EFFECTS OF JOB ROTATION PRACTICES ON EMPLOYEES' ENGAGEMENT: A COMPARATIVE STUDY BETWEEN CBE AND NIB INTERNATIONAL BANKS IN GURAGE ZONE

MASTER OF BUSINESS ADMINISTRATION

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EFFECTS OF JOB ROTATION PRACTICES ON EMPLOYEES' ENGAGEMENT: A COMPARATIVE STUDY BETWEEN CBE AND NIB INTERNATIONAL BANKS IN GURAGE ZONE

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DECLARATION

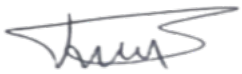
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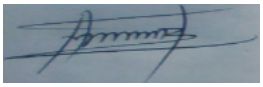
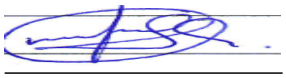
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Acronyms and Abbreviations

BJRP	Benefits of Job Rotation Practice
JR	Job Rotation

JRPP	Job Rotation Practice Plan
JRPC	Job Rotation Plan Communication
JRPE	Job Rotation Plan Evaluation
PSDJRP	Provision of Support during Job Rotation Practice
SNNPRS	South Nations and Nationalities People Regional State
SPSS	Statistical Package for Social Science

Abstract

Although job rotation (JR) has been considerably tackled by many scholars in the literature, the influence of JR on employees' engagement (EE) has been given less remarkable attention. This study was aimed at to investigate the effects of job rotation practices on employees' engagement: a comparative study between cbe and nib international banks in

Gurage Zone. The study employed descriptive survey and explanatory research designs along with quantitative approach. The target population of the study was employees of public and private banks in Gurage Zone branches. Cluster, simple random and proportionate stratified sampling techniques were used to select the branches and employees. Primary data was collected using self – administered questionnaires for clerical employees' of the selected branches. Secondary source of data was used by reviewing documents related to job rotation practices and employee engagement. Descriptive statistics, ordinal logistic regression, Mann Whitney U – test and independent samples t – test were used to analyze the quantitative data and to examine the effect of job rotation practices on employees' engagement and difference between public and private banks on employees' job rotation practices and engagement. All quantitative data was analyzed using a Statistical Package for Social Sciences (SPSS) version 20.The findings of the study revealed that job rotation plan practice, communication, provision of support during job rotation practice, job rotation plan evaluation, effectiveness of job rotation practices and benefits of job rotation practices were implemented moderately in the CBE, but highly in NIB International banks in Gurage Zone. In addition, these variables have significant and positive impacts on both banks and 73.5% and 84.2% variations in the employee engagement were jointly accounted by these variables. On the other hand, there was a significant difference between CBE and NIB on job rotation practices as well as on employees' engagement. Therefore, the CBE and NIB International banks have to acknowledge the significant contribution of six variables and work on them so as to increase the effectiveness of job rotation practices and engagement of employees and to enhance competitive and profitability of their organizations.

Key Words: *engagement, job rotation practice, private banks, public banks*

Chapter One

Introduction

This chapter addresses the introductory part of the proposal. It includes basically background of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, and organization of the study.

1.1 Background of the Study

Nowadays, different organizations including banks do rotate their employees from one job to another across various departments for multiple reasons depending on specific needs of an organization. Other operational terms that could be used interchangeably with job rotation include rotational assignments, transfers, job changes, lateral moves, cross training and redeployment (Maliki, 2002). There are many reasons for implementing job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom. Job rotation steps in to provide job enrichment from an employee's perspective. Since, it increased productivity and quality. Less fatigue and discomfort on the job often leads to productivity and quality gains. It increased innovation and improved work process efficiency. It is often found that the more workers who are performing a job are more innovative at workplace and the improvement of ideas is discovered. This leads to more ergonomic improvement projects and thus improved the work process efficiency. Moreover, it improves employee skill base and increase job assignment flexibility over time Job rotation will require training workplace on multiple jobs. There is a short term cost to this training, but the long term benefit of having a more highly skilled workforce far outweighs the costs (Christiba et al, 2021).

On the other hand job rotation practices have certain opportunities at workplaces for those who are performing their job efficiently, for instance, Kurtulus (2010) pointed out

five outputs of job rotation practice, namely; decreases monotony, preparation for management, increase knowledge/skill, determining correct job and developing social relation. However, Johnson (2001) noted difficulties in implementing job rotation. Most of these difficulties came from the challenge of changing the work structure and not from the job rotation itself, for instance, experienced workers not wanting to learn new types of work, inappropriate use of job rotation by management, etc.

In Ethiopian context, both public and private banks apply job rotation since 2008 and 2014 respectively to enable their employees to have all rounded knowledge and skills on various services of their banks. It is believed that, frequency of rotations and engagement of staffs in different services of the bank will enable them to be generalist. Since all employees will have the knowledge and skills on its various services, this permits the banks to provide quality service for their customers at any time. It is also noted that this will enable the banks to give prime satisfaction for its customers, become competent in the market and remain a leading banks in Ethiopian banking industry.

On the other hand, employee engagement is one of the important issues in human resource management as it has a direct relationship to the productivity of the organization. Employee engagement is “a condition where employees are committed and emotionally attached to their work and it is possible only when the employees have challenging work environment and opportunities to use their creativity and skills” (Gujral & Jain, 2013). They further stated that employees must be assigned challenging assignments as per their interests and skills, so that they devote their maximum time to productive work.

Studies revealed that the success and failure of any organization is dependent upon the workforce, and it is accepted by most of the researchers that manpower is the backbone of any organization. Having the efficient workforce helps organization to grow in global market by accepting the new challenges and risk of the environment. In recent years, employees comfort at work has been perceived as a vital component for measuring their profitability (Chong & Lee,
2017; El-Ghalayini, 2016). Employee engagement influences the quality of banking

service with resulting impact on consumer loyalty and extreme performance. Subsequently, many firms strive to make high engagement among their workers. Engaged employees exhibit qualities of dependability, trust and sense of duty with their organization. Employee engagement is a significant factor for employee productivity (Tuntivivat, & Prasertsin, 2016). Memon et al.(2018) demonstrated that there is a significantly positive link between work engagement, work practices, and work performance. They concluded that such examination might be very helpful for the banking sector in order to improve performance of their employees through keeping highly engaged in work and high involvement of work practices that contribute on the way to the achievement of the organization as well as employee's personal accomplishment.

Most organizations today conducting employee surveys refer to their programs as "engagement surveys," or they measure employee engagement as one of their survey topics. As (Macey & Schneider, 2008; Wefald & Downey, 2009) noted, employee engagement, while a relatively new construct, has grown in popularity and acceptance, in large part because organizations believe they can leverage employee engagement for positive organizational outcomes, such as higher employee retention, greater customer satisfaction and improved financial performance.

Employee engagement is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests. According to the Gallup the Consulting organization cited in Swathi (2013**),** there are three different types of people: "Engaged" - who are builders, "Not Engaged" - who tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish and "Actively Disengaged" - who are the "cave dwellers and consistently against virtually everything.

Employee engagement is a critical issue for every organization. The engagement level

of employees influences the corporate productivity as well and the motivation of employee is linked to job satisfaction. Engaged employees are not only committed but they are also passionate and proud. They have their own expectations from their future in the organization as well as that of the organization's mission and goals. They are enthusiastic and always use their talents and discretionary effort to make a difference in their effort for sustainable and long term business success (Sathyanarayana, Gargesha & Bellave, 2017). However, when employees are not willing and don't want to show creative ideas and loyal attitudes, will be disengaged and providing no desired outcomes on organization's performance (Rayton et al., 2019).

It is believed that public and privately owned organizations in Ethiopia have to create a good working environment so as to improve their employees' engagement. For this to happen, organizations, in particular banking sector, have to take different initiations and implement different mechanisms on their workforces so as to increase their employees' engagement. In connection to this, both public and private banks are practicing job rotation across their branches with the aim of creating generalist professionals. With this in mind, the study examined the empirical understanding concerning the practices of job rotation, job rotation plan communication, provision of support during job rotation, job rotation plan evaluation, the benefits of job rotations, effectiveness of job rotation and the challenges encountered while implementing job rotation program in order to accomplish organizational objectives of the banks.

Thus, this research has been undertaken to investigate the effects of job rotation practice on employee engagement in the context of comparison among cbe and nib international banks in Gurage Zone.

1.2 Statement of the Problem

Job rotation is practiced as planned replacement of staff in jobs and in different time periods with the aim of gaining skills and job autonomy, motivation, engagement and productivity of an employee in an organization (Saravani & Abbasi, 2013). However, the ability of public and private banks are still not in a position to create consistency and adaptation to the effectiveness of job rotation practices, despite, more than 75% of

employees in both banks are involved in job rotation practice in Ethiopia(2021). Besides to this, though, employee engagement is at or near the top of most surveys that cover the concerns of HR managers, however, there is far too little focus on the problems or issues related to engagement (Memon et al., 2018). Employee engagement may impact the organizational performance and productivity. (Pauken, 2008) demonstrated the main side of the problem was to discover the circumstances which engage the employees, as well as these circumstances make the employees to be disengaged.

Studies revealed that staff and personnel placement according to their skills and passions are extremely necessary to optimize employee engagement. Organizational suitability to assign employees based on the person – job fit determines the organization's success in achieving its goals. In this regard Rayton et al.(2019) showed that person – job fit has a positive relationship with work engagement and they also pointed out organizations must consider employees' suitability with their jobs and the organizations themselves when designing interventions to increase work engagement.

On the other hand, job rotation has a positive and significant impact on employee engagement. For instance, Azizi et al.(2010); Chen et al. (2013); Ho et al. (2009) shown that job rotation is seen to have an impact in reducing employee boredom, increasing job satisfaction, and positively affecting work engagement (Kim et al., 2016), however, Prasetyo and Rachmawati (2021) argued that job rotation has a negative and no significant effect on employee engagement. Moreover, Mohsan et al.(2012) pointed out that as employees rotated time to time throughout their careers, they have spent an appreciable span of time working in the banks. However, when employees are rotated to different jobs across various departments, they become less motivated but more committed and involved in their respective jobs. Moreover, Dora (2012) also stressed 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. However, employees complained of not been made part of the implementation process. The major challenges upsetting the programme are; resistance from superiors; resistance from employees and lack of adequate training before employee is moved to a new department.

Nonetheless, there are various impacting drivers of employee engagement. Dinkar and Rita (2021) investigating on variables impacting employee engagement in selected banks of Mumbai area shown that bank practices and policy are the major factors affecting employee engagement. Christiba et al.(2021) on the impact of job rotation on employee in banking sector found out that there is a constructive impact of job rotation on employee engagement and the employees are strongly agreed that they are fully focused on work but there is a less significant training provided to them before undergoing job rotation. Moreover, they stressed that job rotation is an important program 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 also employees' appreciated the effectiveness of job rotation program in their organization. Segenet (2018) on factors affecting employees' engagement in the case of selected private banks in Addis Ababa pointed out variables such that job characteristics, reward and recognition, organizational justice and perceived organizational support were all positively and significantly correlated with employees' engagement.

Furthermore, various studies have been carried out on determinants of employee engagement in different settings and in different sectors, public or private banking sectors; for instance, Mokaya and Kipyegon (2014) found out that workplace recreation, personal development and growth, performance management, and remuneration package have positive influence on employee engagement. Eleni (2019) on factors that determine employee engagement in the CBE found out that job characteristics, work life balance, and organizational justice have positive and significant effect on employee engagement, while rewards and recognition and motivation have negative and no significant effect on employee engagement. In another study by Woinshet (2018) on bank of Abyssinia S.C. found out job characteristics, organizational Justice, perceive organizational support, perceive supervision support, reward and recognitions have statistically significant and positive relationship with employee engagement. Moreover, John and Baby (2018) found out training and career development; perceived organizational support; reward and recognition and co – worker relationships have significant and positive impact on employee engagement.

Besides to the above scenarios, various comparative studies have been carried out related to the impact of job rotation practices on employees' job performance and engagement, for instance Shehansi et al.(2019) between public and private Licensed Commercial Banks in Colombo District on the impact of job rotation practices on employees' performance found that for both banks job rotation practices significantly and positively influenced employees' job performance. However, job rotation practices are highly influenced on employees' performance of private banks than the public banks. Ghamawala et al.(2014) who carried out comparative study on employee engagement practices at private and public banks in south Gujarat region and found that there is a vast difference in the variables such that cultural factors: open communication and appreciating loyalty, equitability and knowledge sharing, inter – personal orientation and empowerment; job related factors: job clarity, job satisfaction, goal achievement and elasticity that contribute to the engagement practices in public sector banks vis-à-vis the private sector banks. Furthermore, Mishra et al.(2013) found out that employee focused organization culture and employee wellbeing and loyalty, have higher influence on employee engagement among private sector banks as compared to the public sector banks in Kutch.

What initiated the researcher to conduct this study is that five years experiences working in Dashen Bank SC Wolkite branch, while serving observed different problems, for instance regards to job rotation practice, despite efforts made by both public and private banks to enhance the effectiveness of job rotation practices, most employees claimed that job rotation practice demotivated individuals and ambitious employees who seek specific responsibilities in their chosen specialties, some said it is costly and time consuming, others pointed out it will not fix all of our problems, especially in private banks and also seems for some employees not feasible. Based on such things, businesses of the banks suffer. As to engagement of employees, significant number of employees in both banks are not satisfied with their job and lacks sufficient commitment for their job as well as for the organization. External and internal audit reports also repeatedly comment on operational errors and resulting in customer dissatisfaction. Hence, the main reason of making operational errors by employees is that weak job rotation practices. Therefore, assessing the actual application of job

rotation practice systematically was very important since both banks need to identify the contribution of job rotation practices to build employees capability and create generalists that provide quality service and satisfaction for their customers at any time.

Moreover, even though many foreign studies have been carried out on issues related to factors affecting employee engagement, job rotation practices effect on employee engagement and comparative studies in case of public and private banks, only few studies are available on the topic under consideration in Ethiopia. In case of Gurage Zone no empirical studies evidence is available on how job rotation practices influenced employee engagement in public in comparison with private banks. On the other hand, as Creswell (2012) stated 'Study the problem if your study replicates a past study but examines different participants and different research sites'. So, the researcher is intended to extend it into public and private banks in Gurage Zone. Therefore, the study attempted to fill this gap and assessed effect of job rotation practices on employee engagement by comparing cbe and nib international banks in the case of Gurage Zone.

1.3 Research Questions

The study attempted to address the following basic questions

1. What is the current level of job rotation practices in both cbe and nib international banks in Gurage Zone?
2. What is the current level of employee's engagement in both cbe and nib international banks in Gurage zone?
3. To what extent do job rotation practices affect employee's engagement in both cbe and nib international banks in Gurage zone?
4. Is there statistically significant difference between cbe and nib international banks on job rotation practices in Gurage Zone?
5. Is there statistically significant difference between cbe and nib international banks on employee engagement in Gurage Zone?

1.4 Objectives of the Study

1.4.1 General Objective

The general objective of this study was to investigate effects of job rotation practices on employee's engagement in comparison between cbe and nib international banks in Gurage Zone.

1.4.2 Specific Objectives

This study was intended to achieve the following specific objectives:

1. To investigate the current status of job rotation practice in both cbe and nib international banks in Gurage Zone.
2. To investigate levels of employee's engagement in both cbe and nib international banks in Gurage Zone.
3. To examine the impact of job rotation practices on employee's engagement in both cbe and nib international banks in Gurage Zone.
4. To investigate whether there is statistically significant difference on job rotation practices between cbe and nib international banks in Gurage Zone or not.
5. To investigate whether there is statistically significant difference on employee's engagement between cbe and nib international banks in Gurage Zone or not.

1.5 Hypothesis of the Study

On the basis of the above objectives and review literatures, the researcher sought to get answers for the last three research questions by hypothesizing the effect relationship between job rotation practices on the outcome variable – employee's engagement. Because, a test of significance is a formal procedure for comparing observed data with a claim - to test whether there is statistically significant difference between public and private banks on job rotation practices and employee's engagement or not in Gurage Zone branches.

Hypothesis can be couched in several ways of statements to make an estimation of the impact of each independent variable on the outcome variable as well as the existence of statistical differences on the outcome variable between two independently sampled data. The study will try to address the following operational null hypotheses - “no significant effects” and “no significant difference” form in terms of the operation required to test the hypotheses. Even though, there are various ways to state hypothesis, in this study, the null and the alternative hypotheses (which was the target of the study) stated and tested using the 5% level of precision, customary level used when working on significant effects and difference relation (CSCU, 2016; Moore et al., 2013).

H_{o_1}: Statistically job rotation practices have no significant effect on employee’s engagement in both cbe and nib international banks in Gurage Zone.

H_{a_1}: Statistically job rotation practices have significant effect on employee’s engagement in both cbe and nib international banks in Gurage Zone.

H_{o_2}: Statistically there is no significant difference on job rotation practices among cbe and nib international banks in Gurage Zone.

H_{a_2}: Statistically there is a significant difference on job rotation practices among cbe and nib international banks in Gurage Zone.

H_{o_3}: Statistically there is no significant difference on employee’s engagement among cbe and nib international banks in Gurage Zone.

H_{a_3}: Statistically there is a significant difference on employee’s engagement among cbe and nib international banks in Gurage Zone.

1.6 Significance of the study

Job rotation plays a very important role in banking sector. Job rotation helps to reduce the monotony in job and to improve the efficiency and productivity of the employees. While practicing job rotation, some employees work with high commitment while others detach from work because of improper working conditions, employer’s relationship, and stress and so on. Hence the study will be helpful to the banks as it can be used as a

source to understand about the perception of employees about job rotation who are working in the banking sector. It can also be referred by the organizations which plan to implement job rotation.

The term employee engagement has gained considerable popularity in the last two decades, but the concept remains in the need of more empirical research especially in our country and specifically for both public and private banks. The findings of the study will also have practical significance in helping CBE as well as Private Banks in developing best engaged human capital. Thus this study provide direction to the organization to examine HR factors which determine employee engagement, give strategic implication and take actions on those factors affecting employee engagement to get higher output for superior organization performance. For the researcher, besides acquiring academic qualification, it broadens the understanding of employee engagement issues. It can also serve as an ingredient for other researchers who are interested to do more in the subject of employee engagement in the future.

1.7 Scope of the study

This study has geographical, methodological, and conceptual scopes. Geographically, the study was concentrated and limited in Gurage Zone area public and private banks, i.e. only on selected branches from both banks. The reason behind this was that it's difficult to cover all areas and branches throughout the Zone and the researcher assumed the chosen sample represent all population as far as all branches administered through similar procedures and in order to make the data manageable.

Concerning methodological scope, the study used only quantitative approach. The rationale behind using quantitative approach was the nature of the research questions and the most appropriate method to address the research questions.

Conceptually, the study was limited to those job rotation practices namely job rotation plan practice, provision of support during job rotation practices, effectiveness of job rotation practices, evaluation of job rotation program and benefit of job rotation practice and assumed to have statistical impact on employee engagement.

1.8 Limitations of the Study

It is unquestionable that no research is free from limitations. The following were the major limitations encountered by the researcher while conducting the study. First of all the study was mainly focused on investigating the effect of job rotation practices on employee's engagement in comparison between public and private banks in Gurage Zone, where the employees' engagement is expressed in terms of ordinal scales affected by the six job rotation practices. It would be better if it incorporated other independent variables such as reward, compensation, training, etc., but due to lack of documents on these and other factors, and the researcher was not intended to include them, rather, in order to focus on the relationship and effect of job rotation practices on engagement and to add something in the existing literature. On the other hand, Since the study investigated the effect of job rotation on the engagement of employees in private and public CBE in Gurage Zone considering some factors identified in the literature of commercial banks; as the result of this the findings of the study do not necessarily apply to other employees outside of the Gurage Zone, SNNP regional state and in the country as well. In general, even though, the researcher has faced the above limitations, these limitations did not have significant impediment on the outcome of the study.

1.9 Organization of the Study

The study is organized into five chapters. Chapter one presents the introduction aspect of the research which includes: background of the study, statement of the problem, research questions, objectives, significance, scope of the study, limitations of the study and organization of the study. Chapter two contains review of literature of most significant theoretical and empirical studies. Methodology of the study is presented in chapter three. Chapter four contains the findings of the study. Finally, chapter five is all about summary of major findings, conclusions recommendations and suggestion for further study.

Chapter Two

Review of Related Literature

This section comprises of three parts which are the theoretical, empirical reviews, and conceptual framework. The purpose of the literature review is to examine key concepts and related research relevant to job rotation practices and employee engagement. The following topics are identified as important: definition of job rotation, theories of job rotation, benefit of job rotation, the process of job rotation practices will be reviewed. On the other hand, definition of employee engagement, categories and its importance, its antecedents and consequences as well as instruments used for measuring it will be reviewed. It also reviews empirical literature on the impact of job rotation practices on employee engagement. Finally, the conceptual framework of the study is presented.

2.1 Theoretical Literature Review

2.1.1 Definition of Job Rotation

Different authors have defined job rotation 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 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 (Olorunsula, 2000).

Job rotation is an approach where an individual is moved through a schedule of assignments designed to give him/her a breadth of exposure to the entire operation (Dessler &Vrkkey, 2009). Furthermore, job rotation is the movement of employees among different tasks and positions which will probably be of similar nature. Job rotation is an excellent tool for enhancing employee motivation, commitment and job involvement which are very important for smooth and effective functioning of an organization (Wageeh & Nafei, 2014).

Job rotation is an opportunity for employee to gain an appreciation of organizational goals, to generate a broader knowledge of different functional areas, to develop a network of organizational contacts and to enhance employee skills (Lindback & Snower, 2000).

Job rotation is a planned replacement of employees among jobs in a period of time for one or more goals of earning skills and job independence; increasing motivation, job performance and productivity (Bennett, 2003). Job rotation can be defined as working in different positions or in different situations at time periods which are classified based on a range of individual knowledge, skill and capability of employees (Gomez, et al., 2004). Job rotation is planned on-the job training for cultivating future candidates of management by transferring a management trainee from one department to another to increase his understanding and credentials in all aspects (Jaturanonda, et al., 2006).

2.1.2 Theories of Job Rotation

According to Farhang (2012) there are three theories of job rotation. “Employee learning, employer learning, and employee motivation” 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. We refer to this 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. We call this 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.

Mostly the bank uses Employee learning theory because it assumes the employees are exposed to a wider range of experiences through moving in different operations.

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 (Erikson & Ortega, 2006).

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, 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.

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 "plateau" employees that developed in the late 1970s. Plateaued employees are those with little prospects of promotion. According to Ference et al. (1977) cited in Teshome (2018), 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. The employee motivation theory states, job rotation "motivates employees who would otherwise become bored and tired of always performing the same task" (Eriksson & Ortega, 2004).

2.1.3 The Process of Job Rotation Practices

Here under the process of job rotation application, the discussion is directed to the practices involved in the operation of job rotation process. Job rotation process mainly includes the following four phases (Woldemedhin, 2015):

- **Job rotation practice plan** – includes selection of the job, time in each job and number of employees to be rotated at a time.
- **Job rotation practice plan communication** – informs the purpose of the program and link between plan and action.
- **Provision of support during job rotation**– assume responsibly, follow progress

and cooperate with others.

- **Evaluation of job rotation practices** – complete and evaluate the program, cost of job rotation and productivity during the rotation program.

