



DEBRE MARKOS UNIVESITY

COLLEGE OF BUSINESS AND ECONOMICS

**THE IMPACT OF JOB ROTATION PRACTICE ON EMPLOYE COMMITEMENT:
IN THE CASE OF FINOTE SELAM GENERAL HOSPITAL.**

ATHESIS

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By

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Declaration

I declare that the thesis titled "**The Impact of Job Rotation practice on Employee commitment in the Case of Finote Selam general hospital**." my original research work under the guidance of my advisor Bizualem Lemma (Ast.Prof) this research has not been submitted for any degree in other universities. All sources of materials used for this project have been duly cited and acknowledged.

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CERTIFICATION

This is to certify that Muluken Alene Bitew done study on the topic “**The Impact of Job Rotation practice on Employee commitment in the Case of Finote Selam general hospital.** For the parietal fulfillment of the requirement for the degree of master of business administration in management at Debere Markose University with my guidance and approval as university adviser.

Name : Bizualem Lemma (Assistant professor of Management)

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Acknowledgment

Above all, I would like to glorify the Almighty God for providing me the Strength, courage and inspiration throughout this journey.

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List of Acronyms

HR-Human Resource

SPSS- Statistical Package for Social Science

ANC-ante natal care

PMTCT-presentation of mother to child transmission

ART-anti retro vial treatment

MDR-multi drug resistance

NICU- neonatal intensive care unit

ICU- intensive care unit

OPD-out patient department

ANOVA- analysis of variance

WHO- world health organization

BPR-business process re-engineering

Abstract

The study assessed job rotation practices in finot selam general hospital, measured the impact of job rotation practices enhance employee commitment. The primary data for this study was collected through a structured questionnaire that was tailored with the help of literature. The sample size was 195 respondents are selected using convenience sampling from 10 department of finot selam general hospital. The questionnaire included 28 items. Survey was carried out with the support of IBM SPSS statistics 26 software system: - descriptive, correlation and regression analysis was conducted to generate results.

The study also found that job rotation practices have a moderate effect and positive relationship with employee's commitment of finot selam general hospital. Moreover, job instructional training and formal tanning are widely used methods to develop the knowledge and skill towards the employees in finot selam general hospital. Findings suggested that by boosting job rotation practices, employees of finot selam general hospital could be committed. It was found that when employees are rotated, they become more employee commitment. Recommendations are the general approaches of job rotation practices in finot selam general hospitals are above moderate level. finot selam general hospital should maintain and further improve the existing job rotation practices.

Keywords: Job Rotation, commitment, finot selam general hospital.

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CHAPTER ONE

1 .Introduction

This chapter provides an overview of the study. It would help to capture the whole picture of the research, such as the background of the study, statement of the problem, research questions, and objectives of the study, significance of the study, organization of the study and scope of the study.

1.1 Background of the study

Hospital is one of the most important and significant service sectors all over the world. It contributes towards the development of overall economy of a country, and Ethiopia is not exception from this scenario. One of the major concerns of health sectors including hospitals in this competitive environment is commitment employees in order to get the desired results. The best way for the hospital institutions, to achieve such objectives is providing job rotations as training tool in addition to formal training and workshops (Mohsen, et al., 2012). Hospital service in Ethiopia, it has gone through several reforms and expansions to provide services for its customers.

Today organizations design customized job rotation programs by asking employees about their career aspirations in order to meet their needs for career satisfaction, have more loyal and committed workforce because by satisfying the longings, managers give greater hope and confidence to employees, which enhance their loyalty to the organizations (Zigarelli, 2014)

Background of Finote Selam General Hospital

Finot selam general hospital is one of the 8th hospitals located in west gojjam zone of Amara national regional government. It is located in finot selam city 387 km from Addis Ababa and 186 km from Bahr dare the capital of the region .the hospital was built in 1954 to treat tuberculosis and leprosy, and was expanded in 1976 with the participation of local community .at first, the hospital served population of 1.5 million, and now September 2013 E.C. Based on standard It has grown in to general hospital serving more than 1.5 million and above people .and it handling 350-450 patients per day. Bed 95, opd per capital outpatient visit total one year 106,560, emergency patient visit to 14024, delivery 4932. The mission of finot selam hospital it is to raise the health and safety of the society to a higher level by providing and controlling health promotion disease prevention, curative treatment and general healthy service that are fair and accessible to all, as well as by providing them in a

manner that takes in to account the citizens who cannot afford to pay. Finot selam general hospital has set a vision to seeing the nature of healthy, productive and prosperous society in the area by 2025.

Based on the information from Human resource development, the strategy document was prepared as per the agreed schedule and it is now under the implementation phase. Meanwhile, the Finot selam general hospital has continued its efforts towards strengthening its human capacity by providing various structured on-and off-the job training, recruiting additional new and trained employees as well as retaining existing staff through devising different incentives and benefit packages. With the objective of enhancing the expertise and professionalism of its employees, employees were offered various training programs, including technical induction and management, and knowledge sharing solutions. Accordingly, Finot selam general hospital has been trying to provide all staffs with the required skills and competencies and to motivate them in various ways in such a way that they well understand customers' needs (Annual report 2013/E.c).. It is one of the different ways of on-the-job training which helps employees to become generalist professional, to make employees to have the general outlook of the patient and to employee commitment them. Finot selam general hospital has used job rotation practice as a way to equip employees in delivering a service to its customers with confidential. Generally, service quality that offers depends to a greater extent on their employees. Finot selam general hospital believes that its success rests not only on the ability to identify opportunities and manage risks, but also on the quality of its staffs. The hospital believes that its staffs are committed to help it maintain its position, and are self-confident to fully satisfy its highly esteemed customers. Employees are core to the hospital service commitment hence are valuable assets. major health service provided by finot selam general hospital is emergency ANC ,Delivery, PMTCT , family planning ,inpatient and outpatient ART clinic ,MDR clinic, laboratory, emergency, Pharmacy ,outpatient ,ART pharmacy ,emergency inpatient ,NICU, pediatrics adult ICU X-ray and ultrasound . finot selam general hospital combines wide capital base with more than 381 talented and committed employees. In connection to this, hospitals have practiced job rotation across its department with the aim of creating generalist professionals. With this in mind, the study examined the empirical understanding concerning the practice of job rotation, the benefits of job rotation and the challenges encountered while implementing job rotation program in order to accomplish organizational objectives of the hospital.

1.2 Statement of the problem

Health care is among the governments' big four agenda and a key pillar for Vision 2030. The health sector has been given priority to ensure that it is efficient in the delivery of services by preparing a policy document in 2012 detailing the guidelines on how to achieve accessible and quality health care for the citizens. This was aligned to the constitution requirements and global health commitments in form of sustainable development goals. Since the adoption of the policy document, there has been very little change in the health sector in terms of service delivery with WHO indicating that performance in the health sector was below 50%. This is largely attributed to shrinking workforce coupled with poor job satisfaction and low employee motivation among others which directly affect service delivery. Some of these issues have been linked with lack of proper training and development techniques that are aimed at imparting the medical personnel with relevant skills to enable them perform their duties well. Several studies have sought to examine the relationship between training techniques and employees' commitment; however the findings have not been consistent. The studies have also not exhaustively evaluated all the training techniques and therefore this motivated the researcher to examine the relationship between job rotation and commitment in Finot selam general hospital in west gojjam zone of Amara national regional government. In any organization Human resource management department is concerned with the people who work in the organization to achieve the objective of the organization. It concerns with the acquisition of appropriate human resources, developing their skills and competencies, them for best performance and ensuring their continued commitment to achieve.

According to Dolezalek (2013), almost every organization spends huge amount of money annually on training activities for technical, managerial or personnel development, hence, job rotation is taken as one of the best ways of training tools. Job rotation as one of a training and development tools is giving people the opportunity to work in other sections or departments. Job rotation also gives an opportunity of working at different tasks or in different positions for set periods of times in a planned way using lateral transfers aiming to allow employees to gain a range of knowledge, skills and competencies and is also seen as an on-the-job training technique and as such is known to have an effect on employee commitment. According to Zeira (2015), Job rotation is said to be an excellent tool for enhancing employee commitment which are very important for smooth and effective function of an organization. As one of effective on-job-training tools modalities, he explains that effective job rotation brings high customer commitment.

However, it fails when Job rotation systematically move employees from one job task to another with planned intervals and without proper follow ups and measurement. The basic characteristics of BPR are several jobs combined into one, workers can make decisions, a case manager provided for a single point of contact, job change from simple task to multi-dimensional tasks, the role of staff changed from controlled to empowered and staff preparation for jobs change from normal training to job rotation practices . As a result of this the study was investigate the effectiveness of job rotation practice in improving employee commitment in the case of finot selam general hospital. Finot selam general hospital job rotation practice within the branch involves from one ward position to same job ward position with different jobs (example in nurse department rotation ward OPD, Emergency, medical , surgical ward, NICU , pediatrics nurse, ART clinic, clinic , Guyny – OR, main – OR and adult ICU, in pharmacy department rotation ward pharmacy, outpatient ART pharmacy ,Emergency ,inpatient in midwifery department rotation ward ANC, Delivery, PMTCT ,Family planning in doctors department rotation ward Guyeny, Guyny-OR main-OR but doctors all department as case manager and assistant to thereat patient. Finot selam general hospital believes that building capacity of its employees lets it to provide quality service to the patient. Therefore, along with this, to provide swift and quality service for its patient, it undertakes aggressive employee trainings. It is believed that Finote selam general hospital has huge number of employees that have direct contact with customers; it uses different Human resources development modalities. Among the modalities, practicing job rotation across its branches is the one it uses with the aim of creating generalist professionals. Finote selam general hospital applies job rotation to enable employees to have all rounded knowledge and skills on various services of the hospitals since 2013 annual report. It is believed that, frequency of rotations and engagement of staffs in different services of the finote selam general hospital will enable them to be generalist. finote selam general hospital remarks, since all employees will have the knowledge and skills on its various services to provide quality service for its customers at any time. It is also noted that this will enable the finote selam general hospital to give prime satisfaction for its customers and employee .It also helps employees to be knowledgeable and skilled, competent, motivated and well exposed for the organization work environment. finote selam general hospital employees 85% of total number of employees in job rotation. It is also indicated as this helped to build capacity of employees and make them to be generalist. External and internal audit 2013 annual reports also repeatedly comment on operational errors and as a result in customer

dissatisfaction. Hence, the main issues of making operational errors by employees are weak job rotation practices.

Therefore, assessing the actual application of job rotation practice systematically will be very important since Finote selam general hospital needs to identify the contribution of job rotation to build employees capability and create generalists that provide quality service for its customers at any time, and highly satisfying service for its customer. Though Finote selam general hospital did not conduct any study on the impact of job rotation practice and to what extent it enhances employee commitment, as the researcher understands it, that the above indicated problem in Finote selam general hospital might be caused by ineffective and improper design of employee job rotation program and implementation which leads to customer dissatisfaction.

