
Impact Of Job Rotation On Employees Performance Case Study : The National Savings and Reserve Fund-Bank-Reghaia

أثر التدوير الوظيفي على أداء العاملين
دراسة حالة: الصندوق الوطني للتوفير والاحتياط- بنك - رغاية

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Abstract :

The purpose of this study is to determine the influence of job rotation on employee performance in the National Savings and Reserve Fund-BankReghaia.The study was conducted on a sample of (49)employees. The questionnaire was employed as a data gathering method to meet the study's aims.The (SPSS) program version (22) was used to analyze the data. The study ended with various findings, the most notable of which are as follows:In the National Savings and Reserve Fund-BankReghaia, there is a positive andstatistically significant relation ship between job rotation and employee performance.

Keywords:Job Rotation, Employees Performance, CNEP-Bank.

JEL Classification: M12; O15.

Résumé:

Le but de cette étude est de déterminer l'influence de la rotation des postes sur la performance des employés de la Caisse nationale d'épargne et de prévoyance-BanqueReghaia. L'étude a été menée sur un échantillon de (49) employés. Pour atteindre les objectifs de l'étudele questionnaire a été utilisé comme méthode de collecte de données.Le programme (SPSS) version (22) a été utilisé pour analyser les données.L'étude s'est terminée par diverses conclusions, dont les plus notables sont les suivantes: Dans la Caisse nationale d'épargne et de prévoyance -Banque Reghaia, il existe une relation positif etstatistiquement significativeentre la rotation des postes et la performance des employés.

Mots-clés : rotation des postes, Performance des employés, CNEP-Banque.

Classement JEL : M12 ; O15.

1. Introduction:

Organizations are a vital tool in contemporary societies, and the human element in them is the decisive element for their success and continuity. Whatever the type and size of the organization, it is in constant need of human elements with the necessary competence that makes it able to perform its tasks as required. In view of the growth and development that public institutions and administrations are witnessing at the present time, it was necessary for them to double their interest in their human resources by adopting modern administrative methods based on involving employees in the decision-making process by delegating them some powers and providing them with information and giving them new job experiences in various and multiple positions that contribute to raising the level of their skills, especially in light of the new trend that encourages teamwork.

The concept of job rotation has emerged as one of the methods of career change and development, and it is a modern administrative method that is practiced to provide the opportunity for the largest number of employees to practice more than one organized work, whether in technical or administrative work, or in the field of supervision, management or leadership. It is also a smart method for investing in human resources at various levels, especially as it contributes to increasing the ability of employees to assume several jobs in the organization, which raises the level of management's confidence in employees and encourages them to adopt a method of employees empowering.

Job performance is one of the most crucial factors in determining whether an organization will be successful in achieving its objectives. As a result, the degree to which an organization is successful in raising the performance of its employees is regarded as the most important factor in ensuring survival and continuity. By raising both the quantity and quality of this performance, it advances the organization's goals.

The National Savings and Reserve Fund-Bank Reghaia is considered one of the Algerian institutions that strives to raise the efficiency of its employees. Therefore, it is constantly required to develop the performance of its personnel by adopting a job rotation in order to enable its employees to acquire professional experience that qualifies them to make decisions and assume positions of responsibility. Job

rotation helps to reveal the advantages and creative capabilities of employees.

This study will try to reveal the impact of job rotation on employees performance in the National Savings and Reserve Fund-BankReghaia. As a result, we posed the following primary question:

What is the impact of job rotation on employees performance in The National Savings and Reserve Fund-BankReghaia?

✓ **Sub-questions:** In order to answer the primary question, we presented the following sub-questions:

- What is the level of application of job rotation in The National Savings and Reserve Fund-BankReghaia?

- What is the reality of employees performance in The National Savings and Reserve Fund-BankReghaia?

- Is there a statistically significant effect between job rotation and employees performance in The National Saving and Reserve Fund-Bank Reghaia?

- what is the most influential dimension on employees performance in The National Saving and Reserve Fund- Bank Reghaia?

✓ **Study hypotheses:** We suggest the following tentative hypotheses to answer the research questions: -The Financial Control Department applies a high level of job rotation;

- In The National Saving and Reserve Fund- Bank Reghaia There is a high level of employees performance;

- There is a statistically significant effect between job rotation and employees performance in The National Saving and Reserve Fund-Bank Reghaia;

- The training and development dimension is the most influential dimension on performance in The National Saving and Reserve Fund- Bank Reghaia;

✓ **the importance of the study:** The importance of this research is highlighted in shedding light on the concepts of job rotation and performance as one of the most important modern administrative concepts. Job rotation allows the individual to acquire skills and experiences in several jobs that qualify him to work in several positions. Employees performance also contributes to improving the performance of the organization and raising the morale of employees, and the importance of this research highlights the possibility of benefiting The National Saving and Reserve Fund-Bank Reghaia from the results of the study.

