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Factors affecting employees job rotation: in case of OIB Kirkos sub city

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Abstract

The purpose of the study was factors affecting employees' job rotation of OIB in Kirkos sub city. This study has employed explanatory research design in order to estimate employees' job rotation by using explanatory variables such as employee competency, employee readiness, and change leadership. It was designed to evaluate the extent of employee competency, employee readiness, and change leadership about employees' job rotation of OIB in Kirkos sub city. The five level Likert scale questionnaires was used as the main data gathering tool. In order to meet the objective, the researcher was used simple random sampling techniques and the data were collected from 143 participants. The collected data were analysed using mean, standard deviation; correlation and multiple linear regression analysis. The descriptive findings ofchange leadership shows poor practice in the study area. The correlation coefficient findings of employee competency, employee readiness and change leadership have strong and positive relation with employees' job rotation of OIB in Kirkos sub city.The R square findings of employee competency, employee readiness and change leadership, all together have strong & positive association; and impactful predicts employees' job rotation of OIB in Kirkos sub city and out of these explanatory variables, employee competencywas find to be the leading predictor of employees' job rotation of OIB in Kirkos sub city. Therefore, it is beneficial, if the concerned administrative body of OIB in Kirkos sub cityhas trained the existing employees of OIB so as to increase their employees' competency and also has hired employees with excellent competency that might lead to increase employee performance. Hence, it is useful, if the administrative bodies of OIB in Kirkos sub city within different level has trained the existing employees of OIB so as to increase their employees' competency and also has hired employees with excellent competency that might lead to increase employee demand for job rotation within different level of OIB. The overall descriptive report of change leadership of OIB in Kirkos sub city demonstrates that poor practices. Therefore, management body of OIB in Kirkos sub city within different level must improve theirleadership directive & practices in the workplace that would enhance their employee job demand in OIB in Kirkos sub city. To enhance employee job rotation within OIB in Kirkos sub city, management body of OIB shouldinspire the employee by incentive/training so as to enhance their employee job demand in OIB in Kirkos sub city.

Keywords:1. Employee Competency, 2.Employee Readiness, 3.Change Leadership 4. Job Rotation

1. Problem Statement

The study by (Harrison & Novak, 2006) reveals that efforts by management to establish promotion opportunities contributes to employee's job satisfaction and acts as a motivator for job performance. The study by (Manzoor, 2012) shows a positive relationship between employee

engagement and employee job effectiveness as the more the employees are motive to tasks accomplishment higher will the employee job performance.

In Malaysia, the study on the relationship between job rotation practices andemployee career development among productionworkers in Japanese companies in Malaysia by (ZIN, 2013), his major study area focus was only manufacturing industry with the study variable career development without considering service industry and employee rotation and his findings do not generalized for service organization, including OIB Kirkos sub city or for the study area. Further, the researcher target respondents were productionworkers in Japanese companies in Malaysia but this study target respondents are employees of OIB Kirkos sub city.The study title on utilization of job rotation to increase rotation in the print production industry by (Zanti, 2015), particular study variable focus was productivity and employee satisfaction and only managerial level employees in the case of manufacturing industry. In addition, the study has not consider the issue of job rotation factors such as employee readiness, employee competency, leadership function and its relationship to employee job rotation especially among workers in all level of position in service and manufacturing organization.

A study by(Mohsan, F. et al., 2012) with the impact of job rotation on employee rotation, commitment and job involvement at Pakistan banking sector. This scholar was employed descriptive research design but the study demands explanatory research design. In addition, he has employed only descriptive analysis without inferential analysis particularly regression with its all statistical dimension that are necessary for this study.

The fact that every new problem brings new solutions and ways of dealing with them generally creates a wide viewpoint related to the possible sources of problems in the company. Especially in production process, rotation generates effective results created by a flexible workforce ready to deal with unexpected situations(Allwood,J. & Lee,L., 2004). Not only for technical problems, but job rotation also provides the competency to solve problems related to human factors and develop managerial effectiveness.

A long-term study revealing probable long-term positive results concluded that job rotation, most successfully applied by Japanese companies, can be understood as a long-term employment and employee focused management technique. Thus, the job rotation as a management strategy improving rotation and performance are explained thereby indicating to management the need for change and development in the company,(Coşgel, M. & Miceli, . J., 1999). In a report in 1994 by Osterman of a study carried out in 1992 in EU and OECD countries, it was reported that in 26% of the companies in the study more than half the employees were engaged in rotation. Continuing the previous study, a 1998 report, again by Osterman, of a 1997 study showed that in 24% of companies with more than 50 employees and in 12% of the remaining companies, all the employees were engaged in rotation, as cited in (Kaymaz, 2010). Adding to this, a study by Champion et al in 1999 in OECD countries presented data verifying that rotation improves and develops human resources processes, as cited in(Ortega J. , 2001). Another study by Osterman in 1994 of 694 American companies stated that rotation techniques were used in 43% of these companies(Burke, A. & Moore, J., 2014).