2.1.3.1 Job Rotation Practice 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 and 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.

i. Selection of Job

The selection of the jobs for the rotation process is usually the responsibility of the department head, if the rotation takes place within a department, and a companywide committee, if the rotation takes place between departments. Jobs should be selected which will give the participant experience and responsibility. The responsibility for selection should be done by the same individuals who select the jobs for the program; however, the prime responsibility should rest with the immediate supervisor (Adjei, 2012).

ii. Number of Employees to be rotated at Time

How many employees should be rotated at one time? It is dependent on the size and type of the organization in which rotation occurs. Rotation, by its very nature is

disrupting to an organization. When an employee is rotated in to a job, the job and its performance may suffer while an employee is in the learning stage. The department has to absorb too many employees on rotation at any one time; the performance of the entire department may suffer. Of course, the number of rotation simultaneously will also depend on the need for producing generalist employees and development. Moreover, it depends on the extent to which rotation is a single method relied up on employees training and development. An expanding company should be able to rotate more employees simultaneously as more openings are becoming available due to promotions. Employees can be rotated into these openings without disrupting the organization (Woldemedhin, 2015).

iii. Time in each Job

The length of time employees should stay each position in the rotation process is dependent up on the purpose of the rotation, the nature of the job and the ability of the man to learn. The length of time in each job varies with the nature of the job. Jobs vary in complexity and in responsibility. Some jobs required technical skills which have to be learned. Other jobs require the learning of a vast amount of details. Companies differ in their policies regarding length of time in each job. Some companies have a definite time period for all rotational assignments where as other companies vary the time (Allwood, & Lee, 2004).

2.1.3.2 Job Rotation Practice Plan Communication

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 (Alquraan, 2011).

i. The Purpose of Rotation Program

Through good communication employees keep them intact with other employees and provide them proper guidance and are more satisfied (Pajo et al., 2010). The rotation program requires the cooperation of the participants, the head of the departments from which and into which the employees will be rotated, and the employees in those departments. To get the desired cooperation, the program should be communicated throughout the company. The employees should be known the purpose of the program, how it is to operate and what group of employees will participate.

ii. Link between Plans and Action

Communication provides the link between plans and action. Employees must know the expectations. You may have a great set of plans and a highly skilled staff, but until something begins to happen, you will have accomplished nothing. Neither motivation nor leadership can bring about action without communication. This is what starts and keeps the whole plan in motion. Some companies publicize the program in their organization or branch organ or plant, even to the extent of periodically publishing the names of those in the rotation process and the departments to which they will be rotated. Advance publicity of this nature advises those in the departments concerned of the pending arrival and departure of employees on rotation, and helps to ensure the desired cooperation (Woldemedhin, 2015).

2.1.3.3 Provision of 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.

i. The Responsibility Assumed

The responsibility assumed in rotational assignments is directly related to the purpose of the rotation. If an employee is assigned only to observe and become familiar with the

function or department, he/she will be given very little responsibility. This can be contrasted with the rotational assignment designed for the assumption of full responsibility. As the purpose for rotation and time in the job are directly related, responsibility assumed is also dependent up on the time in the job. If job rotation is an effective tool for empowering employees, they should be assigned to jobs of full and significant responsibility, and of sufficient duration for them to learn from the responsibility assumed (Fasil, 2019).

ii. The Progress of the Participants

The participants of a job rotation program should be supervised, consulted, and evaluated. Support and supervision is the function the supervisor of the department to which rotated. The success of job rotation program depends on such support and supervision and training. The employee's performance should be evaluated at regular intervals by his/her immediate supervisor in conjunction with the branch manager or a branch committee. Frequent evaluation is one of the keys to job rotation program. In some companies, the employees; original supervisor who recommended him/her for the rotation program will follow his/her progress and support him/her. This person follows carefully the progress of the employees, and rendering other assistance (Eleni, 2019).

iii. Cooperation of Others

The cooperation of the participants, the supervisors, and the employees are required. Publicizing the program helps to ensure its success (Morris, 1956). If the supervisor participated in the planning and shares the responsibility for selecting the employees and the jobs for rotation, he/she will be more encouraged to support them. Cooperation of employees refers mainly to the cooperation of subordinates in the department in which rotation occurs. As mentioned above, maintaining employee support is related to the number of employees rotated simultaneously. It is stated that too many rotation simultaneously can demoralize the employees. Participant may complain that they carry the load. The level of supervision may decrease and the subordinate may have not provided accurate information. Well qualified subordinates are needed in rotation: they are necessary to support employees on rotation (Aryanezhad, et al., 2009).

iv. **Perceived Supervisor Support**

From global perceptions, employees concerning their valuation by the organization, they develop overall views regarding the degree to which supervisors value their contributions and care about their well-being. When they received a positive or negative support and recognition from their supervisors in exchange for their efforts (Maertz et al., 2007), when the supervisor directing and evaluating subordinates 'performance, employee's view their supervisor's promising or disapproving orientation toward them as symptomatic of the organization's support (Eisenberger et al., 1986). They consider their supervisors as agents working on behalf of organization. The strength of this relationship depends on the degree to which employees identify the supervisor with the organization, as opposed to viewing the supervisor's actions as individual (Eisenberger, 2009). Kahn (1990) found that supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety. Employees felt safe in work environments that were characterized by openness and supportiveness. Supportive environments allow members to experiment and to try new things and even fail without fear of the consequences (Kahn, 1990). In their empirical test of Kahn's model, May et al. (2004) also found that supportive supervisor relations was positively related to psychological safety. PSS is also likely to be an important predictor of employee engagement. In fact, a lack of support from supervisors has been found to be an especially important factor linked to burnout (Maslach et al., 2001). In addition, first-line supervisors are believed to be especially important for building engagement and to be the root of employee disengagement (Armestrong, 2006).

2.1.3.4 Evaluation of Job Rotation Practices

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).

Completion of the job rotation program is vital for job rotation practice. When an employee has completed the rotation program, he/she might return to his/her original position, or he/she might be assigned to a different position. His/her destination depends on the purpose of the program. If the purpose of the program is to improve his/her performance and empower on his/her present job, then he/she will probably return to it up on completion of the program. If, on the other hand, an employee is rotated so that he/she might be prepared for a more responsible position, then he/she will probably not return to his/her original position.
When an employee reaches a position for which he/she is well fitted, in which his /her service is needed, he/she may remain. Therefore, sometimes maturing and getting ready for another horizontal rotation, or a step upward.

2.1.4 Effectiveness of Job Rotation Practice Program

Employees who participate in job rotation programs develop a wide range of skills, and generally
they are more adaptable to changes in jobs and career and more engaged and satisfied with their jobs in comparison with workers who specialize in a single skill set or domain. However, job rotation may increase the workload and decrease productivity for the rotating employee and for other employees who must take up the slack. This is why preparation is a key to the success of any job rotation program. Tips for effectively implementing job in order to avoid potential
pitfalls by Fiester (2009) cited in Fasil (2019):

- Formulate clear policies regarding who will be eligible and whether employees will be

restricted to certain jobs or opportunities will be open to people in all job classifications.

- Determine if the program will be mandatory or if employees will be allowed to "opt out."
  Will opting out have an adverse impact on their performance appraisal?

- Involve the employees and managers in planning job rotations so that there is a clear
  understanding of mutual expectations.

- Determine exactly what skills will be enhanced by placing an employee in the job rotation process.

- Use job rotation for employees in non-exempt jobs, as well as for those in professional and managerial jobs.

2.1.5 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). When looked at in its entirety, from the angle of employees undergoing rotation the most important associated advantage of differentiation at work is the prevention of monotony/boredom and loss of motivation (Azizi et al., 2009). Job rotation has found wide acceptance as a means of reducing monotony. Fourth, rotation can also be seen as an on-the-job training technique supporting the principle of "learning by practical experience" (Ho et al., 2009). The research conducted by Eriksson and 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.

2.1.6 Barriers of Job Rotation

Several case studies noted difficulties in implementing job rotation. Most of these difficulties came from the challenge of changing the work structure and not from the job rotation itself. The following problems were noted: (Jonsson, 2001, p.30)

1. Experienced workers not wanting to learn new types of work.
2. The rotating employee would be reluctant to return to their original position after exposure new ideas or responsibilities (MacLeod &Kennedy, 1993, p.201).
3. Practical problems of physically getting from one job to the next.
4. Unsuitable wage forms
5. Education and training of workers for new jobs
6. Difficulties in finding appropriate jobs to rotate to
7. Inappropriate use of job rotation by management
8. Differences in skill levels among staff may be significant resulting in additional expense in upgrading staff or loss of productivity for some period
9. A unionized environment may prohibit job rotation or restrict job rotation within particular job classifications.
10. It stated that through a learning process, individuals are likely to have a developed behavioral strategy that protects them from the apparent hazards of the job. Thus, rotation of unskilled workers into a biomechanical stressful job increases the risk of injury with each rotation. (Steven, 2003, P.757)
11. Job rotation has close relations with the work structure, workplace relation and culture, and employees' behaviors. As usual, experienced employees do not want to do new types of jobs or handover their currently good conditions or share their

knowledge and experiences of working to newcomers. (Cosgel & Miceli , 2008 , p.170)

12. It is also very difficult to identify appropriate job for each people in the organization in the process of rotating. On the other hand, there are usually not small costs of rotating, including both material and non-material costs, such as changes in the living environments, customs and cultures, especially for the employees' side (MacLeod &Kennedy, 1993).

2.1.7 Disadvantages of Job Rotation

Hsieh (2004) also explains that there are some negative attributes associated with job rotation. Firstly, some positions within a company may not be eligible for rotation. There may be positions within a company that may be specialized due to technology or may require highly skilled workers. These positions may not fit the profile for rotation opportunities because of the costs involved to train the workers. Jaturanonda et al (2006) explain that another problem faced by companies is that some employ unionized workers that may be resistant to job rotation due to standard union practices. Hsieh and Chao (2004) state another problem which faced by companies is the possibility of having to pay incentives to workers for cooperation with the job rotation implementation which can lead to wage inequality. Finally, Lynch et al (2004) further explains that, the utilization of job rotation may have the effect of reducing a workforce because of the cross-training involved; a company may not need to hire additional staff to cover positions and may possibly layoff current employees no longer considered necessary.

On the other hand, as Leddy (2017) pointed out not all businesses can implement job rotations successfully; organizations have to take a look at these job workplace program cons:

1. Can be costly and time-consuming

When an employee takes on a new role, they don't magically have their new

responsibilities down pat. There's a learning curve. Employees might need training to do their new job, which can be costly (we're talking thousands of dollars) and time-consuming (hours and hours).

2. Could end up with disgruntled employees

Some employees might not want to rotate jobs. An employee who is comfortable and successful in their current position may worry another employee would mess up their process. You might have some employees who excel at their jobs and aren't willing to learn new things unrelated to those jobs. And, you could see employees who are stressed out at the prospect of changing their jobs.

3. It won't fix all your problems

Job rotation programs aren't guaranteed to increase employee engagement, so don't put all your eggs in one basket. Disengagement could be due to other factors. Other reasons for disengagement include:

- Lack of positive reinforcement
- Disconnect with company culture
- Poor communication and management

Don't use a job rotation program for the sole purpose of making employees happy before getting to the root of their problems first.

4. Might not be feasible for some industries

For some industries and positions, job rotation is not realistic. This is especially true in highly skilled positions where employees need years of training to do their jobs. If you want to implement a job rotation program in your business, make sure it's possible. Don't waste effort on something that won't work.

5. Your business could suffer

One of the most devastating disadvantages of job rotation is that your business could

take a hit. Because employees are learning new skills, there could be some errors. Customers could become frustrated by confused employees who make mistakes.

2.1.8 Outputs of Job Rotation

Kurtulus (2010) pointed out five outputs of job rotation practice, namely; decreases monotony, preparation for management, increase knowledge/skill, determining correct job and developing social relation.

2.1.8.1 Decreasing Monotony

When looked at in its entirety, from the angle of employees undergoing rotation the most important associated advantage of differentiation at work is the prevention of monotony and loss of motivation (Azizi et al., 2009). Job rotation has found wide acceptance as a means of reducing monotony. Moving from one position to another for set periods results in mobility, new skills, a new working environment, new social dialogue, new experiences, new professional fields, removes the employee from going through the same motions for long periods of time, and increases morale and motivation (Adomi, 2006). Going away from psychologically negative effected job/position provide relief and decrease stress (Aryanezhad et al, 2009). In simple, shaped with certain boundaries jobs giving low or no autonomy, employees are more exposed to stress and monotony arising from the structure or the content of the work, and this is known to be a cause of job dissatisfaction. Job rotation implemented to minimize monotony, rotation and the resultant increase in employee motivation leads to personal development, higher quality work output, and a lower rate of absenteeism and a higher level of job acceptance (Umstot and Mitchell, 1978, p. 868). While on the one hand rotation decreases monotony and negative reflections, it can on the other hand prevent specialization. The major criticism of this technique is at the point where it prevents specialization for a specific job.

Although employees acquire a general perspective of a company or production, they are prevented from gaining specialist depth by moving to different jobs at set periods of time (Ortega, 2001). It has been stated that rotation technique can negatively affect the person and the performance level of the work in areas where specialization is required.

2.1.8.2 Increasing Knowledge, Skill and Competency

Rotation can also be seen as an on-the-job training technique supporting the principle of “learning by practical experience” (Ho et al, 2009, p. 118). The research performed by Eriksson and Ortega (2006) 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. By working in more than one department or section at set intervals and learning by actually doing the work oneself, makes it easier to acquire the knowledge and skills related to many functional areas of the organization (Eguchi, 2005). Job rotation makes people in different functional areas more connected. It also provides individuals with a better knowledge of the other parts of the business. Hence the greater job rotation, the more consensuses is created between workers, which influences the interpretation of information and provides a mechanism for organizational learning (Weerd-Neder Hof et al., 2002). In this perspective, the learning is affected in two dimensions, by periods in various departments with the routine procedural processes and also the accumulation of the employee’s personal experience in the related departments.

In comparison with other learning methods, training by rotation allows for better development of knowledge, skills and competencies, and provide opportunities to be applied at work. This supports the creation of an infrastructure for the employee with higher motivation and performance (Ortega, 2001). Correct implementation of job rotation should provide for the employee to be able to see various stages of the production process as a whole (Adomi, 2006). That is, rotation facilitates the learning of all aspects of the business, all products and services, sales and deliveries, even extending to after-sales service. Therefore the employee has the opportunity to see how the efforts of his own department and the quality of his own production affect other departments and processes, to know the working conditions and management techniques of other departments, to know details of the terminology used in various technical processes at company level, and to be aware of the potential effects of both external and internal forces on the company as a whole (eg. from the aspect of customers, suppliers and shareholders). By taking a general view of the scale of the

company, the employee's accumulation of technical knowledge and skills and his command of the work, increases. When a person is aware of what type of problems a potential mistake can create further down the line, he will try to minimize the mistake and make a greater effort to continually improve his work. This means that in this condition the person will be high motivated and the work will be more productive (Huang, 1999).

Job rotation is particularly the product of Japanese companies' employment policies to ensure the acquisition of knowledge and skills which will help employees adapt to changes in technology (Whittington, 2004). When it comes to changes in technology, moving from one job to another is the correct course of action to be taken to enable employees to acquire the skills to facilitate the integration of new technological progresses. This mobility increases the value of the employees in labor market, as it removes the uncertainty of which skills will be acquired for future demand in related branches of industry. The highest attributes gained by job rotation for the employees are to have both supply job security and also the opportunity to find work easily in the labor market in the possible event of leaving work.

2.1.8.3 Development of Managerial Skills

The job rotation applications are significant not only for production workers but also for employees considered as manager candidates. In US and Japanese firms, qualified workers who are expected to be promoted as managers are required to have a broad view of the entire firm. The workers have experienced various production segments by rotating through different jobs, effectively learning many aspects of the company as a manager point of view (Eguchi, 2005). Rotation influences motivation and the direction of career development. The role adopted by rotation in career management and the points that trigger motivation can be summarized under these headings (Campion et al., 1994). To have progressive career steps it is necessary to have a serious level of experience and the employee can gain this experience by rotation technique. Rotation creates energy and change on the career path for the employee. New knowledge and skills presented by new and different jobs and departments provide enhancing performance in the current position, qualifications and candidature for the next career

step, on-the-job training by means of rotation achieves more effective results in comparison with outdoor training or orientation programmes and gives more support to career development than other training methods. In these circumstances, rotation develops an employee's management skills towards career goals. In a company which takes the employees views, suggestions and criticisms into account in the design of all processes, job rotation facilitate the acquisition of managerial decisions. In other words, it becomes feasible to make a more effective contribution to all managerial level decisions by the knowledge and experience gained from various duties in several departments and from a good understanding of all the production processes. Feeling important to the company and having the perception of making decisions related to the future of the company increases the level of organizational commitment and has a positive effect on motivation (Gallagher and Einhorn, 1976, p. 361-362).

Rotation technique increases an employee's problem-solving capability from a management angle (Kuijer et al, 1999, p. 1168). Understanding and dealing with a new job, a new department, new staff and new work processes brings many problems. This may be because in a different department working with different managers it may be necessary to change the approach to staff problems and may be at that time to abandon the routinely used methods. The fact that every new problem brings new solutions and ways of dealing with them generally creates a wide viewpoint related to the possible sources of problems in the company. Especially in production process, rotation generates effective results created by a flexible workforce ready to deal with unexpected situations (Allwood & Lee, 2004, p. 868). Not only for technical problems, but job rotation also provides the competency to solve problems related to human factors and develop managerial effectiveness.

2.1.8.4 Social Interaction

Working with many people at different time periods, develop human relations and support internal and external communication among departments. Rotation gives several cues about how to establish communication with people with different behavioral characteristics. Employees who are closer to each other in a social context will be able to resolve any problems which may arise during technical processes more

easily. This makes it feasible for the workplace to be more peaceful and work to be carried out with high motivation (Morris, 1956, p. 269). Despite this, when rotation necessitates a geographic change there can be unwanted will effect employee's social and family life negatively. Many international firms deploy their employees to various countries where they have factories in the same way that rotation might be applied in different regions of the same country. In order to learn and be successful for the period of the rotation, greater effort is required for work as it is new and different. The workload increases as the employee needs to apply more time to new and more complex work, which means that social life suffers. If the rotation necessitates a geographic change, (a temporary posting to another factory or a temporary overseas posting in an international company) then the employee and family together need to move, bringing the upheaval of new social circles, new employment for a spouse, new schools for the children etc. (Ofner, 1987, p. 38).

2.1.8.5 Determine the Correct Job / Position

A firm can observe the performance of each worker within job rotation and then assign the worker to the most appropriate job as determined by that worker's skills and characteristics (Eguchi, 2005, p. 190). When performing poor performance in a particular job over a particular period of time, rotation is a valuable tool in determining in which department or position would be more productive. If the data from a time period shows an employee to have low productivity, by the systematic moving on to other work, job rotation allows for easier definition of units or departments where high performance could be displayed (Jaturanonda et al, 2006). In other words, if an employee is in an unsuccessful situation and the performance data support this lack of success, one of the first precautions which can be taken so as not to lose the employee, is to transfer them to a different job and thus prevent the drop in performance. In this way the employee can be placed in the most productive job or position. Working in a comfortable job with an overlapping of knowledge and skill levels has a positive effect on motivation (Adomi, 2006).

2.1.9 Definition of Employee Engagement

Literatures acknowledge that there is no universally accepted way of measuring employee engagement. Organizations typically measure employee engagement using survey items addressing organizational antecedents and/or drivers of employee engagement, the engagement construct itself, behavioral outcomes of employee engagement, or some combination of all four (Swarnalatha & Prasanna, 2013). And also it became evident from literature employee engagement is defined differently by various organizations and authors. These definitions are in most cases adapted to what the organizations deem important for them.

Vance (2006) explains that there are common themes that emerge. Some of these themes include employees' satisfaction with their work and being proud of their employer. It includes the extent to which people enjoy and believe in what they do. It also relates to the perception that their employer values what they could offer the organization. Stockley (2007) defines engagement as the extent that an employee believes in the mission, purpose, and values of an organization, and demonstrates that commitment through their actions as an employee and their attitude towards the employer and customers. Most often it has been defined as emotional and intellectual commitment to the organization (Baumruk, 2004; Richman, 2006), or the amount of discretionary effort exhibited by employees in their jobs (Frank *et al.*, 2004)

Robinson's definition of engagement (2004) is the employee's positive attitude towards the
organization and its value. Employee engagement means working with co-workers and being
conscious of the business context to advance performance in the job for the advantage of the
organization.

Gibson (2006) defines employee engagement as "a heightened emotional connection that an
employee feels for his or her organization, that influences him or her to exert greater

discretionary effort to his or her work" (as cited by Khan, 2007). Gallup Consulting (2008) describes employee engagement as "the extent to which employees are psychologically connected to something or someone in the organization".

In summary, although the definition and meaning of engagement in the practitioner literature often overlaps with other constructs, in the academic literature it has been defined as a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are
associated with individual role performance. And also employee engagement is related to rational processes of judgment, reasoning, perception and memory, as well as relating to feeling, emotion, mood and sensibilities. Furthermore, engagement is distinguishable from several related constructs, most notably organizational commitment, and organizational citizenship behavior and job involvement. In general, Literature reviews suggest most definitions of employee engagement are similar in terms of their key components. These common components include enthusiasm for work, commitment, organizational pride, employee alignment with organizational goals and a willingness to exert discretionary effort (Vance, 2006; Robinson, 2007; Schneider et al., 2009).

2.1.10 Categories of Employee Engagement

According to Coffman (2002), there are, in terms of engagement, three groups of employees:
Engaged, Not engaged and actively disengaged.

Engaged

Engaged employee can be described as one who is desirous of his job, is personally responsible and obligated to his/her work in the company. An engaged employee could go further than their job description and help improve the company's standing in the marketplace. Vazirani (2007) states that an engaged employee is a builder as he is aware of what is expected of him in his job and he is able to achieve it. An engaged employee works consistently every day at a significant committed level using his effort, talent and strength and comes up with innovation to uplift his company's status. Bakker

(2008) has elucidated that there are at least four reasons why engaged workers perform better than non-engaged workers. Engaged employees often experience positive emotions, including happiness, joy and enthusiasm; experience better health; create their own job and personal resources; and transfer their engagement to others. According to Mishra et al.(2013), engaged employees are described as: “Engaged employees work with passion and they feel a profound connection to their company. They drive innovation and move the organization forward.”

Not Engaged

According to Coffman (2002) the second group of employee is the “Non Engaged Employees”
those kind of employee do not have energy during performing their job. “Non Engaged Employees” According to Vazirani (2002) have tendency to concentrate on the task rather than the outcomes that the company try to achieve, they do and finish what they have been told to do. They consider themselves by accomplishing their task they achieve a result. According to Mishra et al.(2013), not engaged employees are described as: “Not - Engaged employees are essentially ‘checked out’; they are sleepwalking through their day, putting time – but not energy and passion into their work.”

Actively Dis-engaged

The third group is “Actively Disengaged Employees”. Those employees are characterized as
openly unhappy with their jobs and they try to convince engaged employees to be disengaged.
According to Vazirani (2007), this type of employees can be described as “cave dwellers” as they are constantly against everything and they always try to view everything with negativity
influencing those around them. In addition, Vazirani (2007) revealed that employees

increasingly
depend on each other in the creation of products and services. So therefore, an actively disengaged employee seeking problems may affect the performance of the whole organization. According to Mishra et al.(2013), actively disengaged employees are described as: “The ‘actively disengaged’ employees are just not unhappy at work; they are busy acting out their unhappiness.”

2.1.11 Measuring Employee Engagement

Engagement is a measurable construct. There are numerous employee attitude surveys in use currently, many developed in-house by organizations’ HR departments with the aim of measuring engagement levels in the company. There are also a number of measures produced by large consultancies and survey houses that allow organizations to benchmark their levels of engagement against data derived from hundreds or thousands of companies.