1.3 Research Question

Based on the discussion in the problem statement, the following are the research questions

1. How the alternative training and development tools improve job rotation practice in Finote selam general hospital?
2. What are the general approaches of job rotation practices of employees in Finote selam general hospital?
3. To what extent job rotation practices affect employee commitment in Finote selam general hospital
4. What is the impact level of job rotation practices on employee commitment in Finote selam general hospital?

1.4 Objective of the Study

1.4.1 General Objective

The general objective of the study is the impact of job rotation practice on employee commitment in finote selam general hospital.

1.4.2 Specific Objective

The specific objectives of the study include:

1. To point out the alternative training and development methods to improve the job rotation practices in Finote selam general hospital.
2. To assess the impact of job rotation practices on employees in finot selam general hospital.

3. To determine job rotation practices affect employee commitment in Finot salam general hospital.
4. To measure the impact level of job rotation practices on employee commitment in Finot salam general hospital.

1.5 Significance of the study

After it has been conducted, this study will have its own contribution some of these study contributions of this study are listed as follow.

- The output of the study investigates the impact of job rotation practice in Finote salam general hospital to enhance employee's commitment on different tasks to create generalist.
- It will provide relevant information to other researchers or interested groups regarding the strengths and improvement areas of the existing practices on job rotation for Finote salam general hospital and the achievement of its objective.
- For other hospitals the output will provide the alternative training and development methods that improve job rotation practices and improve employee commitment for hospitals.

1.6. Scope of the Study

This study is also conceptually limited to the impact of job rotation practice in employee commitment. Under job rotation practice only the following variable are taken as the studying variables such as, Job rotation Planning, Communicate the Job rotation plan, Alternative training and development methods, and providing supporting. Geographically this study is also delimited only finote salam general hospital. Methodological, the study applied descriptive and explanatory research design and stratified random sampling technique were used to determine the sample size .the structural self-administered question with closed ended question was used to collect data

1.7 Limitation of the study

The researcher challenged by lack of cooperation on the side of few respondents in filling out and returning back questionnaires in the hospitals are among the estimated limitations that is faced the study. Since the study was conducted within a short period of time, it was impossible to include all finot salam general hospital departments throughout organization.

1.8 Organization of the study

The study divided in to five chapters. The first chapter deals with introduction which encompasses background of the study, statement of the Problem, research questions, purpose of the study, significance of the study, limitation of the study, organization of the study .

The second chapter deals with the review of related literatures on job rotation. This part gives a highlight on the theoretical, empirical and conceptual framework of the topic under study.

The third chapter discuss about research methodology which includes research design, sampling size, data type and source, data collection instrument, It is also includes ethical consideration. The fourth chapter is namely the presentation, analysis and interpretation, it is carefully diagnosed the data collected through questionnaire.

The fifth chapter also dedicated to summary of findings, conclusions and recommendations by the researcher based on the outcomes the overall study.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Theoretical literature review of job rotation

Job rotation is an interesting mechanism because it makes it possible for the firm to observe employees in action in different positions and thus learn which job fits each employee best. Any meaningful analysis of the problem should therefore take into account that there are significant differences among jobs. This has two different implications. First of all, we should take into account that the employees' human capital is—at least partly—job specific. It assumes that the productivity of an employee at a given job depends on his job-specific human capital, which the firm would like to learn. The firm may use job rotation to learn what the best job for each employee is. The second implication is that the surplus generated by different jobs might vary irrespectively of the employees involved. Some activities are intrinsically more productive than others, are better equipped with physical capital. These differences, however, must also be learned by the firm (Ortega, 2001). Human resource management aims to improve the societal and individual employee objectives. Human resource management is productive contribution of individuals while simultaneously attempting to concern with the people who work in the organization to achieve the objective of the organization. It concerns with the acquisition of appropriate human resources, developing their skills and competencies, motivating them for best engagement refer to activities and functions designed and implemented to performance and ensuring their continued commitment to achieve organizational objectives. This definition applies to all types of organization. Human resource maximize organizational as well as employee's effectiveness. One major area of the human Resource management function of particular relevance to the effective use of human resources is training. Training is necessary to ensure sustained economic growth and effective performance and for adequate supply of staff that is technically and socially competent. Training has emerged as formal corporate function; integral element of corporate strategy is also recognized that companies increasingly acknowledge the fundamental importance of employee growth and development, as well as

the necessity of highly skilled workforce in order to improve the success and efficiency of their organizations.

2.2 Definition of Job Rotation

Different authors have defined job rotation using their own words and expressions. Although they have used different wordings, all definitions convey the same meaning. Some of the definitions by different writers are discussed as follows: Rotation can be defined as working at different tasks or in different positions for set periods of time in a planned way using lateral transfers aiming to allow employees to gain a range of knowledge, skills and competencies and is also seen as an on-the-job training technique and as such is known to have an effect on employee motivation (Olorunsola, 2000, as cited in Wageeh & Nafei, 2014). Job rotation is an approach where an individual is moved through a schedule of assignments designed to give him/her a breadth of exposure to the entire operation (Dessler G & Vrkkey, 2009). According to Campion et al. (1994) job rotations are lateral transfers of employee's between jobs in an organization. Furthermore, job rotation is the movement of employees among different tasks and positions which will probably be of similar nature. Job rotation is an excellent tool for enhancing employee motivation, commitment and job involvement which are very important for smooth and effective functioning of an organization (Zeira, 1974, as cited in Wageeh & Nafei, 2014). Job rotation has come to be accepted as an effective method of developing skills and providing motivation (Friedrich & Kabst, 1998, as cited in Wageeh & Nafei, 2014). Job rotation involves periodic shifting of employees from one task to another where each task requires different skills and responsibilities. Job rotation is the process through which an organization's staffs work as displacement at different homogenous levels (Olorunsola, 2000, as cited in Wageeh & Nafei, 2014). Job rotation is an opportunities for employee to gain an appreciation of organizational goals, to generate a broader knowledge of different functional areas, to develop a network of organizational contacts and to enhance employee skills (Lindback & Snower, 2000, as cited in Wageeh & Nafei, 2014). Job rotation is a job design method which is able to enhance motivation; to develop views and double productivity in humanized resources and to improve organization performance and individual levels by multi-skilled workers, well applied available capacities and providing new horizons for attitude, thought, capabilities and skills of workers (Soltani, 2000, as cited in Wageeh & Nafei, 2014). Job rotation is a planned replacement of employees among jobs in a period of time for one or more goals of earning skills and job independence; increasing motivation, job performance and productivity

(Bennett, 2003, as cited in Wageeh & Nafei, 2014). Job rotation can be defined as working in different positions or in different situations at time periods which are classified based on a range of individual knowledge, skill and capability of employees (Gomez, et al., 2004, as cited in Wageeh & Nafei, 2014). Job rotation is planned on-the job training for cultivating future candidates of management by transferring a management trainee from one department to another to increase his understanding and credentials in all aspects (Jaturanonda, et al., 2006 as cited in Wageeh & Nafei, 2014). Job rotation is considered a functional method for enrichment and development of jobs. It results in increased individual knowledge and experience and decreased burnout and exhaustion; this leads to intellectual development and innovation (Delpasand, et al., 2010, as cited in Wageeh & Nafei, 2014). Job rotation improves employee's problem-solving abilities and shared understanding of the job, enhances team efficiency and enables the employees to avail promotion opportunities after successful completion of job rotation programs (Faegri et al., 2010, as cited in Wageeh & Nafei, 2014). Job rotation implies to a systematic change of employee by transferring employee between various areas of responsibility on the premise to enhance employee experience in the job. From the view of human resource management, many researchers have described job rotation in broader perspective (Zin, et al., 2013 as cited in Wageeh & Nafei, 2014).

According to Bennett, (2003) there is two forms of job rotation: These are

Within-function rotation

It explains that within-function rotation means rotation between jobs with the same or similar levels of responsibility and within the same operational or functional area.

Cross-functional rotation

Cross-functional rotation means "movement between jobs in different parts of the organization over a period of time". However, rather than rotating between a numbers of jobs that are in the same group and closely related to each other.

The individual or new employee would rotate through a number of jobs in different departments. This method provides the individual or new employee with developmental opportunities and such methods can also be used by the organization to gather data about their skills, interests and potential to indicate their final place.

2.3 Theories of job rotation

It is well known that there are three theories of job rotation: employee learning theory; employer learning theory and employee motivation theory.

The first theory claims that employees who rotate accumulate more human capital because they are exposed to a wider range of experiences. The more an employee moves, the more he learns. We refer to this as the employee learning theory.

The second theory is that the firm itself learns more about its own employees if it can observe how they perform at different jobs. To find the job that an employee is best at, the employer needs to move the employee around and observe how he performs at each position. We call this the employer learning theory.

The last theory is that job rotation motivates employees who would otherwise become bored and tired of always performing the same tasks. The theories deliver different predictions regarding the types of employees who are more likely to rotate and the types of firms where rotation is more likely (Eriksson & Ortega, 2004).

The study was supported by human capital theory; Knowledge based theory of the firm and social learning theory. Human capital theory was developed by Becker (1993), the theory emphasizes that training and development is necessary and a worthwhile investment. It addresses how training influences employee efficiency and productivity through constantly developing and improving their cognitive abilities that can make them more work better (Schab, 2018). Since 1950s different researchers have examined this theory and its application in organizations specifically in assessing the value of human capital in the hospital set up and has realized that there is no single model that can be used by organizations in empowering employees. The history of human capital evaluation and measurements help managers in coming up with a paradigm that can indicate the real value of human capital. There is a new perspective on human capital that argues that perfect motivation of the labor force gives a lead towards the theory of self-determination, (Nemeth, 2017).

2.3.1 Employee Learning

The employer learning argument is that job rotation provides information that the firm can use to improve the allocation of jobs among employees. If an employee can be observed

performing different activities, it may be easier for the firm to find out the most appropriate job for that employee. Using a simple learning model, Jaime Ortega (2001) shows that this intuition is correct. With a job rotation policy, each time an employee rotates and the employer learns about new dimensions of the employee's ability. If an employee does not rotate, the employer learns the same dimensions of ability about its employees. For this reason, employees with less tenure are more likely to rotate, because the firm will be more interested in learning about them. This implies that job rotation should be adopted with a higher probability in firms where average employee tenure is lower. Finally, if the firm is relatively young or is introducing innovations, the information that it has about the profitability of different jobs is not very precise, and we should expect it to use more job rotation.

2.3.2 Employees Motivation

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

2.4 Benefits of Job rotation

There are various studies on job rotation that describe the benefits for workers and firms.

First, as Jovanovich, B. (1979) pointed-out job rotation is helpful when determining the suitability of workers for certain jobs.

Second, job rotation gives workers the opportunity to learn multiple skills and outlooks mentions that job rotation in firms allows workers to learn different skills to deal appropriately with unexpected trouble or accidents, which are referred to by Koike, (2014) as "unusual operations".