Low rotation of employees in Ethiopia Private Commercial bank sector is related to lack or insufficient adoption of new and different tools and policies such as JR." The problem is to determine the reasons behind low employee rotation in Private Commercial bank sectors (OIB) in Ethiopia which could be resulted by no or inefficient adoption of JR practices, "What is the impact of JR on employee rotation in the Private Commercial bank sectors operating in Ethiopia."The importance of this study arises from focusing on a large and important industry for Ethiopia society which is the most type of organizations that adopt JR practices in Ethiopia are banking sectors. The study focuses on factors affecting job rotation (JR) practices. The study fills a gap as the researcher did not find any study examining the impact of JR in any type of organizations in Ethiopia, but instead, found very limited number of studies that were conducted outside Ethiopia and were focusing on different types of organizations such as security, health and different

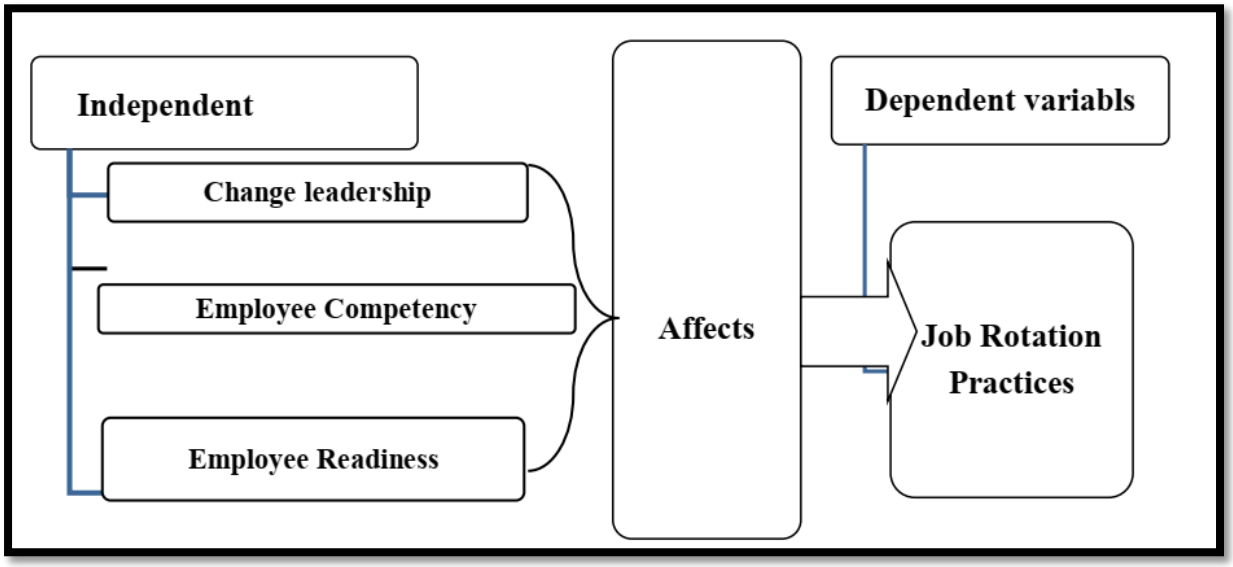
dependent variables rather than job rotation (JR) practices (Nashmi, M. & Almoayad, A., 2013). Based on the various literature reviewed above, all of methodological and empirical gaps support the importance of undertaking study on the factors affecting job rotation practices of OIB in Kirkos sub city. Thus, to the best of the researcher's knowledge, it appears that adequate studies have not been made that exhaustively analyzed concerning the factors affecting job rotation practices of OIB in Kirkos sub city. Hence, this the gap would sought to fill.

1.1. Research Hypotheses

Ho1: Change leadership have no significant effect onemployeerotation
Ha1: Change leadership have significant on effect onemployeerotation
Ho2: Employeecompetency have no significant effect onemployee rotation
Ha2: Employee competency have significant on effect on employee rotation
Ho3: Employee readiness have no significant effect on their rotation
Ha3: Employee readiness have significant on effect on their rotation

2.4. Conceptual Framework of the Study

Figurer 2.1: Conceptual Framework



Source: Adopted from (Adomi, 2006),(Eguchi, 2005)&(Jaturanonda, C. et al., 2006)

RESEARCH DESIGN AND METHODOLOGY

3.1. Research Design

Research design is needed because it facilitates the smooth sailing of the various research operations, thereby making research as efficiently as possible yielding maximal information with minimal expenditure of effort, time and money (Khotari, 2004). This study used explanatory research design. As cited by (Chepkech, 2014), (Mugenda and Mugenda, 2003) explains an explanatory research design is one which collects data in order to test hypothesis or to answer research questions concerning the current status of the subject under study. An explanatory research design is an attempt to collect data from member of a population in order to determine the current status of the population with respect to one or more variables. Also this study used mixed approach of research to counteract the weakness in both quantitative and qualitative research approach.

This survey study was employed an explanatory research design. Because it is used to identify the individual contribution of explanatory variables (change leadership, competency and readiness) onjob rotation practices or cause effect relationship between the study explanatory variables(independent variables) and dependent variable(as the effect). For this purpose the researcher was used Likert scale questionnaire to obtain data for both independent variables and dependent variable. So far, it is also employed to investigate cumulative impact and extent these explanatory variables (change leadership, competency and readiness) would have onemployee job rotationof OIB in Kirkos sub city.

