for three models – for employees’ motivation; employees’ commitment and employees’ job involvement in the CBE Gurage zone branches. This

implies that the three models are valid and inferences made from the sample data could generalize the target population.

#### 4.5. Regression Analysis

In this section the multiple linear regression analysis results are presented, interpreted and discussed in terms of the explaining capacity of the five independent variables as a whole and the effect of each independent variable: the study hypotheses results.

##### 4.5.1. Model Summary: capacity of the five independent variables as a whole in explaining Employee Motivation, Commitment and Involvement

In this section, the extent of the capacity of the five job rotation practice variables as a whole in explaining the dependent variables – employees’ motivation; employees’ commitment and employees’ job involvement are presented and discussed using the output of the multiple linear regression analysis. In doing so first the strength of the relationship between the outcome variables and the five independent variables and secondly the extent of the variation that can be explained by the independent variables to that of the dependent variables are described accordingly.

**Table 4.18: Model Summary of JRPP, JRPC, PSDJRP, JRPE, and EFJRP on EM, EJC and EJI**

Model Summary <sup>b</sup>							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.881 <sup>a</sup>	.776	.771	.10851	.776	151.237	.000
a. Predictors: (Constant),JRPP, JRPC, PSDJRP, JRPE and EJRP							
b. Dependent Variable: EM							
2	.878 <sup>a</sup>	.770	.765	.11018	.770	146.108	.000
a. Predictors: (Constant),JRPP, JRPC, PSDJRP, JRPE and EJRP							
b. Dependent Variable: EJC							
3	.876 <sup>a</sup>	.767	.762	.11730	.767	143.726	.000
a. Predictors: (Constant),JRPP, JRPC, PSDJRP, JRPE and EJRP							
b. Dependent Variable: EJI							

Source: SPSS output, 2021

In the above Table 4.18, the "R" column in each of the three models represents the value of *R*, the multiple correlation coefficients. *R* can be considered to be one measure of the quality of the

prediction of the dependent variables; in this study, EM; EC and EJI. Therefore, the numerical values  $R = .881, .878$  and  $.876$  indicates the existence of strong positive relationship between the dependent variables – EM, EC and EJI and the five predictor variables – job rotation practice variables: JRPP, JRPC, PSDJRP, JRPE, and EFJRP.

“The R Square” column represents the  $R^2$  value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables. From Table 4.18 it can be seen that the values  $.776; .770$  and  $.767$  that the five independent variables explain 77.6 % of the variability of the outcome variable, employees’ motivation; 77.0 % of the variability of the outcome variable, employees’ commitment and 76.7% of the variability of the outcome variable, employees’ job involvement. And 22.4% (100% - 77.6%); 23.0% (100% - 77.0%) and 23.3% (100% - 76.7%) of the variation are caused by factors other than the five predictors included in the three models respectively. Therefore, for instance as (Pallant, 2005) indicated that, the explaining capacity of the EJI model with the indicated predictor variables was 76.7%, but, the remaining 23.3% of the variation was explaining by other factor variables that can improve the involvement of the employees in the CBE Gurage Zone branches which were not included in this study.

The Adjusted R square, the most useful measurement of the success of a model, which is better than the R square value. It tells how well the data points fit a regression line showing the percentage of variation explained only by the independent variables that actually affect the dependent variable (Stephane, 2018). Because R square value tends to somewhat over – estimate the success of the model when applied to the real world, and also the Adjusted R square value takes in to account the number of variables in the model and the number of observations, participants – sampled employees of CBE Gurage Zone branches, upon which the model was based on (Diem and Puente, 2012). Therefore, the adjusted R square value for EM, EC and EJI were  $.771, .765$  and  $.762$  respectively. So, it can be said that the EM, EC and EJI models have accounted for 77.1%, 76.5% and 76.2% of the variance in EM, EC and EJI of CBE in Gurage Zone branches.

Thus, from this analysis one can infer that the five predictor variables JRPP, JRPC, PSDJRP, JRPE, and EFJRP are inevitable for the improvement of employees’ motivation, employees’ commitment and employees’ job involvement in the CBE Gurage Zone branches.