Third, job rotation also avoids the dullness caused by monotonous jobs (Cosgel et al., (2014). When looked at in its entirety, from the angle of employees undergoing rotation the most

important associated advantage of differentiation at work is the prevention of monotony/boredom and loss of motivation (Azizi et al., 2014). Job rotation has found wide acceptance as a means of reducing monotony (Gannon et al., 2012).

Fourth, rotation can also be seen as an on-the-job training technique supporting the principle of “learning by practical experience” (Ho et al., 2009). The research performed by Eriksson & Ortega (2001) indicated that job rotation applications support both employee learning and the employer learning. It is a training means of facilitating the acquisition of skills to make the work productive.

Fifth, working with many people at different time periods develops human relations and support internal and external communication among departments. Rotation gives several cues about how to establish communication with people with different behavioral characteristics. Employees who are closer to each other in a social context will be able to resolve any problems which may arise during technical processes more easily. This makes it feasible for the workplace to be more peaceful and work to be carried out with high motivation (Morris, 1956). Furthermore, correct implementation of job rotation should provide for the employee to be able to see various stages of the production process as a whole (Adomi, 2006). That is, rotation facilitates the learning of all aspects of the business. Finally, Itoh (1987) shows that fostering of generalists improves firms’ profit, (Lindbeck & Snower, 2000) point out that accumulating multiple skills is more beneficial than acquiring specialized skills. By taking a general view of the company, the employee’s accumulation of technical knowledge and skills and his/her command of the work increases. This condition the person will be highly motivated and work will be more productive (Huang, 1999)

2.5 The Process of job rotation Practice

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

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

2.5.1 Job rotation plan

Job rotation has been defined as systematic movement of employees from one job to another at planned intervals. Job rotation should be carefully planned and executed with specific end results in mind. Dressler & Varkkey (2009) also said that job rotation should be in a planned way using lateral transfers aiming to allow employees to a range of knowledge, skills and competencies. An optimum training plan helps the employee build upon the skills learned at each step of a job rotation. Job rotation should be planned in advance with many people in the rotation process. The planning and the selection process must be subject to the needs of the business. The rotation process should serve its needs without unduly interfering with the normal operation of the business. Any plan no matter how carefully prepared, must be adaptable and subject to change to serve the business operating conditions.

2.5.1.1 Selection of Job

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

2.5.1.2 Time in each Job

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

2.5.3 Communicate the job Rotation plan

Communication refers to the process of passing information and understanding from one persone to another. Managers are responsible in communication process within the organization. If they failed to communicate or not in touch with their employees then the morale of the employees diminished. Due to fear of job loss, uncertainty about colleagues and managers, employees' satisfaction level decreases especially when organization is looking for any change. Communicating the job rotation program can help to notify all

concerned bodies about the purpose of the program. It can also link the already designed plan with that of the action.

2.5.4 Tell the purpose of the program

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

2.5.5 Link between planes and action

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

2.5.6 Providing support during job rotation

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

2.6 Empirical review

A study conducted in hospital sector of Pakistan using a descriptive research design by adopting quantitative and qualitative data interpretation from a total of 285 valid respondent were generated from major hospital operating in province capital. This study was conducted to highlight the importance of the job rotation as a training method and to access its impact on the employee commitment. The study documented a weak and positive impact of job

rotation on employee commitment and a weak negative impact of job rotation on employee motivation. Previous research on these topics also provides evidence of a positive impact of the job rotation on the employee commitment and loyalty with the organization (Zigarelli, 2004). Based on the findings of this research indicates that employee commitment could be slightly increased by boosting up job rotational activities in hospital sector of Pakistan while the issue of employee commitment is still debatable and we call for more research in this area to understand the phenomenon in more accurate and appropriate way. (African Journal of Business Management Vol. 6(24), pp. 7114-7119, 20 June, 2012)

2.8 Commitment

The importance of employee commitment in the workplace has been recognized all around the world since a long time. The performance of an organization highly depends on the commitment of its employees; more the employees are committed, better the performance of the entire organization. In fact, employee commitment is the key factor that determines the success of an organization in today's modern business world since, in the situation of increasing competition and constant technological advancements an organization needs to have skilled, reliable and committed human resources to maintain its competitive position in the market (Feldman, & Moore, 1982, as cited in Mohsan et al., 2012). At the same time, effectiveness, quality and productivity of employees' work still remain the major contributing factors to the progress of the company and employee commitment is considered as key to quality and productivity improvements. On the other hand, nowadays it is evident that financial stimuli solely can hardly inspire and motivate the employees to do their part of work more effectively and productively. In such a situation, the only factor which turns to be paramount importance is employees' commitment since it is due to the highly committed employees; organizations can produce positive results in terms of productivity and performance. Employee commitment has variously been found to be positively and significantly correlated to lots of positive organizational outcomes such as job satisfaction and attendance (low rates of absenteeism) which resultantly enhance employees' and ultimately organizational performance and productivity (Zanini, 2007, as cited in Mohsan et al., 2012). People management is an important aspect of organizational processes. This emanated from the recognition that the human resources of an organization and the organization itself are synonymous. A well-managed business organization normally considers the average employees as the primary source of productivity gains. These organizations consider employees rather than capital as the core foundation of the business

and contributors to firm development. To ensure the achievement of firm goals, the organization creates an atmosphere of commitment and cooperation for its employees through policies that facilitate employee satisfaction. Satisfaction of human resource finds close links to highly motivated employees. Motivated employees then develop loyalty or commitment to the firm resulting to greater productivity and lower turnover rates. Organization commitment is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization (Meyer & Allen, 1991, as cited in Wageeh & Nafei, 2014). Organization commitment is the relative strength of an individual's identification with an involvement in a particular organization and is characterized by three factors: the first is a willingness to exert considerable effort on behalf of the organization; the second is a strong belief in and acceptance of an organization's goals and values; the third is a strong desire to maintain membership in the organization (Savery & Syme, 1996, as cited in Wageeh & Nafei, 2014). Organization commitment may effect on behaviors such as replacement and absenteeism. The personnel, who show more commitment, will have more attention to their job and stay longer time and work more (Morhead & Grifin, 1998, as cited in Wageeh & Nafei, 2014). Organization commitment is a viewpoint toward staff loyalty toward the organization and a continuous process that by individuals' cooperation in organizational decisions shows their attention to the organization (Moghimi, 2001, as cited in Wageeh & Nafei, 2014). Organization commitment is a strong belief in the organizations goals and values and a willingness to exert considerable effort on behalf of the organization. Organization commitment reflects the attitudes of employees toward the organizations in which they work (Silverthorne, 2004, as cited in Wageeh & Nafei, 2014). The above three factors are components of Organization commitment. They are affective commitment, continuance commitment, and normative commitment. Affective Commitment is the affective bond an individual feels toward the organization characterized by identification and involvement with the organization as well as enjoyment in being a member of the organization. Continuance Commitment is the extent to which a person needs to stay with the organization, due to the costs of forgoing benefits associated with an individual's investments in the organization. Normative Commitment is the extent to which a person is obligated to stay with the organization. It is the employee's sense of obligation; here, it is the individual's bond with the organization due to an obligation on the part of the individual. Although affective, continuance, and normative commitment are used to capture the multidimensional nature of organizational commitment, affective commitment is considered a more effective

measurement of organizational commitment. Employees with strong affective commitment would be motivated to higher levels of performance and make more meaningful contributions than employees, who expressed continuance or normative commitment. Thus, affective commitment alone is one of the key concepts of employee behavior.

2.9 Job rotation and commitment

In a company which takes the employees views, suggestions and criticisms into account in the design of all processes, job rotation facilitate the acquisition of managerial decisions. In other words, it becomes feasible to make a more effective contribution to all managerial level decisions by the knowledge and experience gained from various duties in several departments and from a good understanding of all the production processes. Feeling important to the company and having the perception of making decisions related to the future of the company increases the level of organizational commitment and has a positive effect on motivation (Gallagher & Einhorn, 1976). Employee commitment is considered to be a very important factor since it ameliorates a friendly atmosphere within an organization, making the entire workforce enthusiastically work together in order to achieve individual employees' as well as organizational goals (Col, 2004 as cited in Wageeh & Nafei, 2014). In such a way, it is truly right to speak about the commitment as an excellent uniting factor that enhances the work effectiveness of employees and, therefore, leads to positive and long lasting organizational outcomes not only through higher motivation and job involvement of employees (Meyer et al., 1989, as cited in Wageeh & Nafei, 2014) but also through creation of a positive and cooperative atmosphere within an organization and uniting of motivated and committed workforce in their work for the improvement of overall functioning of an organization. Considering the importance of human resources in the success of an organization, the current research study was conducted in banking sector of Pakistan and attempts to find the association among three important job related behavior of employees i.e. motivation, commitment and job involvement which are Considered to be most important factors for enhancing employees' as well as organizational Performance.

2.10 Alternative training and development method

People for the organizations are a crucial resource and an essential part of the role of the manager is to develop individual members of staff as well as the team as a whole. An organization should be train and develop its employee. Training is a short-term systematic process, which improves and develops the knowledge, skills and attitudes of employees to meet the current and the future needs of the business. However, development is a longer-term

process, which enables individuals and organizations, through time, to reach their full potential. In general, training can increase the commitment, confidence and motivation of staff, which can be directly linked to the success of the organization not only in its ability to change, but also in increasing its competitiveness in the marketplace.

However, it is important to stress that training for training's sake will not bring about these benefits. It needs to be part of the overall culture of the organization and be relevant to the needs and objectives of the business. Training is an investment in people and, as with any investment, there are costs attached to it. So it is important to gain the maximum benefit, and to ensure that it does not become a wasteful expense, by taking a planned and systematic approach to managing the training. As human resource the following are alternative training and development methods.

1. Formal education is higher institution education. Formal education is classroom-based, provided by trained teachers. Informal education happens outside the classroom, in after-school programs, community-based organizations, museums, libraries, or at home.

2. Short term trainings are lectures on specific issues and topics. Short-term training includes any class or program that lasts less than two years. All shortterm training can help you find a job, get a promotion, or earn more money. Many programs lead to a certificate, which can give you a helpful edge in the job market.

3. Formal and informal learning are colleagues and friends discuss matters formal and informally. Formal learning occurs through a controlled and structured approach on a broad-based institutional level. Examples include formal training programs and/or formal written procedures. Informal learning happens more spontaneously between groups of people. An example includes learning by sharing experiences with others in a chat room online or at a company picnic.

Benefits of Formal Learning:

- Large numbers of employees will learn the same information and/or processes at the same time.
- If properly designed, the course content should be accurate and up to date.
- Employees learning through formal training programs come up to speed faster once they start their jobs.

- Properly designed formal training programs can include a variety of methods to appeal to all learning styles and conform to adult learning principles.