3.2. Target Population

According to (Rubin and Babbie, 2001), as cited by (Kenneth, 2012), the study population is the aggregation of element from which the sample is actually selected. It is the aggregation or the totality of all members or units from which information could be obtained.The total number of permanent employees of OIB in Kirkos sub cityare 225,as per report obtained from OIB Kirkos sub cityHRM of 2021 G.C excluding the contract employees. Here, the contract employee was not considered for this study.

3.3. Sampling Size Determination

The correct sample size dependents on the nature of the population and the purpose of the study**Invalid source specified.**. This study was conducted with 5 percent marginal error and 95 percent confidence interval and 5 percent non response rate. Then, the following formula has used for the calculation of the sample size since it is relevant to this study.

$$\frac{\left(\frac{P(1-P)}{\frac{A^2}{Z^2}+\frac{P(1-P)}{N}}\right)}{R}=\frac{\left(\frac{0.5(1-05)}{\frac{0.05^2}{1.96^2}+\frac{0.5(1-0.5)}{225}}\right)}{0.95}=\frac{\left(\frac{0.25}{\frac{0.0025}{3.8416}+\frac{0.25}{225}}\right)}{0.95}=\frac{\left(\frac{0.25}{0.00761}\right)}{0.95}=\frac{(32.9)}{0.95}=149$$

Where: N = number of people in the population
P = estimated variance in population, as a decimal of 0.5 for 50-50
A = Precision, expressed as a decimal 0.5 for 5%
Z = based on confidence level: 1.96 for 95% confidence
R = Estimated Response rate, as a decimal 0.95% response was return.

Table 3.1: Sample Size Proportion

No	Name of OIB Branches	No of employee's	Proportion
1	Africa Godana Branch	44	149/225*44=29
2	Bole Branch	41	149/225*41=27
3	Hawi Branch	38	149/225*38=25
4	Hayyu Branch	36	149/225*36=24
5	Huluqa Korma Branch	31	149/225*31=21
6	Wirtu Branch	35	149/225*35=23
	Total	*225*	*149*

Source:OIB Kirkos sub city, HRM report of 2021 G.C.

3.4. Sampling Techniques

Sampling is the process or method of selecting a suitable sample for determining parameters or characteristics of the whole population. To carry out a study, one might bear in mind what size the sample should be, and whether the size is statistically justified, and lastly what method of sampling is to be used(Adams et, al., 2007). Simple random sampling was used to select

individual respondents from each stratum (department /clerical Employee) to distribute the Likert scale questionnaire. Therefore, the researcher was used simple random sampling (lottery method) to select the required number of individual participant from clerical employee of bank. Next, the researcher was employed purposive sampling to select the required number of employees from each bank under study. The following table lists the six unit of study sample proportion with their respective population size. The researcher calculates the below sample by taking the total number of the respondent and calculate the strata for the sample size by dividing for the stratum.

3.5. Data Type and Source

The primary data were used for this study and it was collected from clerical and non-clerical employee of of OIB in Kirkos sub cityusing five level Likert scale questionnaires.

3.6. Method of Data Collection

The participants' had asked using a Likert scale to indicate their level of agreement with scale such as 1= strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, and 5= strongly agree for the independent and dependent variable under study. The Likert scale questionnaires are considered as the heart of a survey operation because large samples can be made use of and, thus, the results can be made more dependable and reliable. It has also the advantages of easy handling, simple to answer, and quick and relatively inexpensive to analyse(Gujarati, 2004).The five type Likert scale questionnaires with English version was administered by researcher to obtain required data from sample employee. The researcher was employed five level Likert scale questionaries' to obtain quantitative data from target respondents which help for easy data processing.Because it has the advantages of easy handling, simple to answer, and quick and relatively inexpensive to analyse (Gujarati, 2004).Hence, the researcher was used five level Likert scale questionnaires to obtain quantitative data from target respondents which help for easy data processing.

3.7. Method of Data Analysis

Under this, both descriptive and inferential statistical tool were used. Accordingly, the mean value of the response computed based on the five-level Likert scale indicated the average agreement of respondents(Kothari, 2004). According to the measurement of the midpoint (3) on the five-point Likert scale and mean score below the midpoint (3) disagree; mean score above midpoint (3) agrees and the mean score equal to the midpoint (3) is neutral (Bougie, 2010).Hence, descriptive statistics like correlation, mean and standard deviation has used to analyze the descriptive part. The researcher was used Pearson Product Moment correlation matrix to assess the strength of relation between these explanatory variables (change leadership, competency and readiness) andemployee job rotation. Next, multiple regression was also be used to predict employee job rotation of OIB in Kirkos sub city.