#### 4.5.2. Significance and effect of each independent variables on Employees’ Motivation, Employees’ Commitment and Employees’ job involvement

Based on the three objectives of the study, the extent of the effect of job rotation practice variables on employee’s motivation, employees’ commitment and employees’ job involvement in the CBE Gurage zone was assessed using the hypotheses [4 – 6]: Each of the five independent variables has no significant effect on employee’s motivation, employees’ commitment and employees’ job involvement employees’ job involvement. To attain the objectives regression analysis was used, since the ultimate goal of implementing regression analysis is to predict the significance of each independent variable on the outcome variable based on the sample data descriptive statistics results which were stated in the previous sections. Moreover, even though in the prior studies, the regression analysis was done using the general job rotation practices as single variable on the outcome variable, in this study the regression analyses were carried out using the five variables of job rotation practice on each of the three dependent variables: employee motivation, employee commitment and employee job involvement. To carry out these tests the SPSS output coefficient table, Table 4.19 – 4.21 were used.

##### 4.5.2.1 Employee Motivation

$H_{04}$ : Job rotation practices have no significant effect on employee’s motivation.

$H_{A4}$ : Job rotation practices have significant effect on employee’s motivation.

**Table 4.19: Significance and impacts of each independent variable on EM**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Zero order correlation	
	B	Std. Error	Beta				
1	(Constant)	.102	.137		.744	.457	
	JRPPA	.289	.037	.321	7.812	.000	.717
	JRPCA	.211	.035	.246	5.950	.000	.684
	PSDJRPA	.238	.041	.251	5.746	.000	.707
	JRPEA	.067	.032	.079	2.075	.039	.488
	EFJRPA	.168	.025	.256	6.772	.000	.631

a. Dependent Variable: EM

Source: Author construct from Survey Data of SPSS output, 2021  
JRPP, JRPC, PSDJRP, JRPE, and EFJRP

## 1. Effect of Job Rotation Plan Practices on Employee Motivation

$H_{0_{4.1}}$ : Job rotation plan practice has no significant effect on employees' job motivation.

$H_{1_{4.1}}$ : Job rotation plan practice has a significant effect on employees' job motivation.

As indicated in Table 4.19, the result of the analysis indicates that job rotation plan practice ( $\beta = .289$ ,  $p = .000 < .05$ ) is statistically significant. This implies the stated null hypothesis  $H_{0_1}$  should be rejected and the alternate hypothesis has to be accepted. Therefore, it can be inferred that job rotation plan practice has a significant effect on employees' motivation in most of the selected CBE Gurage Zone branches.

## 2. Effect of Job Rotation Plan Communication Practice on Employee Motivation

$H_{0_{4.2}}$ : Job rotation plan communication practice has no significant effect on employees' job motivation.

$H_{1_{4.2}}$ : Job rotation plan communication practice has a significant effect on employees' job motivation.

As indicated in Table 4.19, the result of the analysis indicates that job rotation plan communication practice ( $\beta = .211$ ,  $p = .000 < .05$ ) is statistically significant. This implies that the stated null hypothesis  $H_{0_{4.2}}$  should be rejected and the alternate hypothesis  $H_{1_{4.2}}$  was accepted. Therefore, it can be inferred that job rotation plan communication practice has a significant effect on the improvement of employees' motivation in most of the selected CBE Gurage Zone branches.

## 3. Effect of Provision of Support during Job Rotation Practice on Employee Motivation

$H_{0_{4.3}}$ : Provision of support during job rotation practice has no significant effect on employees' job motivation.

$H_{1_{4.3}}$ : Provision of support during job rotation practice has a significant effect on employees' job motivation.

As indicated in Table 4.19, the result of the regression analysis indicates that provision of support during job rotation practice ( $\beta = .238$ ,  $p = .000 < .05$ ) is statistically insignificant. This implies the stated null hypothesis  $H_{0_{4.3}}$  has to be rejected. Therefore, it can be inferred that provision of support

during job rotation practice has a significant effect on employees' motivation in most of the selected CBE Gurage Zone branches.

#### **4. Effect of Job Rotation Practice Evaluation on Employee Motivation**

$H_{0.4.4}$ : Job rotation practice evaluation has no significant effect on Employees' job motivation.

$H_{1.4.4}$ : Job rotation practice evaluation has a significant effect on Employees' job motivation.

As indicated in Table 4.19, the result of the regression analysis indicates that job rotation practice evaluation ( $\beta = .067$ ,  $p = .039 < .05$ ) is statistically significant. This implies the stated null hypothesis  $H_{0.4.4}$  should be rejected and leads to accept the alternate hypothesis  $H_{1.4.4}$ . Therefore, it can be inferred that job rotation practice evaluation has a significant effect on employees' motivation in most of the selected CBE Gurage Zone branches.