A number of definitions are used for the measurement of employee engagement in the previous researches depending on the constructs measured for defining engagement. Most of the definitions focus on positive attitude and behaviors that enable high job performance
that is in tune with the organizations success. The UWES (Utrecht Work Engagement Scale) developed by Shaufeli, Bakker and Salanova (2006) is a popular tool that measures three areas of engagement representing behaviour, emotional and cognitive dimensions. Most of the researchers’ efforts were on measuring engagement at the level of individual employee or worker. These individual scores are aggregated to measure employee engagement levels at the group levels or organizational level.

The three dimensions of UWES scale corresponds to vigor, dedication and absorption respectively in ones work. Gallup organization Harter, Schmidt and keyes (2003); Harter and Schmidt (2008) researchers have qualitatively and quantitatively assessed the most salient employee perceptions of management practices across a wide variety of industries in over past 30 years. The methodology underlying research was centered on the study of “success” The study of productive work groups and individuals rather than

the study of failures in organizations. Results yielded a 12-item work engagement index and have several popular books. Barter (2003) National city bank conducted various kinds of survey and collected data to examine and improve the level of retention of staff by focusing on what made employees more engaged in their work and how this was linked to improving customer relations.

Gallup's Q12 Employee engagement assessment is designed to uncover the things that really matter to employee engagement and business performance. It's backed by rigorous science linking it to nine integral performance outcomes. And Gallup researchers continually study findings from research to learn more about employee engagement and its impact on organizational and team performance. They studied the differences in performance between actively engaged and actively disengaged work units and found that those scoring in the top half on employee engagement nearly doubled their odds of success compared with those at the 99th percentile had four times the success rate at of those at the first percentile. These kinds of performance differences are always important to businesses but they are especially crucial during recession.

Rich et el. (2010) adopted khan's conceptual frame work and developed a scale to test its validity maintaining khan's distinction between physical, emotional and cognitive engagement. They found that the three dimensions were empirically distinct but could be combined into single measure. In their study among fire crew they found that value congruence, perceived organizational support and a positive core self-evaluation served as significant antecedents.

Balain and Sparrow (2009) suggest that engagement surveys represent a mechanism for employee feedback which is used periodically as a gauge to show how well the organization is doing. However, because of the diversity in the definition, assumptions and use of employee engagement, and the differing requirements of every organization, there is likely to be a wide variation between all such measures in what is actually measured and organizations are advised to benchmark their engagement scores with caution (Balain & Sparrow, 2009).

Organizations are therefore left with a dilemma when choosing how to go about measuring engagement:

'Organizations may have to choose between a standard measure that does not quite meet their requirements, but enables benchmarking, and a customized measure that is ideal in every way except for the ability to compare with other organizations.' (Robinson et al., 2007, p. 24)

When measuring engagement, employers can explore a variety of factors including the extent of an employee's pride in their organization, their willingness to go the extra mile, be selfless and act as a team player, their belief in the organization's products and services and their belief that the organization enables them to perform at their best (Robinson, 2007).

Macey & Schneider (2008), measured by an equally weighted combination of four individual elements: pride, satisfaction, advocacy and retention. The rationale is straightforward: an engaged workforce is one whose employees have pride in and are satisfied with their organization as a place to work, and who advocate for and intend to remain with their organization. In this conceptualization, employee engagement is a result of organizational policies and practices and leadership and managerial behaviors that precede the state of employee engagement, which itself precede the display of discretionary effort that promotes heightened individual, team and organizational performance.

In this study, engagement level of employees in both public and private banks in the case of Gurage Zone based on four items: commitment to the job and organization, pride in the job and in the organization, willingness to advocate the benefits and advantages of the job and organization, satisfaction with the job and organization rated on a balanced five-point Likert agreement scale which were adopted from kenexa Employee Engagement Index (EEI) cited in Swarnalatha & Prasanna (2013), typically reported as percent favorable, that is, the average level of agreement across the four items. EEI coefficient alpha, an internal consistency estimate of reliability, is quite high at 0.91.

2.1.12 Relationship between Job Rotation and Employee Engagement

A clear and definite rotation pattern will provide comfort and security for the employees, as mentioned previously. It is related to good social relations with new colleagues in new workplaces, increasing their work motivation, sense of engagement, and job satisfaction. Job rotation is seen to have an impact in reducing employee boredom (Azizi et al. 2010), increasing job satisfaction (Chen et al. 2013, Ho et al. 2009), and positively affecting work engagement (Kim et al., 2016).

A study by Shin and Yu (2017) also reveals that perception of rotation has a positive and significant effect on job involvement. This is interesting for researchers to prove, using the variable pattern of job rotation, whether it can be pleasant or unpleasant for government officials to work in agencies with rotation policies that demand them to move to any areas in Indonesia which, of course, have different cultural characteristics, facilities and infrastructure availability,
affordability of access, and the other environmental differences. However, Prasetyo and Rachmawati (2021) found out job rotation has a negative and no significant effect on employee engagement.

2.2 Some of the Existing Models of Employee Engagement

2.2.1 Aon Hewitt Employee Engagement Model

It is a model of employee engagement, which observes both an employees' state of engagement as well as organizational antecedents. In the model six major categories of the work experience that includes the work people do, the people they work with, opportunities, total rewards, company practices and general quality of life. An individual behavioral and psychological state and engaged employees consistently demonstrate three general behaviors. They are:

(1) Say – consistently speak positively about the organization to coworkers, potential employees, and customers;
(2) Stay – have an intense desire to be a member of the organization despite opportunities to work elsewhere;

(3) Strive – exert extra time, effort, and initiative to contribute to business success

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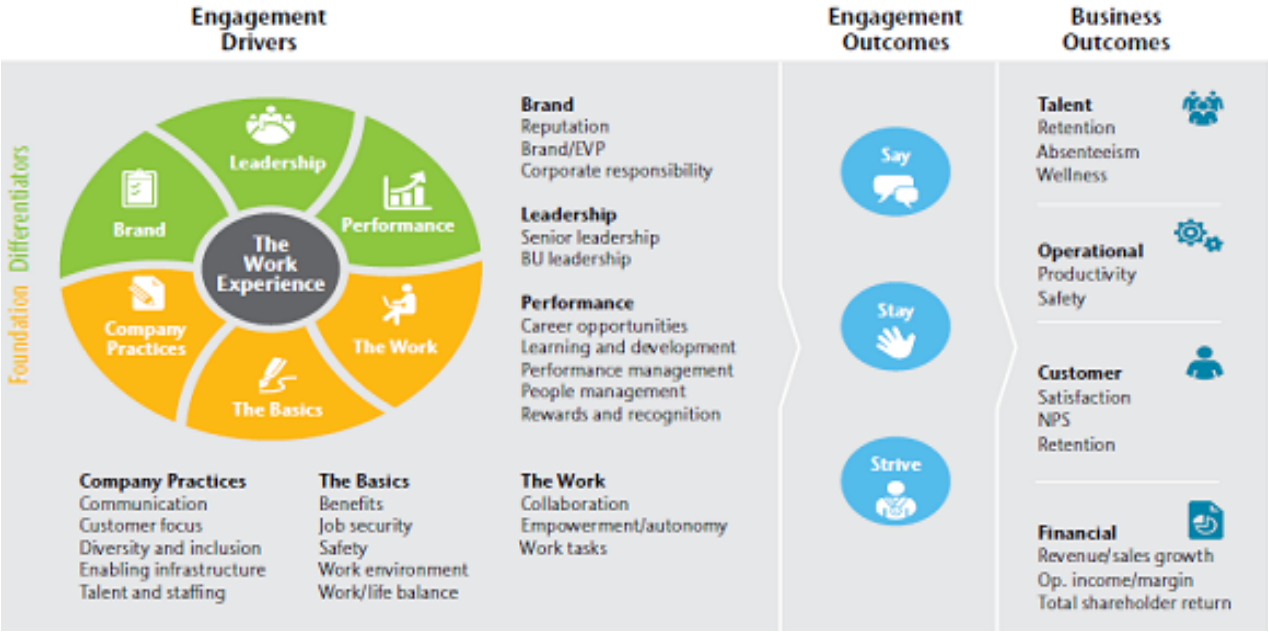


Figure 2.1: Aon Hewitt Employee Engagement Model

Source: Adopted from Dutta and Sharma (2016)

The model of drivers of engagement is based on an attitude survey conducted on fourteen organizations. Based on the findings of the survey, the study concluded that there is a strong link between feeling valued, involved and engagement which is clearly illustrated in the model.

2.2.2 Gallup Q12 – Employee Engagement

The model creates a measurement and feedback system for employers that would identify elements of employee engagement closely linked to the bottom line through a 12-question survey that identifies strong feelings of employee engagement. Factors such as retention, customer loyalty, profitability, productivity and safety are considered while designing the survey questionnaire.

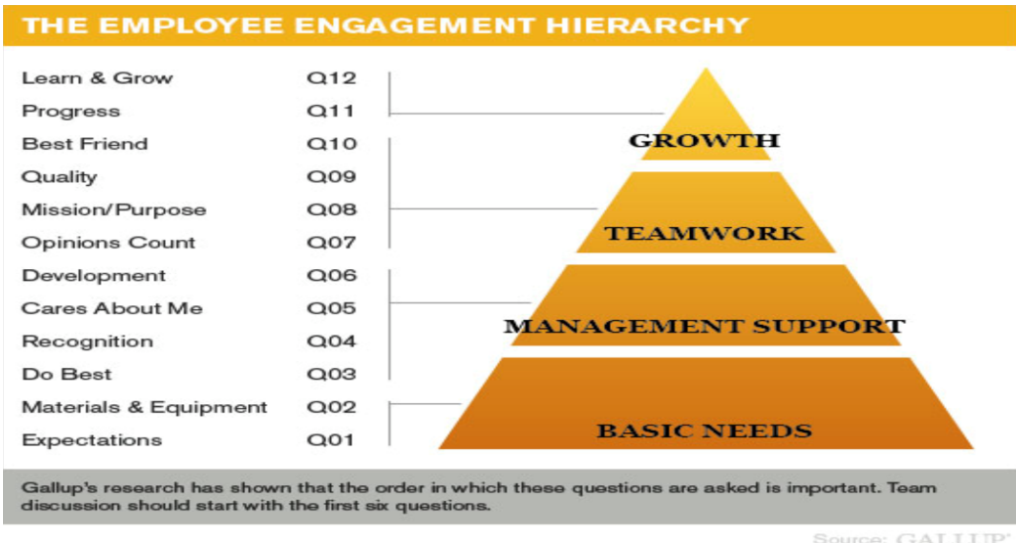


Figure 2.2: Gallup Q12 – Employee Engagement Model

Source: Adopted from Dutta and Sharma (2016)

In this model, studies revealed that there exists a strong correlation between high scores and superior job performance.

2.2.3 Right Management's Employee Engagement Model

It is a two-construct model that uses job engagement as first construct and organization engagement as the second construct. The model has used four main components, which basically describes the behavioural and emotional aspects of engagement

1. Commitment to the job and organization
2. Pride in the job and in the organization
3. Willingness to advocate the benefits and advantages of the job and organization
4. Satisfaction with the job and organization

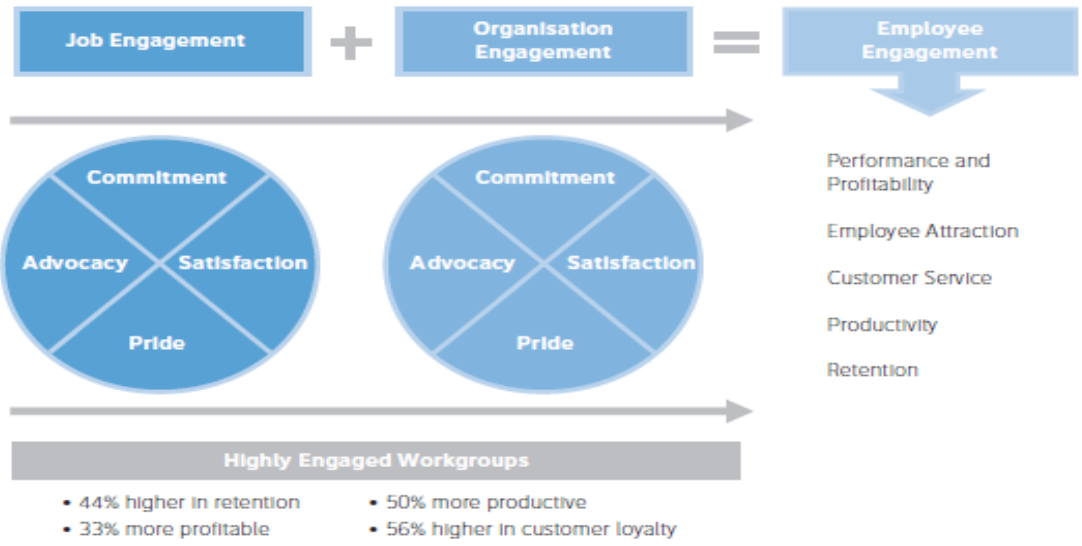


Figure 2.3: Right Management's Employee Engagement Model

Source: Adopted from Dutta and Sharma (2016)

This model confirms that when people evaluate their experience of the job and organization in a positive manner, they in turn engage in behaviors that enhance both job and organizational performance.

2.2.4 Penna's Hierarchical Model of Engagement

It is a hierarchical model of engagement at different levels of management. As the hierarchy goes up in the model, the employer meets engagement factors successfully. It highlights that workforce of an organization seeks to find meaning at work.

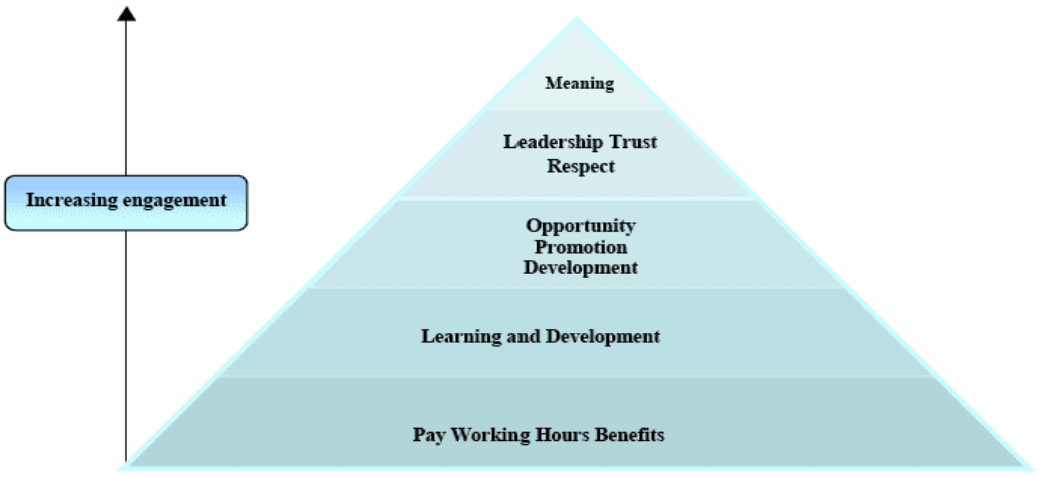


Figure2. 4: Penna's Hierarchical Model of Engagement

Source: Adopted from Dutta and Sharma (2016)

Penna (2007) has given a hierarchical model of engagement factors, which shows the impact each level will have on the engagement and retention of talent in an organization. He said that the meaning at work if once achieved, will lead to employee engagement. This model has given hierarchy which starts at basic working conditions, then learning developing, career growth and advancement, then good leadership, trust and respect which will lead to better meaning for the
16 job of any employee. If a person receives meaningfulness in that job, it will help to better attract good employees, retaining them and for engagement of the employees. If the organization successfully achieves these engagement factors, it will be big achievement for having engaged employees.

There has been little in the way of employee engagement model or theory development. While elaborating the concept of employee engagement, researchers like Khan (1990), Maslach et al. (2001), Robinson et al. (2004), Saks (2006) Aon Hewitt (2011) and Penna (2007) formulated different models that categorically discussed about the various dimensions of employee engagement.

2.2.5 Saks Model Multidimensional Approach

According to Saks 2006 defined Engagement “a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance”. He also pointed out that engagement is distinguishable from several related constructs, such as organizational commitment, organizational citizenship behavior and job involvement. This study provided one of the first empirical tests of the antecedents and consequences of employee engagement (Saks, 2006). The core of Saks (2006) model was based on the hypotheses that there were two types of employee engagement: job engagement and organization engagements. He was the first academic researcher to differentiate these two states of engagement. His work provided an important bridge between previous early theories of employee engagement, practitioner literature, and the academic community (Shuck & Wollard, 2010). In order to test his model, Saks (2006) surveyed 102 employees working in a variety of jobs and

organizations. He found that the antecedent variables explained a significant amount of the variance between job engagement and organization engagement, most importantly, job characteristics for job engagement and organizational support for both states of engagement. Moreover, this study also showed the two states of engagement positively correlated with job satisfaction, organizational commitment, organizational citizenship behavior, and intention to quit (Saks, 2006).

Saks 2006 explained theoretical foundation for explaining employee engagement can be found in social exchange theory (SET), He described why he choose social exchange theory instead of others both Kahn's (1990) and Maslach et al.'s (2001) models "indicate the psychological conditions or antecedents that are necessary for engagement, they do not fully explain why individuals will respond to these conditions with varying degrees of engagement." A basic principle of SET is that relationships change over time into trusting, loyal, and mutual commitments as long as the parties accept by certain "rules" of exchange Saks (2006). SET argues that obligations are generated through a series of exchanges between parties who are in a state of reciprocal interdependence. Rules of exchange usually involve reciprocity or repayment rules such that the actions of one party lead to a response or actions by the other party. Hence, it can be stated that the link between different predictors and engagement may be stronger for individuals possessing a strong exchange ideology. As it has been described, employee engagement consists of a psychological and emotional connection between employees and their organization which could be turned into negative or positive behavior at work. The organization plays the main role of engagement.

In this study Right Management's Employee Engagement Model and Gallup Q12 – Employee Engagement were adapted.

2.3 Review of Empirical Studies

Many researchers have been carried out on issues related to job rotation practices on employee job motivation, commitment, and involvement and also on factors affecting employee engagement in government and private banks using different variables and

different settings. In this study some of the empirical studies related to job rotation practice and employee engagement are presented.

Christiba et al.(2021) on impact of job rotation on employee in Banking Sector in India and employing exploratory and descriptive design found out that the respondent's appreciate the effectiveness of job rotation program in their organization. The researchers concluded that there is a constructive impact of job rotation on employee engagement and the employees are strongly agreed that they are fully focused on work but there is a less significant training provided to them before undergoing job rotation. Proper training program should be provided to the bank employees, because as they pointed out, it is more important to improve employee engagement in the banking sector. They recommended that employees have to be involved in the implementation process and use the program to develop employees to increase their performance level. Furthermore, they stressed that the program must benefit both the employer and employee in the organization.

Dinkar and Rita (2021) conducted their study on an investigation of variables impacting employee engagement in selected banks of Mumbai Area, India aimed at to determine the impacting drivers of employee engagement using behavioral economic insights in Practices and policies, Growth, Sustainability and progression, Relatedness, Recognition and rewards on selected banks. Respondents were 200 bank employees, male and female of different age. The researcher employed a descriptive-quantitative design. Factor analysis showed that there are five major variables affecting employee engagement namely bank practices and policy, growth, sustainability and progression, relatedness and recognition and rewards. The results revealed that there is a positive impact of the identified factors on employee engagement. The correlation analysis established that drivers of employee engagement has a relationship with demographic factors as they motivate the employees to be more engaged resulting in expected organizational outcomes. The results also found that engagement differs in case of gender, but do not differ in case of educational qualifications, job profile, age, tenure of employment and marital status of the respondent as female employees are found to be more

engaged.

Rayton et al.(2019) aimed at to determine the implementation of human resource management practices, such as job rotation and person-job fit that affect employee engagement through job satisfaction as a mediating variable. Data analysis in this research used explanatory research
with a quantitative approach. This research focuses on public organization's tax officers in
South Sulawesi with primary data acquired using a structured questionnaire answered by
208 respondents and tested using structural equation modeling (SEM). The results indicate
that job satisfaction could increase employee engagement. While the hypothesis testing shows that job rotation, person-job fit, and job satisfaction significantly affect employee engagement, job rotation and person-job fit do not significantly affect employee engagement.
Nevertheless, with job satisfaction felt by employees, the effect of job rotation and person job fit on employee engagement will occur.

Sun (2019) on employee engagement reviewed literatures pointed out that there are three shortcomings in previous studies: lack of research on demographic variables, personality differences and cross-cultural differences in employee engagement, lack of research on the mediating or moderating role of employee engagement, and lack of intervention mechanism for employee engagement.

Segenet(2018) was conducted to examine what factors influence employees' engagement in three selected private banks (Abyssinia, Buna, and Enat banks) in Addis Ababa using 252 participants, of which 141, 71 and 40 were taken from Abyssinia, Buna and Enate bank, respectively. Descriptive and multiple regression analysis were used to analyze the data. The findings of the study revealed that job characteristics, reward and recognition, organizational justice and perceived organizational support were all positively and significantly correlated with employees' engagement. Moreover, the

multiple regression result indicated that job characteristics, reward and recognition and perceived organizational support were the factors which had a statistically significant and positively effect on employees' engagement whereas organizational justice was the factor with insignificant effect on employees' engagement. Job characteristics was the most contributing factor in predicting employees' engagement followed by reward and recognition and
perceived organizational support in their respective order and recommended that managers
should provide a variety of jobs that are challenging and should use employees' skills,
and provide with the appropriate support because employee who perceive higher organizational support are more likely to respond with greater levels of engagement in their job and in the organization.

Yonas (2018) conducted on factors affecting employee engagement in the case of CBE. The study adopted a quantitative research approach, through the use of questionnaire provided predominantly descriptive data. To examine these factors the study used Ordinary Least Square (OLS) and Tobit Model of estimation technique. The result of the analysis revealed that, except for internal locus of control, all variable used in the regression such as: Job Characteristics, Reward and Recognition, Working Environment, Organization Support and Supervisory Support were positively affect employee engagement. More importantly it is found out that perceived supervisory support is the strongest factor that determines employee engagement where as the least is working environment.

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 predict 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.