3.8. Validity of Test

Validity is the strength of the conclusions, inferences, or propositions. It involves the degree to which the researcher are measuring what are supposed to, more simply, the accuracy of measurement(Adams et, al, 2007). (Gibbs, 2007) as cited by (Creswell, 2009), identifies two types of validities; Quantitative validity means that the researcher checks for the accuracy of the findings by employing certain procedures, while Qualitative reliability indicates that the researcher's approach is consistent across different researchers and different projects. The researcher determined the content and face validities of conclusions through an accurate measurement process, matching the items to the research questions and triangulating data sources. The study construct validity, which is a measure of the degree to which data obtain from an instrument is meaningful and accurately represents a theoretical and practical concept of event understudy. The researcher conducted a pilot study torefine the instrument such as a

questionnaire before administering the final phase. Questionnaires were tested on potential respondents to make the data collecting instruments objective, relevant, suitable to the problem. So, proper detection by advisors, experts, and colleagues taken to ensured validity of the instruments. In addition, issues rose by respondents taken inconsideration and refined the questionnaire. Finally, the improved version of the questionnaires are printed, duplicated and dispatched to the target respondent.

3.9. Reliability Test

According to(Kothari, 2004) a measuring instrument is reliable if it provides consistent results. The reliability analysis used Cronbach's alpha to evaluate internal consistency of the questionnaire. If the quality of reliability is satisfied by an instrument, then while using it can be confident that the transient and situational factors are not interfering. As cited by(Chepkech, 2014), the Cronbach's alpha formula reduces the time required to compute a reliability coefficient in other methods. Its coefficient is also a conservative estimate of reliability hence avoids overestimation (Kerlinger, 1993). So, because of this the researcher applied Cronbach's alpha test to check the reliability of data. At the beginning, the researcher was conducted pilot test by using 25 version SPSS, to make sure that the internal consistency of the instrument. The tool was piloted using 20 employee of OIB in Kirkos sub city. The responses of respondents were scored and the reliability of the tool was determined using Cronbach's Alpha. The tool has twenty-eight questions i.e. 7 questions for Employee competency, 6 questions for Change Leadership, 7 questions for Employee Readiness & 7 questions for job rotation. The result shows that the Cronbach's alpha ranges from 0.842 to 0.917 which show the scale is reliable.

Table 3.2: Reliability value of the Scale

No.	Variables	Items	Cronbach's Alpha
1	Employee Competency	7	0.897
2	Change Leadership	6	0.842
3	Employee Readiness	7	0.858
4	Employee Job Rotation	7	0.917

Source: Survey Data, 2021

3.10. Model Specification

It is obvious that, multiple regressionis used to investigate the effect of independent variable on dependent variable. Therefore, dependent variable is Job Rotation and independent variables such as Change Leadership, Competency and Employee Readiness are used to measure Job Rotation in this study.Hence, the following regression model has employed.

$$\boldsymbol{JR = ß0 + \sum ß1(CL) + \sum ß2(EC) + \sum ß3(ER) + \varepsilon(1)}$$

Where; JR is dependent variable of the model which is Job Rotationin the OIB kirkos sub city and the independent variables are:

- **CL** is Change Leadership
- **EC** is Employee Competency
- **ER** is Employee Readiness
- The $ß_0$ is the constant values of the effect of dependent variables on **Job Rotation**in the OIB kirkos sub city
- The coefficients $ß_1$, $ß_2$ and $ß_3$ are estimated values of factors & the coefficient of their respective independent variable which measures the change in the mean value of X, per unit change in their respective independent variables.
- And ε is the stochastic error of the study

RESULTS AND DISCUSSIONS

4.1. Introduction

This Research presents the analysis, interpretation, and findings of the study. The data gathered through the questionnaire was classified, tabulated, and summarized using means and standard deviations distribution tables. The discussion begins with the demographic information followed by the descriptive analysis such as mean, standard deviation, and correlation of study variables. Next, the inferential statistics multiple linear Regression analysis was used to infer the study findings. The data collected from 143 employees of OIB from seven branches in Kirkos sub cityWoreda seven. The collected data were coded, entered in SPSS version 25 software and the result of the study is presented, analyzed, and interpreted. First, it starts with a discussion of the demographic characteristics of respondents, followed by the perception of respondents about their organization determinant factor of job rotation.

4.2. Background Characteristics of Respondents

The background characteristics of this study were gender; educational qualification and work experience were described using the table, frequency and percentage as follows.

Table 4.1: Demographic Variable of the study

№	Variables	Category	Frequency	Percent
1	Gender	Male	91	63.6
		Female	52	36.4
2	Educational Level	Less than or Equal to Diploma	21	14.7
		BA/BSC holder	117	81.8
		MA degree holder	5	3.5
3	Work Experience	1 to 5 years	89	62.2
		6-10 years	54	37.8
N=143				

Source: Survey Data of 2021

Above 4.1, presents the general characteristics of respondents. Accordingly, the result of the study shows 91 (63.6%) of respondents were male, whereas 52 (36.4%) of them were female respondents.The educational qualification of the study participants in Table above shows that 117(81.8%) of respondents were bachelor degree, 21(14.7%) of respondents were diploma holder and 5(3.5%) of respondents were MA holder in the study area. The work experience of the study participants shows that 89(62.2%) of respondents reported that they have one to five years'work experience and 54(37.8%) of the study participants have six to ten years work experience in the study area. In general, majority of the study participants were male, majority of the study participants educational qualification were bachelor degree; and majority of the study participants work experience were range between one to five years in OIB.