Benefits of Informal Learning:

- Creating informal learning situations can be less costly and more time efficient given all of the social media technologies and electronic devices we have today.
- Learning informally can be more personal and less intimidating for some people.
- Subject-matter experts may be more willing to share their knowledge with others this way.
- Since learning this way happens more naturally during the flow of someone's work day, employees may be less likely to resist learning new things.

4. Job instructions are written instructions are provided regarding procedures. Job instruction is a method for how to train new or experienced employees who must use new or improved technologies in their jobs. Job Instruction Training (JIT) is a step-by-step, relatively simple technique used to train employees on the job. It is especially suitable for teaching manual skills or procedures; the trainer is usually an employee's supervisor but can be a co-worker. The JIT technique consists of a series of steps that a supervisor or other instructor follows when teaching an employee to do something. As adapted for use the steps consist of the following: (1) get ready to instruct; (2) prepare the learner; (3) present the learning; (4) try out learner performance; and (5) follow up

2.13 Conceptual frame work of the Study

Based on the detailed literature review, the study was investigated the effectiveness of the general approach of job rotation practices in finot selam general hospital improve employee Commitment. The best way for the hospitals to serve their employees in order to enhance the commitment is provided them effective training programs. Job rotation is one of them because it is carried out at trainee's own place of work using the same methods, materials and procedures that will continue to be used subsequent to the training on their actual jobs (Lock, 1998, as cited in Mohsan et al. 2012).

The study aims

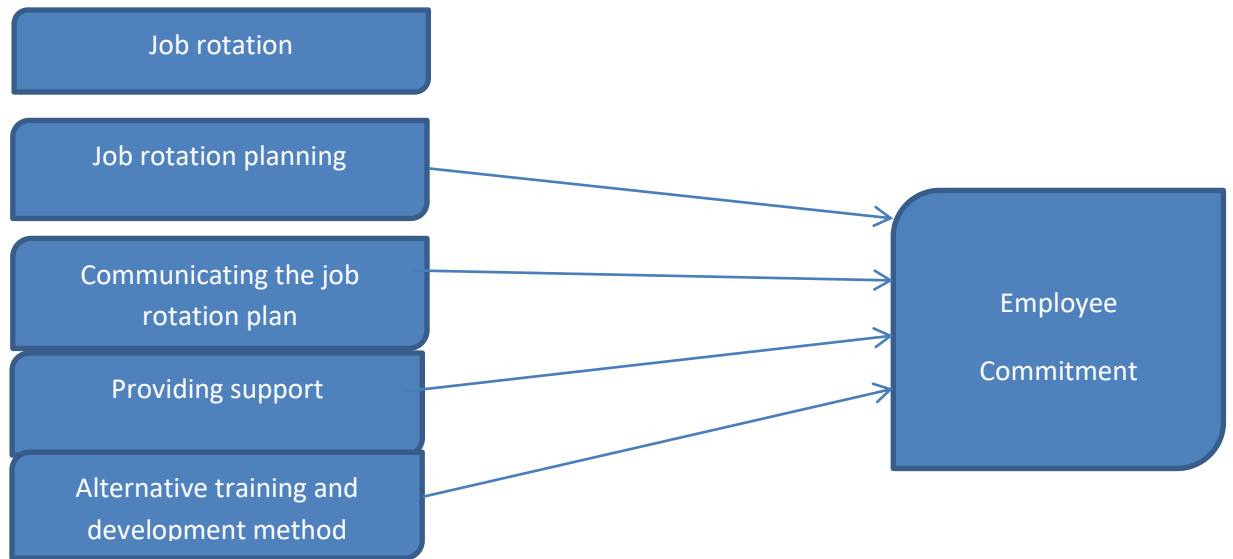
- To assess the impact of job rotation practices on employees in finot selam general hospital.

- To determine job rotation practices affect employee commitment in finot selam general hospital.
- To measure the effectiveness level of job rotation practices on employee commitment in finot selam general hospital.
- To point out alternative approach of training and development tools improve job rotation practices.

Finally, the following conceptual framework was developed for the purpose of the study from the literature reviewed. According to the conceptual frame work, the assessment of job rotation practices starting from job rotation initiations to creating generalist employees. It included planning the job rotation, communicating the job rotation plan, providing all rounded support and alternative training and development methods were point out the effect of job rotation practices improve employee commitment. If this is so, evaluate the job rotation application would be effectively implemented or not. When job rotation is properly practiced in such a way assessed, it came up with increased employee's commitment. Employee commitments are very important for an organization's success. Motivated, committed and better job involved employees are considered as an important asset to an organization. Keeping the employee, committed is always rewarding to a business are more productive and higher productivity usually results in higher profits. Organizational researchers claim that job rotation is one of the strong predictors of employee commitment. It reduces the boredom and fatigue of the jobs and enhances employee motivation through diversification of the tasks which is highly recommended for the innovative organizations to develop the work-force in order to meet the current and future requirements of the dynamic corporate environment (Adomi, 2006, Huang, 1999, & Campion et al., 1994, as cited in Mohsan et al., 2012).

Independent Variable

Dependent variable



Conceptual frame work (Source: Aktar, Sachu and Ali, 2012)

CHAPTER THREE

3. RESEAREH METHODOLOGY

3.1 Introduction

In this part, description of Study Area, research design, sources of data, population, sample size and sampling techniques, data gathering tools, methods of data analysis, validity and reliability measurement variables, and ethical considerations are discussed very well.

3.2 Description of Study Area

The area was selected for the study because of the large number of patient flow in finot selam general hospitals where performance of majority of them is below average. Finot selam general hospital is one of the 8th hospitals located in west gojjame zone of Amara national regional government. It is located in finot selam city 387 km from Addis Ababa and 186 km from Bahr dare the capital of the region .the hospital was built in 1954 to treat tuberculosis and leprosy, and was expanded in 1976 with the participation of local community .at first, the hospital served population of 1.5 million, and now September 2013 E.C. Based on standard It has grown in to general hospital serving more than 1.5 million and above people .and it handling 350-450 patients per day. Currently Fenote selam general hospital has Bed 95, opd per capital outpatient visit total one year 106,560, emergency patient visit to 14024, delivery 4932 provided.

3.3. Research Design

Research design is the blueprint for fulfilling research objectives and answering research questions. The study used both descriptive and explanatory design because it is appropriate and it examined the relationship that exists among variable (the effectiveness of job rotation and employee commitment) flexible and rapid collection of data and cost saving as well as the variable identified collected are using instrument like self-administered.

3.4. Research approach

The study used quantitative research approach. Hence to achieve the aims of this research quantitative method of research approach was used. Based on this, the researcher prepared questionnaires for employees to investigate the impact of job rotation practice in Finot selam general hospital was applied in line with the frame work designed and to what extent does job rotation practices increases employees commitment. The questionnaires also included close-ended questions to point out the alternative training and development methods improve job rotation practices in finot selam general hospital and improve employee commitment.

Structured questionnaire for employees prepared in this study for the collection of data from respondents.

3.5 Population and Sample Technique

The total population of this study comprised of health workers from the finot selam general hospitals 381 employees. A sample size of 195 was selected with Proportionate stratified sampling technique being employed to determine the sub-samples in each department. Simple random Sampling was then applied to select the respondents.

For determining the sample size in this study a mathematical formula provided by Yamane (1967) used to determine the required sample size at 95% confidence level.

$$n = \frac{N}{1 + [N + (e^2)]}$$

Where **n** is the sample size, **N** is the total population and **e** is an error. (The total employees of finot selam general hospital public sectors), N= 381, e= 0.05

$$n = \frac{381}{1 + [381 + (0.05^2)]}$$

$$n = 195$$

Therefore, the sampling size determination is expressed as follows:

Respondents	Total population	Number of sample	Sampling Techniques
Employees	381	195	Stratified sampling

$$\text{Sample Size (n)} = \frac{\text{No of employees in given department}}{\text{Total No of employees selected in department}} \times 195$$

Table 3.1 Sample Size of Selected department

D/NO	Name of department	Number of employee	Sample size
1	Nurse department	103	$103/381 \times 195 = 53$
2	Midwifery department	66	$66/381 \times 195 = 34$
3	Pharmacy department	64	$64/381 \times 195 = 33$
4	Doctors department	38	$38/381 \times 195 = 19$
6	Health officer	41	$41/381 \times 195 = 21$
7	Specialist	5	$5/381 \times 195 = 3$
8	x-ray	9	$9/381 \times 195 = 5$
9	Anesthesia	26	$26/381 \times 195 = 13$
10	Psychiatry	29	$29/381 \times 195 = 14$
Total		381	195

3.6 Data source and Type

The source of the data was entirely from primary data. Primary data was collected by use of structured questionnaire across the strata.

3.7 Data collection method

The goal of data collection is to gain rich data that suits to achieve the research objective. The survey was conducted directly to respond workers that exist in the finot selam general hospital targeting the respondent at stratified random sampling method from the population of the finot selam general hospital employees the study used primary data. The primary data was collected using structured questionnaires from the respondents. The questionnaires assessed the impact of job rotation practices through related questions/statements encompassing the process of job rotation and effective implementation of job rotation (plan, communicate, support and alternative training and development method's). The study helped to assess general approach of job rotation practices, measured the effectiveness of job rotation practices on employee commitment in finot selam general hospital the data collection method being used in this research will be well organized through self-administered questionnaires. The research instrument that employed to collect primary data is a five point likert-Scale.