#### **5. Effect of Effectiveness of Job Rotation Practice on Employee Motivation**

$H_{0.4.5}$ : Effectiveness of job rotation practice has no significant effect on employees' job motivation.

$H_{1.4.5}$ : Effectiveness of job rotation practice has a significant effect on employees' job motivation.

As indicated in Table 4.19, the result of the regression analysis indicates that effectiveness of job rotation practice ( $\beta = .168$ ,  $p = .000 < .05$ ) is statistically significant. This implies the stated null hypothesis  $H_{0.5.5}$  has to be rejected and the alternate hypothesis  $H_{1.5.5}$ . Therefore, it can be inferred that effectiveness of job rotation practice has a significant impact on employees' motivation in most of the selected CBE Gurage Zone branches.

In general, since from the regression analysis results, all of five job rotation practice variables are significantly affected employees' motivation, it can be said that job rotation practices are significant predictors of employees' motivation in most of the selected CBE branches in Gurage Zone. This finding is supported by Fasil (2019) who conducted his study on the effect of job rotation on employees motivation in the case of Wegagen Bank S.C. and found out job rotation significantly predict the overall employees' motivation in the company. And also to some extent in line with the finding of Teshome (2018) who conducted his study on the effect of job rotation on employee motivation and job involvement in the case of four districts of CBE in Addis Ababa and found out job rotation practices have a moderate effect and positive relationship with motivation of the

employees of CBE. But in contrast with the finding of Mohsan et al.(2012) who conducted their study in sector of Pakistan and found out a weak negative impact of job rotation on employee motivation.

#### 4.5.2.2 Employee Job Commitment

$H_{0_5}$ : Job rotation practices have no significant effect on employee’s job commitment.

$H_{A_5}$ : Job rotation practices have significant effect on employee’s job commitment.

**Table 4.20: Significance and effects of each independent variable on EJC**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations Zero-order
		B	Std. Error	Beta			
1	(Constant)	.097	.139		.699	.485	
	JRPPA	.293	.038	.325	7.784	.000	.715
	JRPCA	.199	.036	.232	5.523	.000	.676
	PSDJRPA	.232	.042	.244	5.522	.000	.704
	JRPEA	.080	.033	.094	2.460	.015	.496
	EFJRPA	.169	.025	.259	6.742	.000	.630
a. Dependent Variable: EJC							

Source: Author construct from Survey Data of SPSS output, 2021

#### 1. Effect of Job Rotation Plan Practices on Employee Job Commitment

$H_{0_{5:1}}$ : Job rotation plan practice has no significant effect on employees’ job commitment.

$H_{1_{5:1}}$ : Job rotation plan practice has a significant effect on employees’ job commitment.

As indicated in Table 4.20, the result of the analysis indicates that job rotation plan practice ( $\beta = .293$ ,  $p = .000 < .05$ ) is statistically insignificant. This implies the stated null hypothesis  $H_{0_{5:1}}$  has to be rejected. Therefore, it can be inferred that job rotation plan practice has a significant effect on employee job commitment in most of the selected CBE Gurage Zone branches.

#### 2. Effect of Job Rotation Plan Communication Practice on Employee Job Commitment

$H_{0_{5:2}}$ : Job rotation plan communication practice has no significant effect on the improvement of employees’ job commitment.

$H_{15.2}$ : Job rotation plan communication practice has a significant effect on the improvement of employees' job commitment.

As indicated in Table 4.20, the result of the analysis indicates that job rotation plan communication practice ( $\beta = .199$ ,  $p = .000 < .05$ ) is statistically significant. This implies that the stated null hypothesis  $H_{05.2}$  should be rejected and the alternate hypothesis  $H_{15.2}$  was accepted. Therefore, it can be inferred that job rotation plan communication practice has a significant effect on the improvement of employees' job commitment in most of the selected CBE Garage Zone branches.

### **3. Effect of Provision of Support during Job Rotation Practices on Employees' Job Commitment**

$H_{05.3}$ : Provision of support during job rotation practice has no significant effect on Employees' job commitment.

$H_{15.3}$ : Promotion of support during job rotation practice has a significant effect on Employees' job commitment.

As indicated in Table 4.20, the result of the regression analysis indicates that provision of support during job rotation practice ( $\beta = .232$ ,  $p = .000 < .05$ ) is statistically significant. This implies the stated null hypothesis  $H_{05.3}$  should be rejected and the alternate hypothesis  $H_{15.3}$  has to be accepted. Therefore, it can be inferred that provision of support during job rotation practice has a significant effect on the improvement of employees' job commitment in most of the selected CBE Garage Zone branches.

