INFLUENCE OF *JOB ROTATION* PRACTICES ON MANAGING EMPLOYEE PERFORMANCE
(WITH REFERENCE TO POLICE ORGANIZATION OF HYDERABAD AND SECUNDERABAD)

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ABSTRACT

The concept of Managing Employee Performance is composed of a set of practices backed by HR techniques. Job configuration is an inexorably significant application method in the investigation of hierarchical conduct, particularly in the light of dynamism associated in its practices. The Internet, Intranet, and e-business literally hold a sway on all industrial practices, thus, two new advancements have developed. The first is an obscuring of the qualification between on-work and off-work time, an individual conveying with wireless and additionally PDA (individual computerized right hand) and a home office containing a fax machine and Internet get to is 'grinding away' in any event, when not in the workplace and is 'accessible if the need arises' for all intents and purposes of the day. This incorporates drive time and time spent in air terminals or while flying over the world. The ongoing patterns make new difficulties for work configuration models, which areas of now dependent on a broad and becoming hypothetical and research-based and are as a rule generally applied to the real operations environment. The objective of the study includes - To evaluate the influence of 'Job Rotation' practices on 'Managing Employee Performance' in Police Organization of Hyderabad and Secunderabad. Research collaborates Moderate to very High rankings for various practices of Job Rotation practices on Managing Employee Performance. Research concludes for continuance of efforts on 'Job Rotation'. The shift from traditional methods to modern methods of Employee Performance management practices is due to demand from the organisation and can even conclude providing 'Managing Employee Performance is need for organizations.

KEY WORDS: *Job configuration, Performance, Job Rotation, continuance, organization*

INTRODUCTION

The concept of Job Design is composed of a set of actions backed by HR techniques that managers exhaust to develop the content of a job or a task, always with due considerations to every single and smallest element of the job, it is composed of procedures by which occupations are constructed and overhauled. Job configuration is an inexorably significant application method in the investigation of hierarchical conduct, particularly in the light of dynamism associated in its practices. Exclusively there is a dynamism imposing on nature of work in all work environments, this dynamism influencing job or task is always in the form of human explorations, dynamics of human, group, social and technological developments and in the present research it is more so by Information and Communication Technology (ICT), which is gripping the

industries and consumers as well across the world. The Internet, Intranet, and e-business literally hold a sway on all industrial practices, thus, two new advancements have developed. The first is an obscuring of the qualification between on-work and off-work time, an individual conveying with wireless and additionally PDA (individual computerized right hand) and a home office containing a fax machine and Internet get to is 'grinding away' in any event, when not in the workplace and is 'accessible if the need arises' for all intents and purposes of the day. This incorporates drive time and time spent in air terminals or while flying over the world. The subsequent advancement, which is attached to the first, is the rising number of working from home occupations or teleworking, where the worker performs generous measures of work from home. An expanding number of associations

give workers PCs for home use. These ongoing patterns make new difficulties for work configuration models, which areas of now dependent on a broad and becoming hypothetical and research-based and are as a rule generally applied to the real operations environment.

INDIAN POLICE

The term *police* is derived from the Latin word *Politia* meaning, the condition of a *Polis* or *State*. The term *police* according to Oxford Dictionary, means *a system of regulation for the preservation of order and enforcement of law; the internal government of State* (Kalia, 1995). The term refers to purposeful safeguarding of public order and protection of persons and property, from the risk of public accidents and the commission of unlawful acts. It refers to civil functionaries charged with maintaining public order and safety and enforcing the law including the prevention and detection of crime (Ghosh & Rustamji, 1993). India is multi-cultural, multi-ethnic and vast country. It is the country with second largest population in the world. Maintenance of law and order is an arduous task in world's largest democracy. The police personnel provide security to people and enforce law of the country. It determines the implementation of democratic decisions in the country. The role of police is gaining significance with growth in violence, social conflicts and serious threats of terrorist activities. Equality and dignity of the weaker sections of the society is assured by the performance of the police. Clearly, police has a crucial role in the existence and development of India (Verma, 2005).

Historical Perspective - The early and Indigenous Indian police system organized on the basis of land tenure was bound to apprehend all disturbers of public peace and restore the stolen property or make good its value. The headman enforced village responsibility; he was assisted by one or more village watchmen. Later on these were the real executive police of the country. Keep watching at night, monitor all arrivals, departures strangers, and report all suspicious persons to the headman. Failure to recover the stolen property, imposed a personal payment permitted by his means, and the remainder was levied on the whole village. The *'Kotwal'* was entrusted with administration in large towns.