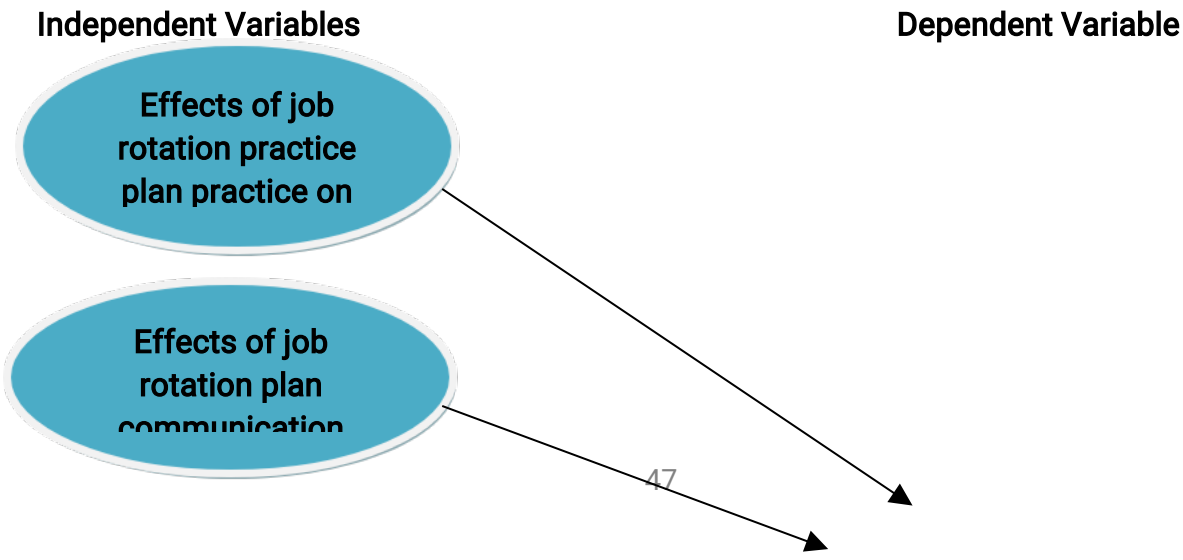
Teshome (2018) who conducted the effect of job rotation on employee motivation and

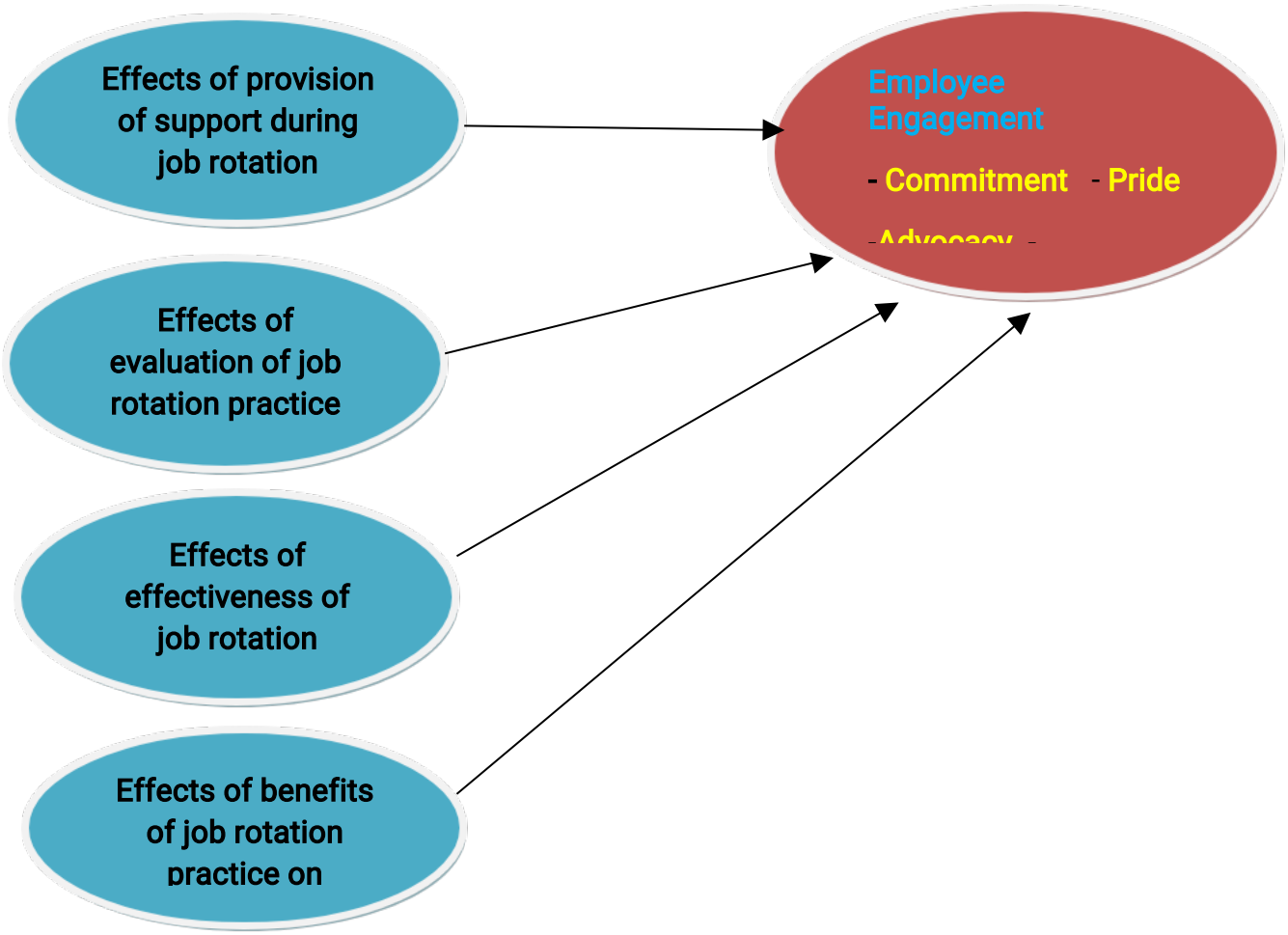
job involvement in the case of Commercial Bank of Ethiopia found that job rotation is moderately known in CBE. The study also found that job rotation practices have a moderate effect and positive relationship with motivation and job involvement of the employees of CBE. Moreover, job instructional training 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.

2.3 Conceptual Framework of the Study

Based on the overall review literatures and empirical studies review, the conceptual framework of the study is described below, where job rotation practice plan, provision of support during job rotation practices, job rotation practice plan communication, evaluation of job rotation program and effectiveness of job rotation practices are the independent variables and employee engagement is the dependent variable.

Figure 2.5: Conceptual Framework of the Study





Source: Adapted from Teshome (2018), Fasil (2019), Hitakshi & Sandhir (2016)

Chapter Three

Methodology of the Study

This chapter gives brief and precise explanation about the methodological tools that the researcher used to accomplish the objectives of the study. The chapter organized as follows: description of the study area, research design, research approach, target population, sampling techniques and sample size determination, method of data

collection and instruments, validity and reliability of the instruments, variables and their measurements, method of data analysis and ethical considerations.

3.1 Description of the Study Area

This study was conducted in Gurage Zone 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 15 woreda and five town administrations. It covers an area of about 5932 km^2. 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 854,029 were women and 819,412 were men; 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).



Figure 3.6: Map of Gurage Zone

Source: Gurage Zone Record office (2017)

3.2 Research Design

Research design, is all about how the research is designed, whether the research is explanatory,

exploratory or descriptive. Descriptive research design are those researches, which concentrates on relating and examining issues, and finds out the relationship between the present phenomena (Cho et al., 2013). Moreover, descriptive research is also known as statistical research, where scope and depth of the study is covered. When there is a need of finding the relationship between variables in a research, an explanatory research design can be employed. Explanatory research design is known for its investigation type, such as influences, impacts, and effect (Maxwell & Mittapalli, 2008). Moreover, explanatory research design is used to test meanings, effects, causes and impact, relationship and differences which the researcher wanted to explain (Qi & Chau, 2012).

As the title of the research, “The Impact of Job Rotation Practices on Employees’ Engagement: A Comparative Study between cbe and nib international Banks in Gurage Zone”, invited explanatory research design implementation. Since the study was aimed at investigating the impact of independent variables “job rotation practices” on the dependent variable “employee engagement”, it matched to the characteristics of explanatory research design. Therefore, descriptive and explanatory research design was used.

3.3 Research Approach

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

3.4 Target Population

In this study, the target population was all 463 clerical employees in CBE and 235 NIB International Bank in Gurage Zone. NIB International Bank was chosen because relative to private banks which are found in Gurage Zone, the stated bank dominated in the number of branches. However, in order to manage the data properly and since all branches of the CBE and private banks almost use similar procedures, the researcher used fourteen branches clerical employees from seven woredas as a sampling frame for CBE as well as for NIB International bank.

3.5 Sampling Techniques and Sample Size Determination

3.5.1 Sampling Techniques

In this study, different types of sampling techniques were employed. Purposive sampling technique was used to select CBE and NIB International bank branches which

are found in Gurage Zone. The researcher chose these bank sectors and the zone, because of time and cost constraints (cost of data collection and analysis) and since all branches of the CBE and private banks almost use similar procedures. But in order to select branches from each, simple random sampling was used to select seven woredas, namely, Wolkite, Butajira, Bue, Agena, Emdibir, Enemor and Arekit. On the other hand, to select the number of employees who were in job rotation practices from the two bank sectors, combination of stratified and simple random sampling techniques were used. The researcher has chosen these techniques, because as far as different towns and woredas are concerned and as Kothari (2004) pointed out, stratified sampling technique is used in order to obtain a representative sample when the population from which the sample is drawn does not constitute a homogenous group.

3.5.2 Sample Size Determination

The sample size of the employees from the whole CBE branches and NIB International bank branches of Gurage zone were determined as follows. But the sample size the employees from each of the seven selected administrative towns and woredas were set using proportional allocation rule (Ajay and Micah, 2014).According to Yamane (1967), with 95% confidence level and 0.05 sampling error, the sample size was determined by the formula: $n = \frac{N}{1 + N(e)^2}$

For CBE: $n_{CBE} = \frac{N_{CBE}}{1 + N_{CBE}(e)^2} = \frac{463}{1 + 463(0.05)^2} = \frac{463}{2.1575} = 214.600232 \cong 215$,

For NIB: $n_{NIB} = \frac{N_{NIB}}{1 + N_{NIB}(e)^2} = \frac{235}{1 + 235(0.05)^2} = \frac{235}{1.5875} = 148.031496 \cong 148$, where, n_{CBE} = sample size from the CBE, N_{CBE} = total clerical employees in CBE, n_{NIB} = sample size from the NIB, N_{NIB} = total clerical employees in NIB and e = level of significance = 5%.

Therefore, the sample size of the study was 215 employees from CBE and 148 employees from NIB International bank in the selected branches, but for the sake of contingency, 5% of the sample was added to n_{CBE} and n_{NIB} so that the sample size of the study were 236 and 155 respectively. In general, the sample size for the whole study

was 381. In order to determine the number of employees from each of the selected branches from both, the researcher used proportional allocation rule (Ajay & Micah, 2014):

$n_i = \left(\frac{N_i}{N}\right)(n)$, where i = 1, 2, 3, …, 7; n = sample size of CBE or NIB; 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 = total number of employees in CBE or NIB in the seven woredas

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 have been taken from Wolkite main branch, N_{TETW} = total number of employees in the selected fourteen branches who were in job rotation practices. The remaining sample size of the employees from each branches were calculated using proportional allocation rule accordingly.

3.6 Methods of Data Collection and Instruments

3.6.1 Sources of Data

Both primary and secondary sources of data were used. For the realization of this study, the researcher, therefore, employed primary source of data which was collected through questionnaires from the sampled employees in each of the selected branches found in Gurage Zone. In this study, document review method of data collection was adopted to gather relevant information from documents held in the selected branches in relation to job rotation practices. In addition, annual reports, manuals journals, etc. were reviewed.

3.6.2 Data Collection Instruments

The tools of data collection 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 on employee engagement in the selected CBE and nib international banks questionnaire and document review were served as

data collection instruments.

3.6.2.1 Questionnaire

In this study, questionnaire was developed and conducted. The researcher used questionnaire as the main data gathering tools because questionnaire is believed to be better to get large amount of data from respondents relatively in short period of time with least expenditure (Kothari, 2004; Leary, 2004). On the other hand, the choice of using questionnaire as method of data collection has considered the fact that a bank is a very busy working place and employees have a limited time. So, this method is opted in order to avoid interfere of employees' working hours.

The questionnaire is structured and self-administered for efficient use of time and finance for large and dispersed branches. In the questionnaire, structured and closed – ended questions were included. The survey instrument contains two sections. The first section included the demographic characteristics such as sex, age, educational background, etc. The second section is about on the independent and the dependent variables. The items were prepared in the form of affirmative statements, relating to the objectives of the study and intended to identify the determinant factors affecting employee engagement, in such a way to enable measurement of the respondent's opinions. The items in the study variables were adapted from (Teshome, 2018; Yohannes, 2016; Dutta & Sharma, 2016). The items in the close-ended type, responses were measured on a 1 – 5 ordered scale (ordinal scale): 1 for strongly agree, 2 for agree, 3 for undecided, 4 for disagree, and 5 for strongly disagree. These ordinal scales are used in order to investigate the extent to which job rotation plan practice, provision of support during job rotation practices, job rotation plan communication practice, effectiveness of job rotation practices, evaluation of job rotation program and benefit of job rotation practice have impact on employee engagement. The questionnaires filled by current employees of the two banks in Gurage Zone.

3.6.2.2 Document Review

In this study documents which were related to job rotation practices were reviewed. Because, document review provide numerous types of data needed in a research to

elicit preliminary information about subject being investigated. Moreover, it is relevant to enhance the quality of findings through quantitative methods. Therefore, relevant document related to demographic characteristics, job rotation practices and employee engagement were reviewed.

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” (Thatcher, 2010 cited in Shimelis, 2017). Data collection instruments, questionnaire and document review were designed by taking in to consideration of the basic research questions and all items included in the questionnaire and document review were directly derived from literature review and consistent with the objectives of the study. Based on the definition and different perspectives of validity, the items in the questionnaire were reviewed by the advisor. Finally, before the collection of the actual data, pilot study was conducted for the questionnaire.

3.7.2 Reliability

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”. Therefore, the result of a researcher is considered reliable if consistent results have been obtained in identical situations but different circumstances. The researcher used this test to ensure the internal consistency of the items in the questionnaire. The reliability test results are presented in chapter four before the actual study was conducted.

3.8 Variables and their Measurements

3.8.1 Dependent Variable

Individual employee engagement (EE): Depending on the review literatures in measuring employee engagement the items for measuring employee engagement were adapted from Fletcher et al.(2014) and other related literatures which were measured using 1 – 5

point Likert scales such as 1 for strongly disagree, 2 for disagree, 3 for undecided, 4 for agree, and 5 strongly agree. Nine items were designed to measure the mean score of each item for each participant employee. But the study used an ordinal variable, ordered categorical variable that took 1if the employee was engaged in the execution of the given tasks, 2 if the employee was disengaged, and 3 if actively disengaged from the given tasks (Yonas, 2018). These ordered categories were expressed in terms of mean scores ranges using the nine items. If an employee mean score is 3.60 and above, the employee was considered as engaged in the given activities, if the mean score is between 2.75 and 3.59 inclusive, the employee considered as disengaged, and if the mean score is less than 2.75, then the employee considered as actively disengaged from the given tasks. This transformation of measurements was adapted from (Mulatu, 2014).

3.8.2 Independent Variables

In this study, based on the reviewed empirical studies, five independent variables such as; job rotation plan practice, Job rotation plan practice communication, provision of support during job rotation practices, evaluation of job rotation program and benefit of job rotation practice and employees' demographic characteristics (sex, age, academic qualification, and work experience) were taken as determinants of employee engagement in the CBE as well as in NIB International Bank. The symbols, measurements, categories, and codes of the study variables are presented in Table 3.1 below.

Table 3.1: Study Variables and their Symbols, Measurements, and Codes

No	Variable	Symbol	Measurement	Category & Code
1.	Employee Engagement (DV)	EE	Ordinal	1=Engaged, 2 = Disengaged 3 = Actively Disengaged
2	Independent	IND	Ordinal	
2.1	Job rotation plan practice	JRPP	Ordinal	1 = Strongly Disagree (SDA), 2 = Disagree(DA), 3 = Undecided (UD), 4= Agree (A), 5 = Strongly Agree (SA)
2.2	Provision of support during job rotation practices	PSDJRP	Ordinal	
2.3	Job rotation plan practice communication	JRPPC	Ordinal	

2.4	Evaluation of job rotation program	EJRP	Ordinal	
2.5	Benefit of job rotation practices	BJRP	Ordinal	
2.6	Effectiveness of job rotation practices	EFJRP	Ordinal	
2.6	Gender	G	Nominal	Male =1, Female=0
2.7	Age	A	Categorical	20 – 29 = 1, 30 – 39 = 2,40 – 49 = 2, Over 49 = 4
2.8	Educational Background	EB	Ordinal	Diploma = 1, Degree = 2, Master = 3
2.9	Work Experience	WE	Ordinal	1 = If work experience is from 1 – 4, 2 = If work experience is from 5 – 8, 3 = If work experience is from 9 – 12, 4 = If work experience is from 13 – 16, 5= If work experience is from 17 – 20, 6 = If work experience is over 20

Source: Author Construct from survey data, 2022

3.9 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 analysis of information gathered through questionnaire and observation on the basis of the research questions. Accordingly, descriptive statistics and inferential statistics analyses were employed. All the collected quantitative data were analyzed using Statistical Packages for Social Science (SPSS) version 20.

3.9.1 Descriptive Statistics

In this section the collected data through questionnaire, on job rotation practices and employee engagement were analyzed, which are the first five research questions by using descriptive statistics such as frequency, mean, and standard deviation to determine to what extent did job rotation practices affect employees' engagement in CBE and NIB International banks in Gurage Zone using a 1 – 5 point likert scales. Moreover, the characteristics of the respondents in terms of sex, age, educational background and work experience were analyzed using frequency counts and percentage.

3.9.2 Inferential Statistics

Inferential statistics is the mathematics and logic of how generalization from sample to population can be made and making statements about the population. Inferential statistical
techniques were used to test hypotheses and on that basis it was decided whether the hypotheses
were accepted or rejected. This process of analysis that follows description of data to provide
conclusive results is called inferential analysis (Goel, et al., 2015). Therefore, this study employed inferential analysis to test impact relationship of the independent variables on the outcome variable – employee engagement as well as to investigate whether there was a significant difference between the demographic characteristics of the employees in both banks and also in terms of job rotation practices and employee engagement or not. Therefore, to carry out such analysis, the study used ordinal logistic regression analysis to test the impact relationship, independent samples t - test and Mann – Whitney U test for comparison purpose.

3.9.2.1 Ordinal Logistic Regression Model (Proportional Odds Model)

In this study the dependent variable – engagement of employee was measured by ordered categories such as engaged, not engaged, and actively disengaged, in addition the five independent variables also measured in ordered likert scales such as strongly disagree, disagree, undecided or neutral, agree, and strongly agree (Muluken & Guta, 2021; Yibeltal, 2020). Therefore, in order to predict the ordinal outcomes using these multiple ordered variables ordinal logistic regression model was implemented. In ordinal logistic regression instead of modeling the probability of an individual event like in logistic regression model, the probability of that event with respect to all others above it where the ordinal ranking is considered. The model is concerned with cumulative probabilities rather than probabilities for discrete categories. Therefore, instead of the probability of an individual event, consider the probability of that event and all events that are ordered before it (Liu, 2014).

Ordinal Logistic Regression Model Specification

There are three types of parameterization of ordinal logistic regression model (CSCU, 2016), but for this study, the ordinal logistic regression model is expressed in logit form as follows:

$$\ln(Yj) = \text{logit}\,[\pi(x)] = \ln\left(\frac{\pi_j(x)}{1 - \pi_j(x)}\right) = \ln\left(\frac{P(Y \leq j)}{1 - P(Y \leq j)}\right) = \alpha_j + (-\beta_1 X_1 - \beta_2 X_2 - \ldots - \beta_p X_p),\ j = 1,2,3\ldots j - 1$$

Where $\pi_j(x) = \pi\,(Y \leq j | x_1, x_2, x_3 \ldots x_p)$, which is the probability of being at or below category j, j represents the number of levels in the categorical response variable, and p represents the number of explanatory variables, α_j are the cut points, i.e., regardless of the parameterization, the model have J-1 cutoffs (also referred to as intercepts or threshold values) and one parameter for each explanatory variable, and β_1, β_2 …β_p are logit coefficients. Moreover, the model incorporates a negative sign so that there is a direct correspondence between the slope and the ranking. Thus a positive coefficient indicates that as the value of the explanatory variable increases, the likelihood of higher ranking increases (engaged). This is the form of a Proportional Odds (PO) model because the odds ratio of any predictor is assumed to be constant across all categories. Similar to logistic regression, in the proportional odds model it will be worked with the logit, or the natural log of the odds. To estimate the ln (odds) of being at or below the j^{th} category, the PO model can be rewritten as:

$$\text{logit}\,[\pi(Y \leq j \mid x1,x2,\ldots xp)] = \ln\left(\frac{\pi(Y \leq j \,/\, x_1.x_2\ldots., x_p)}{\pi(Y > j \,/\, x_1,x_2\ldots x_p)}\right) = \alpha_j + (-\beta_1 X_1 - \beta_2 X_2 - \ldots - \beta_p X_p)$$

Thus, this model predicts cumulative logits across J-1 response categories. By transforming the cumulative logits, one can obtain the estimated cumulative odds as well as the cumulative probabilities being at or below the j^{th} category.

Thus, in this study the ordinal logistic regression model with the predictor variables is:

$\ln(Yj) = \text{logit}\ [\pi(x)] = \ln\left(\frac{\pi_j(x)}{1 - \pi_j(x)}\right) = \alpha_j + (-\beta_1 X_1 - \beta_2 X_2 - \beta_3 X_3 - \beta_4 X_4 - \beta_5 X_5)$, where α_j = intercept or threshold, x_1= job rotation plan practice, x_2= provision of support during job rotation practices, x_3= job rotation plan practices communication, x_4= evaluation of job rotation program and x_5= effectiveness of job rotation practice.

Therefore, this regression analysis was used to test the hypothesis: statistically job rotation practices have no significant impact on the employees' engagement both in CBE and NIB banks.

3.9.2.2 Assumption of Ordinal Logistic Regression Model

In any regression models including ordinal logistic regression model in order the analysis to be valid and the regression analysis explore the existence of significant impact of each of the five explanatory variables on the employees' engagement; it should satisfy all the assumptions of ordinal regression model and model adequacy. Therefore, the assumptions and model adequacy test were checked before running the actual analysis using SPSS version 20 software.

i. Assumptions

1. The dependent variable should be measured at the ordinal level.
2. Ordinal independent variables must be either continuous or categorical.
3. No multicolinearity. I.e. the independent variables should not be highly correlated.
4. The relationship between each pair of outcome groups is the same.
5. The effects of any explanatory variables are consistent or proportional across the
   different thresholds (Yibeltal, 2020; Reddy & Alemayehu, 2015).

ii. Model Adequacy Test of Ordinal Logistic Regression Model

In ordinal logistic regression, similar to assumptions of multiple regression model, in order the analysis to be valid it should satisfy all model adequacy tests: model fitness information, Goodness of fit test, pseudo - R^2 values and test of parallels. The adequacy was checked before running the analysis. Therefore, the diagnostic tests of adequacy for the whole ordinal logistic regression model was tested, presented and discussed in chapter four along with model evaluations.

3.9.2.3 Independent Samples t – test

Since one of the hypotheses of the study was to test whether there is statistically significant difference exists in job rotation practices between CBE and NIB International banks in Gurage Zone or not, independent samples t – test was used. To this end, the mean score of all participant employees from the two banks for those items in the five independent variables were calculated and inferences were drawn.