### **4. Effect of Job Rotation Practice Evaluation on Employee Job Commitment**

$H_{05.4}$ : Job Rotation Practice Evaluation has no significant effect on employees' job commitment.

$H_{15.4}$ : Job Rotation Practice Evaluation has a significant effect on employees' job commitment.

As indicated in Table 4.12, the result of the regression analysis indicates that job rotation practice evaluation ( $\beta = .080$ ,  $p = .015 < .05$ ) is statistically significant. This implies the stated null hypothesis  $H_{05.4}$  should be rejected and this leads to accept the alternate hypothesis  $H_{15.4}$ . Therefore, it can be inferred that job rotation practice evaluation has a significant effect on the improvement of employees' job commitment in most of the selected CBE Garage Zone branches.

## 5. Effect of Effectiveness of Job Rotation Practice on Employee Job Commitment

$H_{0_{5.5}}$ : Effectiveness of job rotation practice has no significant effect on employees' job commitment.

$H_{1_{5.5}}$ : Effectiveness of job rotation practice has a significant effect on employees' job commitment.

As indicated in Table 4.20, the result of the regression analysis indicates that effectiveness of job rotation practice ( $\beta = .169$ ,  $p = .000 < .05$ ) is statistically significant. This implies the stated null hypothesis  $H_{0_{5.5}}$  has to be rejected and the alternate hypothesis  $H_{1_{5.5}}$ . Therefore, it can be inferred that effectiveness of job rotation practice has a significant effect on the improvement of employees' job commitment in most of the selected public CBE Gurage Zone branches.

In general, since from the regression analysis results, all of the five job rotation practice variables are significantly affected employees' commitment, this shows that job rotation practices variables are significant predictors of employees' commitment in most of the selected CBE branches in Gurage Zone. This finding is in contrast with the finding of Mohsan et al.(2012) who conducted their study in bank sector of Pakistan and found out a weak and positive impact of job rotation on employee commitment.

### 4.5.2.3 Employee Job Involvement

$H_{0_6}$ : Job rotation practices have no significant effect on employee's job involvement.

$H_{A_6}$ : Job rotation practices have significant effect on employee's job involvement.

**Table 4.21: Significance and impacts of each independent variable on EJI**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations Zero-order	
	B	Std. Error	Beta				
1	(Constant)	-.118	.148		-.799	.425	
	JRPPA	.313	.040	.329	7.831	.000	.718
	JRPCA	.210	.038	.231	5.472	.000	.674
	PSDJRPA	.263	.045	.261	5.880	.000	.711
	JRPEA	.084	.035	.093	2.402	.017	.497
	EFJRPA	.162	.027	.234	6.058	.000	.614

a. Dependent Variable: EJI

Source: Author construct from Survey Data of SPSS output, 2021

## 1. Effect of Job Rotation Plan Practices on Employee Job Involvement

$H_{0.1}$ : Job rotation plan practice has no significant effect on employees' job involvement.

$H_{1.1}$ : Job rotation plan practice has a significant effect on employees' job involvement.

As indicated in Table 4.21, the result of the analysis indicates that job rotation plan practice ( $\beta = .313$ ,  $p = .000 < .05$ ) is statistically significant. This implies the stated null hypothesis  $H_{0.1}$  should be rejected and the alternate hypothesis has to be accepted. Therefore, it can be inferred that job rotation plan practice has a significant effect on employees' job involvement in most of the selected CBE Gurage Zone branches.

## 2. Effect of Job Rotation Plan Communication Practice on Employees' Job Involvement

$H_{0.2}$ : Job rotation plan communication practice has no significant effect on employees' job involvement.

$H_{1.2}$ : Job rotation plan communication practice has a significant effect on employees' job involvement.

As indicated in Table 4.21, the result of the analysis indicates that job rotation plan communication practice ( $\beta = .210$ ,  $p = .000 < .05$ ) is statistically significant. This implies that the stated null hypothesis  $H_{0.2}$  should be rejected and the alternate hypothesis  $H_{1.2}$  was accepted. Therefore, it can be inferred that job rotation plan communication practice has a significant effect on the improvement of employees' job involvement in most of the selected CBE Gurage Zone branches.