Modern Indian police system is an offshoot of British rule, however, the origin of police has traces in the earliest *vedic* period of the Indian history. *Rig Veda* and *Atharvana Veda* mention certain kinds of crimes known to Vedic India. Evidence indicates existence of security forces in *Harappan Civilisation* as well.

Job Rotation

Shifting employees from one relatively simple job to another after short time periods (one hour, half-days, and every day) is the simplest form of job design. An employee being shifted at short intervals between cooking French fries, frying hamburgers, waiting on the front counter, and drawing soft drinks at McDonald's is a perfect cut example. First, reduction of injuries since each worker is refocusing on various tasks throughout the workday, and the incidence of repetitive strain injuries (e.g., carpal tunnel syndrome) are several advantages of job rotation. Second, employees on learning sets of tasks gain capability and flexibility to cover for those absenting or quitting. How the entire operation works is known to the supervisors who are promoted from the ranks, exposing a manager promoted from the ranks to every

production task performed at the unit after only six months on the job gains grip over the process of activities and that is what is happening at McDonald's. Each individual task eventually becomes as boring as the rest of the simple tasks; this is the primary disadvantage of job rotation. There will not be substantial difference between cooking French fries and frying hamburgers over the long term, it may lead to decline of job satisfaction and/or performance. Positive impact, especially for cross-training and developing employees for broadened responsibilities by job rotation is confirmed by some research, however, it is a better alternative to job redesign than doing nothing.

REVIEW OF LITERATURE

Nicolai J. Foss, Dana B. Minbaeva, Torben Pedersen, Mia Reinholt, 2018, *'Encouraging knowledge sharing among employees: How job design matters'* Job design is one of the most frequently researched practices in the Human Resource Management (HRM) literature, and knowledge sharing has become an important and heavily researched managerial practice. The links between these practices, however, have received little attention in the literature. We argue that job design matters to knowledge sharing for motivational reasons. Specifically, jobs contain characteristics that stimulate different kinds of motivation toward knowledge sharing, which have different effects on individual knowledge sharing behavior. We develop six hypotheses that unfold these ideas and test them on the basis of individual level data collected within a single firm. The hypotheses are tested in a LISREL model that confirms that job characteristics, such as autonomy, task identity, and feedback, determine different motivations to share knowledge, which in turn predict employees' knowledge sharing behaviors.

Pascale Carayon, 2019 *'Effects of electronic performance monitoring on job design and worker stress: Results of two studies';* This article discusses empirical evidence regarding the effect of electronic performance monitoring on job design and stress. It was assumed that electronic performance monitoring would have both direct and indirect effects on worker stress (Carayon, 1993). Electronic performance monitoring could indirectly affect worker stress because of its influence on job design. Data from two studies show that electronic performance monitoring seems to affect job design and worker stress.

Isabelle Bartkowiak-Théron, 2019, *'Research in police education: current trends';* addresses the global reinvigoration of the police education debate. Answers from both qualitative and quantitative exploratory studies, questions on who should deliver police education to recruits and serving officers, delivery of education, at which level (operations, leadership, recruits, management, etc.), and the impact that such education has on police officers. Answers come in the backdrop of a digital revolution in learning, acknowledgement of policing as a complex activity requiring creativity and innovation, and traditional work patterns (e.g., 35 years of service) potentially being upended by modern approaches to work and career.

Michael L. McIntyre, Tullio Caputo, Tarah Hodgkinson , Lucy Wang &Robert Davidson, 2020, *'Using organizational performance assessment to improve service to the community';* The CIV Tool (Capability, Importance and Value) was used in the case study to identify opportunities for enhancing the unit's performance. Information garnered through the use of the CIV Tool is

intended to inform actionable changes. Its use helped unit supervisors identify issues around role creep and role relevance. Working closely with team members, supervisors made changes to operating practices within the unit resulting in an increase in the services provided, a significant reduction in repeat calls for service and a positive response by unit members. These results were achieved within the existing budget and staffing levels at a time when the organization was experiencing significant budgetary challenges. Findings suggest CIV Tool offering insights into police organizational performance, useful for continuous organizational improvement to enhance service delivery and employee engagement.

Indian Studies

S.P.Thamilmaran, 2002, *'All Women Police Administration';* has examined whether the administration of All Women police Station is quite suited to carry on the duties which could be imposed on them; or any changes are required in the administration of All Women police Stations and in the Police Department so that they could be allowed to attend to the different kinds of Police duties, which are expected to be carried out by them in the years to come.