Independent samples t – test compares the mean scores of the two groups – CBE and NIB Banks in the given five independent variables on job rotation practices – job rotation plan practice, provision of support during job rotation practices, job rotation plan practice communication, and evaluation of job rotation program and effectiveness of job rotation practices. That is, two mean scores of the same variable, whereby one mean represents the average of that characteristic for one group and the other mean represents the average of that specific characteristic in the other group. Generally speaking, the independent samples t – test compares one measured characteristic between two groups of observations or measurements. It tells us whether the difference we see between the two independent samples is a true difference or whether it is just a random effect (statistical artifact) caused by skewed sampling (Pallant, 2005).
Test of the difference between the two groups' means:
The hypotheses: $\mathbf{H_0: \mu_{CBE} = \mu_{NIB}}$

$$\mathbf{H_1: \mu_{CBE} \neq \mu_{NIB}}$$

Where μ_{CBE} = Mean score of job rotation practices influencing employee engagement in CBE branches in Gurage Zone

μ_{NIB} = Mean score of job rotation practices influencing employee engagement in NIB International Bank branches in Gurage Zone.

$$\text{Statistic: } t = \frac{\left(X_{CBE} - X_{NIB}\right) - \left(\mu_{CBE} - \mu_{NIB}\right)}{\sqrt{\frac{S^2_{CBE}}{n_{CBE}} + \frac{S^2_{NIB}}{n_{NIB}}}} \quad (3.9.2.3)$$

Where μ_{CBE}, μ_{NIB} were population means, X_{CBE}, X_{NIB} are sample means of CBE and NIB, and S^2_{CBE},S^2_{NIB} are sample variances

To test the above hypotheses, t – test for independent samples when the population variances are unknown was implemented.

3.9.2.4 Assumptions for the Independent – Samples t – test

Assumptions for the test to determine the difference between two means:

- The samples must be independent of each other. That is, there can be no relationship between the subjects in each sample. This is commonly referred to as *the assumption of independence.*
- The population from which the samples are obtained must be normally distributed within each of the two populations (as defined by the grouping variable). This is commonly referred to as *the assumption of normality.*
- The variances of the test (dependent) variable in the two populations are equal. This is called the assumption of homogeneity of variance.

The hypotheses: $H_0 : \sigma^2_{CBE} = \sigma^2_{NIB}$ (if retained, then assumption met, if rejected, assumption not met) $H_1: \sigma^2_{CBE} \neq \sigma^2_{NIB}$

3.9.2.5 Procedure for Independent Samples t – test Analysis

The validity of the inferences drawn from independent – samples t – test, depends on its assumptions being satisfied. In this regard, in order the analysis to be valid and the independent samples t - test explores the existence or non – existence of job rotation practices differences between CBE and NIB International employees in the selected branches in Gurage Zone, it should satisfy all the assumptions mentioned above. Therefore, the three assumptions were checked before running the independent samples t – test analysis using SPSS version 20 software and the diagnostic test and the evaluation of the assumptions of the test were presented in chapter four.

Interpretation for the comparison of the mean scores:

To compare whether the mean scores of the two groups were statistically different from each other or not, the study used the following decision rule: comparing the Sig. (probability) i.e. p – value with a priori alpha level (α = .05), If p < α reject the null hypothesis of no difference. If p > α retain the null hypothesis of no difference. Therefore, if p < α, reject the null hypothesis and conclude that statistically there is a significant differences between the two means. If p >α, accept the null hypothesis and conclude that statistically there is no significant difference between the two means (Morgan et al., 2004).

3.9.2.5 Mann – Whitney U test

Mann – Whitney or U – test: it is the statistical comparison test. Unlike the t-test and F-test, the Mann-Whitney U-test is a non-par continuous - level test. That means the test does not assume any properties regarding the distribution of the underlying variables in the analysis. This makes the Mann-Whitney U-test the analysis to be used when analyzing variables of ordinal scale. For the test of significance of the Mann-Whitney U-test it is assumed that with n is greater than 80 or each of the two samples at least 30, the distribution of the U-value from the sample approximates normal distribution. Therefore, since one of the objectives of the study was to investigate whether there is statistically significant difference exists in employee engagement level between CBE and NIB Banks in Gurage Zone or not, Mann – Whitney test was employed.

3.10 Ethical Considerations

Research ethics is referred to as a system of moral values that is concerned with the degree to which research procedures adhere to professional, legal and sociological obligations to the study participants (Polit & Beck, 2004). According to Creswell (2012), data collection should be ethical and it should respect individuals and cites. Obtaining permission before starting to collect data is not only a part of the informed consent process but it is also an ethical practice. Therefore, voluntary participation of respondents will be encouraged. Responding to interviews and filling of questionnaires require significant time and energy and its participation may be disrupt the respondents' regular activity. For this reason, the researcher explained the objectives and significance of the study to the respondents and allowed them to exercise their right to voluntarily participate. To avoid any psychological harm, questions/ questionnaire was designed in a manner that did not offensive and disturb their personality. The information respondents provided were kept confidential.

Chapter Four

Data Presentations, Analysis and Interpretations

I. INTRODCTION

In this section, first the results and discussions of descriptive analyses are presented and followed by the inferential analyses. A total of 363 questionnaires were distributed across the selected CBE and NIB International banks in Gurage Zone. But only 340 were filled and retrieved successfully, representing 93.7% response rate. Ten questionnaires were found uncompleted and thirteen failed to collect. In general, this section is organized in the following manner. First, the demographic characteristics of the sampled respondents are presented. Second, the data collected through the questionnaires were analyzed and discussed concurrently. Moreover, the ordinal

regression model diagnostic tests, independent samples t – test, the results of ordinal regression analysis with the output are presented and discussed accordingly.

4.1 Demographic Characteristics of the Respondents

4.1.1 Respondents' Sex and Age

Table 4.2: Results of Respondents' in terms of Sex and Age Distribution

Banks	Sex	Freq./Perc.	Sample	Age Categories			
				23 – 30	31 – 40	41 – 50	51 – 60
CBE	Male	Frequency	136	51	46	29	10
		Percent	67.3	25.2	22.8	14.4	4.9
	Female	Frequency	66	27	21	18	-
		Percent	32.7	13.4	10.4	8.9	-
	Total	Frequency	202	78	67	33	10
		Percent	100	38.6	33.2	23.3	4.9
NIB	Male	Frequency	101	53	41	7	-
		Percent	73.2	38.4	29.7	5.1	-
	Female	Frequency	37	20	13	4	-
		Percent	26.8	14.5	9.4	2.9	-
	Total	Frequency	138	73	54	11	-
		Percent	100	52.9	39.1	8.0	-

Source: Author Construct from survey data, 2022

As can be seen from Table 4.2, males and females constituted 67.14 % and 32.86 % of the sampled data respectively. The majority of the organization's employees are male while women make up the balance of the population. Even though, in the CBE, there is an equal opportunity for male and female employers to be hired, the percentages indicate some gap in gender representation. Since, the sample was selected randomly from the actual data of the CBE employees currently working, the gap is not due to sampling error. Rather it is due to assignment structure of the bank in which female employees get the chance to choose branches were they are interested to do.

As to the age distribution, Table 4.2, shows that the age of 38.58 % of the respondents are within 20-29, 32.86 % are within the age group of 30-39, 16.67 % are within the age group of 40-49 and the remaining 11.9 % respondents represent the age group above 49 years. This indicates that most of the employees were young and may imply that the organization employment trend focuses on new and young employees. This is again a

reflection of the total population.

4.1.2 Respondents by their Academic Qualifications and Work Experiences

Table 4.3: Results of Respondents' Academic Qualifications and Work Experiences

Bank Type	Category of the Respondents								
	Sex	Value	Academic qualif.		Work Experience				
			Degree	2nd Deg	< 5 Years	6 – 10 years	11– 15 Years	16 - 20 years	Above 20 yrs
CBE	Male	Freq.	83	49	48	34	16	12	13
		Perc.	58.87	34.75	30.04	24.11	11.35	8.51	9.22
	Female	Freq.	48	19	29	13	9	6	5
		Perc.	69.57	27.53	42.03	18.84	13.04	8.70	7.25
	Total	Freq.	131	68	77	47	25	18	18
		Per.	62.38	32.38	36.67	22.39	11.90	8.57	8.57
NIB	Male	Freq.	83	49	48	34	16	12	13
		Perc.	58.87	34.75	30.04	24.11	11.35	8.51	9.22
	Female	Freq.	48	19	29	13	9	6	5
		Perc.	69.57	27.53	42.03	18.84	13.04	8.70	7.25
	Total	Freq.	131	68	77	47	25	18	18
		Per.	62.38	32.38	36.67	22.39	11.90	8.57	8.57

Source: Author Construct from survey data, 2022

As it can be seen from Table 4.3, educational qualification of the sample respondents was classified in to four categories, ranging from diploma to highest academic qualification. The table displays the different levels of educational qualification along with their corresponding percentage. The highest share of the sample holds First Degree (62.38 %) followed by Master Degree (32.38%) respondent were observed. This indicates that the majority of sample respondents were First Degree holders. This has happened due to the recruitment policy of the bank i.e. the organization recruits fresh graduates from higher education institute or universities.

As to the work experience of the selected respondents, Table 4.3 shows the majority of the respondents (36.67 %) were serving the banks for 1 up to 4 years, 22.39 % worked for 5 - 8 years, and 11.90 % worked for 9 - 12 years and over 20 years experiences 8.57% worked for 13 – 16 and for 17 - 20 years. This was due to majority of the employees were young i.e. between 20-29 years of age have experience between 2 and 5.

4.2 Reliability Test Results

To ensure the reliability of items in the questionnaire, the researcher has undertaken pre -test using Cronbach's coefficient. A pilot test was conducted on 60 respondents, 30 employees from each bank, to measure the reliability and consistency of the research instrument. Cronbach's alpha was used to measure the reliability and internal consistency and the result of the reliability test is shown in Table 4.4 below.

Table 4.4: The Reliability Test Result of the Study Variables

No	Variable	Cronbach's Alpha		No of items
		CBE	NIB	
1.	Job rotation plan practices	.887	.840	6
2.	Job rotation plan communication practice	.863	.791	4
3.	Provision of support during job rotation practice	.884	.752	5
4.	Job rotation plan evaluation	.811	.812	7
5.	Benefit of job rotation practice	.833	.839	5
6.	Effectiveness of job rotation practice	.881	.784	3
The reliability of the overall items		.876	.894	30

Source: SPSS output, 2022

As it can be seen the above Table 4.4, the Cronbach alpha value is at least .752 in both types of banks. This implies that the reliability of the instrument is more than the acceptable standard. Hence, all items in the questionnaire were suitable and employed to conduct the actual study.

4.3 Descriptive Statistics on Job Rotation Practices and Employee Engagement in CBE and NIB International banks

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 for the independent variables as follows. The mean indicates that to what level of agreement the response of all respondents was approached. To derive inferences for item and variable, mean and standard deviation are used

(Ghamawala, Thakkar, & Almoula, 2014). As adapted from Senthilnathan (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 practice, job rotation program evaluation, effectiveness of job rotation practices and benefit of job rotation 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.

Standard deviation describes/measures the difference between the measured data against the

average value, for a given item. 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.

As to the dependent variable, mean score values were interpreted accordingly and described in Table 4.5 below.

Table 4.5: Mean Score Interpretation

No	Variable	Mean Range	Interpretation	Source
1.	Job rotation practices: JRPP, JRPCP, PSDJRP, JRPE, and EFJRP	≤ 1.49	Very low practice	Senthilnathan (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' Engagement	From 3.60 & above	Engaged	Adapted from Dutta & Sharma (2016); Arrawatia & Dixit (2017); Yohannes (2016)
		From 2.75 up to 3.59	Disengaged	
		Less than 2.75	Actively Disengaged	

Source: Author construct from review literature, 2022

4.3.1 Job Rotation Practices

4.3.1.1 Job Rotation Plan Practice in the CBE/NIB Gurage Zone branches

Table 4.6: Respondents' view on Job Rotation Plan Practice

No	Item	Bank Type	Respondents' frequency					M	SD
			SD	DA	N	A	SA		
1	Before job rotation, employees are informed about what they will learn in the specific job rotation practice.	CBE	-	-	60	122	19	3.83	.593
		NIB	-	-	42	80	16	3.81	.623
2	Employees believe that, job rotation must be part of every employee's job.	CBE	-	-	51	126	25	3.87	.601
		NIB	-	-	31	91	16	3.89	.575
3	Job rotation must be provided on a regular basis by CBE/NIB.	CBE	-	-	47	131	24	3.89	.583
		NIB	-	-	33	89	16	3.88	.585
4	CBE/NIB sets a fixed length of time for job rotation practice.	CBE	-	-	63	114	25	3.81	.634
		NIB	-	-	40	83	15	3.82	.607
5.	CBE/NIB considers job rotation approaches are important for the employees.	CBE	-	-	70	106	26	3.78	.656
		NIB	-	-	42	78	18	3.83	.639
6.	Job rotation plan practice has a certain contribution to employee's engagement.	CBE	-	2	48	130	22	3.85	.605
		NIB	-	-	34	89	15	3.86	.582
	Grand Mean	CBE	-	2	339	730	141	3.84	.257
		NIB	-	-	222	510	96	3.85	.225

Source: Author construct from SPSS output, 2022, SDA = Strongly Disagree, DA = Disagree, N = Neutral, A = Agree, SA = Strongly Agree, M = Mean, SD = Standard Deviation

As it can be seen in Table 4.6, 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 more than two – third of both respondents 141 (70.3%) of CBE and 96(69.6%) of NIB International were agreed or strongly agreed, whereas significant number of

respondents 60 (29.7%) of CBE and 42 (30.4%) of NIB were undecided to the stated item. But the mean and standard deviation values of the whole responses were (M = 3.83; SD = .593) for CBE and (M = 3.81; SD = .623) indicating high practices of job rotation plan practices by both types of banks in informing employees to learn in specific job rotation plan before job rotation for employees. 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 CBE respondents 151 (74.8%) and more than three –fourth of NIB International banks respondents 107(77.5%) were agreed or strongly agreed, whereas significant number of respondents 51 (25.2%) of CBE and 31 (22.5%) of NIB were undecided to the stated item. But the mean and standard deviation values of the whole responses were (M = 3.87; SD = .601) for CBE and (M = 3.89; SD = .575) indicating high practices of the indicated item. 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 in line 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.

Regards to the third item, on “job rotation must be provided on regular basis by CBE/NIB”, similar to the above items, more than three – fourth of the both respondents 155 (76.8%) of CBE and 105(76.6%) of NIB International were agreed or strongly agreed, whereas 47 (23.3%) of CBE respondents and 33 (23.9%) of NIB respondents were undecided to the stated item. But the mean and standard deviation values of the whole responses were (M = 3.89; SD = .583) for CBE and (M = 3.88; SD = .585) indicating the agreement of most respondents on the stated item. Since the standard deviations are less than one in both cases it indicates that most respondents responses were similar

and this result implies in the selected branches of CBE and NIB International in Gurage Zone majority of employees wants highly 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, both respondents were asked to rate their responses on to what extent "CBE/NIB sets a fixed length of time for job rotation practice", accordingly, more than two - third of both respondents 139 (68.8%) of CBE and 98(71.0%) of NIB International were agreed or strongly agreed, whereas 63 (31.2%) of CBE respondents and 40 (29.0%) of NIB respondents were undecided to the stated item. But the mean and standard deviation values of the whole responses were (M = 3.81; SD = .634) for CBE and (M = 3.82; SD = .607) indicating that 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 the majority of the selected branches of the CBE and NIB International banks 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/NIB considers job rotation approaches are important for the employees." So, according to the survey data, majority of both respondents 132 (65.4%) of CBE and 96(69.5%) of NIB International were agreed or strongly agreed, whereas 70 (34.7%) of CBE respondents and 42 (30.4%) of NIB respondents were undecided to the stated item. But the mean and standard deviation values of the whole responses were (M = 3.78; SD = .656) for CBE and (M = 3.83; SD = .639) indicating that CBE/NIB considers job rotation approaches are important for the employees highly. From this result it can be said that in the selected branches job rotation was implemented considering its importance for employees' activities.

Finally, in the sixth item the respondents from both types of banks were asked to rate their responses on "Job rotation plan practice has a certain contribution to employee's engagement", similar to the above items, more than three – fourth of the both respondents 155 (76.8%) of CBE and 105(76.1.6%) of NIB International were agreed or disagreed, whereas 47 (23.3%) of CBE respondents and 33 (23.9%) of NIB respondents were undecided to the stated item. But the mean and standard deviation values of the

whole responses were (M = 3.89; SD = .583) for CBE and (M = 3.88; SD = .585) indicating the agreement of most respondents on the stated item. Since the standard deviations are less than one in both cases it indicates that most respondents responses were similar and this result implies in the selected branches of CBE and NIB International in Gurage Zone majority of employees wants highly job rotation to be provided on regular basis. In this regard the finding of this study is in line with the finding of Christiba et al.(2021) on the impact of job rotation on employee in banking sector found out that there is a constructive impact of job rotation on employee engagement and the employees are strongly agreed that they are fully focused on work but there is a less significant training provided to them before undergoing job rotation.

In general, the assessment of job rotation plan practices items were examined the extent in which whether employees of CBE and NIB International banks of Gurage Zone implemented or not. The overall ratings shows 71.8% of the respondents of the CBE were agreed or strongly agreed, while 73.2% of NIB International banks respondents were agreed or strongly agreed to the stated items on job rotation plan practices. Moreover, the mean and standard deviation of the entire responses were (M = 3.83; SD = .257) for CBE and (M = 3.85; SD = .224) indicating high 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.

4.3.1.2 Job Rotation Plan Practice Communication in CBE Gurage Zone Branches

Table 4.7: Respondents view on Job Rotation Plan Practice Communication

		Bank Type	Frequency of Likert scales					M	SD
No	Item		SD	DA	N	A	SA		
1.	Employees have necessary information about the purpose of job rotation practice and expectation of CBE/NIB.	CBE	-	60	14	127	1	3.34	.913
		NIB	-	-	35	96	7	3.80	.515
2.	Job rotation plan used by CBE/NIB	CBE	-	29	40	131	2	3.5	.748

	is effectively known.							2	
		NIB	-	-	23	105	10	3.91	.482
3.	Communication with colleagues and supervisors from different jobs during job rotation is satisfactory.	CBE	-	24	38	137	3	3.59	.715
		NIB	-	-	30	99	9	3.85	.511
4.	Job rotation plan communication practice has an impact on employee's engagement in his/her job.	CBE	-	20	44	133	5	3.61	.699
		NIB	-	-	19	107	12	3.95	.473
Grand Mean		CBE	-	133	136	528	11	3.52	.296
		NIB	-	-	107	407	38	3.88	.216

Source: Author construct from SPSS output, 2022, SDA = Strongly Disagree, DA = Disagree, N = Neutral, A = Agree, SA = Strongly Agree, M = Mean, SD = Standard Deviation

As it can be seen in Table 4.7, 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 majority of the respondents of CBE 127 (62.9%) were agreed, while more than two – third of the respondents of NIB International banks 96 (69.6%) were agreed to the stated item, whereas 60 (29.7%) of CBE respondents and 35 (25.4%) of NIB respondents were undecided to the stated item. But the mean and standard deviation values of the whole responses were (M = 3.34; SD = .913) for CBE indicating moderate practices and (M = 3.80; SD = .515) for NIB International banks indicating that to some extent high practice. The two mean values for both cases with their standard deviation shows majority of the respondents have 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, similar to the above item majority of the respondents of CBE 131 (64.9%) were agreed, while more than three – fourth of the respondents of NIB International banks 105 (76.1%) were agreed to the stated item; "Job rotation plan used by CBE/NIB is effectively known." However, the means and standard deviations for the whole responses were (M = 3.52; SD = .748) for the CBE showing moderate level of

practice and (M = 3.91; SD = .482) for NIB International that shows high practice. This result implies that in majority of the selected branches effectiveness of job rotation practices is known in the case of NIB rather than the CBE.

With regards to item third, both respondents were asked to rate their responses on to what extent did “Communication with colleagues and supervisors from different jobs during job rotation is satisfactory.”, accordingly, more than two - third of both respondents 137 (67.8%) of CBE and 99(71.7%) of NIB International were agreed, whereas 38 (18.8%) of CBE respondents and 30 (21.7%) of NIB respondents were undecided to the stated item. But the mean and standard deviation values of the whole responses were (M = 3.59; SD = .715) for CBE and (M = 3.85; SD = .511) indicating that to some extent moderate practice by CBE, but high practices for NIB International of the stated item. Therefore, from this analysis it can be said that in the majority of the selected branches of the CBE and NIB International banks in Gurage Zone communication with colleagues and supervisors from different jobs during job rotation was satisfactory in NIB International banks than n the CBE. In this regard, the finding of this study is supported by Fassil (2019) who found out satisfactory results on communication with colleagues and supervisors from different jobs during job rotation.

Finally, for the fourth item, similar to the above item nearly two – third of the respondents of CBE 133 (65.8%) were agreed and more than three – fourth of the respondents of NIB International banks 107 (77.5%) were agreed, whereas 44(21.8%) of the CBE and 19 (13.8%) were undecided to the stated item “Job rotation plan communication practice has an impact on employee’s engagement in his/her job.” However, the mean and the standard deviations of the overall responses were (M = 3.61; SD = .699) for CBE indicating moderate practice and (M = 3.95; SD = .473) 3.50 indicates high practice. 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 of both banks in Gurage Zone believed that job rotation plan communication practice affected the engagement of employees.

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 employees were communicated while practicing job rotation efficiently or not. The overall ratings shows 65.3% of the respondents of CBE were agreed, while 73.7% of respondents from NIB International banks were agreed to the stated items. Moreover, such responses also calculated in terms of mean and standard deviation and resulted in (M = 3.52; SD = .296) for CBE indicating moderate practice of job rotation plan communication, but (M = 3.88; SD = .216) indicating high practice of job rotation plan practice communication. Hence, NIB International banks carried out its job rotation plan communication better than that of CBE in most of the selected branches. This finding is to some extent supported by Teshome (2018) who found out moderate practice of job rotation plan communication in the case of CBE 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, in both CBE and NIB International it is in contrast with Woldemedhin (2015) who assessed job rotation practices in CBE, Addis Ababa branches to measure effectiveness of job rotation practice 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.

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

Table 4.8: Respondents view on Provision of Support during Job Rotation Practice

No	Item	Bank Type	Respondents' frequency					M	SD
			SD	DA	N	A	SA		
1	There is support when an employee assigned in his/her job rotation for	CBE	-	57	10	135	-	3.39	.897

	practice and learning.	NIB	-	-	40	91	7	3.76	.534
2	Trainers/coaches have showed me how to do different tasks and gradually allow me to do it on your own.	CBE	-	48	9	145	-	3.48	.853
		NIB	-	-	33	93	12	3.85	.552
3	Trainers/coaches have supported and encouraged me throughout the job rotation practice.	CBE	-	20	64	117	1	3.49	.678
		NIB	-	-	44	87	7	3.73	.548
4	In the work place, trainers and supervisors have a follow up mechanisms for employees assigned in a job rotationally.	CBE	-	7	54	128	13	3.73	.631
		NIB	-	-	40	92	6	3.75	.524
5.	Support from supervisors during job rotation practices make me to engage more in my job.	CBE	-	59	14	129	-	3.35	.903
		NIB	-	-	41	87	10	3.77	.583
Grand Mean		CBE	-	191	151	654	14	3.48	.257
		NIB	-	-	198	450	42	3.77	.237

Source: Author construct from SPSS output, 2022, SDA = Strongly Disagree, DA = Disagree, N = Neutral, A = Agree, SA = Strongly Agree, M = Mean, SD = Standard Deviation

As it can be seen in Table 4.8, 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 two – third of the respondents 135 (66.8%) of CBE and 91 (65.9%) of NIB International banks were agreed, while 57 (28.2%) of the respondents of CBE and 40 (29.0%) of NIB International banks were undecided to the stated item. These frequency counts and its percentages further calculated using means and standard deviations (M = 3.39; SD = .897) for CBE and (M = 3.76; SD = .534) for NIB International that shows moderate and high practices respectively. Therefore, from the result it can be said that in the selected branches employees are supported moderately and highly when they assigned in their job for practice and learning in the case of CBE and NIB respectively. From this it can be noticed that work place trainers provided moderate guidance and assistance for rotating employees during job rotation practices, while high provision for NIB. In the workplace trainers/coachers 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 145 (71.8%) of CBE were agreed, while 93 (67.4%) of the respondents from NIB were agreed, however, 48 (23.8%) of the respondents of CBE and 33 (23.9%) of NIB 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 and standard deviation for the whole responses were (M = 3.48; SD = .853) for CBE and (M = 3.85; SD = .552) for NIB indicating moderate and high practices respectively. 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 the case of CBE, but highly in the case of NIB. From this result it can be inferred that in most of the selected branches provision of support on different tasks were better in NIB International banks than in the CBE. 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 half of the respondents 117 (57.9%) of the CBE and 87 (63.0%) of the NIB International were agreed to “Trainers/coaches have supported and encouraged me throughout the job rotation practice.” But 64 (31.7%) of the respondents of CBE and 44 (31.9%) were undecided it might indicate that those employees were not convinced by the provision of support and encouragement by their respective trainers. However, to decide the extent of the practice the mean and standard deviation were calculated and resulted in (M = 3.49; SD = .678) for CBE and (M = 3.73; SD = .548) for NIB International that shows moderate and to some extent high practices respectively. Therefore, from this result it can be said that in majority of the selected branches there was moderate support and encouragement of employees throughout the job rotation practice by trainers/coaches in the case of CBE, but high in the case of NIB. This

showed that most of the respondents were satisfied moderately (CBE) and to some extent highly (NIB) 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.

