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IMPACT OF JOB ROTATION PRACTICES ON EMPLOYEE PERFORMANCE, IN BANKING SECTOR OF PAKISTAN

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Abstract

Job rotation is a widely used technique followed by many workplaces to make the employees more productive that is beneficial for the organization. For the employee development and to keep them motivated, job rotation practices are identified as a powerful tool. The main purpose of this research is to find the relationship and the impact of job rotation practices on employee performance, motivation and commitment in the banking sector of Pakistan. Various hypothesis were tested to analyze the effects of job rotation on performance, motivation and commitment of employees. The sample size of this study was consisting of 50 respondents. The target population was the employees who are working in different banks and questionnaires were distributed to those employees. Primary Data was collected and analyzed through software named IBM SPSS. Different tests like reliability test, coefficient test, regression, significant and the test of hypothesis were done by using this software. The study found that employees perceived a great and positive effect of job rotation on their performance, motivation & commitment. When employees are shifted from one department/unit to another department/unit, their motivation increases and their commitment towards the organization also enhanced. Employee performance becomes well and improves through job rotation programs. The result indicates that there is a significant relationship between job rotation on employee performance, motivation and commitment. Recommendations have been made that the banks should follow techniques of job rotation concerning to improve the performance of employees, and to increase motivation and commitment level of them and understand different jobs and tasks during their jobs.

Keywords: Job rotation, performance, commitment, motivation, employees

Introduction

Employee performance is very important for every organization and hence many organizations apply different kind of strategies for the improvement of employee performance and the growth of their organization. Job rotation is considered as one of the best strategy that helps to strengthen the performance, motivation and commitment of the employees. Through job rotation, the organization could have a well built, confident and committed workforce. Banking sector also adopt job rotation practices to motivate the employees, increase their performance and development of the organization. Banking plays a vital role to build up the financial structure of the country. In Pakistan, the banking sector reports 95 percent of the financial region. There is very well establish system of banks in Pakistan varying from commercial banks to central

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banks to distinctive financial companies for catering different requirements of numerous parts of the country (Faizan, Nawaz, & Khan, 2012).

In the banking system, the most important matter is the performance of employees that how to motive them, enhance their commitment, and polish their skills so that they do their best on their jobs in order to gain the covet results, and this is turned out to be more challengeable and difficult because of ambiguous nature of corporate environment. Many small and big firms are seeking to improve their work design systems through using a job rotation plan. Job rotation is a tactic used by public and private companies to boost employee performance & their motivation level.

Bankers are like the back bone of the financial sector and to keep them motivated and committed on their work is the fundamental role of the organization. The human resource faced a huge challenge to engage them on their jobs, and to keep away from the frustration and stress occurring during their jobs. To relieve them from such things and doing repetitive jobs, banks follow job rotation practices on daily basis to enhance bankers' strength, their productivity, to develop their abilities and skills, to increase their commitment level and to overcome them from obstacles. Job rotation gives them the opportunity to increase their knowledge and skills, gaining new experiences which help them for their future career too.

In order to enhance employee motivation, the business employs job rotation methods, as motivation is very significant in improving employee performance, and broadens their skills and abilities that are essential for the development of the firm. Job rotation is done in accordance with the company's business objectives and HR strategies. Employees can also benefit from job rotation to alleviate the corporeal and phrenic strains which arise with working in the same role every year. Permitting employees to rotate to different places may reduce the likelihood of musculoskeletal disorders in some cases. Individuals master a variety of abilities and perform each project for a limited length of time due to job rotation. There are a variety of reasons why a corporation would opt to use job rotation, including as a mechanism of learning. Workers are provided the opportunity to gain vital skills that will help them progress inside a company. This job chance also boosts self-confidence and morale. Job rotation may benefit a corporation by allowing key employees to remain committed towards the organization. This allows an organization to run more efficiently, resulting in increased productivity and profitability. Organizational commitment can be increased by using a job rotation technique. As individuals labor with enthusiasm and the gap between individual and organizational goals is narrowing. The focus has been narrowed, and the organization's devotion has grown.

Hence, the banks do job rotation practices to enhance the performance of employees, to motivate them and to increase their commitment towards the organization, which delivers a significantly positive impact, and helps to deal with the challenges. Job rotation does not only bring a positive and optimistic effect on the performance of employees but it is also advantageous for the whole organization too.

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Background

The concept of the job in management perspective occurred in the 1960. This perspective concentrated on the shifting of employees from one job to another jobs in a company. In this way the employees skills can be polished that will give benefit for the employees and the organization (Xie, 1995). (Adjei & Dora, 2012) found that for executing job rotation practices in the organization, there are various of reasons like it will enable employees to get expertise with a variety of duties, as well as the ability to improve product quality, gives opportunity to employees to analyze other career tracks, and to have reduction in boredom and quiescence. While (Casad, 2012) found that self-development of employees is extremely contributed by job rotation, that gives rise to the satisfaction level and involvement in the job.

Job rotation came in existence in the banking for many years. It's also known as lateral employee transfers, multitasking, or diverse jobs on the same level in the firm. Many banks implement job rotation to become their employees multi-skilled, having different skills and potential. Job rotation is viewed as a succession planning tool by an executive human resource. Businesses use job rotation techniques as a learning process. It is very beneficial that can exceed the cost included with the training workers for varied positions. As a procedure of learning, employees have the occasion for executing important dexterity which may help them to progress in a business. Here wonderful fortuity does result in enhancing motivation and commitment.

Faegria, Dyba, & Dingsoyr (2010), looked to recognize advantages and challenges upgrade the knowledge among the rotational employees. Results found that to improve knowledge, job rotation practices have a great contribution. Similarly, (Eriksson & Ortega, 2006) also declared that the workers who adopt job rotation practices are much effective human capitals than their colleagues because they have an opportunity to amused different experiences.

The most effective strategy for financial institutions to service its workers in order to improve motivation, engagement, and retention is: Job involvement that is one way to give them with effective programs of training, and job rotation is among one of them as it takes place at the trainee's department of work and uses the trainee's own equipment. The same methods, materials, and processes that will be used in their actual jobs following the training. (Mahalakhsmi, 2015)

Cosgel & Miceli (1999), declared that Rotation programs gives very benefits to the banking sector as it turn the workers to be more productive in performance having a constant development. Increased in satisfaction level is one of the advantages of job rotation. In their study, employees like to do various tasks instead of doing a single repeated and specialized tasks, as a result job rotation programs grow satisfaction of the employees. This is a good solution to those employees who have low level of motivation, so job rotation inspires to accomplish better performance, have progressive growth, expansion of knowledge and expertise and an increase in employee customer relation.

Scholars suggested, job rotation systems facilitate the workers to capture many prowess and knowledge and job stress could be decreased by it. According to (Jaime, 2000), work rotation techniques improve both mental and physical health, which promotes employees to have a positive attitude. Researches showed that numerous of banks are using the job rotation techniques to upskill their employees. Research by (W. J., Stanic, Frieling, & J.A.E, 2010) and concluded that job rotation is a very beneficial tool that go through the functions of banking in deep, and give opportunities to the employees to gain the most of information and knowledge about the functioning of banks. Job rotation programs influence the performance of banking employees, and bring a major impact when the plan is obedient with the aims and targets of the business. Research on job rotation and performance in Banks of Gilan by (Rasouli, 2013) showed that firms acquire continuous competitive advantage that depends on individual productivity, system of learning development and developing worker cognitive benefit. (Brumbach, 1988) said that, the performance of the employees could be the outcome including actions performer create an attitude that is turned into accomplishment and then turned into notion of physical and intellectual attempts could be noted from the end results.