✓ **Objectives of the study:**The study seeks to achieve the following goals:

- Recognizing the level of application of job rotation in The National Saving and Reserve Fund- Bank Reghaia;
- Identifying the level of employees performance in The National Saving and Reserve Fund- Bank Reghaia;
- Determining the impact of the job rotation on employees performance in The National Saving and Reserve Fund- Bank Reghaia?
- Identifying the most influential dimensions of job rotation on employees performance in The National Saving and Reserve Fund- Bank Reghaia.

Previous Studies:Many researchers have been interested in the concepts of job rotation and employee performance. Among these studies, we mention the following:

- **Oluwatuase, Taiwo , Enitilo, Olalekan, Ogunjobi, Emmanuel Abiodun's study (2019), entitled: « Effects Of Job Rotation On employees'performance In Nigerian Banks ».**

The study examined the effect of job rotation on employees' performance in Nigeria withreference to Skye Bank Nigeria Plc. The specific objectives were targeted towards assessingthe effect of job rotation on employees' performance. The population for the study was 3,011employees of Skye bank Nigeria Plc., in Southwest, Nigeria as indicated in the annual report ofthe bank as at 2015. Multi-stage sampling technique was used. Logit regression analysis wasadopted to analyse the objective. The results showed that job rotation has significant effect onperformance through employee improvement and versatility ($\beta = 0.801$, $t = 2.25$, $p < 0.05$) andon the job. The study concluded that rotating employee on the job will make him improved hisability on the job, making him versatile with attendant effect on performance.

- **Jessica Jocom, Linda Lambey,Merinda Pandowo's study (2017), entitled:“The Effect Of Job Rotation And Training on employee performance In PT. Pegadaian (Persero) Manado”**

The objective of this research is to analyze the effect of job rotation and training on employee performance. The data was analyze quantitatively with multiple regression analysis method.

This research is causal type of research which uses primary data obtained through questionnaires. The respondents of this research are the permanent employees in PT. Pegadaian (Persero) Manado with sample size as many as 100 respondents. The result of this study shows that Job Rotation has no significant influence on employee performance and Training has positive significant influence on employee performance. PT. Pegadaian (Persero) Manado should be more concerned to manage job rotation program, to prevent the dissatisfaction of employee. And should keep up the training program in order to maintain employee performance to the better level.

- **Murad Mohammed Al-Nashmi¹, Amani Abdullah Ahmed Almoayad' study (2015)** entitled: **“The Influence of Job Rotation Practices on Employee Motivation: A Study among Mobile Network Companies' Employees in Yemen”**.

The purpose of this study is to investigate the impact of the five components of Job Rotation (i.e., overall JR, training and capacity development, job design, career development plan, and business regulations or processes and procedures) on EM in Yemeni mobile network enterprises. It examines the literature on JR and its components, as well as EM in Yemeni mobile network businesses. The study's structure and assumptions are proposed in order to investigate empirically the influence of Job Rotation on EM. Only 205 valid questionnaires were assessed as the final sample size utilizing both descriptive and inferential statistical analyses after 250 questionnaires were sent to individual workers among Yemen's four mobile network operators. The obtained results indicated that the five components of JR have substantial positive associations with EM. In Yemeni mobile network service providers furthermore, the corporate norms (i.e., processes and procedures) are the most significant components of JR on the EM, followed by training and capacity development.

- **Nawal Zehra's study (2015), entitled: « Impact of Job Rotation on Employee Performance: The Case of Pakistani Banking Industry »**.

This study focused on investigating the impact of job satisfaction on the motivational level, commitment level, and involvement level of employees in banking sector of Pakistan. Samples selected for this study were the hundred employees of different banks of Pakistan.

The study incorporated primary data collection method and with the help of survey questionnaire, it was able to identify that the job rotation has significant relation with employees' motivation, commitment and involvement.

- DayanathDhanraj, SanjanaBrijballParumasur's study (2014) entitled :Perceptions of the impact of job rotation on employees, productivity, the organization and on job secuity.