3.8. Measurement Variables

No	Variables	Items	Scale	Source
1	Job rotation (Independent variable)	1. Planning PL 1: Before job rotation, employees were informed about what they will learn in the specific job rotation practice. PL.2: Staffs believes, job rotation must be part of every employees Job PL.3 : Job rotation must be provided on regular basis by finote selam general hospital PL.4: Finote selam general hospital sets a fixed length of time for job rotation practice. PL.5: Finote selam general hospital considers the job rotation approaches are important for the employees	Five point like scale with (5) Strongly Agree (4) Agree (3) Indifferent (2) Disagree (1) Strongly Disagree	Mohsan et al., 2012
		2.Communicating Plan CP 1: Employees have necessary information about the Purpose of job rotation and expectation of finote selam general hospital. CP2: Job rotation is used by finote selam general hospital effectively known CP3: Communication with colleagues and supervisors from different jobs during job rotation is Satisfactory.	Five point like scale with (5) Strongly Agree (4) Agree (3) Indifferent (2) Disagree (1) Strongly Disagree	Mohsan et al., 2012
		4.Alternative training and development methods ATDM 1: Formal training (Lectures on specific issues and topics ATDM2: Informal learning(Colleagues and friends discuss matters informally) ATDM 3: Job Instruction (Written instructions are provided regarding procedures, manuals, guidelines) ATDM 4: Formal continuing education (continuing higher education at local university with self and finote selam general hospital sponsorship)	Five point like scale with (5) Always (4) Often (3) Indifferent (2) Sometimes (1) Never	Mohsan et al., 2012

2	Employee commitment (dependent variable)	2.Employee Commitment EC1: I regularly go to the extra mile so finote salam general hospital can deliver quality service to customers EC2: I am committed for helping finote salam general hospital achieve its objectives. EC3: I am optimistic about the future of finote salam general hospital. EC4: Finote salam general hospital inspires loyalty and commitment amongst its Employee. EC5: I am ambitious and committed to improving the quality Of everything I do for finote salam general hospital. EC6: I have integrity and never compromise our reputation and Always act in the best interests of finote salam general hospital. EC7: I am creative and take disciplined risks to develop Sustainable solutions for and with finote salam general hospital. EC8: Have integrity and aspire to live to the highest standards of personal honesty and behavior. EC9: work collaboratively, respect and value each other, and thrive on our diversity. EC10: Work collaboratively and work with partners to leverage our strength in making a difference for finote salam general hospital. EC11: Am accountable and take personal accountability for using our resources efficiently, achieving measurable Results for finote salam general hospital. EC12: I am creative and open to new ideas and embrace change.	Five point like scale with (5) Strongly Agree (4) Agree (3) Indifferent (2) Disagree (1) Strongly Disagree	Mohsan et al., 2012
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Table 3.2 Measurement variable

Source: Adopted from theoretical and empirical findings from literature review, 2022

3.9 Data Analysis

After collecting the data from the respondent's analysis of the study was consistent with the objective of the research. Moreover, the data gathered through distributing the structured questionnaires was analyzed using SPSS software. Accordingly, descriptive (Frequency, Percentage, mean, standard deviation) analysis was used to present the data with regard to the practices of job rotation in the first place. Next, inferential statistics was used such as correlation and regression analyses employed to show the relationship between of job rotation practices and employees commitment. The average value had less than 2.50 is poor, between 2.51 to 3.00 is satisfactory, between 3.01 to 4.00 is moderate and between 4.01 to 5.00 is strong/highest value. (This standard developed based on reviewed literatures

The multiple liner regression equation with designed by (rokibul, 2013) X independent variables is $Y = b_0 + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + \epsilon$ Where: Y = the Predicted Variable (Employee commitment), b_0 = Constant, b_1 , b_2 , b_3 & b_4 UN standardized regression coefficients;

Let X_1 = Job rotation Planning

X_2 = Communicate the Job rotation plan

X_3 = Job Rotation practices

X_4 = Alternative training and development methods

ϵ = error term.

Correlation analysis was conducted to test the proposed hypothesis of whether there is appositve significant relationship between job rotation and employee commitment descriptive analysis is also used for demographic factors such as gender, age, education level. Work experience and job position to analyze the quantitative data the researcher execute SPSS software.

3.10 Validity and Reliability

3.10.1 Validity

According to R. Kothari, (2004), Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent to which any instrument measures what is intended to measure. Content validity of the survey questionnaire was validated by professionals and the research advisor. The results led to make minor changes in the instrument, which were made prior to administering the survey.

3.10.2. Reliability

In this study reliability was examined on all items. As a test of reliability Cronbach's Alpha was adopted to represent internal consistency. The reliability test with all values greater than threshold of 0.60(Walsh, 1995). Hence it can be conclude that the items reliably measure the defined constructs and variables.

3.11 Ethical Consideration

This study will use proper citation of the copy right holders. Any confidential information of the hospital or the employees will not be disclosed since the main intention is to gather data for research purpose. This study will be conducted on the consent of the hospital and with the arrangement of Debre markos University, collage of business and economics legal letter to the research.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter deals with data presentation, interpretation and analysis of the study. It has two main parts: the first part is the back ground information of the respondents, the second part consist of data collected from employees and supervisor through questionnaires respectively. These research 195 questionnaires were prepared, and 195 distributed to finot selame general hospital staff employees and supervisor. Out of these questionnaires 190 (97.4 %) was returned. The rest 5 (2.6 %) questionnaire was unreturned. In order to meet the purpose, this chapter discussed general information of the respondent, descriptive statistics allowed the study to Organize and summarize the data collected, and correlation and regression analysis were applied.

4.2 General demographic information

		Frequency	Percent	Valid Percent	Cumulative Percent
Sex	Male	106	55.8	55.8	55.8
	Female	84	44.2	44.2	100.0
	Total	190	100.0	100.0	
Age	25 and below	10	5.3	5.3	5.3
	26-35	120	63.2	63.2	68.4
	36-45	34	17.9	17.9	86.3
	46 and above	26	13.7	13.7	100.0
	Total	190	100.0	100.0	
Education level	diploma	74	38.9	38.9	38.9
	1st degree	96	50.5	50.5	89.5
	2nd degree and above	20	10.5	10.5	100.0
	Total	190	100.0	100.0	
Work Experience	1 and below	8	4.2	4.2	4.2
	2-5	37	19.5	19.5	23.7
	6-10	72	37.9	37.9	61.6
	11-15	51	26.8	26.8	88.4
	16 and above	22	11.6	11.6	100.0
	Total	190	100.0	100.0	
Job Position	Employee	180	94.7	94.7	94.7
	Supervisor	10	5.3	5.3	100.0
	Total	190	100.0	100.0	

Table 4.1 General demographic information

(Source: Researcher's Survey, 2022)

As we can see from the above table 4.1 respondents shows that male and female in finote selam general hospital constitutes about 55.8% and 44.2% respectively which shows more number of the respondents are male. According to the above table , age category of the respondent shows highly dominated by youngsters between ages 26-35 which accounts more than half of the respondents (63.2%) followed by 5.3% of the respondents are 25 and below age , while age group of 36-45 and 45 and above constitutes 17.9% and 13.7% respectively. This indicates that most of the employees are young and highly implies finote selam geneal hospital employment trend focuses on new and young employees. So this young employee of finote selam general hospital is not committed with working similar jobs in a long time.Regarding to the employee education qualification, the above table, clearly indicated that majority of the work forces (50.5%) acquired their first degree and Diploma holders 38.9 % Master degree and above holders constitute 10.5 % of the respondent. This shows that majority of the employees are degree holders. Regarding to work experience " 1 and below years", 19.5% of the sample have experience "2-5 years", 37.9 % of the sample have experience "6- 10 years " and 26.8% of the sample have experience "11- 10 years and11.6% more than 16 and above years . Regarding to job position 94.7% the respondents are employee and 5.3 % of the respondent is supervisor in finote selam general hospital.

4.3 Job rotation practice

Job rotation practices in finot selam general hospital was examined based on the job rotation process (Plan the program, Communicate the plan, Provide support and alternative training development method).Moreover; its effectiveness to improve employee's commitment was also examined.

4.3.1 Job rotation plan

One of the methods to assess the job rotation practices in finote selam general hospital under this study examined the planning stage of the process. There were five question (question 1to 5) presented to evaluate this planning phase of job rotation practices.

Table 4.2 J o b rotation plan

Question		Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	Mean	St.dev.
1. Employees were informed before implementing what they will learn in the specific job rotation Practice.	N O %	3 1.6	64 33.7	8 4.2	10 5.3	105 55.3	3.79	1.432
2. Staffs believe, job rotation must be part of every Employees Job.	N O %	2 1.1	5 2.6	11 5.8	68 35.8	104 54.7	4.41	.803
3. Job rotation must be provided on regular basis by finot selam general hospital .	N O %	1 0.5	9 4.7	13 6.8	66 34.7	101 53.2	4.35	.846
4. finot selam general hospital sets a fixed length of time for job rotation practice.	N O %	2 1.1	1 0.5	14 7.4	97 51.1	76 40.8	4.28	.715
5.finot selam general hospital considers the job rotation approaches are important for the	N O %	5 2.6	7 3.7	8 4.2	62 32.8	108 56.8	4.57	.927
Overall							4.24	.9446

*Table 4.2 J o b rotation plan**(Source: Researcher's Survey, 2022)*

According to table 4.2, showed that 55.3 % and 5.3 % strongly agreed and agreed respectively, 4.2% were indifferent and the other 33.7% were disagreed while 1.6% strongly disagreed. From this analysis, most of the employees had aware of job rotation begin practices. Employees were informed about what they will learn in the specific Job rotation practice. The mean value of planning process is 3.79, which has moderate value with standard deviation of 1.432. Regarding the second question staffs/collogues believes, job rotation must be part of every employees job. The response showed that 54.7 % and 35.8% strongly agreed and agreed respectively, 5.8% were indifferent and the other 2.6% disagreed while 1.1% strongly dis agreed. From this statement the

study indicates that 90.2% of employee agreed and strongly agreed job rotation its part of every employees job. The mean value of fenote selam general hospital job rotation must be; not part of their jobs was 4.41, which has weak standard deviation of .803 .Regarding third question, job rotation must be provided on regular basis by finote selam general hospital, the response showed that 53.2% and 34.7% strongly agreed and agreed respectively, 6.8% were indifferent and the other 4.7% disagreed and 0.5% strongly disagreed. From this statement we can say that 87.9% of employee agreed and strongly agreed with job rotation provided in finote selam general hospital on regular basis. 6.8% were indifferent, they were neutral, 34.7% agreed and 53.2 % strongly agreed, thus, we can say job rotation is not provided in finote selam general on regular basis. Job rotation was provided on regular base in finote selam general hospital with a mean value of 4.35., which has relatively moderate value with standard deviation of .846. Regarding the fourth question, whether finote selam general hospital sets a fixed length of time for job rotation practice, about 51.6% and 40.8% strongly agreed and agreed respectively, 7.4% were indifferent and the other 0.5% disagreed and 2.1% strongly dis agreed. From this statement the study indicates that 91.9% of employee agreed and strongly agreed with finote selam general hospital sets a fixed length of time for job rotation practices. 7.4 % were indifferent, 1.6% disagreed and strongly disagreed. From this, we can say that finote selam general hospital is moderately sets a fixed length of time for job rotation practices. finote selame general hospital sets a fixed length of time for job rotation practices with a mean vale of 4.35, which has relatively moderate with standard deviation of .846. Regarding the fifth question, consider the job rotation approaches are important for the employee about 56.8% and 32.8% strongly agreed and agreed respectively, 4.2% were indifferent and the other 3.7% disagreed and 2.6% strongly disagreed. From this statement the study indicates that 89.4% of employee agreed and strongly agreed with finot selam general hospital sets a fixed length of time for job rotation practices. 4.7 % were indifferent, 4.2% agreed and strongly agreed. From this, we can say that finot selam general hospital job rotation approaches are important for the employee with a mean vale 4.24 which has moderate with standard deviation of .9446