## 3. Effect of Provision of Support during Job Rotation Practice on Employees' Job Involvement

$H_{0.3}$ : Provision of support during job rotation practice has no significant effect on employees' job involvement.

$H_{1.3}$ : Provision of support during job rotation practice has a significant effect on employees' job involvement.

As indicated in Table 4.21, the result of the regression analysis indicates that Provision of support during job rotation practice ( $\beta = .263$ ,  $p = .000 < .05$ ) is statistically significant. This implies the stated null hypothesis  $H_{0.3}$  should be rejected and the alternate hypothesis  $H_{1.3}$  has to be accepted.

Therefore, it can be inferred that provision of support during job rotation practice has a significant effect on employees' job involvement in most of the selected CBE Gurage Zone branches.

#### **4. Effect of Job Rotation Practice Evaluation on Employee Job Involvement**

$H_{0_{6.4}}$ : Job rotation practice evaluation has no significant effect on the improvement of employees' job involvement.

$H_{1_{6.4}}$ : Job rotation practice evaluation has a significant effect on employees' job involvement.

As indicated in Table 4.21, the result of the regression analysis indicates that job rotation practice evaluation ( $\beta = .084$ ,  $p=.017 < .05$ ) is statistically significant. This implies the stated null hypothesis  $H_{0_{6.4}}$  should be rejected and this leads to accept the alternate hypothesis  $H_{1_{6.4}}$ . Therefore, it can be inferred that job rotation practice evaluation has a significant effect on the improvement of employees' job involvement in most of the selected CBE Gurage Zone branches.

#### **5. Effect of Effectiveness of Job Rotation Practice on Employee Job Involvement**

$H_{0_{6.5}}$ : Effectiveness of job rotation practice has no significant effect on employees' job involvement.

$H_{1_{6.5}}$ : Effectiveness of job rotation practice has a significant effect on employees' job involvement.

As indicated in Table 4.21, the result of the regression analysis indicates that effectiveness of job rotation practice ( $\beta = .162$ ,  $p=.000 < .05$ ) is statistically significant. This implies the stated null hypothesis  $H_{0_{6.5}}$  has to be rejected and the alternate hypothesis  $H_{1_{6.5}}$ . Therefore, it can be inferred that effectiveness of job rotation practice has a significant effect on employees' job involvement in most of the selected public CBE Gurage Zone branches.

In general, since from the regression analysis results, all job rotation practice variables are significantly affected employees' job involvement, this shows that job rotation practices variables are significant predictors of employees' job involvement in most of the selected CBE branches in Gurage Zone implying that the variables are inevitable to enhance job involvement of most employees. In this regard, the finding of this study to some extent is in line with the finding of Teshome (2018) who conducted his study on the effect of job rotation on employee motivation and job involvement in the case of four districts of CBE in Addis Ababa and found out job rotation

practices have a moderate effect and positive relationship with job involvement of the employees of CBE. But in contrast with the finding of Mohsan et al.(2012) who conducted their study in bank sector of Pakistan and found out a weak and positive impact of job rotation on employee involvement. It is also supported by Woldemedhin (2015) who conducted on the Effectiveness of Job Rotation Practices in improving Employee Motivation, Commitment and Job Involvement: The Case of Commercial Bank of Ethiopia and found that job rotation practices have a moderate effect and positive relationship with motivation, commitment and job involvement of the employees of CBE.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

This chapter is the final section that presents summary of major findings, conclusions, and recommendations of the study. It reports summary of the main findings of the study based on the results and discussions section. Then conclusion and recommendations were made based on the findings. Thus, as a result of scope and limitation of the study, the researcher provided suggestion for future/further study.

#### **5.1. Summary of Major Findings**

This study was conducted with the prime intent of assessing the effect of job rotation practices in CBE on employees' motivation, commitment and job involvement in the selected branches of Gurage Zone. Accordingly, the following major findings were made from the results that have been discussed in the previous chapter.

In the descriptive statistics analysis results of the respondents show the five job rotation practices such as employee job rotation plan practice, job rotation plan communication, provision of support during job rotation plan practice, evaluation of job rotation program, and effectiveness of job rotation practice were practiced at moderate level. Regards to the three outcome variables results, the status of employees' motivation, commitment and involvement were at moderate level.