4.3. Descriptive Analysis of Study Variables

The level of study participant agreement about determinant factor of job rotation in OIB atKirkos sub city. The participants' were asked using a Likert scale questionnaire to indicate their level of agreement with scale such as 1= strongly disagree, 2= Disagree, 3=Neutral, 4= Agree, and 5= strongly agree for the independent and dependent variable under study. Accordingly the mean value of their response werecomputed based on the five-level Likert scale (Bougie, 2010). According to the measurement of the midpoint (3) on the five-point Likert scale and mean score belowmidpoint (3) indicate disagree; mean score above midpoint (3) shows agree and the mean score equal to the midpoint (3) is shows neutral (Bougie, 2010).

Table 4.7: Correlation with Job Rotation

Correlations					
Study Variable		JR	CL	ER	EC
Job Rotation	Corr.	1			
	Sig.				
Change Leadership	Corr.	.606**	1		
	Sig.	.000			
Employee Readiness	Corr.	.689**	.500**	1	
	Sig.	.000	.000		
Employee Competency	Corr.	.727**	.650**	.731**	1
	Sig.	.000	.000	.000	
**. Correlation is significant at the 0.01 level (2-tailed).					

Source: Survey Data of 2021

Correlation Coefficients is the relationship between an independent and dependent variable with the value of 0.8 to 1.0, 0.6 to 0.8, 0.4 to 0.6; and 0.2 to 0.4; and below 0.0 to 0.2 have very strong, strong, moderate, weak and very weak respectively as stated in(Gujarati, 2004). Depending on the mentioned value of (Gujarati, 2004)correlation coefficients, the strength of the relationship between the dependent and independent variables were interpreted for each of the variables under the study. Accordingly,Employee Competency have a *strong* relationship with Job Rotation of OIB in Kirkos sub city that accounts 72.7% followed by Employee Readiness has a strong relationship with Job Rotation of OIB in Kirkos sub city that accounts 68.9% and Change Leadership has a *strong* relationship withJob Rotation of OIB in Kirkos sub city that accounts 60.8% respectively in the study area. Employee jobrotationhas strong positive relation with employee competency accounting for 0.727, which shows that the better employee competency is applied the better the employee jobrotation will be. The second most correlated factor of job rotation with employee readiness having a Pearson correlation coefficient of 0.689 or 0.689 showing the existence of significant tie up between these two concepts. It is to mean that the better employee readiness can enhance the jobrotation of employees in these OIB under study. The third correlation factor of job rotation is change leadership having relatively lower 0.606 relation, showing that change in leadership improvements can lead enhancement of jobrotation of employees in these OIB under study area.

4.4. Regression Model Assumption Test

The variance inflation factor (VIF) values below 10 are acceptable and the tolerance value should be higher than 0.1(Gujarati, 2004). As it is observed from regression coefficients in table 4.9 below; the multicollinearity problem is not observed in this research result because the coefficients of tolerance are higher than *0.358*and variance inflation factors coefficients is also less than *10* (see table 4.9 below). This suggests that the tolerance and variance inflation factors of this study assumption test were met.

Test for Normality of Data: is a method that helps the researcher not to under or over estimate the value of statistics. This was made by plotting the collected data on histogram. This also could easily understand if data on the normal curve distribution become symmetry along with the mean value of the statistics. On the top of the above idea, figure 4.1 depict that the data distribution curve does not skewed neither to the left nor to the right of the mean. Therefore, the data output is normally distributed. The researcher has tested the normality of data and the data set is straight forward as observed in figure 4.1 (see Appendix II). Hence, the normality test assumption was met.The visual examination of the linearity probability plot in figure 4.2, indicates there was no violation of the linearity assumption, as it is observed from the straight line the tendency of the points is a straight line, and the linearity assumption test was met (see Appendix III). As observed from the scatter plot of the standardized residuals in Figure 4.3 there are no assumption violations

and the scatter plot assumption test was met (see Appendix IV). In general, the normality, Normal P-P and scatter plot assumption tests were met the requirement. Hence, the researcher can go beyond the description of the data that is researcher can further use the regression.

Table 4.8: Collinearity Statistics

Coefficients			
Model		Collinearity Statistics	
		Tolerance	VIF
1	Change Leadership	.577	1.734
	Employee Readiness	.465	2.153
	Employee Competency	.358	2.793
a. Dependent Variable: Job Rotation			

Source: Survey Data of 2021

4.5. Multiple Linear Regression Analysis

The multiple regression model is a powerful tool for summarizing the nature of the relationship between variables and for making predictions of likely values of the dependent and independent variable of particular study(Kothari, 2004).Hence, this model was used to identify the effect of these explanatory variables such as change leadership, employee readiness & employee competency on job rotation in the study area. Besides, it is employed to investigate cumulative effect and extent these explanatory variables change leadership, employee readiness & employee competency would have impact on job rotation of OIB in Kirkos sub city.