As to the fourth item, 128 (63.4%) of the respondents from CBE and 92 (66.7%) of the respondents from NIB International banks were agreed, whereas 54(26.7%) of the respondents of CBE and 40(29.0%) 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 and standard deviation of the overall responses were (M = 3.73; SD = .631) for CBE and (M = 3.75; SD = .524) for NIB International that shows to some extent high practices. Therefore, this result implies, despite the significant number of undecided responses, that in majority of the selected branches supervisors and trainers have follow up mechanisms for employees assigned in a job rotationally.

Finally, the respondents from both types of banks, public 9CBE) and private (NIB), were asked to rate their responses on to what extent did "Support from supervisors during job rotation practices make me to engage more in my job" affected their engagement in their assigned job; So according to the result of the analysis 129 (63.9%) and 59 (29.2%) of the respondents from the selected CBE were agreed and disagreed to the stated item; whereas 87 (63.0%) and 41 (29.8%) of the respondents from the selected branches of NIB were agreed and undecided. As to the mean and standard deviation of the whole responses, the results shows (M = 3.35; SD = .903) for CBE and (M = 3.77; SD = .583) for NIB International that shows moderate and to some extent high practices respectively. Therefore, this result implies, despite the significant number of disagreed responses that in majority of the selected branches of CBE support from supervisors during job rotation practices made employees to engage more in their jobs moderately, but highly in the case of NIB.

In general, the assessment of provision of support during job rotation practice was carried out in order to examine the extent in which whether provision of support was implemented in relation to employees engagement or not. The overall ratings shows

66.2% of the respondents were agreed or strongly agreed in the case of CBE, while 71.3% were agreed or strongly agreed to the stated five items. On the other hand, the grand mean of CBE was 3.49 with standard deviation .257 and that of NIB International was 3.77 with standard deviation of .237 indicating moderate and high provision of support during job rotation practice respectively. The implication of this result led to the need of more support for employees in the case of CBE from each of the selected banks in the Zone.

4.3.1.4 Job Rotation Practice Evaluation in the CBE Gurage Zone branches

Table 4.9: Respondents View on Evaluation of Job Rotation Program

No	Item	Bank Type	Respondents' Frequency					M	SD
			SD	DA	N	A	SA		
1	Employees are satisfied and confident with the job rotation system offered by the CBE/NIB enabled them to perform all aspects of the job effectively.	CBE	-	54	4	144	-	3.45	.886
		NIB	-	18	8	96	16	3.80	.812
2	CBE/NIB has uniform system of getting feedback for improvement during job rotation practice.	CBE	-	66	7	129	-	3.31	.934
		NIB	-	10	20	104	4	3.74	.631
3	The job rotation approach is helpful in personal development.	CBE	-	71	3	128	-	3.28	.954
		NIB	-	3	22	107	6	3.84	.516
4	The job rotation system is helpful in staff professional development.	CBE	-	70	3	129	-	3.29	.957
		NIB	-	7	34	73	24	3.83	.773
5	CBE/NIB competence level was assessed through CBE/NIB performance measurement system during job rotation practices.	CBE	-	57	4	141	-	3.42	.901
		NIB	-	8	19	102	9	3.81	.634
6	CBE/NIB job rotation system is useful to my career development.	CBE	-	26	65	104	7	3.46	.760
		NIB	-	2	26	95	15	3.89	.588
7	Employees' expectation is accurate for assigned jobs after completion of a job rotation.	CBE	-	4	58	139	1	3.68	.519
		NIB	-	4	19	100	15	3.91	.598
Grand Mean		CBE	-	348	144	914	8	3.41	.231
		NIB	-	52	148	677	89	3.8	.266

							3	

Source: Author construct from SPSS output, 2022, SDA = Strongly Disagree, DA = Disagree, N = Neutral, A = Agree, SA = Strongly Agree, M = Mean, SD = Standard Deviation

As indicated in Table 4.9, in item 1, the respondents were asked to rate their response on 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.” According to the survey data majority of the respondents 144 (71.3%) and 54 (26.7%) of the respondents from the selected CBE branches were agreed and undecided to the stated item, whereas 96 (69.6%) and only 18 (13.0%) of respondents from NIB International banks were agreed and disagreed respectively, These frequencies and its percentages further calculated using means and standard deviations and resulted in (M = 3.45; SD = .886) for CBE and (M = 3.80; SD = .812) for NIB International that shows moderate and high practices respectively. 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, but highly in the case of NIB International banks in Gurage Zone.

Regards to the second item, the presence of uniform system of getting feedback for improvement during job rotation practices, nearly two – third of the respondents 129 (63.9%) and 66 (38.7%) of the respondents from CBE were agreed and disagreed respectively to the stated item, but three – fourth 104 (75.4%) and only 10 (7.2%) of the respondents from NIB were agreed and disagreed respectively towards the stated item. However, the mean and standard deviation of the responses were (M = 3.31; SD = .934) for CBE and (M = 3.74; SD = .631) for NIB International that shows moderate and high practices respectively. Therefore, from this result it can be said that in majority of the selected branches of CBE existence of uniformity in getting feedback for improvement during job rotation practices was implemented moderately, but highly in the case of NIB International banks in Gurage Zone.

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 128 (63.4%) and 71 (35.1%) of the respondents from CBE were agreed and disagreed respectively to the stated item, but more than three – fourth 107 (77.5%) and only 3 (2.2%) of the respondents from NIB were agreed and disagreed respectively towards the stated item. However, the mean and standard deviation of the responses were (M = 3.28; SD = .954) for CBE and (M = 3.84; SD = .516) for NIB International that shows moderate and high practices respectively. Therefore, from this result it can be said that in majority of the selected branches of CBE job rotation practice was helpful for employees moderately for their personal development, but highly for the case of NIB International banks in Gurage Zone.

As to the fourth item, nearly two – third of the respondents 129 (63.9%) and 70 (34.7%) of the respondents from CBE were agreed and disagreed respectively to "The job rotation system is helpful in staff professional development", but more than half 73 (52.9%) and only 7 (5.1%) of the respondents from NIB were agreed and disagreed respectively towards the stated item. However, the mean and standard deviation of the responses were (M = 3.29; SD = .957) for CBE and (M = 3.83; SD = .773) for NIB International that shows moderate and high implementation respectively. Therefore, from this result it can be said that in majority of the selected branches of CBE job rotation system was helpful in staff professional development moderately, but highly for the case of NIB International banks in Gurage Zone.

With regards to the fifth item, more than two - third of the respondents 141 (69.8%) and 57 (28.2%) of the respondents from CBE were agreed and disagreed respectively to "CBE/NIB competence level was assessed through CBE/NIB performance measurement system during job rotation practices", but more than two – third 102 (73.9%) and only 8 (5.8%) of the respondents from NIB were agreed and disagreed respectively towards the stated item. However, the mean and standard deviation of the responses were (M = 3.42; SD = .901) for CBE and (M = 3.81; SD = .634) for NIB International that shows moderate and high implementation respectively. Therefore, from this result it can be said that in majority of the selected branches of CBE competence level employees were assessed through CBE performance measurement system during job rotation practices moderately, but

highly for the case of NIB International banks in Gurage Zone.

As to the sixth item, respondents were asked to rate their responses on "CBE/NIB job rotation system is useful to my career development.", accordingly, more than half of the respondents 104(51.5%) and 26 (12.9%) from CBE were agreed and disagreed respectively, but more than two – third 95 (68.8%) and only 2 (1.4%) of the respondents from NIB were agreed and disagreed respectively towards the stated item. However, the mean and standard deviation of the responses were (M = 3.46; SD = .760) for CBE and (M = 3.89; SD = .588) for NIB International that shows moderate and high implementation respectively. Therefore, from this result it can be noticed that in more than half of the selected branches of CBE job rotation system was useful to employees' career development, but NIB job rotation system was useful to employees' career development highly in Gurage Zone.

Finally, in item 7 respondents were asked to rate on "Employees' expectation is accurate for assigned jobs after completion of a job rotation" accordingly, more than two - third of the respondents 139 (68.8%) and only 4 (2.0%) of the respondents from CBE were agreed and disagreed respectively, but nearly three – fourth 100 (72.5%) and only 4 (2.9%) of the respondents from NIB were agreed and disagreed respectively towards the stated item. However, the mean and standard deviation of the responses were (M = 3.68; SD = .519) for CBE and (M = 3.91; SD = .598) for NIB International that shows high implementation for both cases. Therefore, from this result it can be said that in majority of the selected branches of both CBE and NIB International banks employees' expectation was accurate for assigned jobs after completion of a job rotation highly despite their means difference in Gurage Zone.

In general, the overall responses as depicted in Table 4.9, indicates nearly two – third of the respondents 64.6% from CBE were agreed, while 24.6% were disagreed towards employee job rotation program evaluation, but more than two – third of the respondents 70.1% and only 5.4% were agreed and disagreed to the stated seven items. However, the grand means and standard deviations of the whole responses, the results revealed (M = 3.41; SD = .231) for CBE and (M = 3.83; SD = .266) for NIB International indicates moderate and high practices respectively. Therefore, from this result it can infer that in

most of the selected branches of CBE Gurage Zone job rotation program evaluation was carried out at moderate level, while it was carried out highly in NIB International banks of Gurage Zone. 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.

4.3.1.5 Effectiveness of Job Rotation Practices in the CBE/NIB Gurage Zone branches

Table 4.10: Respondents View on Effectiveness of Job Rotation Practice

No	Item	Bank Type	Respondents' frequency					M	SD
			SD	DA	N	A	SA		
1	Effectiveness of job rotation approach improves employees' job engagement.	CBE	-	60	10	132	-	3.36	.910
		NIB	-	-	18	113	7	3.92	.420
2	CBE/NIB involves the employees by acquiring knowledge, develop skills and adopt good attitude during job rotation.	CBE	-	21	37	137	7	3.64	.714
		NIB	-	-	34	104	-	3.75	.432
3	CBE/NIB makes staffs accountable for their mistakes rather than blaming others during job rotation.	CBE	-	16	74	103	9	3.52	.707
		NIB	-	-	39	87	12	3.80	.578
	Grand Mean	CBE	-	97	121	372	16	3.51	.421
		NIB	-	-	91	304	19	3.83	.228

Source: Author construct from SPSS output, 2022, SDA = Strongly Disagree, DA = Disagree, N = Neutral, A = Agree, SA = Strongly Agree, M = Mean, SD = Standard Deviation

As indicated in Table 4.10, the first item was concerning about rating the extent of

"Effectiveness of job rotation approach improves staff job engagement" According to the survey data majority of the respondents of CBE 132 (65.3%) and 60 (29.7%) were agreed and disagreed, but more than three – fourth of the respondents 113 (81.9%) of NIB International banks were agreed and no respondents were disagreed to the stated item. However, the mean and standard deviation values of the whole responses were (M = 3.36; SD = .910) for CBE indicating moderate practices and (M = 3.92; SD = .420) for NIB International banks indicating that high extent of practices. The two mean values for both cases with their standard deviation shows majority of the respondents have similar responses which are confirmed by less than one standard deviation, small variation. Therefore, from the result it can be said that in most of the selected branches of CBE Gurage Zone effectiveness of job rotation approach improved employees' job engagement moderately, but highly in most of the selected branches of NIB International banks of Gurage Zone.

As to the second item, similar to the above item, more than two - third of the respondents 137 (67.8%) and 21 (10.4%) of the respondents from CBE were agreed and disagreed respectively to "CBE/NIB involves the employees by acquiring knowledge, develop skills and adopt good attitude during job rotation", but three – fourth 104 (75.4%) from NIB were agreed and no respondents replied disagree towards the stated item. However, the means and standard deviations for the whole responses were (M = 3.64; SD = .714) for the CBE showing to some extent high level of practice and (M = 3.75; SD = .432) for NIB International that shows high practice. This result implies that in the majority of the selected branches CBE/NIB involved the employees by acquiring knowledge, develop skills and adopt good attitude during job rotation.

Regards to the last item, both respondents were asked to rate their responses on to what extent did "CBE/NIB makes employees accountable for their mistakes rather than blaming others during job rotation", accordingly, more than half of the respondents 103 (51.0%) of CBE and 87(63.0%) of NIB International were agreed, whereas 16 (7.9%) and 74 (36.6%) of CBE respondents were disagreed and undecided respectively, while 39 (28.3%) of NIB respondents were undecided to the stated item. But the mean and standard deviation values of the whole responses were (M = 3.52; SD = .707) for CBE

and (M = 3.80; SD = .578) for NIB International banks indicating that to some extent moderate practice by CBE, but high practices for NIB International of the stated item. Therefore, from this analysis it can be said that in the majority of the selected branches of the CBE and NIB International banks made employees accountable for their mistakes rather than blaming others during job rotation practices moderately and highly respectively in most of the selected branches in Gurage Zone.

In general, the assessment of effectiveness of job rotation practices examined the extent of the implementation in both types of banks. According to the results of the analysis, the overall responses shows 64.0% of the participants from CBE were agreed or strongly agreed, while 78.0% of the participants from NIB were agreed or strongly agreed to the stated three items resulted in (M = 3.51; SD = .420) for CBE and (M = 3.83; SD = .228) for NIB International banks indicating the effectiveness of job rotation practices was at moderate status in the case of CBE, whereas at high status in the case of NIB. Therefore, from this result it can be said that job rotation practices need more emphasis for both, in particular for CBE. In this regard the finding of this study is supported by Dora(2012) who found out participants in the job rotation programme who were interviewed, expressed a high level of satisfaction with the programme. The study also revealed that the respondent's appreciated the effectiveness of job rotation programme in their organization. But it is in contrast with Woldemedhin (2015) who assessed job rotation practices in CBE, Addis Ababa branches to measure effectiveness of job rotation practice 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.

4.3.1.6 Benefits of job rotation practices in the CBE/NIB Gurage Zone branches

Table 4.11: Respondents View on Benefits of job rotation practices

No	Item	Bank Type	Respondents' frequency					M	SD
			SD	DA	N	A	SA		
1	Job rotation practice broadens the knowledge of employees.	CBE	-	15	57	130	-	3.57	.629
		NIB	-	-	46	87	5	3.7	.549

								0	
2	Job rotation practice increases employees' engagement level.	CBE	-	46	33	115	8	3.42	.884
		NIB	-	17	8	94	19	3.83	.816
3	Job rotation practice helps in career planning and progression of employees.	CBE	-	42	30	124	6	3.47	.853
		NIB	-	11	16	103	8	3.78	.670
4	Job rotation practice reduces boredom of employees.	CBE	-	27	38	133	4	3.56	.745
		NIB	-	10	16	103	9	3.80	.660
5.	Job rotation practice benefits the banks.	CBE	-	61	47	91	3	3.18	..885
		NIB	-	3	40	82	13	3.76	.646
	Grand Mean	CBE	-	191	205	593	21	3.44	.311
		NIB	-	41	126	469	54	3.78	.293

Source: Author construct from SPSS output, 2022, SDA = Strongly Disagree, DA = Disagree, N = Neutral, A = Agree, SA = Strongly Agree, M = Mean, SD = Standard Deviation

As indicated in Table 4.11, in item 1, the respondents were asked to rate their response on "Job rotation broadens the knowledge of employees" According to the survey data almost two – third of the respondents 130 (64.4%) of CBE and 87 (63.0%) of NIB International banks were agreed, while 57 (28.2%) of the respondents of CBE and 46 (33.4%) of NIB International banks were undecided to the stated item. These frequency counts and the others further calculated using means and standard deviations which resulted (M = 3.57; SD = .629) for CBE and (M = 3.70; SD = .549) for NIB International that shows moderate and high practices respectively. Therefore, from the result it can be said that in most of the selected branches Job rotation broadened the knowledge of most employees moderately and highly for CBE and NIB respectively.

As to the second item, more than half of the respondents 115 (56.9%) of CBE were agreed, while 94 (68.1%) of the respondents from NIB were agreed, however, 46 (22.8%) of the respondents of CBE and 17 (12.3%) of NIB were disagreed to the stated item "job rotation practice increases employees' engagement level" But, the mean and standard deviation for the whole responses were (M = 3.42; SD = .884) for CBE and (M = 3.83; SD

= .816) for NIB indicating moderate and high practices respectively. This result implies that in the majority of the selected branches of CBE job rotation practice increased employees' engagement level moderately, whereas it increased most of the employees' engagement level in the selected branches of NIB. From this result it can be inferred that in most of the selected branches employees are engaged more in NIB relative to the CBE's employees in most of the selected branches of both.

Regards to item 3, majority of the respondents 124 (61.4%) of the CBE and 103 (74.6%) of the NIB International were agreed to "Job rotation practice helps in career planning and progression of employees" But 42 (20.8%) of the respondents of CBE and only 11 (8.0%) of the respondents from NIB were disagreed. However, to decide the extent of the practice the mean and standard deviation of the whole responses were calculated and resulted in (M = 3.47; SD = .853) for CBE and (M = 3.78; SD = .670) for NIB International that shows moderate and high extent practices respectively. Therefore, from this result it can be noticed that in the majority of the selected branches of CBE job rotation practice helped in career planning and progression of employees moderately as compared to NIB International banks where the implementation was high.

As to the fourth item, 133 (65.8%) of the respondents from CBE and 103 (74.6%) of the respondents from NIB International banks were agreed, whereas 27(13.4%) of the respondents of CBE and 10(7.2%) were disagreed to the item; "Job rotation practice reduces boredom of employees" However, the mean and standard deviation of the overall responses were (M = 3.56; SD = .745) for CBE and (M = 3.80; SD = .660) for NIB International that shows moderate and high extent practices respectively. Therefore, this result implies, despite the significant number of undecided responses in the case of CBE, in majority of the selected branches of CBE job rotation practice reduced the boredom of employees moderately, while it reduced highly in the case of NIB International banks. In this regard, the finding of this study is concurred with the finding of Fassil (2019) the effect of job rotation on employees' motivation: the case of Wegagen Bank S.C. and found out job rotation practices reduces boredom of employee on work.

Finally, in item 5, the respondents from both types of banks, public (CBE) and private

(NIB), were asked to rate their responses on to what extent did "Job rotation practice benefits the banks " ; So according to the result of the analysis 91 (45.0%) of the respondents from CBE and 82 (59.4%) of the respondents from the selected NIB banks were agreed to the stated item; whereas 61 (30.2%) and only 3 (2.2%) of the respondents from the selected branches of NIB were disagreed. As to the mean and standard deviation of the whole responses, the results shows (M = 3.18; SD = .885) for CBE and (M = 3.76; SD = .646) for NIB International that shows moderate and to some extent high practices respectively. Therefore, this result implies, despite the significant number of undecided responses in the case of CBE, in the majority of the selected branches of CBE majority of the respondents believed that job rotation practice benefited the bank moderately, but highly in the case of NIB International banks.

In general, the overall ratings shows 60.8% of the respondents were agreed or strongly agreed in the case of CBE, while 75.8% were agreed or strongly agreed to the stated five items. On the other hand, the grand mean and standard deviations of the entire five items were (M = 3.44; SD = .311) for CBE and (M = 3.76; SD = .293) indicating moderate and high benefits of job rotation practices respectively.

4.3.2 Results on Employees' Engagement Level

Table 4.12: Categories of Employees Engagement Level

Bank's Type	Mean Scores Range	Level	Frequency	Percent
CBE	From 3.60 & above	Engaged	121	60.0
	From 2.75 up to 3.59	Disengaged	71	35.2
	Less than 2.75	Actively Disengaged	10	4.8
		Total	202	100
NIB	From 3.60 & above	Engaged	89	64.5
	From 2.75 up to 3.59	Disengaged	44	31.9
	Less than 2.75	Actively Disengaged	5	3.6
		Total	138	100

	Grand Total	340	100

Source: Author construct from SPSS output, 2022

From the above Table 4.12, majority 121 (60.0%) of the employees in the selected CBE were engaged in their work. However, 10 (4.8%) of the respondents were actively disengaged. As to the middle engagement level, 71 (35.2%) of the respondents were not engaged, while nearly two – third 89 (64.5%) of the employees in the selected NIB International banks of Gurage Zone were engaged in their work. However, 5 (3.6%) of the respondents were actively disengaged. As to the middle engagement level, 44 (31.9%) of the respondents were not engaged which is in agreement with Gallup's model classifications of employees engagement, where employees relative with engagement level 50.8% are engaged, 42.9% are not – engaged and 6.3% disengaged. On the other hand, from the prior empirical studies (Yonas, 2018) and other related literatures, these 74 employees who were in the mean scores range from 2.75 up to 3.59 who were nearly to the neutral state and typically have the tendency to be engaged if the organization takes remedial solutions to engaged them fully (Maylett & Warner, 2014). Therefore, from this analysis it can be infer that most of the employees of the CBE were engaged in their works.

4.4 Ordinal Regression Model Evaluation and Analysis

4.4.1 Evaluation of the Model

The validity of the inferences drawn from ordinal regression model analysis depends on its assumptions being satisfied. In this regard, in order the analysis to be valid and the regression explore the existence of significant impact of each explanatory variable on the dependent variable; it should satisfy all assumptions of ordinal regression model. Therefore, the assumptions were checked before running the analysis using SPSS version 20 software. The diagnostic tests for the whole assumptions are attached in the Appendix part. In this section, only four model adequacy test and their evaluations such as model fitness information; goodness of – fit test, pseudo value; and test of parallels analyses and their interpretation are presented using the outputs of the SPSS. Moreover, logit link function is used in the analysis because it is evenly distributed categories and is reasonable choices when the changes in the cumulative probabilities are gradual and

logit involves all levels of the response and dichotomizes the response scale.

4.4.1.1 Model Fitness Information

In this section, before looking at the impacts of each explanatory variable in each of the six factors, job rotation plan practice, job rotation plan practice communication, provision of support provided during job rotation practices, job rotation practice program, effectiveness of job rotation practice and benefit of job rotation plan practice, that can affect employee engagement in the model, one needs to determine whether each model improves the ability to predict the outcome. This was done by comparing a model without any explanatory variables (the baseline or "intercept only" model) against the model with all the explanatory variables. As it can be seen in Table 4.13 below, the statistically significant chi – square statistic of each model ($p < .05$) indicates that the final model of each gave a significant improvement over the baseline intercept – only model. Statistically this tells us that each model resulted in better predictions with the explanatory variables than the baseline model.