Regards to the correlation coefficient analyses results, in the correlation between employees' motivation and job rotation practices, there was moderate correlation between employees' motivation, commitment, and job involvement with job rotation program evaluation, whereas there was high correlation between employees' motivation, commitment and job involvement with job rotation plan communication practice, effectiveness of job rotation practice, but provision of support during job rotation practice and job rotation plan practice have very high correlation between employees' motivation, commitment and job involvement.

As to the regression analysis results all the independent variables of job rotation practices such as employee job rotation plan practice, job rotation plan communication, provision of support during job rotation practice, evaluation of job rotation program, and effectiveness of job rotation practice

method were significantly and positively affected employee job motivation, commitment and involvement. In general, the R – Square values of the three models on employees’ motivation, commitment and involvement  $R^2 = .776, .770$  and  $.767$  respectively indicates the predicting capacity of the five predictor variables in combination. That is 77.6%, 77.0% and 76.7% variations in the employees job motivation, commitment and involvement were jointly accounted by these variables, whereas the remaining variations were explained by variables which are not included in this study.

## **5.2. Conclusions**

Even though the CBE has been taking different initiatives to encourage and involve employees in their respective jobs using different mechanisms, their motivation, commitment and involvement in their job is still needs more attention. In this regard, as evidenced from the result of the study employees’ motivation, commitment and involvement in their job were affected by the five job rotation practices. Therefore, from the findings of the study one can safely conclude the following.

Regards to job rotation plan practices; in most of the branches employees were informed about the specific job rotation practice before an employee is in charge of new task; employees believed and considered job rotation as their part of every employees’ job; was provided on regular basis; was carried out based on fixed time interval; was implemented considering its importance for employees’ activities; employees have the necessary information about the purpose of job rotation and expectation; to some extent the effectiveness of job rotation practices is known; the interaction between the employees and supervisors is not as such in its good condition. In general, the implementation of job rotation plan is at its moderate stage.

As to the practice of job rotation plan communication, since the findings of the study showed moderate practice, from the result it can be inferred that in most of the branches employees in Gurage Zone have the necessary information about the purpose of job rotation and expectation, in majority of the branches effectiveness of job rotation practices was known moderately and need improvement. In addition, in the majority of the branches the interaction between the employees and supervisors practiced moderately.

Regards to provision of support during employee job rotation practice, the finding of the study indicated moderate level practice. Therefore from this result it can be inferred that provision of support during job rotation practice led to the need of more support in most of the CBE branches in

Gurage Zone in terms of assignment of new type of job practice, support and encouragement from trainers and follow up from trainers and supervisors.

As to the evaluation of job rotation program, in most of the CBE Gurage Zone branches, there was good facility of instrumental materials in the work place; employees are satisfied and confident with the job rotation system offered by the CBE enabled them to perform all aspects of job effectively; job rotation practice is benefited employees for their personal development; job rotation system was helpful in enhancing the professional development of the employees; job rotation practices somehow served as assessment mechanism for measuring performance system; job rotation is carried out as expected by employees to be assigned for the next type of job. However, since in almost half of the selected branches existence of uniformity in getting feedback for improvement during job rotation practices was implemented fairly, CBE job rotation practice is useful for employees' career development moderately. In general, job rotation program was carried out at an average level.

With regards to effectiveness of job rotation practice, in most of the selected branches, CBE has effective job rotation approaches to improve employee motivation, commitment and involvement moderately in the selected branches; the CBE is not as such involving the employees by acquiring knowledge, develop skills and adopt good attitude during job rotation as required; employees were to some extent accountable for their mistakes committed by them. Therefore, from this result it can be inferred that effectiveness of job rotation practices need more emphasis.

With respect to employees' motivation, commitment and involvement which were at moderate level implies that in most of the CBE Gurage Zone branches most of the employees were not in a position to their jobs as expected and since employees' motivation, commitment and involvement were measured using their respective measurement items and the findings derived that there was a significant and positive relationship and effect between each job rotation practice and employees motivation, commitment and involvement the findings showed that most of the employees need improvement in their motivation, commitment and involvement in their jobs.

From the regression and correlation coefficient analyses, it can be inferred that all of the five job rotation practices have positive and significant impact on employees' motivation, commitment and job involvement. As to correlation, job rotation plan practices and provision of support during job rotation practice have very high positive relationship with employee job motivation, commitment

and job involvement, whereas job rotation plan communication and effectiveness of employee job rotation practice have high and positive relationship with employees' motivation, commitment and job involvement, but evaluation of job rotation program has moderate relationship. This result implies that job rotation practices need a certain improvement in order employees to become more motivated, committed as well as involved in their jobs.