G. NaslSaraji, H. Dargahi (2005)
Writers in their work "Study of quality of working" say that a high quality of work life (QWL) is essential for organizations to continue to attract and retain employees.

1) QWL is a comprehensive, department wide programme designed to improve employee satisfaction, strengthening work place learning and helping.
2) Dissatisfaction with quality work of life is a problem, which affects almost all workers regardless of position or status. Many managers seek to reduce dissatisfaction in all organizational levels including their own. This is a complex problem, however because it is difficult to isolate and identify all of attributes, with affect the quality of work life.
3) Sometimes abbreviated QWL, quality of work life is quick phrase that encompasses a lot, because it refers to the thing an employer does that adds to the lives of employees. Those things' are some combination of benefits explicit and implied tangible and intangible that make some where a good place to work implied in the area of QWL is the notion that to be a good employer, a business or an institution must reorganize that employees have lives before and after work, for that matter during the work as well.
4) QWL has also been viewed in a variety of ways including (a) as a movement (b) as a set of organizational intervention type of work life by employees.
5) QWL is a dynamic multidimensional construct that currently includes such concepts as job security, reward systems, training and career advancements, opportunities and participation in decision making.
6) Organizational features such as policies and procedures, leadership styles operations, all have profound effect on how staff views the quality of work life.

RESEARCH GAP

Researcher's effort to chronicle and evaluate various studies available on Job Design, High Performance Work Practices, and Goal Setting in Police Organization yielded the following results

➢ Majority of the international studies addressed criminology, police personal management, police administration, stress, public relations etc.
➢ International studies related to Job Design in Police Organization could be traced from 2005 onwards.
➢ Indian studies related to Job Design, High Performance Work Practices, and Goal Setting in police organization could not be traced till date.

The researcher's effort thus establishes a clear gap in studies addressing Job Design, High Performance Work Practices, and Goal Setting in Police Organization, the role of police organization is of monumental significance to the country since it deals with ensuring protection and security to lives and properties of 130 Crores plus citizens of the country, besides providing employment for 21,24,596 personnel in India and around 67,000 in Telangana. Thus, the study offers a level playing field for a researcher to pursue his research activity effectively, hence, an honest attempt to conduct an empirical and evaluative research on Job Design and Goal Setting in police organisation is justified by all logics of academics.

OBJECTIVES OF THE STUDY
PRIMARY OBJECTIVE: I

To evaluate the influence of *'Job Rotation'* practices on *'Managing Employee Performance'* in Police Organization of Hyderabad and Secunderabad.

SECONDARY OBJECTIVE: 1

To evaluate the Impact of *'Job Rotation'* practices on *'Managing Employee Performance'* in Police Organization of Hyderabad and Secunderabad.

HYPOTHESIS
PRIMARY HYPOTHESES

H_0I: *'Job Rotation'* practices and *'Managing Employee Performance'* in Police Organization of Hyderabad and Secunderabad are not significantly related.

SECONDARY HYPOTHESES

H_01: *'Job Rotation'* practices and *'Managing Employee Performance'* in Police Organization of Hyderabad and Secunderabad are not significantly related.

SAMPLING DESIGN
Sampling Plan

The process of sampling is one of the crucial stages in the research process, it can be compared to the stage of planning in any operation, any error creeping in this stage will have its impact on the whole of the study. The researcher applies this body of knowledge appropriately to ensure the process of research in scientific direction.

Sample Universe encompasses all Male and Female respondents from the department of police in Hyderabad and Secunderabad cities.

Sample size

It is a representation of the employee density at a given location. The research study draws 46 Female and 946 Male respondents from the department of police in Hyderabad and Secunderabad, Which is around 10% of the population.

Particulars	Female	Male	Total
Male to female ratio	0.05	0.95	1.00
Sample Size			
	Female	**Male**	**Total**
Sample as per ratio	46	946	992

Table: 1: Sample Size

Sampling Technique

The process of drawing sample respondents from the sample universe is known as sampling technique, among many techniques available Clustered sampling is employed for the purpose since it is more appropriate as the sample respondents are distributed in different clusters of Hyderabad and Secunderabad. So they are distributed among the hierarchical levels of the Police Department. The Police Departmental setting of the employee pre determines the suitability of the sampling technique making the exercise more meaningful, appropriate and relevant

Sampling Framework refers to the framework that is fixed for the purpose of predefining and drawing the sample from the sample universe, the framework pre supposes to draw the sample from the cities of Hyderabad and Secunderabad districts, from various departments of Police, during the period of conduct of the research study i.e. 2014-20.