Study by (London, 1983) found that the variations of skills and jobs, sovereignty, task specification, and empowerment quality by job rotation remarkably increase the motivation of employees, involvement in job and satisfaction by doing the job in more interesting manner that could be boredom and stressful for employees by doing the same repetitive tasks and display a slight devotion to the organization.

Job rotation practices are also done to let the potential and capable workers to achieve more awareness of the operations of the business, and develop job satisfaction and to decrease weariness by doing tasks variations. While, (Plowman, 2012) stated job rotation give advantage to those employees who take part by eliminating job stress, frustration, fatigue and lethargy that eventually enhance the motivation and satisfaction level of the employees**.** All employees are not accessible of job rotation ideas, good performers contrasting to low performers probably admire job rotation as it is known to help in much enhancement in skills (Khan, 2010). According to the study of (Honglei, 2012), job rotation is allotting various tasks and duties to the employees, at a length of time, in order to recognizing & idolizing their skills and abilities.

Job rotation, in the opinion by (Achieng, Ochieng, & Owuor, 2014), is a technique to achieve the necessary performance among the workers, for their skill growth and self-development, which eventually leads to corporate success in the bank industry. The importance of job rotation must be recognized in order to understand its impact on employee performance in means of motivation, involvement, and commitment, as it implies the creation of a more supple and notional workforce, which helped the company to gain a competitive advantage essential for the banking sector's continued expansion and prosperity in Pakistan. Many studies have been done to investigate the effect of job rotation on various factors like satisfaction, motivation, commitment, stress and performance of the employees, to analyze that job rotation is beneficial for the employees and organization.

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Problem Statement

In an organization, employee performance is a major matter that is growing day by day all over the world. This issue brings a great effect in the organization and appears as a problem that make difficult for the organization to attain their goal. It effects the both internal and external environment of the organization (Lorentez, Gomez, & Cabrera, 2004). The banks of Pakistan are facing the same issue. Therefore, it is found that in addition to reach the organization's goal, employees also demand some programs that help them to do their tasks in a productive manner, to polish their skills, to gain their experience and motivate them to do their work more smoothly. The employees do the same repetitive tasks daily which make them frustrated and bored on their jobs. So the job rotation practices are introduced in the financial sectors to eliminate their boredom and stress level and to overcome all the issues that appear when employees do the same jobs for years. Organizations should be in a human resource network with peak extent of motivation, and commitment to ruthless and survive in a market oriented system because of dynamic nature of today's marketable circumstances and the enormous worldwide competition in which people want additional standard services. Every organization spends large money on various train programs for managerial, technical or personal development of employees. Thus job rotation is known to be the best training and development device that give the chance to employees to do their tasks/duties in other departments, and improve their motivation and commitment towards the organization.

This research aims to give actual understanding concerning the degree to which job rotation practices help the employees to increase their performance, motivation and commitment in banking sector of Pakistan. This study will provide that how much the banks get benefit from the job rotation practices and the relation between job rotation and performance, motivation and commitment of the employees.

Research Questions

1. How much effective are job rotation practices on improving employee performance?
2. What is the extent do the employees perceive job rotation as an essential and successful tool?
3. What is the impact of job rotation on the performance of employees in the banks of Pakistan?
4. How much benefit do the employees get from job rotation programs?
5. How job rotation practices effect the employees' motivation?
6. How does employee commitment increase through job rotation?

Research Objectives

1. To determine the effectiveness of job rotation practices on improving employee performance.
2. To find out the extent to which employees perceive job rotation as an essential and successful tool?

3. To evaluate the impact of job rotation on employee performance on banks of Pakistan.
4. To identify the benefit employees, get from job rotation practices.
5. To access the effect of job rotation practices on employees' motivation.
6. To understand the increase of employee commitment through job rotation.

Hypotheses

H_1: There is a positive relationship between job rotation and employee performance.

H_2: There is a negative relationship between job rotation and employee performance.

H_3: There is a positive relationship between job rotation and employee motivation.

H_4: There is a negative relationship between job rotation and employee motivation.

H_5: There is a positive relationship between job rotation and employee commitment.

H_6: There is a negative relationship between job rotation and employee commitment.

Literature Review

Job rotation

Countless studies have been done in regard of job rotation. An author (Edward, 2005) defined job rotation as "the procedure of moving an employee from one duty or job to another duty or job" which grow the potential of the employees and worth of the company. Similarly, (Chorkaew, Jaturanonda, Nanthavanij, Chongphaisal, & Pompimol, 2006) confirmed that Job rotation needs shifting of employees from one department to another department to rise their experiences in every discipline. This relies on the practice of tasks, upgrade the new knowledge and abilities & growth in the productivity of the organization. Furthermore, (CC, 1988) determined that Job rotation is a device of training which makes mandatory for employees to shift them from one branch, sector or department to another. Likewise, job rotation is a management training program that allows employees to have a variety of experiences by moving from one unit to another (Monday, 1998).

Koontz (1984), found that the most wonderful kind of training is job rotation that is planned to keep the employees up to date about various posts in the organization, which can be attainable to the people of the organization. While, (Jorgensen, Davis, Kotowiski, Aedla, & Dunning, 2005) argued that job rotation is a process of designing the job, through which employees get skills from various units on doing few changes in the work, that will decreased the feeling of weariness and lethargic behavior that occur from doing ongoing same jobs.

Eriksson & Ortega (2006) & Campion et al., (1994), found the below advantageous results that is generated by job rotation

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i. A rotational employee gain experience much better as compared to the employee who has not rotated during his job. Therefore, for the development of career, job rotation practices are very effectual.
ii. When compared to an individual who has not rotated during his career, a rotating employee gains experience in other units as well. Therefore, this recurring rotation of the employee make easy to give training to him for becoming an all-rounder.

Although, (Malinski, 2002) found that the benefits of job rotation is the growth in the productivity, revolution and devotion & elimination of dullness, fed-upness, tension and absenteeism. (Benet, 2003) stated the job rotation benefits for workers as follows:

i. The quick evolution of the new employees could directly conduct by the job rotation practices.
ii. The contribution in the knowledge of employees in the company and its operations could be accomplished by authorizing them to do tasks in organization's different units via performing different jobs and switching from one place to another.
iii. The cross functional rotation of jobs let the employees to understand much more about the functions of the company.
iv. The increase of communal and discrete human assets could be contributed by job rotation through creating new association among the employees around the organization and securing experience at work too.
v. For the growth of future progress of the career, variations of skill might assist the employees to encounter the lowest capability of the job.
vi. When a company devote time to the employees and flourish their skills, then employees will build a serious dedication on their job.
vii. Numerous assignments on the job let the employees to do the work in more amusing manner and give further abilities to keep away from repetition.

As stated by (Benet, 2003), Job rotation can be expounded because it is an organized placement of employees within different jobs in the organization in a given phase of the time for enhancing the skills that rise production, commitment and performance as a result. Uniformly, (Lorentez, Gomez, & Cabrera, 2004) viewed Job rotation as doing jobs at a period of time in different units and posts that are categorically consist of the expertise, ability and potential of the workers.