### **5.3. Recommendations**

Based on the findings and conclusions the following recommendations are forwarded:

Since job rotation plan practices, effectiveness of job rotation practice and provision of support during job rotation practice have high impact relative to the other variables in most of the selected branches, CBE should maintain and farther improve the existing job rotation practices for the future in order to excel in customer service satisfaction. Thus, the job rotation practices should be properly planned, communicates, provide support and evaluate the performance by responsible HR manager continuously.

On the other hand, the five job rotation practices in combination have 77.6%, 77.0% and 76.7% explaining capacity of employee motivation, commitment and job involvement respectively in most the selected branches in the CBE, Gurage Zone , with confidence level of 95%. Thus, CBE should strictly use and improve job rotation practices system. Moreover, employee motivation, commitment and job involvement can be affected by other independent variables other than job rotation practices in which case CBE would need to consider attractive benefits, create conducive working environment, increase socialization and leisure time.

Since the extent of the impact of job rotation practices is moderate on employee motivation, commitment and job involvement, at a bank level job rotation practices procedure or guideline needs to be in place to provide a common understanding for both employees and supervisors as to how and why job rotation is planed, practiced, implemented and evaluated in CBE.

Besides to job rotation practices, employees should be assigned to job positions with full and significant responsibility and arrange sufficient time to learn specific work of the assigned job position.

#### **5.4. Suggestions for Further Studies**

This study considered only five employee job rotation practices affecting employees' motivation, commitment and job involvement in CBE it did not include exhaustively all factors that can affect motivation, commitment and involvement of employees. In addition, this study used only quantitative approach, so future study is better to be conducted using mixed approaches. Moreover, the study used multiple regression model to investigate the impact of the five independent variables on employee motivation, commitment and job involvement. Therefore, the researcher suggests further studies to be carried out considering other determinant factors, continuous measurement of employee involvement level, and assessing job rotation practices continuously throughout the organization.

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# Appendix I



## Wolkite University

College of Business and Economics Department of Management

### Questionnaire to be filled by Commercial Bank of Ethiopia Employees

Dear Respondent,

I am pursuing my graduate study in the field of Masters of Business Administration (MBA) in College of Business and Economics department of management, Wolkite University. Currently, I am conducting my thesis work on '*The Effect of Job Rotation Practices on Employee outcome; Motivation, Commitment and Job Involvement: The Case of Commercial Bank of Ethiopia, Gurage Zone*'. Coincidentally, you are one of the respondents selected to participate in this study. Thus, I humbly request you to take your time and answer all the questions included in this questionnaire. Your honest and genuine responses will have great contribution for the success of my study. Finally, I would like to assure you that the information that you will share will be kept confidential and only used for academic purpose.

Thank you in advance for your cooperation!

With Kind Regards, Selam Gebre Sema

Tel. Mobile: +251927175857; e – mail:

**General Direction:**

- No need of writing your name
- Use the “√” mark to give your response accordingly in the box[bracket]
- Use the blank space if you need to add idea/s that is not mentioned in the questionnaire

**Section I: Demographic Characteristics of the Respondents**

**Instruction:** This Part of the questionnaire enquires about your personal and job related information. Please answer each item/question accordingly.

1. Gender: Male [\_\_\_\_] Female [\_\_\_\_]
2. In which age group are you in?  
  
Less than or equal to 25[\_\_\_\_] 31 to 40 [\_\_\_\_]  
  
26 to 30 [\_\_\_\_] 41 to 50 [\_\_\_\_] Above 50 [\_\_\_\_]
3. What is your highest Educational Qualification?  
  
Diploma [\_\_\_\_] Bachelor Degree [\_\_\_\_]  
  
Master Degree [\_\_\_\_] other (specify)\_\_\_\_\_
4. How long have you been working in Commercial Bank of Ethiopia?  
  
Below 5 years [\_\_\_\_] 11 to 15 years [\_\_\_\_]  
5 to 10 years [\_\_\_\_] 16 to 20 years [\_\_\_\_] above 20 years [\_\_\_\_]
5. What is your current job position?  
  