Sample Characteristics are those that reflect in the sample respondents, all police officers irrespective of their Gender, falling under the age group of 20-58, with specified educational qualifications, working in the Police Department. These are Male and Female respondents from Police Department in Hyderabad and Secunderabad cities.

Sampling Procedure the sample procedure adopted is clustered sampling, since Hyderabad and Secunderabad are two clusters from where the samples are drawn. The samples are drawn by convenient sampling falling under non probabilistic sampling method.

Sample Unit sample unit defines the single unit of the pre decided sample which is to be drawn from the selected Police Departments, a respondent who finds a place will be a male or female respondent working in Police Organization in Hyderabad and Secunderabad is the sample unit. In the age group 20-58 yrs, with any occupational title or hierarchical position, and with presupposed income level.

DATA COLLECTION

The data collected for the present study comprises of both primary and secondary sources.

Primary data

Data Collected from respondents through questionnaire.The respondents were interviewed and asked to fill the questionnaire.

Secondary Data

In order to fulfil the objectives of the study, secondary data were collected. The secondary data pertaining to Police organisation of Telangana State were collected from various government publications and records; the major source of secondary data being Census of India 2001, 2011 (provisional results), District Statistical Centre and Collectorate. The secondary data has been collected from various magazines, journals, daily newspapers, survey reports and reference books etc.

STATISTICAL DESIGN
Data Analysis

In the first stage the data collected through questionnaire is classified alongside 1 to 5 ratings, individual weightages awarded by respondents for each element of the model in the questionnaire are tabulated on these five points of the scale against classification of demographic profile, like age, sex, education, occupation, income. Further, the weightages are extended a statistical treatment to arrive at meaningful inferences.

STATISTICAL TOOLS APPLIED

The following tests were performed to explore different relationships.
- Descriptive Analysis:-
- (Cronbach's Alpha) scale reliability test
- Levene's Test for Equality of Variances - t-test.

LIMITATIONS OF THE STUDY

A research study of this nature and magnitude certainly comes with limitations, they are principally attitudes of sample respondents, time and disposition of respondents, time at the disposal of the researcher to cover the whole gamut of operations, human elements on part of researcher and respondents. However, the researcher exerts an honest effort to overcome all these. In a study of this magnitude, meticulous care has been taken extended to each and every stage of the research

DATA ANALYSIS AND INTERPRETATION

Contents of the first column in the table consist of various HR concepts identified from Job Designing and Goal Setting; they are exposed to test by the researcher in the Police Organisation of Twin Cities of Hyderabad and Secunderabad. The next columns contain the output of statistical processing. The elements under test in the research are the basic constituents and form a conceptual base, the research aims to test these concepts of Job Design and Goal Setting along with their constituent elements that are accorded a comprehensive coverage in the questionnaire, and these are now listed along with their statistical outputs. The study attempts at critical analysis of the elements in the table by eliciting ratings of 992 respondents from Police Organisation, on a five-point scale, the values are thus the output subsequent to statistical treatment to individual ratings offered by respondents for individual elements of the concept under the researcher's scanner.

Statistical tests like scale reliability test (Cronbach's Alpha) is used to obtain the reliability of sample taken for the study. Other statistical tools that are used to arrive at the interpretation are, Descriptive Analysis, Levene's Test for Equality of Variances, t-test.

The organisational practices discussed here onwards in this chapter as table contents along with their statistical outputs are thirty seven concepts in number, the table components are statistically treated with different statistical tools like Scale Reliability Test (Cronbach's Alpha test), descriptive analysis, t-test.

Scale Reliability Test

The internal consistency of the set of variables is measured with Cronbach's Alpha. It is also called scale reliability test (SRT). It is expressed as a number between 0 and 1.

Reliability estimates the amount of measurement error either in scale or in a test. It can be interpreted as the correlation of test with itself. Squaring this correlation and subtracting from 1.00 produces the index of measurement error. In accordance with Nunnally (1978), the Cronbach's value of any item should be at least 0.70 for being selected. Notwithstanding this fact, any item having Cronbach's value more than 0.60 will be acceptable (Malhotra, 1993). The range of alpha for internal consistency is between 0.60 to 0.90. If it is above 0.90 may suggest redundancies and show that the test length should be shortened.