Regardless on the basis of job rotation practices, Public and private organizations think about the skills, talent and expertise for the main decision standard to move which employee. (Chorkaew, Jaturanonda, Nanthavanij, Chongphaisal, & Pompimol, 2006). Many authors, (Ho, Chang, Liang, & Shih, 2009) in their studies sum up that job rotation is the placing of people from one department to another department or from one sector to another sector for the expansion of abilities, knowledge and experience. By transferring employees from unit to unit or one department to other department, job rotation or cross coaching (Ho, Chang, Liang, & Shih, 2009) tries to widen insight, mastery, and endangerment (Olorunsula, 2000; Shahabi, Delpasabd, Begdely, & Raisii, 2010; Snower & Lindback, 2000). This could be disappointing and

ineffective practice of obtaining talent and abilities except if it has organized and managed correctly. Job rotation is a planned switching of people by moving or shifting them into different units of accountability to increase ordeal in the organization (Desler & Varkey, 2009; Zinn, Shamsuddin, & Subrmaniam, 2013; Malinski, 2002). On this view, (Winstantely & Ebadan, 1997; Cantillon, Williams, Cochrane, & Dubois, 2000) sum up that the future of organization's expansion and continuation will be vital if the workers give worth to job security and give rise to lateral moves. While, (Cheraksin & Campion, 1996) said that job rotation has various of advantages and it is extremely beneficial in the production sector if it is planned and progress carefully.

Melamed, Luz, Ben-Avi, & Green (1995), stated that, there is a negative effect on the employees on their motivation level. A perforate worker could have a really negative impression on the degree of motivation of other workers. The Low motivation would cause increase in turnover of employees and lead their low attendance generally followed by bad client relations. While, (Magazine, 1995) wrote, "to eliminate boredom and dullness, Job rotation practices have been discovered". Similarly, the avoidance of boredom is the most salient employee advantage of discrimination at the job (Azizi, Zolfhagari, & Liang, 2009) Moreover, according to (Melamed, Luz, Ben-Avi, & Green, 1995), a variety of concerns composed of doing same work that cause monotony, and when monotony happens, poor actions and manners for example lethargy, less interest at work, depression, dissatisfaction, and fantasy & evasion lead. However, the application of job rotation practices cause challenges, fruitful rotation of the employees could resolve constant wrong issues (Ellis, 1999) .

Kings & Triggs (2000), found that Job rotation can be regarded as supervisory controlling for repetitive strain injuries (RSI). They observed that job rotation practices are planned to have employee swap departments at a period of time to lower the display of risky elements that are associated with RSI. (Kings & Triggs, 2000) also discovered that the organizations who use this control won't not only get advantage in minimization of RSI, but a growth in productivity, depletion in employees' working stress, reduction in turnover and absenteeism rate will be decreased. Furthermore, job rotation practices reduce weariness that come from doing repeated tasks and duties by moving tasks or jobs and reduce the disclosure to tough jobs (Seckiner & Kurt, 2013).

Kuijer (1999), did a research and confirmed that in a refuse collection unit which present that in furiously physical work, job rotation is a demanding factor for the reduction of pressure on workload of the employees. At the plant, employees greet job rotation as secure practice of the work and also conceive to become a strategy to disperse the time. Along with this, running from peculiarly or rationally negative works give relaxation and low down stress. (Un, 2007; MB, Kheir, Delijoo, & Al, 2009) and lassitude (Snower & Lindback, 2000). Job rotation activities in an organization provide benefits to employees as well as drawbacks at times. As a result, this might be a reason to facilitate both positive and negative impact on their employees' performance.

According to previous research findings, there is a link between job rotation and workers' performance. (Rezaezadeh, 2015) conducted research on job rotation and

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employee performance of Bank of Islamic Republic of Iran, and find out that job rotation have an outstanding impact on employees performance. According to the study conducted by (Rashiki, 2014), there is a significant relationship between job rotation and performance of the staff.

Moreover, previous researchers concluded significant positive relationships between job rotation and employee performance. The correlation between job rotation and employees performance was found strong positive in many researches that were based on the advantages which give the benefit to the employees through job rotation programs. (Alquran, 2011) did a study on job rotation and employees job performance. His study investigate that there is a positive effect on the administrative performance of employees. Likewise, (Adjei & Dora, 2012) conducted a study, their study concluded that, job rotation is a chief technique that permit the employees to catch new skills, increase their productivity, improve relationships with the employees of the organization and learn duties that is required for their career in future. Hence their study found out that there is a constructive relationship between job rotation and job performance.

Moreover, research by (Elewa & Samir, 2017) explained that job rotation practices have a great impact on motivation factor, that is a part which create effect on the employee performance. In addition, (Ho, Chang, Liang, & Shih, 2009) did a study and endowed that the outcome by swapping position of the employees showed that job rotation is associated significantly with their motivation and their lives.

Earney, Sally, Martins, & Ana (2009), said in his study that for employee development, job rotation could be a positive and strong tool. While, according to the (Eriksson & Ortega, 2006), job rotation practices produce a positive impact on physical and mental health of the staff members. Furthermore, a study conducted by (Lorentez, Gomez, & Cabrera, 2004), their findings affirmed that job designs and quantity of jobs should be choose to create a good impact of job rotation on the performance of employees.

Additionally, numerous scholars observed job rotation as successful functional tool to upgrade performance. According to the study of (Snower & Lindback, 2000), Cross functional rotation of the employees give them the opportunity to broaden and increase their knowledge of many operational parts, and a positive effect on the employees will be created by developing organizational network of relations. After all, it is an element of job rotation. While, (Allwood & Le, 2004) investigated the challenges that include in job rotation practices. The disadvantage and challenges are insufficient time to gain the skills that are necessary throughout job rotation, and bring a negative relationship on employee performance.

Studies by (Chorkaew, Jaturanonda, Nanthavanij, Chongphaisal, & Pompimol, 2006) showed that there is a constructive relationship between job rotation and employees' participation in the job and a negative relationship to motivation of employees. Moreover, (Eriksson & Ortega, 2006) found that there is a negative relationship between job rotation and employee diversity. Likewise, according to

(Bahron.A, Sanali.S, & Dousin, 2013), there is significantly bad relationship on stress and job rotation. (Allwood & Le, 2004) observed that problem-solving skill is not improved by job rotation, and also doesn't increase productivity by granting the proof for few negative relationships between job rotation methods and worker performance. Thus, according to the research by (Rizwan, Waseem, & Bukhari, 2014) who sum up that there is no relation of job rotation and job performance of the workers. The study gap was created by these opposed clashes.

Job rotation is a learning process that helps to control and detect mistakes and scams (Eriksson & Ortega, 2006). (Alder & Claytton, 2006) explained that "job rotation enable the employees to Learn about many kinds of work, gave every single employee a good sense of what their workmate do and a comprehensive understanding of the whole company. (Visser & Kemper, 1999) did a study and finely showed that all the scholars had explained job rotation as the best practice of job design to be conveyed in every organization. This technique of job rotation causes increase in motivation and performance in the employees. In their result, it was found that physical workload effects on job rotation practices for male employees doing work in the wastage collection unit. The job shifting processes done in the firm will help to enhance the members for permitting them to move at two of three possible posts all over the day.

The elimination of physical load, professional workload and energetic workload is led by Job rotation. The researchers prefaced that job rotation give an outcome in decreasing positional load of the workers in refuse gathering division and improve their performance moderately. Although, (Kaymaz, 2010) found that the appropriate method to turn the organization a learning organization, is with the help of job rotation**.** Job rotation techniques are broadly practiced by various organizations at many level of hierarchy. In order to achieve this objective, the essential is to affirm that job rotation programs produce approximate impact on employee's motivation. By that approach, developing the employees for administration, gathering the skills and knowledge level, reducing boredom and describing the utmost useful position/duty are the reasons through which the employees' motivation can be gained.