Table 4.9: Model Summary Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780	.608	.602	.607
a. Predictors: (Constant), Competency, Change Leadership, Employee Readiness				

Source: Survey Data of 2021

This model summary shows the degree of impact these explanatory variables together have on Job Rotation (seetable 4.9 above). As such, it has shown by R results of (change leadership, employee readiness & employee competency) all together have 78%, which is strong & positive impact on Job Rotation Job Rotation. This implies that if these explanatory variables (change leadership, employee readiness & employee competency) are more practiced, they will increaseJob Rotation of OIB in Kirkos sub city.The R Square result indicates the strength of regression model interpretation as it is explained by 60.8% variation of Job Rotation of OIB in Kirkos sub cityand the remaining 35.1% variation Job Rotation may be caused by other factors that are not included in this study. On the other hand,the explanatory variables (change leadership, employee readiness & employee competency) under study are impactful predicts Job Rotation of OIB in Kirkos sub city.

Table 4.10: ANOVA Result

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	114.015	3	38.005	103.011	.000
	Residual	73.419	199	.369		
	Total	187.434	202			
a. Dependent Variable: Job Rotation						
b. Predictors: (Constant), Competency, Change Leadership, Employee Readiness						

Source: Survey Data of 2021

The study has been tested by using a multiple linear regression model as seen in table 4.10. It can be noticed from Table 4.10, the F statistics in the multiple regression model are 103.011with probability (F= 0.000) which indicates a good fitness of the predictability of the model used. This indicates that the model is highly significant at *P<0.000* %, which implies, all the study explanatory variables such as change leadership, employee readiness & employee competency are jointly causing significant variation of OIB Job Rotation in Kirkos sub city.

Table 4.11: Regression Coefficients Result

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.012	.043		.29	.774
	Employee Competency	.355	.076	.347	4.68	.000
	Employee Readiness	.323	.064	.326	5.02	.000
	Change Leadership	.220	.059	.217	3.72	.000
a. Dependent Variable: Job Rotation						

Source: Survey Data of 2021

As it is seen from table 4.11, the explanatory variables such as Employee Readiness (t=5.502, p<0.000),Employee Competency (t=4.68, p<0.000) andChange Leadership (t=3.72, p<0.001) have significant impact on Job Rotation of OIB in Kirkos sub city. To identify the individual contribution of Employee Competency, Employee Readiness &Change Leadership coefficient of each explanatoryvariablesunder study were employed for analysis. The unstandardized coefficient Beta (β) of Employee Competency (0.355), Employee Readiness (0.323),Change Leadership(0.220) respectively.

As observed fromtable 4.11, Employee Competency is the determinant predictor of Job Rotation in OIB at Kirkos sub city. That means a unit increase in Employee Competency will increase OIB Job Rotation by 0.355; a unit increase in Employee Readiness will increase OIB Job Rotation by 0.323; and a unit increase in Change Leadership will increaseJob Rotation by 0.220respectively in Job Rotation in OIB at Kirkos sub city. Relatively, out of study explanatory variables, the impact of Change Leadership on Employee Job Rotation is*low* as compared to Employee Competency and Employee Readiness in the study area. The magnitude of weighted beta in table 4.11, shows that, if all the study explanatory variables are ignored, *OIB at Kirkos sub city* itself have 0.012impact on Employee Job Rotation with insignificant value at p>0.005, as observed from table 4.11. From the regression coefficients result, the best fit of the study data have defined by the following regression model equation;

Where;

EJR is Employee Job Rotation that is as a dependent variable of this study and the *EC* is Employee Competency, *ER* is Employee Readiness and CL is Change Leadershipare explanatory variables that are represented in this regression model and used to predict Employee Job Rotationof OIB in Kirkos sub city.

ε = the stochastic error.

$$EJR = 0.012 + \sum 0.355(EC) + \sum 0.323(ER) + \sum 0.220(CL) + \varepsilon$$

$$EJR = 0.012 + 0.355 * (3.4821) + 0.323(4.304) + 0.220(2.7118) + \varepsilon$$

$$EJR = 0.012 + 0.59664 + 1.42 + 1.236 + \varepsilon$$

$$EJR = 0.012 + 3.253 + \varepsilon$$

$$\boldsymbol{EJR = 3.265}$$

As the sum regression result of job rotation (3.265), which is equivalent to the mean score of summarized descriptive statistics of variables under table 4.11, represent that the employee job

rotation could be significantly explained by the independent variables with zero noise (e). Finally, the regression result of Y (3.265)of employee job rotation is more than the average, as observed in regression output above and it implies that there is good job rotation practices in each selected OIBKirkossub city studied.