Clerical [\_\_\_\_] Professional [\_\_\_\_] Line Manager [\_\_\_\_]

**Section II: Job rotation practices in CBE**

This section of the questionnaire prepared to collect data about job rotation practices on employees to improve employees’ job motivation, job commitment, and job involvement in CBE. Try to recall as many resent job rotation practices as possible in ranking statements in each of the variable’s items. Please indicate the extent to which you agree or disagree with each statement by putting (√) in one of the appropriate scale option provided in the box such as **SA = strongly agree = 5, A = Agree = 4, U=Undecided = 3, DA = Disagree = 2, SD= strongly disagree = 1**

## 2.1 Job Rotation plan Practices

No	Item	SDA	DA	U	A	SA
1	Before job rotation, employees were informed about what they will learn in the specific job rotation practice.					
2	Employees believe, job rotation must be part of every employee's job.					
3	Job rotation must be provided on regular basis by CBE.					
4	CBE sets a fixed length of time for job rotation practice.					
5	CBE considers the job rotation approaches are important for the employees.					

## 2.2 Job Rotation Plan Communication Practice

No	Item	SDA	DA	U	A	SA
1	Employees have necessary information about the purpose of job rotation practice and expectation of CBE.					
2	Job rotation plan used by CBE is effectively known.					
3	Communication with colleagues and supervisors from different jobs during job rotation is satisfactory.					

## 2.3 Provision of Support during job rotation practice

No	Item	SDA	DA	U	A	SA
1	There is support when an employee assigned in his/her job for practice and learning.					
2	Trainers/coaches have showed me how to do different tasks and gradually allow me to do it on my own.					
3	Trainers/coaches have support and encourage me throughout the job rotation practice.					
4	In the work place, trainer and supervisors have a follow up mechanisms/system for employees assigned in a job rotationally.					

## 2.4 Job Rotation Practice Evaluation

No	Item	SDA	DA	U	A	SA
1	Employees are satisfied with the job rotation system offered by the CBE enabled them to perform all aspects of the job effectively.					
2	CBE has uniform system of getting feedback for improvement during job rotation practice.					
3	The job rotation approach is helpful in staff personal development.					
4	The job rotation system is helpful in staff professional development					
5	CBE competence level was assessed through CBE performance measurement system during job rotation practices.					
6	CBE job rotation system extremely useful to my career development.					
7	Employee expectation is more accurate for assigned jobs after completion of job rotation.					

## 2.5 Effectiveness of job rotation practice in CBE

No	Item	SDA	DA	U	A	SA
1	Effectiveness of job rotation approach improves staff job engagement.					
2	CBE involves highly the employees by acquiring knowledge, develop skills and adopt good attitude during job rotation.					
3	CBE makes staffs accountable for their mistakes rather than blaming others during job rotation.					

Source: Adopted from Teshome (2018)

**Section III:** This section of the questionnaire is prepared to collect data about employees' motivation, employees' commitment, and employees' job involvement. In each of these variables there are statements describing the indicated variable. Please indicate the extent to which you agree or disagree with each statement by putting (√) in one of the appropriate scale option provided in the box such as **SA = strongly agree = 5, A = Agree = 4, U=Undecided = 3, DA = Disagree = 2, SD= strongly disagree = 1**

### 3.1 Employee Motivation

No	Item	SDA	DA	U	A	SA
1	I have generally positive attitude toward those holding positions of authority over me.					
2	I enjoy competition and striving to win for myself and my work group.					
3	I like being active, self-confident, and protecting the members of the work group.					
4	I enjoy the idea of standing out from the group, behaving in a unique manner, and being highly visible.					
5	I am willing to perform routine, day-to-day tasks and duties as a result of job rotation practice.					
6	I enjoy my job because it is in rotation base.					

Source: Adopted from Teshome (2018)

### 3.2 Employee Commitment

No	Item	SDA	DA	U	A	SA
1	I really feel as if this bank problem is my own.					
2	This bank has a great deal of personal meaning for me.					
3	I will not leave my bank right now because of my Sense of obligation to it.					
4	I owe a great deal to this bank.					
5	Right now, staying with my job at this bank is a matter of necessity as much as desire.					
6	One of the major reasons I continue to work for this bank is that leaving would require considerable personal sacrifice.					

Source: adopted from Denison and Neale (2011); Abraham (2019)

### 3.3 Employee Job involvement

No	Item	SDA	DA	U	A	SA
1	The most important thing that can happen to you is to get involved in your present job.					
2	You are very much involved personally in your job.					
3	Most of your personal life goals are job oriented/related					
4	You have very strong ties with your present job which would be very difficult to break.					
5	You like to be absorbed in your job most of the time.					
6	I recommend CBE to my friends as a good place to work.					

Source: Adopted from Teshome (2018)