A research conducted by (Dul, 2011) which showed that keeping the employees in brain, the organization could be planned and it will be plentiful attentive to the organizations when designing the tasks. Surely, it is an appropriate approach and the advantages are ergonomics that enhance thorough performance and increase innovative knowledge and upgrade the creativity level. The ergonomics' aim is providing human comfort and purifying the performance system. In understanding and forecasting the organizational behavior, Job rotation and Organizational commitment are vital factors. While, (Shiri, Baksh, & Dehgani, 2012) studied about the relationship between job rotation and commitment among the staff members. From the above mentioned studies and findings there were many adverse arguments among the various researches. So due to this reason, it has required to study the impact of job rotation practices on employees' performance on considering the employees of different banks. Therefore, this study will be helpful to fill this research gap.

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Employee performance

Study by (Roe, 1999; Bormon & Motowidlo, 1993), indicate that performance is a multipart approach and one could differentiate the procedure feature of it on the basic level, which is, behavioral concentrations by a predicted result. Here the behavior indicates the activity of people who manifest to carry out a task, while the result aspect explains about the outcome of one's job behavior (Campbel, 1990).Certainly, the behavioral concentration and predicted result are associated to one another in an organization (Bormon & Motowidlo, 1993), but the thorough overlapping between the manufactures are not apparent till now, as the predicted result is effected by aspects like motivation & subjective skills than the behavioral attribute. Performance in the way of task performance composed of job accurate behaviors that comprises of basic job authorities allocation as job description's part. Task performance needs more cognitive skill that is eased by knowledge of tasks (required technical awareness or rules to make sure job performance and possessing a skill to deal multiple tasks), task skill (operation of technical awareness to achieve the work successfully with not much administration), and task habits (a natural skill to react on assigned duty that whether ease or hinder the performance) (Conway, 1999).

The word "employee performance" refers to an individual's work achievement by putting in the vital effort on the task, which has linked to have meaningful work, an engaged profile, and sympathetic coworkers/employers (Hellriegel, Slocum, & Jackson, 1999; Karakaas, 2010). Similarly, studies by (Boromon & Motowidlo, 1997) stated job performance in the line of task performance as "the efficiency by which work occupants carry out their allotted responsibilities, resulting in the realization of the organization's mission while compensating the organisation and individual accordingly." Managers are doing their best to improve the talents of their employees, resulting in a healthy working environment within the firm. (Jia-Fang, 2010) found that managers are involved in establishing successful training programmes for their staff in order to provide them with the necessary information, skills, and abilities to fulfill organizational goals. This fight by top management not only increases employee performance but also gives the company a great image around the world.

In the study of (Armstrong & Baron, 1998), they stated, organizations are primarily concerned with the performance of their personnel, regardless of variables or circumstances. Employee performance leads to organizational performance, which is a measure of their success. Furthermore, (Bartlett & Ghoshal, 1995; Ahmad & Ramzan, 2013) found that the performance of an organization's personnel determines its ultimate success or failure. According to (Armstrong M. , 2006), it is the job of the top manager to create a high-performance culture, while (Gruman & Saks, 2011), believe that performance management is a vital part of organisational efficiency. According to previous research, (Latham & Locky, 2002) goals have a wide influence on behavior and employee performance in firms and management practice, and this study, as reported & confirmed by (Lunenburg, 2011).

Relationship between Job Rotation and Employee Performance

(Saravani & Abbasi, 2013), concluded that an important perspective is job rotation practice in the crafting of the job, that provides increase in the performance and capabilities of the workers. Hence, there is a notable relationship between Job Rotation method and Employees performance. Similarly, Paul & his associates sum up that, employees in the garbage collection department's postural load decreased as a result of duty rotation, and their performance steadily improved. The job rotation method is an important way to job creating activity, as it improves employee performance and potential. And they came to the conclusion that there is a powerful association between Job Rotation and employee performance.

This method is extensively utilized in major corporations. Moreover, (Meyer M. , 1994) in his study, highlighted job rotation act a learning function in businesses because it allows employees to perform a variety of tasks while also changing jobs. Job rotation is also recognized as an applied strategy that emphasizes job-related duties. Job rotation is scheduled during the position training phase since it is beneficial when placing employees from one duty to another in order for them to enroll more and expand their expertise by performing a variety of tasks. As a result, staff efficiency improves, which has a beneficial impact on employee performance.

According to the research of (Elewa & Samir, 2017), job rotation policies have a beneficial effect on motivation, which is a factor that influences employee performance. One more author (Alquran, 2011) argues that Work rotation has a favorable impact on employee performance, likewise (Earney, Sally, Martins, & Ana, 2009) claimed that job rotation might be a good as well as strong instrument for employee job performance. In addition, the scholar noted the difficulties that come with job rotation. Those obstacles and disadvantages include insufficient time to develop critical skills during job rotation (Allwood & Le, 2004) and a negative association between employee performance and job satisfaction. According to (Chorkaew, Jaturanonda, Nanthavanij, Chongphaisal, & Pompimol, 2006), job rotation has a favorable link with employee participation and a negative association with employee motivation. Similarly, according to (Eriksson & Ortega, 2006) job rotation and worker heterogeneity have a negative association. Furthermore, (Allwood & Le, 2004) discovered that job rotation does not revamp general problem solving abilities or productivity, demonstrating a negative association between job rotation and employee performance.

Many authors accept job rotation as a gratifying technique. (Khan F, MD Rasli, Tariq C, & Rehman A, 2014) define job rotation as the methods that companies must employ in order to improve performance of workers. Employees can be more committed to their jobs as a result of job rotation, and there is a good association between job rotation and employee performance.

According to a study conducted by (Faizan, Nawaz, & Khan, 2012), on the impact of job rotation on employee motivation, commitment, and job involvement in the

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Pakistani banking sector, employees become barely motivated while becoming more committed and engage in their corresponding jobs when they are rotated to different jobs across various departments. In other words, by increasing work rotating activities in Pakistan's banking sector, employee engagement and job involvement could be marginally increased. It's not just about the demand.in this competitive period, but it's also crucial to provide staff with a varied set of skills and knowledge. Several contradictory arguments emerged from various research investigations based on the preceding findings. As a result, it has provided the chance to analyze the impact of job rotation procedures on employee job performance, motivation and commitment with a focus on banks. As a result, this research will pave the way for knowledge to be bridged.

Employee Motivation

In various organizations, employee motivation has evident as a long lasting accomplishment factor. Motivating employees is very important for any organization. A motivated labor pool, that means a greater staff productivity, that provides help to any business for the achievement of its goals & it could be a vital aim in every business and firm plan. The first move requires to be taken, is to understand before making a motivational plan, that what motivates the company's employees. What drag employees for their higher performance will finely aid the Company's development programs which motivate and keep the finest staff for its work (Pakdel, 2013). Motivation has also been defined by a number of recent authors. Motivation was explained as: the psychological proceeding which gives behavior ground and regulation (Kreitner, 1995); a proneness to act in a willful behavior to gain specific, pending needs (Buford, Bedein, & Linder, 1995); an inside drive that satisfy an discontented needs (Higgins, 1993); and the desire to gain (Buford, Bedein, & Linder, 1995); and the will to succeed (Bedein, 1993).

Barney & Elias (2010) found that in extrinsic motivation, an essential interface among flextime, stress and country of residency exist. While, (Gignac & Palmer, 2011) wrote that the higher management recognized that a growing organization and careful people who are working in the firm for the firm's collaborate passionately to achieve a substantial result at the heart of all fruitful, creative and effectual firm. (Kuo, 2013) stated in study that a sucessful organization must connect the power and motivations of internal workers and give reply to outer changes and demands rapidly to show the significance of the organization. (Breaugh, 1981), in his research he stated that there are four different performance proportions through which employees are measured, that include excellence, job knowledge, amount of work performed & reliability. This theory is similar to Vroom's theory that has a conclusion in the (Hunter, 1986) work. He find out the path in which employers rate the performance of their employees. (Hunter, 1986) said that learning the task is essential to the performance, and the total cognitive predictive learning. Hence, total cognitive ability is the crucial predictor of work performance. Task knowledge and general cognitive ability allocate the work performance that allow the employer to give ratings to the performance of the employee. A simple but an actual and clear way to find out employee performance.