4.6. Decision on Hypothesis Testing

Table 4.12: Decision of Hypothesis Tested

№	Formulated Hypothesis	Correlation	Regression	Sig.
1	Ho_1: There is no significant relationship between competencies development and job rotation. Ha_1. There is significant relationship between competencies development and job rotation.	Ho_1:Accepted Ha_1:Rejected	Ho_1: Accepted Ha_1:Rejected	P<0.0005
2	Ho_2: There is no significant relationship between change leadership and job rotation. Ha_2: There is significant relationship between change leadership and job rotation.	Ho_2: Accepted Ha_2:Rejected	Ho_2: Accepted Ha_2:Rejected	P<0.05
3	Ho_3: There is no significant relationship between readiness for job rotation and job rotation. Ha_3: There is significant relationship between readiness for job rotation and job rotation.	Ho_3: Accepted Ha_3:Rejected	Ho_3: Accepted Ha_3:Rejected	p<0.005

Source: Survey Data of 2021

If P value is less than or equal to 0.005, then the alternative hypothesis would be rejected and the null hypothesis accepted. The correlation in the above Table 9 (N=143, corr. =0.727*** and the p value=0.005) result shows positive relationship between job rotation and employee competency. As a result, the alternative hypothesis is rejected and the null hypothesis was accepted. The correlation in the above Table 9 (N=143, corr. =.689*** and the p value=0.005) result shows positive relationship between the employee job rotation and employee readiness. Therefore, the alternative hypothesis is rejected and the null hypothesis was accepted. Finally, correlation in the above Table 4.7 (N=143, corr. =0.606*** and the p value=0.005) result shows positive relationship between the employee job rotation and change leadership. As a result, the alternative hypothesis is rejected and the null hypothesis was accepted.

CONCLUSIONS AND RECOMMENDATIONS

5.2. Conclusions

Being based on the specific objectives of this study the researcher has made detail analysis of the job rotation practices and the job rotation of the employees in their work. As such here are the major conclusions made by the researcher.

This study focuses on examining the job rotation practices and their relationship with the employee job rotation in the selected OIB. These results indicate that an effective job rotation practice framework of OIB depends upon a number of important factors. The effectiveness of the job rotation practices significantly depends upon the proper understanding of job and job rotation among OIB concerned body in Kirkossub city. Furthermore, it is very important for OIB to formulate an active job rotation process and programs to identify, its effect, to follow up the implementation, and control of different job rotation practice. The existence of guidelines or formation of a comprehensive job rotation system in OIB is not the only a useful practices to meet the employee job rotation but its implementation must be paid attention to improve the practice and to motivate potential employee of OIB. Consequently, the results of this research study evidently support the assertion that the right job rotation practices significantly contributes towards the employee job rotation of selected of OIB in Kirkossub city. In sum, from the above discussions concerning each of the three different job rotation practices effect on employee job

rotation of selected OIB in Kirkossub city found that their good practices can be improved through active implementation job rotation by concerned unit.

5.3. Recommendations

The limitations of this research report that several areas of job rotation practices ofOIB in Kirkos Sub City have been partially addressed during the course of this research and suggest some possible extensions for the future research. There is an opportunity for future research to extend this study by using probit model, which can suggest the management in the formulation of more effective and reliable job rotation policies, procedures and systems.As per this study the change leadership factor scaled with minimum mean value did not affect the employee job rotationof OIB in Kirkos sub city. Therefore, leader of OIBKirkos Sub City has to exercise leadership function so as to properly practices job rotation that directly influence employee job rotation in their Banks.

- As described in limitations, the current study has undertaken ofOIB inKirkos Sub City, only public bank. However, the job rotation practices is equally important and influences on the other categories of financial institutions such as private banks and micro finance institution regardless of their size and nature of financial operations. Therefore, a research work similar in nature will be helpful in determining key aspects of job rotation practices and its significance towards the employee job rotation of these organizations in Ethiopia. Besides, this study has collected data from sixOIB in Kirkos Sub City; future research can be extended to enlarge the sample and covering more branches to come up with more comprehensive results.Since this study has examined the relationship of certain aspects with the job rotation practices but still several potential aspects including board size and board composition have not been studied. Therefore, a valued prospect for future research is available to explore further these aspects such as, board size and board composition in order to improve the job rotation practices of OIB in Kirkos Sub City.
- Furthermore, the multiple linear regression analysis suggests that the other influencing factors have not been examined in the current study and highlighted a substantial contribution of about 39.2% to employee job rotation of selected OIB in Kirkossub city. Hence, future research can be undertaken to explore such valuable factors in order to enhance the job rotation practices and to improve the employee job rotation of OIB in Kirkossub city. Moreover, there is no sufficient research works on the current appropriate job rotation practices of OIB in Kirkossub city and employee job rotation in the country. Therefore, it needs serious consideration and further study at wider ranges.
- Last but not the least, the current study might be extended in future by conducting a comparison between banks and manufacturing industry in order to come up with more diversified results. It can also be useful to understand the job rotation systems of banks and manufacturing industry in Ethiopia. By using similar methodology, interesting and diverse results could be expected owning to some specific elements such as economic conditions, regulations and competition in the market.