Employee opinions of the influence of job rotation on employees, production, the organization, and job security were investigated in this study. These implications were also evaluated in terms of biographical influences (gender, age, marital status, division, organizational level, and tenure). The research was carried out in the operations of a textile industry in KwaZulu-Natal, South Africa. The population consists of 77 full-time shift employees in the company, and because the population size is modest, consensus sampling was utilized. Data were gathered using a self-created, pre-coded, self-administered questionnaire, the reliability of which was determined using Cronbach's Coefficient Alpha. Descriptive and inferential statistics were used to analyze the data. According to the data, employees believe that job rotation has a high level of beneficial influence on employees, productivity, job security, and the business.

It is clear from the previous studies that some of them were similar with the current study using the same study tool (the questionnaire), as well as the statistical program in data analysis and processing (SPSS), while some of them were theoretical studies and therefore differed with the current study in the study tool. These studies were also carried out in Arab and foreign environments. As for the study variables, they differed from one study to another. Some of them dealt with job rotation, employees, performance, motivation...etc. As for our study focused on studying the relationship between job rotation and employees performance, and it was conducted in the Banking sector.

2. THE ORETICAL FRAM WORK

2.1. Job rotation concept:

Since the industrial revolution, job rotation has been used as a method of training for developing individual knowledge, skills, and abilities, and in today's dynamic global workplace, job rotation organizations have the opportunity to manage

changing psychological work contracts and employee desires for self-managed careers. (Al-Nashmi & Abdullah Ahmed Almoayad , 2015, p. 50)

Job rotation has been defined in a variety of ways, including the following:

Job rotation, defined as switching from one job to another, has been stated to provide the following benefits: morale building, productivity improvement, enhanced worker retention, training opportunities, and the potential to advance one's career. (JORGENSEN & ALL, 2005, p. 1721). Job rotation, according to Bennett (2003), is the intentional replacement of personnel among multiple positions over a period of time in order to improve skills and job independence, which results in increased motivation, job performance, and productivity. (Dayanath Dhanraj & Sanjanar , 2014, p. 683). Job Rotation is defined as working on different tasks or in different positions for set periods of time in a planned manner using lateral transfers, with the goal of allowing employees to gain a variety of knowledge, skills, and competencies. It is also viewed as an on-the-job training technique, and as such is known to have an effect on employee motivation. (Kaymaz, 2010, p. 71). Job rotation refers to moving employees from job to job to add variety and reduce boredom by allowing them to perform a variety of tasks. (Oluwatuase & All, 2019, p. 497).

This training strategy entails changing students from one task to another in order to broaden their exposure and provide them with a basic grasp of the business as a whole (Evans, 2021, p. 08). As for Abdel-Fattah Al-Rahali, he defines job rotation as: "The manager or leader moves from work to work according to specific practical goals and according to specific regulations, and therefore it is expressed as the infusion of new blood into the position with the aim of creating performance development". Ahmed Maher defined job rotation as: "that organized transfer from one job to another with the aim of developing performance, strengthening administrative leadership and strengthening the principle of reliance on competition, in order to encourage the competencies of administrative cadres in organizations." (Maher Ahmed, 2009, p. 30).

Through the previous definitions, job rotation can be defined as: "The movement of an employee from one employment to another with the intention of developing his personal skills and experience,

and familiarity with the functions of the organization as a whole, which contributes to the development and diversification of their skills, and thus achieving the goals of the organization with the highest level of efficiency.

2.2 Job Rotation Advantages:

Many studies have found a range of advantages to implementing job rotation, including:(ERGONOMICS, p. 2)

- Less exposure to the concentrated physical demands of a single profession.
 - Reduced physiological stress, strain, and exhaustion in a single muscle group
 - Reduces employee exposure to hazardous job demands.
 - Reduced the number and severity of MSD events.
 - Improved work process efficiency and increased inventiveness.
 - Over time, improves employee skill set and enhances work assignment flexibility.
 - Less dullness and complacency.
 - Improved productivity and quality.
 - Lower absenteeism and turnover.
 - Job rotation is an intriguing method since it allows the business to study individuals in action in various roles and so discover which job best matches each employee (Jaime Ortega, 2001, p. 1363).
- Furthermore, we mention: (Evans, 2021, p. 8)
- Allowing staff to work in different areas of the organization through cross-functional;
 - Cross-functional job rotation can lead to a greater understanding by employees of the many functions of the organization;
 - Job rotation can help employees develop social and individual human capital by allowing them to form new relationships with other employees across the organization while also gaining on-the-job experience;
 - Skill diversity can help employees meet the minimum qualification of jobs for future career advancement;
 - Employees may make a more serious commitment to their career when an organization invests time in them and develops their abilities.
 - job rotations have been found to have an influence on employee performance through developing employee skills. (Cherotich & All, 2021, p. 142).