Table 4.13: Model Fitness Information for the Six Explanatory Variables

	Model Fitting Information				
Bank Type	**Model**	**-2 Log Likelihood**	**Chi-Square**	**df**	**Sig.**
CBE	Intercept Only	332.607			
	Final	227.784	104.822	6	.000
NIB	Intercept Only	211.842			
	Final	62.722	149.119	6	.000
Link function: Logit.					

Source: Author construct from SPSS output, 2022

4.4.1.2. Goodness of Fit – test

This statistical test was intended to test whether the observed data in each independent variable items were consistent with the fitted model or not. In order to test, Pearson and Deviance statistics was used.

Pearson is widely used in statistics to measure the degree of the relationship between linearly related variables. Deviance is likelihood – ratio test in logistic and ordinal regression analyses which is used under full maximum likelihood. The deviance can be regarded as a measure of lack of fit between a model and data. The larger the deviance, the poorer the data will fit the model. This was done first by assuming that the null hypothesis, the observed data are consistent with the fitted model (i.e. Model fits is good).

Statistically good models have large observed significance levels since the goodness of fit measures have large observed significance level when compared with the normal significant level = .05 and coupled with the fact that ordinal regression models are valid when the normality assumptions are not met. Therefore, accept the null hypothesis, if the p – value is greater than .05 level of significant, and then conclude that the data and the model predicting capacity are similar across the ordinal data and that one can have a good model. However, if the p – value is less than .05, then the model is statistically different from the observed data (i.e. the model is a bad fit of the data). This implies that one needs no significant result (p – value greater than .05).

Therefore, as it can be seen from Table 4.14 below, the Goodness of fit – test resulted p – values which are greater than .05 for both Pearson and Deviance statistics.

Table 4.14: Goodness of fit – test Result for the Six Explanatory Variables as a whole

Bank Type	Goodness-of-Fit			
		Chi-Square	Df	Sig.
CBE	Pearson	338.671	396	.983
	Deviance	227.784	396	1.000
NIB	Pearson	543.718	593	.927
	Deviance	445.376	593	1.000
	Link function: Logit.			

Source: Author construct from SPSS output, 2022

4.4.1.3 Pseudo R - Square Result

In this section, like the R – square value in linear regression model the coefficient of determination summarizes the proportion of variance in the dependent variable associated with the predictor (independent) variables, this value indicating the variation is explained by the model. But for regression model with ordinal dependent variable, it is not possible to compute a single statistic that has all of the characteristics of the linear regression model. The following methods were used to estimate the coefficient of determination. The pseudo R squares of the model for both bank types with the six explanatory variables were calculated based on the likelihood ratio and they are presented in Table 4.15 below.

Table 4.15: Results on the Explaining Capacity of the Six Explanatory Variables

Bank Type	Pseudo R-Square	
CBE	Cox and Snell	.587
	Nagelkerke	.735
	McFadden	.552
NIB	Cox and Snell	.661
	Nagelkerke	.842
	McFadden	.704
Link function: Logit.		

Source: Author construct from SPSS output, 2022

As it can be seen in Table 4.15, the Nagelkerke value is the highest among the Pseudo R squares for the two models. This shows that 73.5% of the variation in individual's engagement level for CBE and 84.2% of the variation in the individual's engagement level were explained by the explanatory variables, JRPP, JRPPC, PSDJRP, JRPE, EJRP and BJRP. The remaining 26.5% and 15.8% were accounted for by the error terms which were captured by other variables to employees' engagement that were not included in this study.

4.4.1.4 Test of Parallels

This test was designed to make judgment about the model adequacy using the six

explanatory variables. It was done by testing the null hypothesis that stated the slopes of the coefficients in the model are the same across the ordered response categories. That is, the relationship between the independent variables and dependent variables does not change according to the categories of the dependent variable. Like goodness of fit – test, one needs p – value greater than the significant level .05 indicating no significant difference for the corresponding slope coefficients across the ordered response categories – engagement level. As it can be seen in Table 4.16 below, the hypothesis which was tested by Chi – square test, the assumption of parallelism (P > .05), in the test the row labeled null hypothesis contains -2loglikelihood for the constrained model. The model that assumes the lines or planes are parallel. The row labeled general is for the model with separate planes or lines. The entry labeled chi - square is the difference between each of the two -2loglikelihood values in the model for both types of banks has p – values greater than .05, .579 for CBE and .730 for NIB International banks. This shows that the chosen link function in each variable was right and this gives the assumption to proportional odds (parallel lines) since there was no sufficient evidence to reject the null hypothesis (which states that there is no significant difference between the regression coefficient across the ordered response categories) suggesting that the model assumption of equality was satisfied.

Table 4.16: Results of Test of Parallel Lines

Bank Type	Test of Parallel Lines[a]				
	Model	-2 Log Likelihood	Chi-Square	Df	Sig.
CBE	Null Hypothesis	248.514			
	General	243.785	4.730	6	.579
	The null hypothesis states that the location parameters (slope coefficients) are the same across response categories				
NIB	Null Hypothesis	119.700			
	General	110.092	9.608	6	.730
	The null hypothesis states that the location parameters (slope coefficients) are the same across response categories.				
a. Link function: Logit.					

Source: Author construct from SPSS output, 2022

In summary, since the four basic model adequacy tests were met, the ordinal regression model could explore the impact of each of the six independent variables and presented and discussed accordingly underneath.

4.4.2. Effects of each of the Explanatory Variables on the Outcome Variable – Engagement Level

This section which is the core of the ordinal regression model analysis tells us that the impact of each item in each of the six variables on the dependent variable – engagement level of employees. This analysis was done using the SPSS output, the parameter estimates table was used, in the table shown below for both types of banks, the coefficients, their standard errors, the Wald test and associated p-values (Sig.), odds ratio and their interpretations are described as follows.

Interpretation of Parameter Estimates

The thresholds, the intercept equivalent terms, are shown at the top of the parameter estimates output, and they indicate where the latent variable is cut to make the three groups that were observed in the data. The estimates labeled Location are the ones that the interest relies on. They are the coefficients for the predictor variables. The Wald statistic is the square of the ratio of the coefficient to its standard error (Wald statistic = $\left(\frac{B}{st.dev.}\right)^2$). The significance of the Wald statistic in the column with heading sig ($p < 0.05$) indicates the importance of the predictor variables in the model. If it happens, the null hypothesis $H_o: \beta_j = 0$ should be rejected and it shows that the corresponding predictor variable is significant and shown in Table 4.17 given below and the interpretations were made accordingly (Eygu & Gulluce, 2017).

Interpretation of the extent of the effect size: Odd Ratio (OR)

In order to have the extent of the effect of each of the significant item on employee engagement, statistically it is called Odds ratio was used. Odds ratio indicates the effect of the regression coefficient on the outcome value. The “odds ratio (OR)” is obtained by taking the “exponent” of the coefficient: OR = “exp (B)”. Because, as Andy

(2006) indicated the most common and possibly more useful measure of the impact size for categorical data is the odds ratio and it is an indicator of a unit change in the predictor variable will lead to a shift from one category to the succeeding/preceding category depending on the odds ratio. The odds ratio depends on the sign of the coefficients, a positive coefficient indicates that the greater the coefficient, the greater the likelihood of the occurrence of the outcome (the likelihood of the employee to be engaged). A negative coefficient indicates that the greater the coefficient, the lesser the likelihood of the outcomes to be occurred (Liu, 2010). Thus, Odd ratio greater than one indicates a predictor is associated with increased likelihood of the outcome – the probability of the existence of employee engagement; if the odd ratio is equal to 1, it indicates no association between predictor and outcome; if the value of odd ratio is less than one, it indicates predictor is associated with decreased likelihood of the outcome (Abedin et al., 2016). The results and the discussions are presented below.

Table 4.17: Parameter Estimates of the independent variable on Employee Engagement Level

Pseudo R – Square value = .735 (of CBE) Pseudo R – Square value = .842 (of NIB)

Parameter Estimates of the two models on CBE/NIB												exp (B)	exp (B)
		Estimate(B)		Std. Error		Wald		Df		Sig.			
		CBE	NIB	CBE	NIB	CBE	NIB	C	N	CB	NIB	CBE	NIB
Threshold	[EEL = 1]	5.24	6.18	1.435	1.547	13.33	15.96	1	1	.000	.000	188.67	482.99
	[EEL = 2]	6.11	6.93	1.633	1.754	13.99	16.03	1	1	.000	.000	450.34	900.22
Location	JRPP	1.884	1.893	.498	.491	14.32	14.86	1	1	.000	.000	6.579	6.639
	JRPPC	1.234	1.845	.553	.516	4.98	12.78	1	1	.026	.000	3.435	6.328
	PSDJRP	1.339	1.605	.608	.419	4.85	14.67	1	1	.028	.018	3.815	4.978
	JRPE	1.273	1.552	.609	.422	4.37	13.55	1	1	.037	.007	3.572	4.721
	EFJRP	1.114	1.725	.463	.474	5.79	13.24	1	1	.016	.003	3.046	5.613

	BJRP	1.591	2.472	.535	.603	8.84	16.81	1	1	.003	.009	4.908	11.846
Link function: Logit.													

Source: Author construct from SPSS output, 2022

As it can be seen in parameter Table 4.17, at the top row, the threshold coefficients EE1 and EE2 are representing the intercepts, specifically the point (in terms of a logit) where employee engagement level were predicted into the three categories: engaged (coded with 3), not engaged (coded with 2), and actively disengaged (coded with 1). In the same table, the estimate column indicates coefficients; in these coefficients the positive sign indicates that those variables have direct effects on the engagement level of employee. From Table 4.17, all the independent variables on job rotation practices have direct effect on employee engagement. The estimates that are labeled location are the coefficients for the predictor variables in which relationship between employee engagement and job rotation practice variables that have certain impact on employee engagement were observed.

The outcome of the regression analysis depicted in Table 4.17 indicates the statistical significance of each regression coefficients. As it can be seen from the table, the estimate, coefficients of all the six predictor variables are positive which indicated that there was a positive association between each of the six independent variables and the outcome variable – employee engagement level. In this regard, since the significance of the Wald statistic in the sig. column (< .005) indicates the importance of the predictor variables for the model that predict the dependent variable. So, statistically from the stated null hypothesis and the alternative hypothesis:

$\mathbf{H_{o_1}}$: Statistically job rotation practices have no significant effect on employee's engagement in both public and private banks in Gurage Zone.

$\mathbf{H_{a_1}}$: Statistically job rotation practices have significant effect on employee's engagement in both public and private banks in Gurage Zone.

The null hypothesis,H_{o_1}: statistically job rotation practices have no significant effect on employee's engagement in both public and private banks in Gurage Zone were rejected

and hence all of the six predictor variables have significant effect on employees' engagement. Therefore, the results of the analyses indicated that engagement of employee was significantly associated and affected by the six variables.

As to the specific effect (OR = Odd Ratio) that each of the six predictor variables has on employees engagement, the effect of job rotation plan practices on employees engagement was OR = 6.579 for CBE and OR = 6.693 for NIB International banks with p – value of .000 < .05 indicating that the likelihood of the employees to increase their engagement was 6.579 times and 6.693 for CBE and for NIB International banks respectively for those who were not engaged or actively disengaged from their works. From this result it can be inferred that if employees are practices job rotation plan for their performance, then they become more engrossed in their work in both banks. Therefore, this findings is supported by the theory which stated that engagement is not a momentary and specific state, rather, it is "a more persistent, pervasive, and affective – cognitive state that is not focused on any particular object, event, individual, or behavior" (Schaufeli et al., 2006).

The effect of job rotation practice communication on employees' engagement described by its OR, OR = 3.435 with p = .026 < .05 for CBE and OR = 6.328 with p = .000 < .05 for NIB International banks, indicating that the odds of having employee engagement was increased by 3.435 and 6.328 for CBE and NIB International banks respectively for every positive increment of job rotation practice communication holding the other variables constant in the model. What this tells us that if job rotation practice communication was carried out well and implemented effectively in both types of banks the odds of employees' engagement were 3.435 and 6.328 times higher than if it was normal job rotation practice communication habit. From this result it can be inferred that how employees were engaged if job rotation practice communication was implemented effectively. This finding is concurred with the results of the previous study by Yohannes (2016) who conducted his study on the Role of Selected Human Resource Practices on Employee Engagement in CBE and found out that communication has positive, linear and significant relationship and contribution to employees' engagement.

Regards to provision of support during job rotation practices on employees' engagement was OR = 3.815 with p = .028 < .05 for CBE and OR = 4.978 with p = .018 < .05 for NIB International banks indicating that the odds of having CBE and NIB International banks employees' engagement were increased by 3.815 and 4.978 respectively for every positive increment of provision of support during job rotation practices holding the other variables constant in the model. This result tells us provision of support during job rotation practices on which the right provision of support was implemented increased the odds of the employees' engagement by 3.815 and 4.978 than those who were not supported effectively while their practices. The finding of this study is in line with the finding of the study by Derara (2014) who conducted his study on CBE in Addis Ababa area and found out that employees who were supported are more likely to reciprocate with greater levels of engagement to their organization.

The effect of job rotation practice evaluation on employees' engagement described by its OR, OR = 3.572 with p = .037 < .05 for CBE and OR = 4.721 with p = .007 < .05 for NIB International banks, indicating that the odds of having employees' engagement were increased by 3.572 and 4.721 for CBE and NIB International banks respectively for every positive increment of job rotation practice evaluation holding the other five variables constant in the model. What this tells us that if job rotation practice evaluation was carried out well and implemented effectively in both types of banks the odds of employees' engagement were 3.572 and 4.721 times higher than those who were not engaged or actively disengaged if it was normal job rotation practice evaluation. From this result it can be inferred that how employees were engaged if job rotation practice evaluation was implemented effectively in both types of banks.

Regards to the effectiveness of job rotation practices in both types of the banks, the result of the ordinal regression model analysis depicted in Table 4.18 shows the odd ratio, OR = 3.046 with p = .016 < .05, level of significance for CBE and OR = 5.613 with p = .003 < .05, level of significance indicating that the odds of having CBE and NIB International banks employees' engagement were increased by 3.046 and 5.613 respectively for every positive increment of the mean scores of the effectiveness of job rotation practices in both types of the banks holding the other variables constant in the

model. This result implies effectiveness of job rotation practices on which the effectiveness of job rotation practices deserved in both banks increased the odds of the employees' engagement by 3.572 and 4.721. Therefore, from this result it can be inferred that effectiveness of job rotation practices is imperative for the engagement of employees.

Finally, on the benefit of job rotation practices on engagement of employees in both types of the banks, similar to the above variables, the result of the ordinal regression model analysis depicted in Table 4.18 shows the odd ratio, OR = 4.908 with p = .003 < .05, level of significance for CBE and OR = 11.846 with p = .000 < .05, level of significance indicating that the odds of having CBE and NIB International banks employees' engagement were increased by 4.908 and 11.846 respectively for every positive increment of the mean scores of the benefit of job rotation practices in both types of the banks holding the other variables constant in the model. This result implies for those employees of both types of bank who believed that job rotation practice is beneficiary engaged more in their job than for those who were not engaged and actively disengaged.

In general, as it has been indicated in the above results and discussions, the six job rotation practice variables have positive and significant impact on employees' engagements which were confirmed by the Pseudo R – Square values .735 for the CBE and .842 for NIB International banks indicating the predicting capacity of the six variables in combination. That is 73.5% and 84.2% variations in the employee engagement were jointly accounted by the six variables.

4.5 Independent Samples t - test Analysis on Job Rotation Practices between CBE and NIB International bank Employees

4.5.1 The Diagnostic Test of the Independent Samples t – test

Evaluation of Independent Samples t - test Assumptions

The validity of the inferences drawn from independent samples t - test analysis depends on its assumptions being satisfied. In this regard, in order the analysis to be valid and

the independent samples t - test explore the existence of significant difference between the two groups or not, it should satisfy all the independent samples t - test assumptions. Therefore, the assumptions were checked before running the analysis using SPSS version 20 software. The results of the diagnostic test for the independent samples t - test with its interpretation are presented using the outputs of the SPSS.

1. Test of the Assumption of Independence

One of the first steps in using the independent-samples t-test is to test the assumption of independence. Independence is a methodological concern; it is dealt with (or should be dealt with) when a study is set up. Although the independence assumption can ruin a study if it is violated, there is no way to use the study's sample data to test the validity of this prerequisite condition. It is assessed through an examination of the design of the study (Tabachnick & Fidell, 2007). Since the design of this study was descriptive and explanatory and the data were gathered from clerical employees from the two types of banks separately, the researcher confirmed that the two groups were independent of each other.

2. Test of the Assumption of Normality

The other steps in using the independent-samples t - test is to test the assumption of normality, where the Null Hypothesis is that there is no significant departure from normality, as such; retaining the null hypothesis indicates that the assumption of normality has been met for the given sample. The Alternative Hypothesis is that there is a significant departure from normality, as such; rejecting the null hypothesis in favor of the alternative indicates that the assumption of normality has not been met for the given sample.

To test the assumption of normality, the researcher carried out examination of skewness and kurtosis (Tabachnick & Fidell, 2007). In examining skewness and kurtosis, the skewness (kurtosis) statistic is divided by its standard error. It was intended to know if this standard scores value significantly departs from normality. Regarding this,

Concern arises when the skewness (kurtosis) statistic divided by its standard error is greater than z ± 3.29 ($p < .05$, two-tailed test). This test is described and its interpretation is presented below in Table 4.18 below.

Table 4.18: Kurtosis and Skewness of CBE and NIB International on Job Rotation Practice Variables

Variable	Category	Skewness			Kurtosis		
		Statistic	St. error	z – statistic	Statistic	St.error	z – statistic
JRPP	CBE	-.364	.171	-2.1286	-.107	.341	-.3138
	NIB	-.503	.206	-2.4417	.084	.410	.2049
JRPPC	CBE	-.376	.171	-2.1988	.298	.341	.8739
	NIB	-.444	.206	-2.1553	.472	.410	1.1512
PSDJRP	CBE	-.398	.171	-2.3275	.232	.341	.6804
	NIB	.498	.206	2.4175	.483	.410	1.1781
JRPE	CBE	-.129	.171	-.7544	-.369	.341	-1.0821
	NIB	-.408	.206	-1.9806	.241	.410	.5878
EJRP	CBE	-.427	.171	-2.4971	.207	.341	.6070
	NIB	-.413	.206	-2.0049	.585	.410	1.4268
BJRP	CBE	-.146	.171	-.8538	-.325	.341	-.9531
	NIB	-254	.206	-1.2330	-.563	.410	-1.3732

Source: Author construct from SPSS output, 2022

As it can be seen from Table 4.18, the z – statistics for both types of banks lie within the range of – 3.29 up to 3.29. These result implied that the assumption of normality test has met.

3. Test of the assumption of Homogeneity of Variance

Another step in using the independent-samples t - test statistical analysis is to test the assumption of homogeneity of variances (equality of variances), where the null hypothesis assumes no difference between the two group's variances($H_0: \sigma^2_{CBE} = \sigma^2_{NIB}$). The Levene's F - test for equality of variances is the most commonly used statistic to test the assumption of homogeneity of variance. The Levene's test uses the level of significance set a priori for the t - test analysis (e.g., $\alpha = .05$ or 5% level of precision) to test the assumption of homogeneity of variance.

Hypothesis: $H_0 : \sigma^2_{CBE} = \sigma^2_{NIB}$ vs $H_a : \sigma^2_{CBE} \neq \sigma^2_{NIB}$ with 5% level of precision, where σ^2_{CBE} & σ^2_{NIB} the variances of the two groups CBE and NIB.

Decision Rule: If the p – value is greater than 0.05, then accept H_0, which means the two variables have equal variances. Therefore, the means test is permissible. If not we must take the data results associated with the "Equality variances not assumed," in other words, use/take the bottom line of the t – test for equality of means results table and ignore the top line of information.

Table 4.19: The Levene's Test output result for Equality of Variances on CBE and NIB

Items		Levene's Test for Equality of Variances	
		F	Sig
Job rotation plan practice	Equal variances assumed	.875	.350
Job rotation practice communication	Equal variances assumed	.050	.824
Provision of support during job rotation practice	Equal variances assumed	.529	.468
Job rotation plan practice evaluation	Equal variances assumed	.182	.670
Effectiveness of job rotation practice	Equal variances assumed	2.896	.090
Benefit of job rotation practice	Equal variances assumed	1.913	.168

Source: Author construct from SPSS output, 2022

Based on the outputs displayed in Table 4.19, Levene's test result, the Sig.(p) – values for all items are greater than 0.05, level of precision. It leads to accept the null hypothesis (no difference) for the assumption of homogeneity of variance and conclude that there was no significant difference between the two groups' variances, CBE and NIB. That is, the assumption of homogeneity of variance was met. Hence, the comparison of mean scores test is permissible.

Therefore, since the three assumptions already met or fulfilled, the comparison and the interpretation of the two group's mean scores on the variables of job rotation in the selected CBE and NIB International banks of Gurage Zone have done accordingly which is presented below.

In order to compare whether the mean scores of the two groups are statistically

different from each other, the researcher used the following decision rule: comparing the Sig. (probability) i.e. p – value with a priori alpha level (α = .05), if p < α – reject the null hypothesis of no difference and conclude that the two groups means are statistically different from each other. If p > α – retain the null hypothesis of no difference (Morgan et al., 2004). The test results in Table 4.20 along with the APA report are presented as follows.

4.5.2 Hypothesis Test Results on Independent Samples t – test

Test of the difference between the two groups' means:

The hypothesis: $\mathbf{H_0: \mu_{CBE} = \mu_{NIB}}$

$\mathbf{H_1: \mu_{CBE} \neq \mu_{NIB}}$

Where μ_{CBE} = Mean score of job rotation practices influencing employee's engagement in CBE branches in Gurage Zone

μ_{NIB} = Mean score of job rotation practices influencing employee's engagement in NIB International Bank branches in Gurage Zone.

H_{o_2}: Statistically there is no significant difference on job rotation practices between CBE and NIB International banks in Gurage Zone.

H_{a_2}: Statistically there is a significant difference on job rotation practices between CBE and NIB International banks in Gurage Zone.

Table 4.20: Independent Samples t – test results on the Comparison of the Means of CBE and NIB International banks

Variable	Bank Type	N	Mean	St. dev.	t – value	Df	Sig.(2 – tailed)
JRPP	If CBE	202	3.84	.257	.404	241.045	.686
	If NIB	138	3.85	.225			
JRPPC	If CBE	202	3.52	.296	-2.555	215.621	.011
	If NIB	138	3.88	.216			
PSDJRP	If CBE	202	3.48	.257	-5.322	197.112	.000
	If NIB	138	3.77	.237			
JRPPE	If CBE	202	3.41	.231	-6.169	193.457	.000
	If NIB	138	3.83	.266			
EJRP	If CBE	202	3.51	.421	-9.442	338	.000
	If NIB	138	3.83	.228			
BJRP	If CBE	202	3.44	.311	-4.523	327.656	.000
	If NIB	138	3.78	.293			

Source: Author construct from SPSS output, 2022

The independent sample t-test conducted on the all six job rotation practices to study the variance among the two groups of CBE and NIB International bank depicted in Table 4.20 revealed very important observations. Using an alpha level of .05, an independent-samples t test was conducted to evaluate whether CBE and NIB International bank differed significantly on job rotation practices or not.