Study by (Paswan, Audhish K., Pelton, Lou E., & True, Sheb L, 2005) states that to improve employees' performance, their productivity and job satisfaction, motivation is very essential. These days, many prosperous business firms are applying various mechanism and tools that is helpful for motivation of employees like job rotation implementations, training & development, orientation and positioning, benefits and compensation and salary improvement.

Relationship between Job Rotation & Employee Motivation

(Llopis, 2012) patented alternate working conditions like job-sharing, flexible work systems, and job rotation as true motivating tools. Additionally, he stated that gathering many organizations value motivational characteristics of alternate job conditions with its other benefits. Another effective strategy to motivate employees as stated by (Lockey, 2012) is that to give training and development practices which will result in growth of the employees and their career. He further cautiously said that, they have to plan and administer by a third party who have required skills and knowledge, for motivational characteristics of training & development, creativity and imaginations to increase. (Eriksson & Ortega, 2006) found that the theory for motivation on employee's states that, employees are motivated by job rotation, who get bored and exhausted of doing the same jobs daily. The argument of employee motivation is that job rotation makes the task more fascinating. While, in the late 1970's, this argument was written on the literature of presumed "plateaued" workers with fixed promotions inspect (Ference, Stonner, & Warren, 1977) and that was also examined by (Cosgel & Miceli, 1999).

The impact of JR on employee motivation, performance, and productivity varies depending on the researchers and their perspectives. Several researches have looked at JR from various angles and views. Organizational managers utilize JR to spin human resources in a progression of similar duties relevant to their present positions. It is applied to decrease apathy and improve employee motivation by increasing rivalry and raising their output degree. Work mobility is also familiar as JR, however horizontal movement is commonly referred to as JR, whereas upward job mobility is referred to as promotion. Employees' knowledge, skills, and capacities for the current job must be developed through JR. (Al-Nashemi & Ahmed, 2015)

Rotation could be delineating as doing work at various tasks or working places in a time spell. (Jorgensen, Davis, Kotowiski, Aedla, & Dunning, 2005) in an organized mechanism by having oblique placing that grant chance to the workers to accomplish mixtures of competency, comprehension and mastery which is sum as on the job coaching method (Lorentez, Gomez, & Cabrera, 2004; Papastamatiou & Karadimas, 2000); which is said to have an impact on the motivation and this is said to have an effect on workers motivation (Huang, 1999). The chapter of job rotation that is widely view at human resource literature has been regarded to be an efficient approach for the enhancement and provision of motivation. Therefore, workers placing from one depart to another at a time basically at an easy coherence, & there is a high worth considering to the employees. Focusing on functional pliability, job rotation is an essential practice (Kabst & Friedrich, 1998).

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(Azizi, Zolfhagari, & Liang, 2009) found that by having a view on the entire procedure of job rotation, the main essential consequence of distinction at job is the monotony decrease, and lower motivation While, a study by (Adomi, 2006) concluded that employee movement from a place to another place will have consequences in vigour, proficiency, new job environment, adventure, eliminate the sub ordinates from having same work for years, and enhance self-esteem motivation. Likewise (Brainin & Granon, 1972) stated that Job rotation is widely granted as a purpose for eliminating repetition.

As a whole, job rotation grants a positive impact on workers. In Pertamina, studies on this topic were done for promoting the post of employee in the firm and for boosting motivation. A research by (Bahron.A, Sanali.S, & Dousin, 2013), sum up that there was a significant and positive association between job rotation methods & employee motivation. Practice of Job rotation in Pertamina is done to build motivation & construct, energize & polish the workers to keep them up to date and on their track.

Employee Commitment

(Dixit & Bhati, 2012) explained Employee commitment as the state in which an employee contemplate himself as element of the firm and desires to give contribution in it continuously Similarly, another author (Andrew, 2017) state that Employee commitment is an emotional attachment of workers with the organization, and effects employee decision to be hired by the firm also. Commitment gives advantages to employees and employers both. It generates a positive relation towards the firm for employees and increases their will for working. On the contrary, it cause decrease in absenteeism and turnover rate, and increase the duties. (Lee & Chen, 2013). Committed employee is someone who sticks by its company through thick and thin, give protection to its assets and attains the goals of company by working hard (Nayak, Tanaya, & Sahoo, 2018).

(Krajscak, 2018) purposed that, in any organization, employee commitment is the most main part that affects the individual's intention to quit the organization, absenteeism level and behavior of organizational community. While, (Brumm, 2007) said that, employees who have high commitment have more favorable attitude with their task. (Gul, 2015) concluded that, Performance of organization is straightly connected to employees' commitment. Employees, who are committed, do their tasks finer than the management's expectations. Hence, employee dedication is important for the achievement of high results and long term competitive advantage.

Staff commitment to the organization has recently become a popular topic of research. It is nothing more than a psychological state that ties an individual to a company (Meyer & Allen, 1990). Organizational commitment, according to a study by (Meyer & Allen, 1990), is a multidimensional construct with three types: affective, normative, and continuous commitment. Intuitive commitment is described as "the employees' inner closeness to the organizational commitment," whereas normative commitment is defined as the obligation to continue working. Finally, "a knowledge of

the consequences associated with quitting the organization" leads to continued commitment. Each component is regarded to contribute to an employee's relationship with the organization, has implications for his or her continued membership, and can be influenced by a variety of antecedents or result in a variety of outcomes.

Employee identification with and attachment in a particular firm is referred to as organizational commitment (Mowday, Steers, & Porter, 1979). Lower rates of turnover are corresponding with higher degree of commitment (Steers, 1977), and are also thought to be linked to increased productivity and improved service delivery. It appears that it's logical to assume that employees who have experienced burnout will be less productive. They are more inclined to quit their jobs if they are not dedicated to the organization. If staff aren't happy, they are adopting depersonalized views of the world as a result of their emotional exhaustion at work. individuals they serve, and they don't feel like they're accomplishing much, They'd be less passionate and accepting of the organization's goals, less committed to accomplishing them, and more likely to withdraw from work (both psychologically and physically) as a result.

Research by (Zahra, Erum, & Naeem, 2014) found that, because of the changing nature of the workplace as a result of technological innovation, businesses have numerous obstacles in remaining competent and developing knowledgeable and devoted personnel in order to fulfill organizational goals. While, (Irefin & Mechanic M.A, 2014) explained that employee commitment is the most significant issue in today's firms since it lowers undesirable behaviors like absenteeism, tardiness, and turnover. As a result, businesses should be aware of all the aspects that play a significant part or have a significant impact on their employees' dedication. Similarly, organizations that have a hard time retaining skilled people have a hard time maximizing performance. As a result, the higher performance of employees in any firm is determined by the amount of money invested in developing devoted personnel (Shahid & Azhar, 2013). Commitment is regarded as one of the most necessary factor in upgrading an individual's and organization's performance. It is a practical concern, whereas firm commitment is described as personnel who have a high degree of engrossment in and closeness to the company (Mowday, Koberg, & McArthur, 1984).