4.3.2 Job rotation communicating plan

The other mechanism to assess job rotation practices was examining whether the plan was properly communicated to the employees. In job rotation practices, it is good to allow the rotating employees to be aware of the purpose and objectives of job rotation planning. In this phase, the

plan and the progress of job rotation, the purpose of job rotation, finot selam general hospital expectation and the ease of communication with others. There were three question (question 6 to 8) presented to evaluate the communication phase of job rotation. The first question was concerning about whether employees have necessary information about the purpose of job rotation and expectation of finote selame general hospital respondent employees were asked question regarding to their awareness

Table 4.3 Job Rotation Plan Communication

Questions		Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	Mean	Std dev.
6. Employees have Necessary information about the purpose of job rotation and expectation of Fenote selam general hospital.	NO %	9 4.7	13 6.8	18 9.5	57 30.0	93 48.9	4.12	1.130
7. Job rotation is used by fenote selam general hospital Effectively known.	NO %	7 3.7	12 6.3	12 6.3	96 50.5	63 33.2	4.03	.992
8. Communication with colleagues and supervisors from different jobs during job rotation is satisfactory.	NO %	6 3.2	12 6.3	10 5.3	86 45.5	76 40.0	4.13	.989
Overall							4.09	1.037

Table 4.3 Job Rotation Plan Communication

(Source: Researcher's Survey, 2022)

According to table 4.3 shows that, the respondents were asked whether the bank informs the job rotation plan and its progress to employees and employees have necessary information about the purpose of job rotation and expectation of finote selam general hospital. 48.9% strongly agreed and 30.0% agreed, 9.5% were indifferent, 6.8% disagreed and 4.7% strongly disagreed with the idea of communicating the plan to

employees. From this we can conclude that 78.9% of the respondents agreed and employees have necessary information about the purpose of job rotation and expectation of finote selam general hospital. Employees have high necessary information about the purpose of job rotation and expectation of finote selam general hospital with the mean value of 4.12, which is moderate value with standard deviation of 1.130. Regarding the second question that, job rotation is used by finote selam general hospital effectively known, the Respondents were asked whether the finote selam general hospital is used job rotation practices effectively known. 33.2% strongly agreed and 50.2% agreed, 6.3 were indifferent, 6.3% disagreed and 3.7% strongly disagreed with the idea that job rotation is used by finote selam general hospital not effectively known. From this we can conclude that 83.7% of the respondents agreed and strongly agreed. Thus job rotation is used by finote selame general hospital moderately known. The mean value of employees job rotation is used by finote selame general hospital effectively known is 4.03, which has satisfactory value with standard deviation of .992. In the third question, the respondents were asked whether communication with colleagues and supervisors from different jobs during job rotation was satisfactory. The majority of the respondent which comprised 85.8% strongly agreed and agreed with regard to the satisfaction of communication with colleagues and supervisors from different jobs. Moreover 5.8% respondents were indifferent and the respondents had neither agreed nor disagreed. However, 8.3% of the respondent strongly disagreed and disagreed concerning the question in expressing their ideas in communication among employees and supervisors in different level of department. From this, we can understand that most of the employees were satisfied with relations and communication with their colleagues. Thus, communication with colleagues and supervisors from different jobs during job rotation was satisfactory with a mean vale of 4.13, which has standard deviation of .986. In general the response revealed that the purpose of job rotation was communicated in better way than communicating the rotation plan and its progress as a whole. The average value had less than 2.50 is poor, between 2.51 to 3.00 is satisfactory, between 3.01 to 4.00 is moderate and between 4.01to 5.00 is strong/highest value. (This standard developed based on reviewed literatures}

4.3.3 Providing supporting during job rotation practice

The other means of evaluating the job rotation practices was assessing the support provided for employees in job rotation practices. In this regard, respondents were asked to evaluate the support, encouragement, follow up and organization of the job rotation practices during implementation. There were four question (question 9 to 12) presented related to assessing the support provided for employees in job rotation

practices.

Table 4.4 Providing Support during Job Rotation Practices

Questions		Strongly Disagree	Disagree	Indifferent	Agree	Strongly Agree	Mean	Std dev.
9. Colleagues in different jobs of finote selame general hospital support me when I was assigned in their jobs for practice and learning	No %	4 2.1	6 3.2	19 10.0	93 48.9	68 35.8	4.13	0.872
10. Trainers have showed me how to do different tasks and gradually allow me to do it on My own.	No %	7 3.7	16 8.4	1 0.5	82 43.2	84 44.2	4.16	1.047
11.Experienced expertise /employees have support and encourage me Throughout the job rotation practice	No %	7 3.7	34 17.9	8 4.2	48 23.7	96 50.5	3.99	1.266
12 In the work place, trainer and supervisors have a follow up mechanisms/system for employees Assigned in a job rotationally..	No %	8 4.2	50 26.3	10 5.3	28 14.7	94 49.5	3.79	1.395
Over all							4.02	1.145

Table 4.4, Providing Support during Job Rotation Practices

(Source: Researcher's Survey, 2022)

According to table 4.4 shows the first question was concerning about whether colleagues in different jobs of finote selame general hospital have supported employees when they were assigned in their jobs for practice and learning. The response showed that 35.8% strongly agreed and agreed with this idea.48.9% were indifferent10.0; while, only 5.3% of the respondent strongly disagreed and disagreed with the support provided by colleagues from different jobs during job rotation. From this it is possible to say, the majority of the employees get necessary support from colleagues during rotation practices. The mean values of colleagues in different areas of jobs support employees during job rotation practices is 4.13,

with the standard deviation of 0.872. The next question was about whether in the work place trainers/coachers have showed the rotated employee. How to do different tasks and gradually allowed him/her to do it on his or her own. The response rate showed that 44.2% of the respondent's agreed and 43.2% strongly disagreed that the guidance was provided by the trainers in the work place. 0.5% was indifferent. Only 8.4% agreed and 3.77% strongly agreed with the guidance provided by work place trainer during job rotation. From this we can understand that work place trainers provided adequate guidance and assistance for rotating employees during job rotation practices. In the work place trainers/coachers have showed the rotated employee how to do different tasks and gradually allow him/her to do it on his or her own with the mean value of 4.16, with standard deviation of 1.047. The third question related to whether trainers/coachers have supported and encouraged employees throughout the job rotation practice. 50.5% disagreed and 23.7% strongly disagreed with the support and encouragement by work place trainers throughout the job rotation practices. 4.2% were indifferent and they had neutral attitude to support and encouragement by work place trainers, whereas 17.9% agreed and 3.7% strongly agreed. This showed that most of the respondents were satisfied with the support and encouragement by their work place trainers/coaches in order to learn the new job position which they were assigned in the job rotation practices. The mean values of the work place whether trainers/coachers have support and encourage employee throughout the job rotation practice is 3.99, and standard deviation of 1.266. The fourth question of this phase of job rotation practices was about whether work place trainers and supervisors have assessed employees' competence through observation of tasks performed and had follow up mechanisms/system for employees assigned in a job rotationally. 49.5% of the respondents disagreed and 14.7% strongly disagreed for trainers' and supervisors' assessment about employee competence. 5.3% were indifferent and 26.3% disagreed and 4.2 % strongly disagreed, with the provision of assessment by trainers and supervisors during job rotation practices. From this we can say that the employees slightly agreed with the provision of competence assessment through observation of task performed during job rotation practices. The mean values of the work place trainers and supervisors have assessed employees' competence through observation of tasks performed and made a follow up mechanisms/system for employees assigned in a job rotationally is 3.79, which has moderate value with standard deviation of 1.395. The job rotation should be followed by continuous follow up with the supervise.

Table 4.5 Alternative Training and Development Methods

Method		Never	Sometimes	Mostly	Often	Always	Mean	Std.dev
4.1 Formal training (Lectures on specific issues and topics)	NO %	11 5.8	46 24.2	37 19.5	29 15.3	67 35.3	3.50	1.340
4.2 Informal learning(Colleagues and friends discuss matters informally)	NO %	2 1.1	72 57.9	40 21.1	46 24.2	30 15.8	3.16	1.130
4.3 Job Instruction (Written instructions are provided regarding procedures, manuals, guidelines)	NO %	5 2.6	64 33.7	39 20.5	56 29.5	26 13.7	3.18	1.122
4.4 Formal continuing education (continuing higher education at local university with self and finote selam general hospital sponsorship)	NO %	7 3.7	65 34.2	37 19.5	9 4.7	72 37.9	3.39	1.382
Over all							3.30	1.2435

*Table 4.5 Alternative Training and Development Methods**(Source: Researcher's Survey, 2022)*

According to table 4.5 shows that, the mostly used types of training and development methods in finote selam general hospital used to improve effectiveness of job rotation practices employee commitment. As a result of the study in which the respondents gave Formal training method the highest rank with mean value of 3.50 and standard deviation of 1.340. The second most widely used method is Formal continuing education having a mean value and standard deviation of 3.39 and 1.382 respectively. The respondents were used job instruction always 13.7%, often 21.1%, mostly 20.5%, sometimes 33.7% and never 2.6%. The others methods ranked by the respondents were Informal learning to employee average rating of 3.16 and its standard deviation is 1.130. The respondents were used Informal learning always 15.8%, often 24.2%, mostly 22.1%, sometimes 57.9% and never 2.6%.

Table 4.6 Summary Job Rotation Practice Process

Job rotation Process	Mean	Standard Deviation
Planning	4.24	.9446
Communication plan	4.09	1.037
Provide Support	4.02	1.145
Alternative training and development methods	3.30	1.2435
Overall	3.912	1.0925

Table 4.6 Summary Job Rotation Practice Process

(Source: Researcher's Survey, 2022)

According to table 4.6 shows that, the general approach of job rotation practices in finote selam general hospital has a moderate mean value of 3.912 with standard deviation of 1.0925 this indicates that, the general approaches of job rotation practices in the sampled department in this study were above average. The overall approach of job rotation practices were above satisfactory, though it some improvements. The planning process variable had mean values of 4.24 and above the overall mean of job rotation practice process.

4.4 Employee Commitment

An effective and well reputed financial institution always makes sure that there is a strong spirit of mutual cooperation and sense of commitment within all spheres of its influence; and to make the employees committed towards their jobs, there is a need for well-designed and effective action learning programs at various levels, sections and departments of the institution. According to different scholars in the area of training and development of employees, as mentioned in the literature review of this study, employees who participate in the job rotation program have increased confidence and commitment. Thus, job rotation can help organization to achieve high commitment for employees and improve performance to the Job rotation is known to enhance the quality of employee. This study, therefore, required the opinion of respondents whether they become committed with the job rotation practices. In connection to this, the respondents were requested to answer 12 behavioral questions in order to evaluate their improvement of commitment as a result of job rotation practices in the finote selam general hospital.