In the case of job rotation plan practice (JRPP), the independent samples t - test results on the two groups was no significant with $t(241.045) = .404$, $p = .686 > .05$. Therefore, the null hypothesis $\mu_{CBE} = \mu_{NIB}$ is accepted. Therefore, statistically there was no significant difference on job rotation plan practices between most of the selected CBE and NIB banks in most of the selected branches of Gurage Zone. An examination of the group means indicated that CBE (M = 3.84, SD = .257) practiced not significantly lower on job rotation plan practice than NIB International bank with (M = 3.85; SD = .225 in most of the selected branches of Gurage Zone.

As to the independent sample t-test for job rotation plan practice communication

(JRPPC), the test was significant with t(215.621) = -2.555, p = .011 < .05 level of significance. So the null hypothesis was rejected and alternative hypothesis that is $\mu_{CBE} \neq \mu_{NIB}$ is accepted. Therefore, statistically there is a significant difference on job rotation plan practice communication between most of the selected CBE and NIB banks in Gurage Zone. An examination on the mean scores indicated that job rotation practice communication is more among the NIB International banks (M = 3.88, SD = 0.216) compared to the CBE (M = 3.52, SD = 0.296).

Similarly, in the case of independent sample t-test for provision of support during job rotation practice (PSDJRP), the test result was statistically significant with t(197.112) = -5.322, p = .000 < .05 level of significance. So the null hypothesis was rejected and alternative hypothesis that is $\mu_{CBE} \neq \mu_{NIB}$ is accepted. Therefore, statistically there was a significant difference on provision of support during job rotation plan practices between most of the selected CBE and NIB banks in Gurage Zone. An examination on the mean scores indicated that provision of support during job rotation plan practices was carried out more among the NIB International banks (M = 3.77, SD = 0.237) compared to the CBE (M = 3.48, SD = 0.257) which was confirmed by the descriptive analysis results, where the practice by NIB was high, whereas CBE moderate.

As to the independent samples t-test for job rotation plan practice evaluation (JRPPE), the test was significant with t(193.457) = - 6.169, p = .000 < .05 level of significance. So the null hypothesis was rejected and the alternative hypothesis that is $\mu_{CBE} \neq \mu_{NIB}$ was accepted. Therefore, statistically there is a significant difference on job rotation plan practice evaluation between most of the selected CBE and NIB International banks in Gurage Zone. An examination on the mean scores of the two groups indicated that job rotation plan practices evaluation was implemented more among the NIB International banks (M = 3.83, SD = 0.266) compared to the CBE (M = 3.41, SD = 0.231). Thus, for job rotation plan practices evaluation, there was a higher influence on employee engagement among NIB International banks as compared to the CBE which was confirmed by ordinal regression analysis.

As to the independent samples t – test analysis result on the effectiveness of job

rotation practices depicted in Table 4.20, it shows statistical significant with t(338) = -9.442, p = .000 < .05 level of significance. So the null hypothesis was rejected and the alternative hypothesis that is $\mu_{CBE} \neq \mu_{NIB}$ was accepted. Therefore, statistically there was a significant difference on the effectiveness job rotation practices between most of the selected CBE and NIB International banks in Gurage Zone. Moreover, an examination on the mean scores of the two groups indicated that job rotation practices was more effective in the NIB International banks (M = 3.83, SD = 0.228) compared to the CBE (M = 3.51, SD = 0.421).

Finally, the independent samples t – test analysis result on the benefit of job rotation practices shown in Table 4.20, it shows statistical significant with t(327.656) = - 4.523, p = .000 < .05 level of significance. So the null hypothesis was rejected and the alternative hypothesis that is $\mu_{CBE} \neq \mu_{NIB}$ was accepted. Therefore, statistically there was a significant difference on the benefit of job rotation practices between most of the selected CBE and NIB International banks in Gurage Zone. In addition, an examination on the mean scores of the two groups indicated that job rotation practices benefited the NIB International banks with (M = 3.78, SD = 0.293) more as compared to the CBE (M = 3.44, SD = 0.311).

In general, except job rotation plan practices, the independent samples t – test analyses results shown significant differences between most of the selected CBE and NIB International banks. Therefore, from this result it can be inferred that job rotation practices was carried out better in NIB International banks than in CBE in Gurage Zone.

4.6 Independent Samples Test Analysis on Employee Engagement between CBE and NIB

Since one of the objectives of the study was to assess whether there was a significant difference existed between CBE and NIB International Bank employees on the level of engagement in their job or not, Mann – Whitney test was employed and the results of the analyses are presented and discussed accordingly.

H_{o_3}: Statistically there is no significant difference on employees' engagement level

between CBE and NIB International banks in Gurage Zone.

H_{a_3} : Statistically there is a significant difference on employees' engagement level between CBE and NIB International banks in Gurage Zone.

Table 4.21 : Mann – Whitney Independent Samples Test Result of CBE and NIB International on Engagement Level

Table 4.21A: A summary of the rankings for the two groups:

Ranks				
	Bank Type	N	Mean Rank	Sum of Ranks
Employee Engagement	If CBE	202	161.70	32663.00
	If NIB	138	183.38	25307.00
	Total	340		

Table 4.21B: Test Statistics

Test Statistics[a]	
	Employee Engagement
Mann-Whitney U	12160.000
Wilcoxon W	32663.000
Z	-2.291
Asymp. Sig. (2-tailed)	.022
a. Grouping Variable: Bank Type	

Source: SPSS output, 2022

In Table 4.21A above, for Bank Type category of CBE, 202 employees were participated

whose total sum of ranks was 32663.00. This resulted in a mean rank of 161.70. By contrast for bank type category of NIB International, 138 employees were participated whose total sum of ranks was 25307.00. This resulted in a mean rank of 183.38. So NIB International has a larger mean rank than CBE and thus tends to take larger values. Therefore, the Mann Whitney test decided on whether this difference in mean ranks is significant or not as illustrated in the second table, Table 4.21B. In this analysis, in order to test whether there was a statistically significant difference existed between the two banks' employees in their level of engagements or not, Mann – Whitney independent sample t – test was used as the statistical measure, because unlike the t-test and F-test, it is a non-parametric continuous - level test. This makes it applicable to analyze variables of ordinal scale. The result of Mann-Whitney test analysis showed that the observed difference between CBE and NIB International bank employees was significant because the Asymp. Sig ($p = .022 < .05$, $U = 12160.000$) as indicated in Table 4.21B. Therefore, this result led to reject the null hypothesis. In other words, the observed difference in the level of engagement of CBE and NIB International bank employees in their job was statistically significant. This analysis implies that employee engagement was dependent of bank type (difference). Therefore, it can be inferred that NIB International bank employees engaged more in their job than CBE's employees in Gurage Zone. The finding of this study is in contrast with the prior studies by Derara (2014) and Yohannes (2018) who found out insignificant difference between the two groups. But supported by the finding of Mikyas(2017) who found out the existence of significant difference between public and private employee engagement level in their job. Furthermore, from theoretical and empirical point of view, the implications of the findings are discussed in terms of prior researchers and findings as follows.

The high rates of the disengaged employee in private and public banks should be cause of worry. The findings are similar to the findings by Pradeep et al. (2011) and Vijayashri et al.(2012), which suggests that disengaged employees disconnect themselves from work roles and withdraw cognitively and emotionally. Disengaged employees display incomplete role performances and task behaviours become effortless, automatic or robotic (Hochschild, 1983). In this regard, Melcrum (2005) stated that to fully embed

employee engagement as a real business issue, requires commitment to building an integrated, multi-faceted strategy.

There are many factors in employee engagement and they differ from organization to organization. In order for engagement strategy to be successful, it must be tailored to the objectives and culture of each organization. The culture of an organization should be supplementary to create employees engaged and which would upsurge the employee performance, which is a key criterion for the Banks growth. Cropley (2005) said that the function of an organization's culture is to define boundaries, convey a sense of identity, and help generate commitment to something larger, enhance stability, social system and act as a mechanism to guide and shape attitude and behaviour of employees. Employee wellbeing will lead to their loyalty in long run and engage them with the organizations.

Employee engagement focuses on how the psychological experiences of work and work environment form the course of people for either being present or absent during task performances (Kahn, 1990). All the mentioned dimensions cumulatively become building blocks towards creating a culture of engagement because employees will identify with correct organizational behaviours which are supported by leadership and management, organizational values, vision and mission, HR policy and so forth to catapult the company's success through highly engaged and performing employees. On the other hand, in the workplace research on employee engagement Harter et al.(2002) have repeatedly asked employees 'whether they have the opportunity to do what they do best every day' . An organization's capability to succeed in managing employee engagement is meticulously correlated to its ability to accomplish high performance levels and healthier business results. Regarding this, Thomas et al. (2004), stated that management needs to demonstrably value employee feedback. Actual dialogue is essential; communicating openly, honestly and frequently will build employee engagement only if it goes both ways, which is believed to more administrative in public banks and hence would further reduce the engagement levels of employees. Vazirani (2007) stated that not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want

to be told what to do just so they can do it and say they have finished. Employees tend to sense that, their contributions are not accounted, and their talent is not being tapped, when they are not engaged. They often feel this way because they don't have productive associations with their managers nor with their colleagues. Hence the transparency in the systems adopted by the organization contributes highly towards engaging the employees that is expected from CBE and NIB International banks management bodies in Gurage Zone in particular and in bank sectors of Ethiopia in general.

Chapter Five

Summary, Conclusions and Recommendations

This chapter is the final section that presents summary of the findings, conclusions, and recommendations of the study. It reports summary of the main findings of the study based on the results and the discussions. 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 general objective to investigate the effect of job rotation practices on employee’s engagement in comparison between CBE and NIB

banks in Gurage Zone. Accordingly, the researcher gathered data through primary sources and secondary sources and conducted the analysis to point out the major findings. To achieve this aim, the study utilized descriptive and explanatory research design along with quantitative approach. Moreover, descriptive statistics, ordinal regression analysis, independent samples t – test and Mann – Whitney independent samples test were employed to achieve the following specific objectives.

1. To investigate the current status of job rotation practices in both CBE and NIB banks in Gurage Zone.
2. To investigate levels of employee's engagement in both CBE and NIB banks in Gurage Zone.
3. To examine the effect of job rotation practices on employee's engagement in both CBE and NIB banks in Gurage Zone.
4. To investigate whether there is statistically significant difference on job rotation practices between CBE and NIB banks in Gurage Zone or not.
5. To investigate whether there is statistically significant difference on employee's engagement between CBE and NIB banks in Gurage Zone or not.

Accordingly, the following major findings were made from the results that have been discussed in the previous chapter.

The descriptive statistics results on the current status of job rotation practices in both CBE and NIB banks in Gurage Zone shows that high status of implementation of job rotation plan practices in most of the selected branches of CBE and NB International banks in Gurage Zone, whereas for the other five job rotation practices variables such as job rotation plan practice communication, provision of support during job rotation practice, job rotation plan/practice evaluation, effectiveness of job rotation practices and benefits of job rotation practices were implemented moderately in most of the selected branches of CBE, but implemented highly in most of the selected branches of NIB International banks in Gurage Zone.

Regards to the descriptive statistics results on the levels of employees' engagement in both public and private banks in Gurage Zone revealed majority 121 (60.0%) of the employees in the selected CBE were engaged in their work. However, 10 (4.8%) of the respondents were actively disengaged. As to the middle engagement level, 71 (35.2%) of the respondents were not engaged, while nearly two – third 89 (64.5%) of the employees in the selected NIB International banks of Gurage Zone were engaged in their work. However, 5 (3.6%) of the respondents were actively disengaged. As to the middle engagement level, 44 (31.9%) of the respondents were not engaged.

As to the findings of the ordinal regression analyses on the impact of job rotation practices predictor variables on employee's engagement in both public and private banks in Gurage Zone revealed significant and positive impacts on the employees' engagement in most of CBE and NIB International banks in Gurage Zone, however, the impact were more in the case of NIB rather than in the CBE and confirmed by the Pseudo R – values .735 for the CBE and .842 for NIB International banks indicating the predicting capacity of the six variables in combination. That is 73.5% and 84.2% variations in the employee engagement were jointly accounted by the six variables.

On the other hand, the independent samples t – test on whether statistically significant difference on job rotation practices between public and private banks in Gurage Zone existed or not the results unveiled that except job rotation plan practices, shown the existence of significant differences between most of the selected CBE and NIB International banks.

Finally, the Mann – Whitney independent samples test on whether statistically significant difference on employee's engagement between public and private banks in Gurage Zone exited or not the results indicated that the observed difference in the level of engagement of CBE and NIB International bank employees in their job was statistically significant at .05 level of precision.

5.2 Conclusions

Based on the findings of the study the following conclusions are drawn:

The results of the descriptive statistics on job rotation plan practice were implemented in most of the selected branches in both banks. Therefore, from this result it can be inferred that job rotation plan practice is imperative for both CBE and NIB International banks of Gurage Zone, however, for the remaining five job rotation practices, the findings showed moderate practice for CBE, but high practice in the case of NIB. So, from this result it can be inferred that job rotation practices on those variables are not carried out as desired or expected from the CBE as compared to NIB International banks where the implementation were high. Therefore, from this result it can be inferred that job rotation practices was carried out better in NIB International banks than in CBE in Gurage Zone.

The results on the engagement of employees in the selected branches on both types of banks revealed majority of the employees were engaged, but significant number of employees in both cases were not engaged and actively disengaged. Therefore, from these results it can be inferred that both the CBE and NIB International banks in Gurage Zone are carried out works to some extent with engaged employees in their works, where the NIB banks have more engaged employees than the CBE.

The findings of this study on the impact of the six predictor variables of job rotation practices shown significant and positive impacts of each on the employees' engagement in both types of banks, where the predictors were impacted NIB International banks more as compared to that of the CBE. Therefore, from these results one can infer that the six predictor variables play vital role for the engagement of employees in NIB International than in CBE and hence this might be lead the CBE to work thoroughly on these predictor variables.

On the other hand, the finding of this study revealed the existence of significant differences between job rotation practices variable, except job rotation plan practices, between the two types of banks. Therefore, from this result it can be inferred that the existence of implementation problems and hence this lead to take action so as to improve the practices not only by the CBE, but also NIB International banks in Gurage Zone.

Finally, the findings on the level of engagement of employees in both types of banks showed the existence of significant differences between CBE and NIB International. Therefore, from this result it can be inferred that the existence of gaps in making employees to engage in their works and the two banks are working their jobs having employees who are engaged at different levels.

5.3 Recommendations

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

- If employees practiced job rotation effectively, then they become more engrossed in their work. For instance, as the results of most of the employees in the selected CBE and NIB International practiced job rotation plan equivalently, both CBE and NIB needs to give more consideration to this factor, in order to enhance the level of employee engagement. However, since in the other five job rotation practices, the implementation of CBE was moderate, concerned bodies of the CBE need to pay more attention so as to improve and to uplift the engagement of employees more efficiently.
- Even if majority of the employees were engaged in both types of banks, due to the existence of significant number of not engaged employees in both CBE and NIB, the concerned bodies of the two banks better to design ways in order to have more engaged employees in their respective jobs while they are in job rotation in turn to improve the day – to –day activities of their banks.
- Since the impact of all of the six predictor variables mentioned above have significant impact on the engagement of employees of both banks, especially on the employees of NIB, concerned bodies of both banks should work more on these variables and create conducive environment in order to get rid of challenges that can hinder employees from accomplishing their activities that lead to engagement in their work. Moreover, the creation and existence of good and productive communication between employees and senior management enhanced employees to be engrossed more in their tasks. Therefore, not only CBE but also NIB International has to acknowledge the significant contribution of

these variables and work on them so as to increase the productivity and profitability of their organization.

- Regards to benefits of job rotation practice; the result shows significant effect on employee engagement in both banks. Since employees are not satisfied only by the benefits given to them, rather they also seek or demand recognition and to be given as a clear credit for their aforementioned accomplishment as well. Hence benefit packages and other techniques such as in service training on their job as well as in their professional career in upgrading their educational status so that they become more interested in their job rotation practices and engaged in their work as well.

- The study revealed significant number of employees were disengaged and actively disengaged. Therefore, the managers of both banks better to give special attention to programmes and activities that promote employee engagement which has a positive linkage to performance. Such programmes should include two-way communication system, ensure that employees have necessary resources they need to do their jobs, give employees appropriate training to increase their knowledge and skills, on the bases of job rotation practices outcomes, establish reward systems in which outstanding job rotation practice performance is rewarded through various financial and nonfinancial incentives, build a distinctive corporate culture that encourages hard work and keeps success stories alive, develop a strong job rotation practices performance management system which holds managers and employees accountable, place attention on top-performing employees to reduce their turnover.

5.4 Suggestions for Further Studies

This study considered only six job rotation practices as determinant factors in affecting employee engagement in CBE and NIB International banks it did not include exhaustively all factors that can affect engagement of employees, for instance, reward and recognition, and different types of compensations. On the other hand, this study dealt with ordinal scale as measurement of employee engagement. Moreover, the study

used ordinal regression model to investigate the impact of the six independent variables on employee engagement. Therefore, the researcher suggests further studies to be carried out considering other determinant factors, continuous measurement of employee engagement level, and assessing engagement practices continuously throughout the organization. Finally, future research is better to be conducted implementing longitudinal survey design studies so as to generalize efficiently.

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Appendices

Appendix A: Questionnaire

Wolkite University
School of Post Graduate Studies
College of Business and Economics
Department of Management

Questionnaire to be filled by CBE and NIB bank 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 '**Effects of Job Rotation Practices on Employees' Engagement: a Comparative Study among Public and Private Banks in Gurage Zone**'. Coincidently, 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 here will be kept confidential and only used for academic purpose.

Thank you in advance for your cooperation!

With Kind Regards,

Meseret Dimamu Yazew

Tel. Mobile: +251924831279; 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 profile

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?

   23 to 30 [___] 41 to 50 [___]

   31 to 40 [____] 51 to 60 [___]

3. What is your highest educational qualification?

   Diploma [____] Bachelor Degree [____]

Master Degree [____] other (specify)_____

4. How long have you been working in CBE or NIB?

   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/NIB

This section of the questionnaire prepared to collect data about job rotation practices on employees and expected to have effects on employees' engagement in CBE/NIB. Try to recall as many recent 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 are informed about what they will learn in the specific job rotation practice.					
2	Employees believe that, job rotation must be part of every employee's job.					
3	Job rotation must be provided on a regular basis by CBE/NIB.					
4	CBE/NIB sets a fixed length of time for job rotation practice.					
5	CBE/NIB considers job rotation approaches are important for the employees.					
6	Job rotation plan practice has a certain contribution to employee's engagement.					

2.2 Job Rotation Plan Practice Communication

No	Item	SDA	DA	U	A	SA
1	Employees have necessary information about the purpose of job rotation practice and expectation of CBE/NIB.					

2	Job rotation plan used by CBE/NIB is effectively known.					
3	Communication with colleagues and supervisors from different jobs during job rotation is satisfactory.					
4.	Job rotation plan communication practice has an impact on employee's engagement in his/her job.					

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 practices.					
4	In the work place, trainer and supervisors have a follow up mechanisms/system for employees assigned in a job rotationally.					
5.	Support from supervisors during job rotation practices make me to engage more in my job.					

2.4 Job Rotation Practice Evaluation

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

2.5 Benefits of job rotation practices

No	Item	SDA	DA	U	A	SA
1	Job rotation broadens the knowledge of employees.					
2	It increases employees' performance level.					
3	It helps in career planning and progression of employees.					
4.	It reduces boredom of employees.					
5.	It is beneficial to the organization as well.					

2.6 Effectiveness of job rotation practices

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

Section III: This section of the questionnaire is prepared to collect data about employees' engagement. There are statements describing the four main components, which basically describe the behavioural and emotional aspects of engagement such as commitment, pride, willingness to advocate the benefits and advantages, and satisfaction with the job and the organization. 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**

2.6 Employee's Engagement

No	Item	SDA	DA	U	A	SA
1.	When I am working, I forget everything else around me.					
2.	I really "throw" myself into my job.					
3.	One of the most exciting things for me is getting involved with things happening in this organization.					
4.	I find the work that I do full of meaning and purpose.					

5.	I am proud of working in this organization.					
6.	Being a member of this organization make me come "alive".					
7.	Being a member of this organization is very captivating.					
8.	I recommend my friends to work in this organization as an employer.					
9.	I get excited when I perform well on my job.					

Appendix B: Normality Test Results

Two-Sample Kolmogorov-Smirnov Test

Test Statistics[a]

		Employee Engagement
Most Extreme Differences	Absolute	.120
	Positive	.120
	Negative	.000
Kolmogorov-Smirnov Z		1.088
Asymp. Sig. (2-tailed)		.187

a. Grouping Variable: Bank Type

Source: SPSS output, 2022

Normality Test

The hypotheses used are:

H_o: The sample data are not significantly different than a normal population.

H_a: The sample data are significantly different than a normal population.

Decision Rule: In SPSS output if the probability (p – value) is greater than 0.05 (the typical alpha level), so accept H_o. These data are not different from normal.

In the SPSS output if the probability is less than 0.05 (the typical alpha level), so reject H_o. These data are significantly different from normal.

This test result shows The Kolmogorov-Smirnov test is used to test the null hypothesis that a set of data comes from a normal distribution. The Kolmogorov Smirnov test produces test statistics that are used (along with a degrees of freedom parameter) to test for normality. Here we see that the p value is .187 which is greater than 0.05 which is a significant evidence to accept the null hypothesis that the variable follows a normal distribution. However, since the dependent variable is ordinal, one can use the Mann

Witney test for comparison of non – parametric data.

Group Statistics					
	Bank Type	N	Mean	Std. Deviation	Std. Error Mean
JRPPA	If CBE	202	3.4546	.34874	.02454
	If NIB	138	3.4360	.45846	.03903
JRPPCA	If CBE	202	3.4975	.34101	.02399
	If NIB	138	3.6268	.52340	.04455
PSDJRPA	If CBE	202	3.4723	.27084	.01906
	If NIB	138	3.7116	.47845	.04073
JRPEA	If CBE	202	3.3495	.28915	.02034
	If NIB	138	3.6536	.52751	.04491
EJRPA	If CBE	202	3.5066	.42086	.02961
	If NIB	138	3.9710	.47905	.04078
BJRPA	If CBE	202	3.6020	.41079	.02890
	If NIB	138	3.7855	.33452	.02848

Appendix C: Independent Samples t - test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
JRPPA	Equal variances assumed	10.556	.001	.425	338	.671	.01863	.04383	-.06759	.10485
	Equal variances not assumed			.404	241.045	.686	.01863	.04610	-.07218	.10944

JRPPCA	Equal variances assumed	31.893	.000	-2.758	338	.006	-.12929	.04688	-.22150	-.03707
	Equal variances not assumed			-2.555	215.621	.011	-.12929	.05060	-.22903	-.02954
PSDJRPA	Equal variances assumed	47.022	.000	-5.867	338	.000	-.23932	.04079	-.31955	-.15908
	Equal variances not assumed			-5.322	197.112	.000	-.23932	.04497	-.32799	-.15064
JRPEA	Equal variances assumed	45.294	.000	-6.831	338	.000	-.30412	.04452	-.39169	-.21655
	Equal variances not assumed			-6.169	193.457	.000	-.30412	.04930	-.40135	-.20689
EJRPA	Equal variances assumed	.101	.751	-9.442	338	.000	-.46441	.04919	-.56116	-.36767
	Equal variances not assumed			-9.215	268.657	.000	-.46441	.05040	-.56364	-.36519
BJRPA	Equal variances assumed	7.732	.006	-4.353	338	.000	-.18353	.04216	-.26645	-.10060
	Equal variances not assumed			-4.523	327.656	.000	-.18353	.04057	-.26335	-.10371