Relationship between Job Rotation and Employee Commitment

Researches by the authors (Combs & Bourne, 1995; Elbadri, 2001; Jamill & Som, 2007; Neff, 2002) found that, in the today competitive world and the changing of global corporate system, companies must have HR that have high motivation level, job involvement and commitment, in regard for the effective survival in the global market system, where the customers wants a betters system of services. Likewise, an author (Zeira, 1974) sum up that job rotation is claimed as a wonderful tool for increasing motivation of employee, commitment and job dedication that are very essential for the firm's effective and smooth operation. Furthermore, (Arogyaswamy & Simons, 1993) concluded job rotation tasks cheer the workers to be pleased and comfort in their task and to increase their involvement that is helpful as a combative tool for the company in

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today's international domain. It assists the firm for the attainment of long term outcome of the employees' commitment to their organization's value base.

(Lorentez, Gomez, & Cabrera, 2004) said that job rotation is an important procedure for improving individual and organizational productivity with the help of coworkers and supervisors, but it reduces an employee's commitment to the organization. While, research by (Khan F, MD Rasli, Tariq C, & Rehman A, 2014) concluded, job rotation is a method that can improve an employee's dedication, motivation, and allow for more in-depth observations. It has been examined in terms of practical ways, such as job enhancement and growth. Similarly, the study of (Ho, Chang, Liang, & Shih, 2009) also looked at the poor and productive effects of job rotation on medical staff tiredness and organizational commitment. The findings of hypothesis reveal that when job rotation among medical staffs grows, so does organizational commitment, implying that job rotation has a good association towards organizational commitment.

Research Design & Methods

Method of Data Collection

The quantitative research will be used in this research, to find the relationship of job rotation on employee performance, employee motivation and employee commitment. A well develop questionnaire will be used in the research survey for data collection, which will be responded by the employees of different banks.

Population and Study Sample

The target population of the research will be the employees who are working in different banks of Pakistan.

Sampling Technique

Data will be collected using a convenience sampling technique because it permits data to be collected from a population that is easily accessible; employees working in different banks of Pakistan. Different types of banks will be chosen that will grant consent for data collecting.

Sources of Data

Primary data will be collected through questionnaire from the employees who are working in banks. The respondents would be managers, customer service officers, cashiers, tellers etc.

Collection of Data

Questionnaire will be used for the collection of data in this study, that consists of questions filled by the respondents. The questionnaire consists of five parts; first part

relates to biographic data, second part consist the questions that are related to job rotation, third part will comprise of questions related to employee performance, fourth part consist of motivation related questions and fifth part consist of commitment questions.

Participants in the Study

The participants in this study will be the employees who are working in different banks of Pakistan. Questionnaire will be distributed to the employees for data collection.

Data Management

The collected data of the research data will be stored and preserved on the questionnaires which then used for further analyzing process. Each of the variable will be measured on a six point Likert scale; Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree.

Data Analysis Strategies

The collected data is analyzed through the SPSS software. Different tests like reliability test, regression analysis, coefficient analysis and the test of hypothesis will be done by using this software.

Research model framework

Fig 01

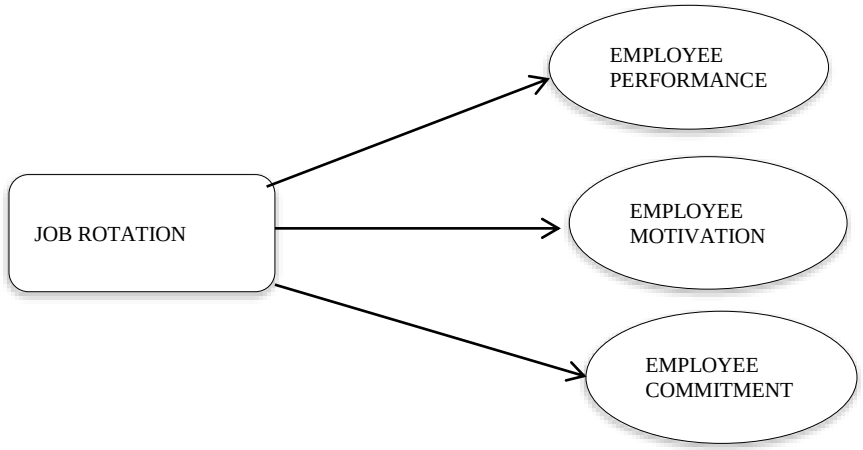


Figure 01 is showing the research model of our study which consist of one independent variable; job rotation and three dependent variables; performance, motivation and commitment.

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Result & Findings

Table 01: Descriptive Analysis of Respondents	
Gender	Percentage
Male	68%
Female	32%
Total	100%

After the descriptive study, the ratio of percentage between male and females is shown, who were the respondents of the questionnaires. There were 34 males and 16 females who responded on questionnaire. There were 68% for male and 32% for female in table, representing the population at 100 percent.

Table 02: Descriptive Analysis of Banks & Respondents	
Gender	Percentage
Habib Bank Ltd	32%
Habib Metropolitan Bank	16%
National Bank Of Pakistan	12%
Meezan Bank Ltd	8%
United Bank Ltd	8%
Bank Al Habib	8%
Soneri Bank	6%
First Women Bank Ltd	4%
Allied Bank	2%
Bank of China	2%
Silk Bank	2%

Table 02 is showing the name of banks and the number and percentage of respondents from which the data was collected from those banks. There were 16 responses collected from the Habib bank Ltd and the percentage is 32% from the total of 100%. 8 responses were collected from Habib Metropolitan Bank and its percentage is 16%. We got 6 employee responses from the National Bank of Pakistan with percentage of 12%. There were 4 responses collected from each bank; Meezan Bank, United Bank & Bank Al Habib, giving the percentage of 8%. From the Soneri bank, 3 respondents fill the questionnaire, that is showing a ratio of 6%. 2 respondents were from First Women

Bank Ltd, giving a percentage of 4%. 2 respondents from First Women Bank ltd fill the questionnaire and showing the ratio of 4%. 1 employee from each bank; Allied Bank, Bank of China and Silk Bank, gave their responses, giving a percentage of 2% each.

Table 03: Questionnaires Screening

Outliers	Questionnaire Distributed	Questionnaire Received	Questionnaire Analyzed	Incomplete Questionnaire
0	50	50	50	0

Above table shows the number of questionnaires that were distributed, and the number of questionnaires which were received after the respondent's fill, and the number of questionnaires that were analyzed after the collection of data.

Table 04: Rating Score Modification

Score Rating	Level of Agreement
1	Strongly Agree
2	Agree
3	Neutral
4	Disagree
5	Strongly disagree

Table 04 is showing the Likert scale format that is used in the questionnaire because it is helpful in getting the number of true responses and opinions by the respondents.

Table 05: Statistics Summary of Dependent and Independent Variables Used in the Study

Description	**Mean**	**Ranking**
Independent Variable – Job Rotation	14.4	1
Dependent Variable : Employee Performance	9.92	2
Dependent Variable : Employee Motivation	9.18	3
Dependent Variable : Employee Commitment	8.02	4

9.1 Findings & Interpretations:

Table 06: Reliability Analysis of Job Rotation

Cronbach's Alpha	N of Items
0.704	8

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Above table no. 6 shows the Cronbach's Alpha value of the variable, "job rotation" and the value is 0.704, so it is found to be good and acceptable.

Table 07: Reliability Analysis of Employee Performance	
Cronbach's Alpha	N of Items
0.720	5

Above table no. 7 shows the Cronbach's Alpha value of the variable, "performance" and the value is 0.720, so it is found to be good and acceptable.