LIST OF ACRONYMS

ANOVA	Analysis of Variance
HR	Human Resource
JR	Job Rotation
M	Mean
OIB	Oromia International Bank
SC	Share Company
SD	Standard Deviation
SPSS	Statistical Package for Social Sciences
VIF	Variance Inflation Factor

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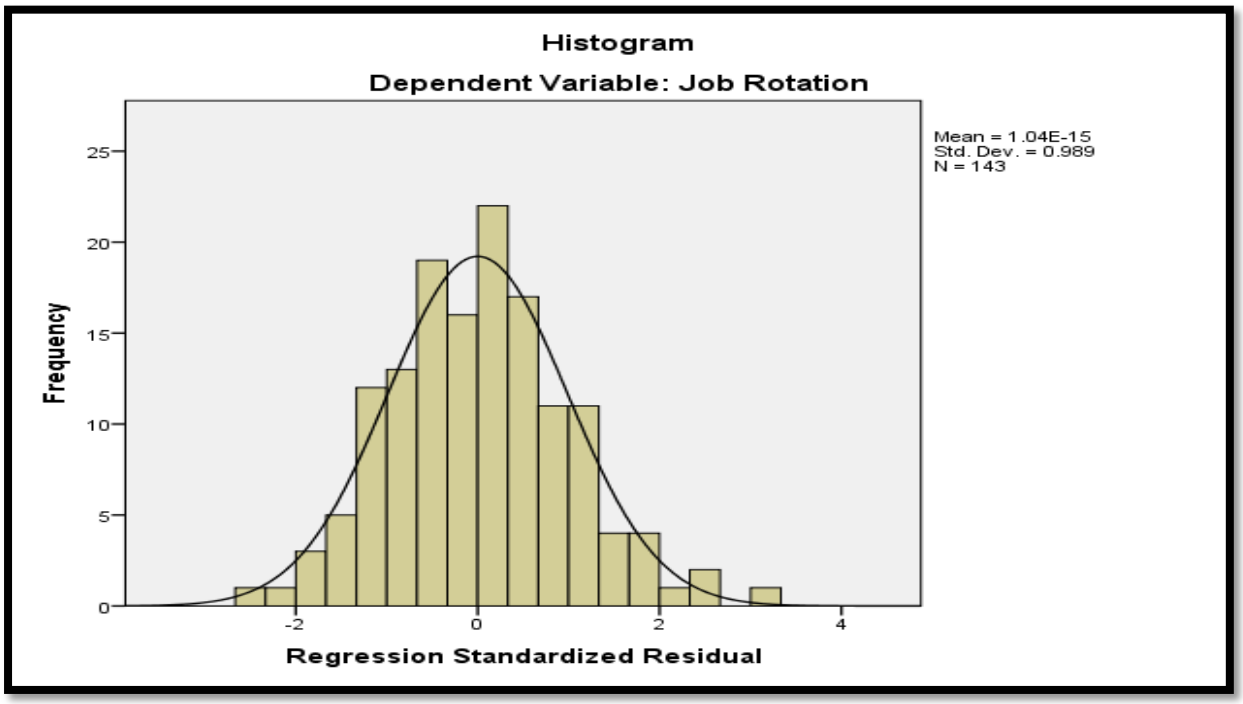
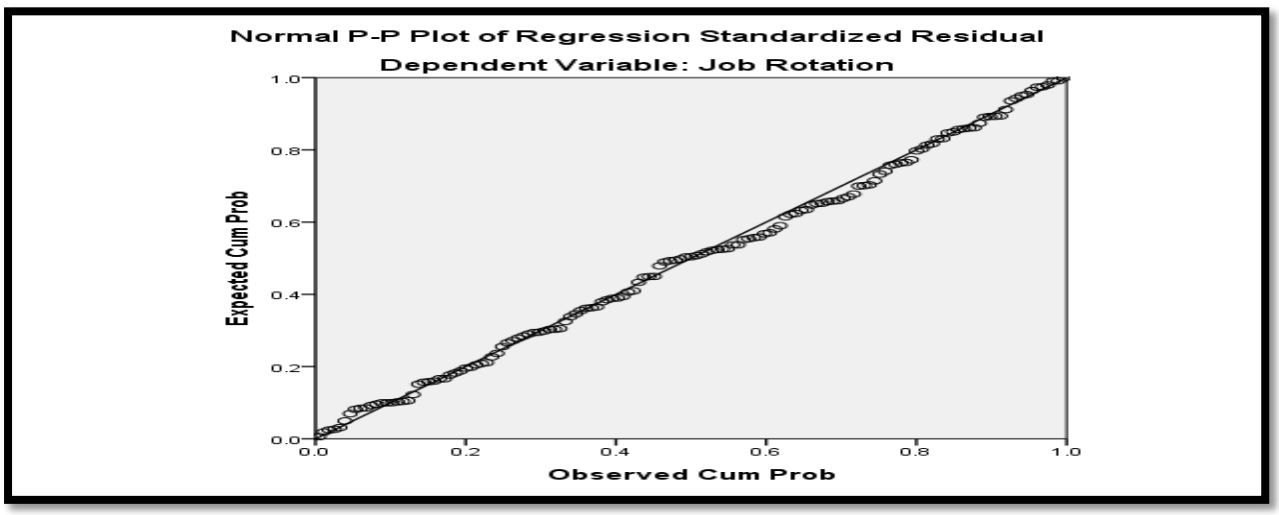
Appendix II: Normality of Data

Figure 4.1: Normality of Data



Appendix III: Linearity of P-P of Regression Standardized Residual

Figure 4.2: Linearity of Regression Standardized Residual



Appendix III: Scatterplot of the Standardized Residuals

Figure 4.3: Scatterplot of Regression Standardized Residual