Scale Reliability Test for Job Rotation

Table - 2: Case Processing Summary

		N	%
Cases	Valid	992	100.0
	Excluded[a]	0	.0
	Total	992	100.0

a.   List wise deletion based on all variables in the procedure.

Source: Computed data through SPSS

Table - 3: Reliability Statistics

Cronbach's Alpha	N of Items
.645	4

Source: Computed data through SPSS

From the table, the reliability of the test is 0.645. As the estimate of reliability increases, the fraction of a test score that is attributable to error will decrease. Thus, the research stands the test to confirm the reliability.

The data interpretations for the research is presented hereunder in the order of the objectives and hypothesis that are framed for the purpose of research. The presentations follow this line for achieving a coordinated organisation structure in presentation of the interpretation which forms a very important phase of the research.

Table - 4: Descriptive Analysis of Job Rotation

Organizational Practices	N	Min	Max	Mean	Std. Deviation
Short time assignments among simple jobs reduce injuries and strain injuries.	992	1.00	5.00	3.5877	1.06517
Opportunities for replacing employees on leave and who are leaving.	992	1.00	5.00	3.4798	1.07986
Gaining a higher knowledge of entire operation.	992	1.00	5.00	3.6290	.99010
Individual and simple tasks are boring/ disinteresting.	992	1.00	5.00	3.2530	1.11294

Source: Computed from survey questionnaire data through SPSS

Table no. 4 lists organisational actions towards successful implementation of *'Job Rotation'* concept, an incisive look at the contents of the table vividly brings to the fore the organisational efforts, short time assignments to simple jobs, managing leaves, enhanced operations, downsizing individual and simple jobs. Objectives behind these actions are, reducing injuries and strain injuries, creating employee buffer, higher operational knowledge and reducing boredom in the Police Organisation of Hyderabad and Secunderabad. The contents of the table aim at reaping the advantages of job rotation, further, statistical evaluation by Descriptive Analysis lead to sample respondents precisely conveying their intensity the output arrived at establishes the following realities.

High approval gained by the respondents for the following

- Shorter assignments on simple jobs to reduce injuries and strain injuries.
- Employee Buffer for leaves and resignations.
- Higher employee operational knowledge.

Low approval by the respondents for

- Reducing boredom in individual and simple tasks.

Indicates success since the negative statement is discounted by the respondents

Table - 5: Independent Samples t-Test for Job Rotation

Organizational Practices		Levene's Test for Equality of Variances		t-test for Equality of Means		
		F	Sig.	t	df	Sig. (2-tailed)
Short time assignments among simple jobs reduce injuries and strain injuries.	Equal variances assumed	.574	.049	-.734	990	.043
	Equal variances not assumed			-.725	700.06	.049
Opportunities for replacing employees on leave and who are leaving.	Equal variances assumed	2.917	.018	-.755	990	.041
	Equal variances not assumed			-.740	684.10	.040
Gaining a higher knowledge of entire operation	Equal variances assumed	.003	.058	-1.527	990	.017
	Equal variances not assumed			-1.520	716.96	.029
Individual and simple tasks are boring/ disinteresting.	Equal variances assumed	.131	.518	-.970	990	.332
	Equal variances not assumed			-.970	726.56	.332

Source: Computed from survey questionnaire data through SPSS

Statistical Inference

P value of < 0.05 establishes a *'Significant Relationship'*.
P value of > 0.05 establishes a *'No Significant Relationship'*.

The t-test results in Table 5 yielded *P value < 0.05*, for four of the five practices, thus, establishing a *'Significant Relationship'* between *'Job Rotation practices'* and *'Managing Employee Performance'* in police organization of Hyderabad and Secunderabad.

The t-test results in Table no 4.10 yields *P value > 0.05*, for 'Process and involvement in Job Rotation' thus, establishing a *'No Significant Relationship'* between *'Job Rotation practices'* and *'Managing Employee Performance'* in police organization of Hyderabad and Secunderabad.

FINDING

- High respondent approval for success in all *'Job Rotation'* Practices. Low approval for preference to higher pay and on the job socialisation indicates high commitment for job.

CONCLUSION

- Research concludes for continuance of efforts on 'Job Rotation' – consisting of reducing injuries and strain injuries, creating employee buffer, higher operational knowledge and reducing boredom.

SCOPE FOR FURTHER STUDY

The researcher has established the significance of the study by virtue of number of studies on the concept in developed countries in police department but all belong to post 2005 period. In the Indian context the researcher could not find this concept explored for research in police organization in the country. This offers a magnificent scope as this concept is not being explored upon by many researchers in HR.

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