Table 08: Model Summary for Regression Analysis Job rotation & Employee Performance				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.537a	0.288	0.273	2.007
a. Predictors: (Constant), Job Rotation				

Model summary table shows the relationship between independent and dependent variable. As per the above results, the value of R is 0.537 that is the multiple correlation coefficient of job rotation and performance. The value of R that is 0.537 shows that there is a positive and strong relationship between the independent and dependent variable. Along with this, the R square is 0.288 which explains that 28.8% of dependent variable is abundance by independent variable.

Table 09: Coefficient Analysis of Job rotation and Employee Performance						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.748	1.429		2.623	0.012
	Job Rotation	0.429	0.097	0.537	4.407	0.001
a. Dependent Variable: Employee Performance						

The above table 09 of coefficient shows the acceptance or rejection of Hypothesis. The sig value is 0.001 which is less than 0.05, so the impact of job rotation on employee's performance is significant, and there is a positive relationship between job rotation and employee performance.

Table 10 : Hypothesis summary: Job Rotation & Employee Performance				
Hypothesis statement	Unstandardized Coefficient (B)	t	Sig Level	Findings
H_5: There is a positive relationship between job rotation and employee performance.	0.537	4.407	0.001	Accepted

a. Dependent variable: Employee Performance

Table 10 is showing the hypothesis summary which is showing that the hypothesis is accepted and there is a positive relationship between job rotation and employee performance.

According to previous research findings, there is an association between job rotation and employee performance. The findings of (Rezaezadeh, 2015) study, titled Job Rotation and Employee Job Performance at the Bank of the Islamic Republic of Iran, show that job rotation has a productive impact on employee job performance. Similarly, according to (Rashiki, 2014), the research sum up that there are positive links between the relevance of job rotation and employee performance.

Job rotation, according to (Charity, 2015), improves employee performance significantly. Furthermore, motivation (Zameer, Nisar, & Amir, 2014) organizational commitment (Tolera, 2018), job involvement (Rotenberry & Moberg, 2007), job satisfaction (Al-Ajlouni, 2015), and burnout are all elements that influence employee performance (Rehman, 2017). Job rotation is utilized as a strategy to boost efficiency, according to (Akbari & Maniei, 2017). Furthermore, it is a cost-effective coaching tool that facilitates the learning of more skills and lessons. High-Performance Work Organizations, according to (Earney, Sally, Martins, & Ana, 2009), are those that successfully utilise job rotation. Job rotation, in other words, significantly improves and develops employee performance. This finding agrees with (Mohan & Gomathi, 2015) research. Likewise, studies by (Khalaj, Nasr, & Nafari, 2015), job rotation has a favorable substantial link with employee happiness, work quality, work innovation, and employee performance. (Hasanqasemi, Mazidi, & Rashki, 2014) also discovered that the importance of job rotation has a substantial impression on employee performance. Job rotation, according to (Lundvall & Nielsen, 2007), contributes to improved inventive performance. Similarly, research by (Eriksson & Ortega, 2006) revealed that, job rotation methods were found to be favorably connected to organizational growth rates.

Rasouli (2013), focused to explain the reaction of job rotation patterns on employee performance in the Keshavarzi Bank of Guilan, set the multiple of prowess and job satisfaction, as well as provide effective guidelines for managers, in his research. The findings revealed that job rotation has a nice impact on job performance. Job rotation also has an effect on job performance, job satisfaction, and skill variety. (Tarus, 2014) confirmed that job rotation as a technique has a substantial effect on good performance firms in Victoria, in a research titled Effects of Job Rotation Strategy on High Performance Workplace. As a result, businesses that improve job rotation are more likely to perform well.

Table 11: Reliability Analysis of Employee Motivation

Cronbach's Alpha	N of Items
0.744	4

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Table 11 shows the Cronbach's Alpha value of the variable, "motivation" and the value is 0.744, so it is found to be good and acceptable.

Table 12: Model Summary for Regression Analysis of Job rotation & Employee Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.644a	0.414	0.402	1.410

a. Predictors: (Constant), Job Rotation

Model summary table shows the relationship between independent and dependent variable. As per the above results, the value of R is 0.644 that is the multiple correlation coefficient of job rotation and motivation. The value of R that is 0.644 shows that there is a positive and strong relationship between the independent and dependent variable. Along with this, the R square is 0.414 which explains that 41.4% of dependent variable is abundance by independent variable.

Table 13: Coefficient Analysis of Job Rotation & Employee Motivation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.287	1.004		2.278	0.027
	Job Rotation	0.398	0.068	0.644	5.827	0.001

a. Dependent Variable: Employee Motivation

The table of coefficient shows the acceptance or rejection of Hypothesis. The sig value is 0.001 which is less than 0.05, so the impact of job rotation on employee motivation is significant, and there is a positive relationship between job rotation and employee motivation.

Table 14 : Hypothesis summary: (Job Rotation & Employee Motivation)

Hypothesis statement	Unstandardized Coefficient (B)	t	Sig Level	Findings
H_5: There is a positive relationship between job rotation and employee motivation.	0.644	5.827	0.001	Accepted

a. Dependent variable: Employee Motivation

Table 14 is showing the hypothesis summary which is showing that the hypothesis is accepted and there is a positive relationship between job rotation and employee motivation. Job rotation, according to (Earny & Martins, 2006), led in favorable results such as motivation and technical competence. Similarly another study

by (Faizan, Nawaz, & Khan, 2012) viewed JR as a type of on-the-job training technique, and this type of training has been shown to improve employee motivation.

The first prerequisite for motivating employees using the JR approach is to corroborate that JR methods have the intended beneficial influence on workers motivation. By this perspective, the functions that will be apply to gain the stated motivational result include training the peers for guidance, eliminating evenness and tedium, and raising the degree of proficiency, prowess, talents & competences. The findings of (Azam & Ahmad, 2013) research paper backed up the idea that JR approaches had a salubrious impact on employee optimism at the Palestinian Ministry of Interior in Gaza Strip. And that research admits with (Papastamatiou & Karadimas, 2000) research, in that both studies advocated adopting JR as a way for businesses to boost employee optimism and grow motivation. The topic of JR, which has received a lot of attention in HR literature, has gained a lot of traction as a useful and efficient management technique for increasing employee motivation and boosting abilities. Likewise, according to (Faizan, Nawaz, & Khan, 2012), JR have a beneficial impact on employee motivation. Employee motivation was found to be boosted by the development of social relationships in JR practices, as well as an increase in knowledge, abilities, and competencies, as well as a reduction in monotony. From this perspective, it is clear that using JR techniques low weariness and monotony, while going from one unit to another, boosts employee temper and, as a consequence, enhances motivation. JR's techniques also improve personal capacities in another way. Working in various units improves technical and managerial abilities as well as knowledge. Employees are motivated and encouraged to strive for continuous growth by improving their personal backgrounds through JR. Employees who gain more knowledge and skills will be better able to deal with routine challenges relating to specific professions, create routine ways of executing activities, and therefore be more effective and efficient, productive, and thus more motivated in the workplace**.**

According to (Saravani & Abbasi, 2013), JR reduces lethargy, which steers to a rise in employee motivation. Equally essential, job rotation improves employees' intellectual and bodily health by instilling good attitudes in them and diversifying their work by reducing monotony and increasing self-motivation (Ajusa & Atambo, 2016). The result also showed that job rotation has a significant impact on motivation. This demonstrates that work rotation boosts the motivation of travel agency personnel. This outcome is in line with (Zanti, 2015) findings.

Table 15: Reliability Analysis of Employee Commitment

Cronbach's Alpha	N of Items
0.736	5

Above table no. 15 shows the Cronbach’s Alpha value of the variable, “commitment” and the value is 0.736, so it is found to be good and acceptable.