Table 4.7 Employee Commitment

Questions		Strongly Disagree	Disagree	Indifference	Agree	Strongly Agree	Mean	Std dev.
1.I regularly go to the extra mile so finote salam general hospital can deliver quality service to customers	No	13	46	29	38	64	3.49	1.352
	%	6.8	24.2	15.3	20.0	33.7		
2. I am committed for helping finote salam general hospital achieve its objectives.	No	11	18	8	103	50	3.86	1.091
	%	5.8	9.5	4.2	54.2	26.3		
3. I am optimistic about the future of finote salam general hospital.	No	10	12	11	86	71	4.03	1.078
	%	5.3	6.3	5.8	45.3	37.4		
4. Finote salam general hospital inspires loyalty and commitment amongst its Employee.	No	9	39	14	86	71	3.59	1.177
	%	4.7	20.5	7.4	45.3	22.1		
5. I am ambitious and committed to improving the quality of everything I do for finote salam general hospital.	No	7	39	17	82	45	3.63	1.160
	%	3.7	20.5	8.9	43.2	23.7		
6. I have integrity and never compromise our reputation and Always act in the best interests of finote salam general hospital.	No	11	28	12	81	58	3.77	1.198
	%	5.8	14.7	63	42.6	3.5		
7. I am creative and take disciplined risks to develop Sustainable solutions for and with finote salam general hospital.	No	9	13	8	86	74	4.07	1.064
	%	4.7	6.8	4.2	45.3	38.9		
8. Have integrity and aspire to live to the highest standards of personal honesty and behavior.	No	13	16	13	89	59	3.87	1.149
	%	6.8	8.4	6.8	46.8	31.1		
9.work collaboratively, respect and value each other, and thrive on our diversity	No	18	11	18	80	67	3.88	1.226
	%	9.5	5.8	7.4	42.1	35.3		
10 Work collaboratively and work with partners to leverage our strength in making a difference for finote salam general hospital.	No	19	11	18	86	56	3.78	1.217
	%	10.0	5.8	9.5	45.3	29.5		
11. Am accountable and take personal	No							

accountability for using our resources efficiently, achieving measurable Results for finote selam general hospital.		18	14	12	82	64	3.84	1.237
	%	9.5	7.4	6.3	43.2	33.7		
12. I am creative and open to new ideas and embrace change.	No	16	15	10	84	65	3.88	1.209
	%	8.4	7.9	5.3	44.2	34.2		
Over all							3.80	1.179

Table 4.7 Employee Commitment/dependent variable /

(Source: Researcher's Survey, 2022)

According to Table 4.7 shows that, after analyzing the response of employees, the mean value and standard deviation were calculated for each of the questions of employee commitment. From this we can see that the highest mean value was 4.07 for the questions that I am creative and take disciplined risks to develop Sustainable solutions for and with finote selam general hospital on their work, with standard deviation 1.237, whereas the lowest mean value was 3.59 for the questions that employees enjoy their job because it is in a rotation base with standard deviation 1.77. This gave an understanding that it was the least determinant factor of commitment. The average Mean value for all commitment questions was 3.81 with high variability 1.143. From this we can understand that there was above moderate effect on employees' commitment as a result of effective job rotation practices in finote selame general hospital.

4.5 Correlation analysis

Moreover correlation analysis was performed to further clarify the relationship between job rotation practices and employee commitment. For this the average of 16 question of general approach of job rotation practices were used as independent variable, whereas the average 12 employee commitment questions respectively were used as dependent variable

Table 4.8 Summary Statistics of Dependent and Independent Variables

Variable	Mean	Standard	Number of
Job rotation	3.91	1.0925	16
Employee commitment	3.80	1.179	12

Table 4.8 Summary Statistics of Dependent and Independent Variables

(Source: Researcher's Survey, 2022)

According to table 4.8 show that the dependent and independent variables included in the study. Job rotation practice that is, the independent variable has a mean value of 3.33 with standard deviation of 0.816 indicating that on the average respondents think that there exist moderate level of job rotational activities in finote selam general hospital but the standard deviation indicates towards the difference of opinion of the respondents. With regard to employee commitment it had a mean value of 3.91 along with standard deviation of 0.945 indicating that employees in the hospitals are above moderately commitment.

Table 4.9 Correlations Analysis

Correlations						
		Commitment	planning	Communicating Plan	Providing Support	Alternative training and development methods
Commitment	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	190				
Planning	Pearson Correlation	.866**	1			
	Sig. (2-tailed)	.000				
	N	190	190			
Communicating Plan	Pearson Correlation	.899**	.680**	1		
	Sig. (2-tailed)	.000	.000			
	N	190	190	190		
Providing Support	Pearson Correlation	.673**	.483**	.837**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	190	190	190	190	
Alternative training and development methods	Pearson Correlation	.886**	.957**	.663**	.372**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	190	190	190	190	190
**. Correlation is significant at the 0.01 level (2-tailed).						

Table 4.9 Correlations Analysis

(Source: Researcher's Survey, 2022)

According to the above table 4.9 shows that the correlation matrix for the dependent variables that is; employee commitment with independent variable that is, job rotation practices. All variables are significant at 1% level of significance. Thus, the study states that Job rotation has a significant

relationship with employee commitment. Dependent variables employee commitment have positive coefficients of correlation as planning, communicating plan, providing support and alternative training and development method .866,899,673 and 886respectively indicating that have a significant impact. Dependent variables have almost equal coefficient of correlation with job rotation practices. Moreover, the interrelationship of dependent variables used in this study is significant and positive, implying that employee planning, communicating plan, providing support and alternative training and development method are positively associated with each other. The relationship among these variables however, is strong as indicated by their correlation coefficients alternative training and development method yielded more than moderate correlation coefficients of .886 with job rotation practices. While a higher coefficient value of 0.899s found for the correlation of communicating plan and job rotation practice. It is impaling a strong correlation. From this we can concluded that the general approach of job rotation practices in finote selam general hospital with positive effect on employee commitment.

4.6 Reliability and Validity of the Research

According to (Kothari, 2004), reliability refers to consistency, where internal consistency referring to the correlation of responses to each question in the questionnaire with the responses to the other questions in the questionnaire. Cronbach's alpha coefficient is one of the most widely used measures of internal accuracy. The Cronbach's alpha coefficient of scales should be at least 0.70, according to Pallant (2005), and the higher the better. As a consequence, according to (Dube, 2019) the Cronbach's Alpha Coefficients reliability test results are above 0.7. Based on the evidence the researcher will be measured each variable can be reliable and true construct.

Table 4.10 Reliability Statistics

No	Variable	Cranach's Alpha	No of item	Internal consistency
1	Job Rotation Planning	0.986	5	Very high Reliable
2	Communicating the Job Rotation Plan	0.863	3	high Reliable
3	Providing support	0.848	4	high Reliable
4	Alternative Training and Development Method	0.967	4	Very high Reliable
5	Employee commitment	0.957	12	Very high Reliable

Reliability test result

(Source: Researcher's Survey, 2022)

4.6 Regression analysis

Descriptive Statistics									
	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Commitment	190	1.33	4.83	3.9140	.94530	-1.516	.176	1.339	.351
Planning	190	1.00	5.00	4.2411	.88646	-1.081	.176	.770	.351
Communicating Plan	190	1.33	5.00	1.9737	.90326	1.013	.176	1.142	.351
Providing Support	190	1.25	5.00	1.8039	.69297	1.644	.176	1.612	.351
Alternative training and development methods	190	1.00	5.00	3.7553	1.14404	-.587	.176	.889	.351
Valid N (listwise)	190								

Table 4.6 Regression analysis

(Source: Researcher's Survey, 2022)

The value with in the range of ± 1.96 are said to be accepted .Beyond these limit data is reverved to as skewed (Hair ,2010),and Bryne(,2010) argued that data is considered normal if the skewness is between 2 and +2 and the kurtosis is between 7 and +7.by a rule of thumb ,the researcher data is normally distributed .

Table 4-14 regression analysis

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	138.930	4	34.732	708.449	.000 ^b
	Residual	9.070	185	.049		
	Total	147.999	189			
a. Dependent Variable: Commitment						
b. Predictors: (Constant), Alternative training and development methods, Providing Support, Communicating Plan, planning						

Table 4-14 regression analysis

(Source: Researcher's Survey, 2022)

The ANOVA table provides the result of test of significance for R and R² Accordingly, it shows the F-ratio is the test statistic used to decide whether the model as whole has statistical significant predictive capability considering the number of variables need to achieve it .since the significant result on the ANOVA table 4.14is 0.000which is $P < 0$ and the regression mean square is greater than residual mean squares with F value 708.449the regression model fit to a good degree of prediction. Thus which states the independent variables planning, communicating plan, providing support and alternative tanning and development method significantly explain the variance in employee commitment.

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.764	.139		27.061	.000		
	Planning	-.227	.066	-.213	-3.425	.001	.054	8.491
	Communicating Plan	-.453	.042	-.433	-10.787	.000	.129	7.749
	Providing Support	-.182	.049	-.133	-3.709	.000	.161	6.194
	Alternative training and development methods	.621	.055	.752	11.328	.000	.047	2.170
a. Dependent Variable: Commitment								

B – Coefficients result

(Source: Researcher's Survey, 2022)

Under Beta coefficient table standardized beta coefficient and un standardized beta coefficient value are used to predict the relative important of each independent variable and to formulate the linear regression equation respectively .based on the standardized beta coefficient value ,it can be shown that Alternative training and development methods, Providing Support, Communicating Plan, planning and commitment found to be significant predictor of employee commitment in case study area in Finote selam town for selected Finote selame general hospital.

The linear multiple regression formula for the dependent variable employee commitment and independent variable planning ,communicating plan ,providing support and alternative training and development method took the form of:

$$EC = b_0 + b_1 PL + b_2 CP + b_3 PS + b_4 ATDM + \epsilon$$

$$EC = 3.764 - 0.227 PL - 0.453 CP - 0.182 PS + 0.621 ATDM + \epsilon$$

This formula implies when other predictor variables are set to zero, the value of employee commitment will decrease by 21.3% for every unit decrease in planning. The value of communicating plan will decrease by 43.3% for every unit. The value of providing support will decrease by 13.3% for every unit. Alternative training and development method will improve by 75.2% for every unit gain in trust in particular institution.

Table 4 -15 model summary

Model Summary^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.969 ^a	.939	.937	.22142	1.826
a. Predictors: (Constant), Alternative training and development methods, Providing Support, Communicating Plan, planning					
b. Dependent Variable: Commitment					

Table 4 -15 model summary

(Source: Researcher's Survey, 2022)

The model summary in the above table 4.15 reports the strength of the relationship between the independent variable (job rotation) and the dependent variable (employee commitment). In the above table, the R is the Pearson correlation between predicted values and actual value of the dependent variable, with a value of 0.969. R² is a multiple correlation coefficient that represents the amount of variance of dependent variable i.e., of Alternative training and development methods, Providing Support, Communicating Plan, planning. 93.9% of employee commitment is explained by four predictors. The value of R² implies that 93.9% of variance in the dependent variable (employee commitment) can be predicted from the independent variables. The remaining 6.1% of the change is explained by other factors which are not included in the study model. Both the R-squared and the adjusted R-squared value in this study are found to be sufficient enough to infer that the fitted regression line is very close to all of data points taken together (has more explanatory power).