Table 16: Model Summary for Regression Analysis Job rotation & Employee Commitment

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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.629a	0.396	0.383	1.654
a. Predictors: (Constant), Job Rotation				

Model summary table shows the relationship between independent and dependent variable. As per the above results, the value of R is 0.629 which is the multiple correlation coefficient of job rotation and motivation. The value of R that is .629 shows that there is a positive and strong relationship between the independent and dependent variable. Along with this, the R square is .396 which explains that 39.6% of dependent variable is abundance by independent variable.

Table 17: Coefficient Analysis of Job rotation & Employee Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.710	1.178		2.301	0.026
	Job Rotation	0.449	0.080	0.629	5.605	0.001
a. Dependent Variable: Employee Commitment						

The above table of coefficient shows the acceptance or rejection of Hypothesis. The sig value is 0.001 which is less than 0.05, so the impact of job rotation on employee's commitment is significant, and there is a positive relationship between job rotation and employee commitment.

Table 18 : Hypothesis summary: (Job Rotation & Employee Commitment)

Hypothesis statement	Unstandardized Coefficient (B)	t	Sig Level	Findings
H_5: There is a positive relationship between job rotation and employee commitment.	0.629	5.604	0.001	Accepted
a. Dependent variable: Employee commitment				

Table 18 is showing the hypothesis summary which is showing that the hypothesis is accepted that means that there is a positive relationship between job rotation and employee commitment. Similarly, there is a constructive relationship between job rotation and employee commitment proved by the study of (Faizan, Nawaz, & Khan, 2012) who concluded that job rotation has momentous relationship on commitment and other outcomes. While, study by (Arasi & Alizadeh, 2016) showed that job rotation is considered as the strongest approach to improve the employee commitment by reducing the boredom and increasing the employee interest in job.

Sweeney (2008) conducted a study on the outcome of job rotation on the performance of the managers in Texas and he found that there is a positive relation between the job rotation, contentment of employees, commitment, working standard and teamwork of workers. Similarly, (Adomi, 2006) concluded that job rotation practices should be more followed. (Razaei, 2009) also wanted to see if there was a link between job rotation and organizational commitment among post office workers in West Azerbaijan Province. He came to the conclusion that there was a considerable link on job rotation and employees' continuing emotional and rational commitment.

Discussion

This research was done to probe the impact of job rotation on employees' performance, motivation and commitment in the banking sector. Employees of different banks believe that job rotation has a high degree of significant effect on employees' performance, motivation and commitment. So job rotation is a major component to enhance the performance of employees, in order to achieve the goals and objectives of the organization.

A remarkable percentage of employees responded that job rotation is helpful to them in increasing their motivation and commitment level and to improve their skills and capabilities. (Aedla, Jorgensen, Davis, Dunning, & Kotowski, 2005) concluded that the output associated aspect of expanded employee capability was noted as the major advantage from job rotation.

Likewise, (Greve & Taylor, 2006) discovered that job rotation escorts about increase variety in knowledge of employees and could boost their problem-solving and creativeness in performance. Job rotation shares apprehension of the work and improves skills of problem solving (Faegria, Dyba, & Dingsoyr, 2010). Similarly, many researchers (Jorgensen, Davis, Kotowiski, Aedla, & Dunning, 2005; Origo & Pagani, 2008; Zare, 2005) found job rotation as an successful functional practice to increase performance and productivity.

This research shows that there is a positive impact of job rotation on employee motivation and commitment. Previous studies by the researchers (Zigarelli, 2004; Leat, 2007) also revealed that there is a positive effect of the job rotation on the employee commitment and devotion with the workplace.

In our study majority of employees perceive the practice of job rotation to be an effective tool for their performance, motivation and commitment. Moreover, employees demonstrate that, job rotation increase motivation, that help to overcome the absenteeism and turnover rate in the organization. When doing variety of jobs, commitment towards their organization will be productive. Employees considered job rotation as an important element to remove the boredom on doing same repetitive tasks, and experience different variety of tasks through job rotation.

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UNM Division of Human Resources, numerous job tasks will result in workers finding their tasks more enjoyable with many more skills to prevent from expendability. As a result of these factors, it is clear that frequently scheduling job rotation methods will provide insight into obtaining improved employee performance from employees working in both private and public banks.

The study reveals that job rotation allows employees to gain new skills, experience, and the ability to acquire various knowledge and capabilities from various departments, as well as gain a clear understanding of the organization, all of which will improve their job performance.

This study evident that the significant number of employees agree to have job rotational programs in all organizations as it is fruitful for their performance, motivation and commitment that is helpful in future growth of the organization. Job rotation increases their motivation that is accessible to use their different skills and abilities during their job. Employee commitment and job rotation has a good link because commitment towards the workplace is very important**.**

Conclusion

As per the finding of our study and research, it is momentous to conclude that job rotation has a notable impact on the employee performance, employee motivation and employee commitment. Job rotation plays a significant role in enhancing the productivity, knowledge and skills, gaining higher performance results, and reducing stress and weariness. Certainly job rotation found to have a positive effect on variables; performance, motivation and commitment. Employees perceive the personal benefits of job rotation in terms of increasing their expertise level, improving boredom, and making them more productive.

The aim of this study was to find the relationship of job rotation with employee performance, motivation and commitment that is found positive. The banking employees accedes to experience job rotation programs in all organization, because they believe job rotation is an effective and efficient tool for their career development and for the future growth of the organization.

It is very clear that employees of the banks understand the productive effect of job rotation programs on their performance, motivation and commitment. Surely, a well-structured and well-implemented job rotation practices assist employees in developing the many skills required to function effectively in the organization. In other words, job rotation programs provide novice employees with on-the-job training while also broadening existing employee knowledge, allowing employees to advance their careers and become significant assets to the company. Absenteeism and staff turnover are common among bank employees, but these issues can be overcome if motivation is supplied through job rotation procedures to improve motivation and performance.

The study's compelling proof is also statistically proven in the hypothesis statements, where it is found that employees' performance, motivations and commitment are affected by job rotation.

This study's measurement depends on employee personal experiences. Furthermore, rather than focusing solely on the performance factor, the research focused on other factors too; motivation and commitment. To sum up, job rotation practices has evident to be a powerful and favorable tool to increase the performance, motivation and commitment of the employees in the banking industry of Pakistan.

Policy Implication

The study's major goal was to find the effect of job rotation on employees' performance, motivation and commitment in Pakistan's banking sector. Job rotation has become a very significant role that the banking industry has adopted in order to improve the performance of its workers. This is due to the fact that job rotation allows individuals to assess their abilities and gain new knowledge and skills. Furthermore, this approach enables organization to assess and analyze employees' competencies, as well as their ability to do a job efficiently. Employees prefer work rotation techniques, according to the study, since it enhances understanding of different tasks and activities, and it makes employees more devoted and adaptable within the firm.

Limitations and directions for Further Research

This study is limited to focus on the employees of banking sector only and the sample size of this research is small that is 50 as compared to the large number of employees, who are working in banking industry of Pakistan. This study was done to find the relationship of job rotation on three factors, performance, commitment and motivation in the employees of bank. Instrument of this research was questionnaire which has a certain level of reliability and validation, The results of the survey, on the other hand, would have been vulnerable to a variety of factors that could have influenced the outcome, such as defensiveness, feigning, personal emotion, and other attitudes. Further research can be done by increasing the sample size to study more about the impact of job rotation on employee performance, motivation and commitment, so that the results can be more accurate and generalized. Further research can also contain more factors that job rotation can affect like, employee satisfaction, retention, training, stress, weariness etc.

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