Durbin Watson statistic can be used to test the assumption that our residuals are independent or uncorrelated. This statistic can vary from 0 to 4. For this assumption to be met, the DW value needs to be close to 2. Values below 1 and above 3 are problematic and cause for concern.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 INTRODUCTION

In this study, the study attempted to assess the general approach of job rotation practices, to evaluate its Impact of job rotation practices to improve employee commitment and to point out the alternative training and development methods to improve job rotation practices in finote selam general hospital. The general approach of job rotation practices in finote selam general hospital was assessed based on the job rotation process (Planning, Communicating the plan, providing support and alternative training and development method) and its impact of job rotation on employee commitment.

5.2 Summary of finding and conclusions

This study was conducted the impact of job rotation practices on employee commitment in finote selam general hospital. The study also provided findings which were critical for improvement of the job rotation practices, to maintain better commitment employees, increase level of employee commitment. The study came up with the following findings based on the four research question which were forwarded at the beginning of the study.

- From the demographic characteristics of respondents, majority were male respondents. Besides, majority of respondents who participated on the survey were ranging from 26-35 years of age. Majority of the work forces (50.5%) acquired their first degree
- The first research question was to assess the impact of job rotation practice in employee commitment. Thus the job rotation practices in general had moderate mean Value of 3.652 and standard deviation value of 0.574. This indicates that the job rotation practices in finote selam general hospital with reference to selected department in finote selam general hospital were above moderate.
- The second research question of this study aimed to determine job rotation practices affect employee commitment. In general the mean values of commitment were 3.516 , both less than the total averages mean value of 3.8824, whereas the mean values of commitment was 4.914, which was a bit greater than the total average mean and that of employee commitment. The role of employee job rotation practices is important to the improvement of employee commitment. The research findings were also supported since the greater majority

of the respondents agreed with the importance of effective job rotation practices in improving employee commitment.

- The third research question of this study was to measure the Impact level of job rotation practices on employee commitment. The general approaches of job rotation practices in finote selam general hospital significantly affect (adjusted R square) employee commitment by .972 and confidence level of 95%. Thus, we concluded that level of finote selam general hospital job rotation practices highly affect employee commitment .On the other end employee commitment affected by the least value of job rotation practices in finote selam general hospital.
- The fourth research question of this study was to point out the alternative training and development methods of job rotation practices in finote selam general hospital and improve employee commitment. The duty of HR managers in this sense is to incorporate the planned rotational activities in the overall training program of the hospital in order to realign the efforts of the employees in the direction of the shared goals and vision of the organization. It is not only the demand of this competitive era but also a key to equip employees with diverse skills and expertise. Hence, in order to point out mostly used types of training and development methods in finote selam general hospital as an alternative method used to improve job rotation practices employee commitment.
- According to the findings, the respondents were used Formal training method the highest rank with mean value of 3.50 and standard deviation of 1.340. The second most widely used method is Formal continuing education having a mean value and standard deviation of 3.39 and 1.382 respectively. The respondents were used job instruction always 13.7%, often 21.1%, mostly 20.5%, sometimes 33.7% and never 2.6%. The others methods ranked by the respondents were Informal learning to employee average rating of 3.16 and its standard deviation is 1.130. The respondents were used Informal learning always 15.8%, often 24.2%, mostly 22.1%, sometimes 57.9% and never 2.6%.
- From this we concluded that the alternative training and development methods had a positive effect to improve job rotation practices as well as employee commitment. On the other hand job rotation practices as well as employee commitment also had positive effect to alternative training and development methods.
- The Pearson correlation coefficient reveals that ($r=.866$); planning ($r=.899$), communication plan ($r=.673$), providing supporting ($r=.886$) alternative training and development method. For most of the variables, the strength of the correlation was found to be moderate and positively correlated with employee commitment. The strength of correlation is highest for

communication plan followed by competence. The correlation is also significant at .01 level two tailed. Results indicate that four out of four independent variables have got a direct and meaningful relationship with the employee commitment. That is to say four propositions are supported the multiple or multi variable relationship coefficient between the dimension of employee commitment and 4 dimensions of job rotation Alternative training and development methods, Providing Support, Communicating Plan, planning.

5.3 Recommendation

Based on the findings of the study, the following recommendations were forwarded and they were related to what the prerequisites of an effective job rotation practices would be. This research is important in several ways:-

- The Impact of job rotation practices in finote selam general hospital is above moderate level. Finote selam general hospital should maintain and farther improve the existing job rotation practices for the future in order to excel in customer service satisfaction. The job rotation practices should be properly plan, communicated, provided support and evaluated the performance by responsible HR manager continuously.
- The general approaches of job rotation practices in finote selam general hospital affect (R square), commitment, with confidence level of 95%. Thus, finote selam general hospital should strictly use and improve job rotation system. On the other hand employee Commitment are affected by other independent variables other than job rotation in which case finote selam general hospital would need to consider attach attractive benefits, create conducive working environment, increase socialization and leisure time.
- At a hospital level job rotation practices procedure or guideline needs to be in place to provide a common understanding for both employees and supervisors as to how and why job rotation is planned, practiced, implemented and evaluated in finote selam general hospital.
- Employees should be assigned to job positions with full and significant responsibility and arrange sufficient time to learn specific work of the assigned job position.
- The alternative training and development methods include lectures/formal training, informal learning, job instruction and formal continuing education. Then finote selam general hospital should be work aggressively on the alternative training and development methods to improve effectiveness of job rotation practices and employee commitment.
- The study did not include all jobs in finote selam general hospital. The researcher recommends for further study on employees' job rotation practices in all finote selam

general hospital organizations with core and support process to improve employee commitment.

- The study pointed out that job rotation practices are not the only methods to improve employee commitment. There are other factors that affect them. Thus the researcher recommends for further study on factors other than job rotation affecting employee commitment.

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APPENDIXES



DEBRE MARKOS UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS

DEPARTMENT OF MANAGEMENT POST GRADUATE PROGRAM MBA

Dear Respondents: -

My name is muluken alene. I am a postgraduate student in the Department of Management: MBA program at Debre Markos University. Now I am conducting a research in the area of “the Impact of Job rotation on employee commitment in finote selam general hospital”. Therefore, your answers are very important and valuable for the successful completion of the study. Please fill out all of the questions to the best of your knowledge accordingly the questions require. The information you provide will be kept confidential and will be used for this research purpose only.

If additional guidance/ clarification are required concerning the survey questionnaire, please contact the researcher using **the following address. Email: - mulleralene12@gmail.com Mobile phone number: - 0927683976**

Thank you very much for your cooperation in advance!!!

General Instructions

- There is no need of writing your name
- In all cases where answer options are available please put “X” in the in the provided space.
- For questions that demands your opinion, please try to honestly describe as per the questions on the space provided I.

Part 1:- Basic demographic data

- | | | |
|------------------------------|------------------|---------------------------|
| 1. Gender: - | 1. Male ----- | 2. Female ----- |
| 2. Age (in Years):- | 1. Below 25----- | 3. 36 -45----- |
| | 2. 26 - 35----- | 4. 46 and Above ----- |
| 3. Education level: - | 1. Diploma ----- | 3. Master and above ----- |
| | 2. Degree----- | |

4. Work experience in hospital industry

1. 1 and below years -----
2. 2-5 years -----
3. 6-10 years -----
4. 16 and above years -----

5. What is your **current job position** in the finote selam general hospital?

1. employee -----
2. supervisor-----

Part 2

This section job rotation practices on employees and the alternative training and development methods to improve effectiveness of job rotation practices in finote selam general hospital and improve employee commitment. Please indicate your response by putting a tick (X) in the provided space. Higher number indicates higher level of agreement. Choose only one answer for each statement.

No	1. Planning	(5) Strongly Agree	(4) Agree	(3) Indifferent	(2) Disagree	(1) Strongly Disagree
1.	Before job rotation, employees were informed about what they will learn in the specific job rotation practice.					
2.	Staffs believes, job rotation must be part of every employees Job					
3.	Job rotation must be provided on regular basis by finote selam general hospital					
4.	Finote selam general hospital sets a fixed length of time for job rotation practice.					
5.	Finote selam general hospital considers the job rotation approaches are important for the employees.					
2.Communicating Plan		(5) Strongly Agree	(4) Agree	(3) Indifferent	(2) Disagree	(1) Strongly Disagree
1.	Employees have necessary information about the Purpose of job rotation and expectation of finote selam general hospital.					

2.	Job rotation is used by finote selam general hospital effectively known					
3.	Communication with colleagues and supervisors from different jobs during job rotation is Satisfactory.					
3. Providing support		<i>(5) Strongly Agree</i>	<i>(4) Agree</i>	<i>(3) Indifferent</i>	<i>(2) Disagree</i>	<i>(1) Strongly Disagree</i>
1.	Colleagues in different jobs of finote selam general hospital support me when I was assigned in their jobs for practice and learning					
2.	Trainers have showed me how to do different tasks and gradually allow me to do it on My own.					
3.	Experienced expertise /employees have support and encourage me Throughout the job rotation practice.					
4.	In the work place, trainer and supervisors have a follow up mechanisms/system for employees Assigned in a job rotationally.					
4.Alternative training and development methods		<i>(5) Always</i>	<i>(4) Often</i>	<i>(3) Mostly</i>	<i>(2) Sometimes</i>	<i>(1) Never</i>
1	Formal training (Lectures on specific issues and topics					
2	Informal learning(Colleagues and friends discuss matters informally)					
3	Job Instruction (Written instructions are provided regarding procedures, manuals, guidelines)					
4	Formal continuing education (continuing higher education at local university with self and finote selam general hospital sponsorship)					
5.Commitment		<i>(5) Strongly Agree</i>	<i>(4) Agree</i>	<i>(3) Indifferent</i>	<i>(2) Disagree</i>	<i>(1) Strongly Disagree</i>

1	I regularly go to the extra mile so finote selam general hospital can deliver quality service to customers					
2	I am committed for helping finote selam general hospital achieve its objectives.					
3	I am optimistic about the future of finote selam general hospital.					
4	Finote selam general hospital inspires loyalty and commitment amongst its Employee.					
5	I am ambitious and committed to improving the quality Of everything I do for finote selam general hospital.					
6	I have integrity and never compromise our reputation and Always act in the best interests of finote selam general hospital.					
7	I am creative and take disciplined risks to develop Sustainable solutions for and with finote selam general hospital.					
8	Have integrity and aspire to live to the highest standards of personal honesty and behavior.					
9	work collaboratively, respect and value each other, and thrive on our diversity					
10	Work collaboratively and work with partners to leverage our strength in making a difference for finote selam general hospital.					
11	Am accountable and take personal accountability for using our resources efficiently, achieving measurable Results for finote selam general hospital.					
12	I am creative and open to new ideas and embrace change					

Thank you!!!