- job rotation and job swaps can contribute to employees' knowledge of the organization and its functions. Employee participates in job rotation, and absorbs new tacit knowledge from the target rotating jobs, and then integrates the new knowledge with original personal knowledge system, so that they update the personal knowledge base. After the rotators return to the previous position, they could apply and create the tacit knowledge through complete the tasks and jobs on the core positions, and finally reflect in the output and results, to enrich and update the knowledge base and realize the transformation from personal knowledge to job knowledge. (Hongle Lu & yang, 2015, pp. 35-36).

2.3 The concept of employees performance:

Through the literature, scholars continuously insist that no standardized or uniform definition of performance exists, and they argue on how it is a multidimensional concept. Still Tatjana Samsonowa argues that all the different definitions she had to review, in the performance measurement literature, have one common characteristic; they all are related to two terms: effectiveness and efficiency; effectiveness as an indicator of the degree of a goal attainment, and efficiency as an indicator of the resources that were consumed to reach the level of achievement. In her work, she uses the term “performance” as the level/degree of goal achievement of an organization/department rather than of individuals. (Ghalem & all, 2016, p. 03)

Literally, performance simply refers to act of doing something, such as a piece of work, task or duty. It also refers to the execution of an order, concerning a given job, task or assignment. The performance of an employee is that, how well an employee performs his or her task duties and responsibilities. Employees’ performance is also crucial. Because the achievement of goals and objectives of the organization is assessed by performance of its resources, employees’ performance should be assessed and maintained periodically (Eltahir, 2018, p. 291). Employee performance is one of the crucial measures emphasized by the top management; employees are more concerned about their own productivity and are increasingly aware of the accelerated obsolescence of knowledge and skills in their turbulent environment. As the literature suggests, by effectively training and developing employees, they will become more aligned for career growth--career potential enhances personal motivation (Jocom, Linda , & Pandowo, 2017, pp. 281-282). Authors

agree that when conceptualizing performance one has to differentiate between an action (i.e., behavioral) aspect and an outcome aspect of performance. The behavioral aspect refers to what an individual does in the work situation. (Sonnentag & Frese, 2005, p. 05). Performance is the level of achievement and completion of the tasks given to a certain individual completes or meets the demands of the position. It reflects how the Performance and effort are frequently overlapping concepts. The difference between effort and performance is that effort relates to the energy used, whereas performance refers to the results a person achieves.

2.4 Determinants of job performance:

job performance is "the final result of a person's efforts, which starts with their abilities and understanding of their roles and responsibilities.

Accordingly, performance is the result of the interaction between effort, capability, and knowledge of the crucial role that each individual plays. As a result, we find that the factors which **Determining** performance are: (Hassan, 2001, p. 210)

- **Effort:** Effort: The physical and mental energy that an individual expends to complete a task or job in order to reach the greatest levels of giving in his line of work is referred to as effort.
- **Abilities:** personal qualities of an individual that he uses to perform his job or tasks.
- **Awareness of the role (task):** This refers to the direction in which the person feels it is required to focus his efforts and recognizes the significance of it in his performance.

Job e Performance Appraisal:

Performance Evaluation is a constructive process to acknowledge the performance of an employee. An employee's evaluation shall be sufficiently specific to inform and guide the employee in the performance of his/her duties. Performance evaluation is not in and of itself a disciplinary procedure.

Performance appraisal is a systematic process that evaluates an individual employee's performance in terms of his productivity with respect to the pre-determined set of objectives. Performance appraisals facilitate communication between the management and their subordinates, which plays a really significant role in conveying the expectations of the management to the employee and vice versa. Performance appraisals have also been regarded to serve a useful purpose in employee motivation by providing a platform for

cognition of efforts and achievements. Studies suggest that employee recognition may trigger creativity and innovation as well as overall employee performance. (Abouzeid, 2018, p. 03). As a result, it can be said that performance appraisal is a regular periodic process used by the manager to develop the performance of the employees working with him. This process involves gathering information about the actual achievements of his employees over a specific time period and comparing them to the standard performance rates prepared in advance.

2.5 Uses of Performance Appraisal :

For many organizations, the primary goal of an appraisal system is to improve individual and organizational performance. There may be other goals, however. A potential problem with performance appraisal, and a possible cause of much dissatisfaction, is expecting too much from one appraisal plan. For example, a plan that is effective for developing employees may not be the best for determining pay increases. Yet, a properly designed system can help achieve organizational objectives and enhance employee performance. In fact, PA data are potentially valuable for virtually every human resource functional area. Performance appraisal, results are used in many aspects: (Hammoud, 2007, p. 152)

- Human Resource Planning ;
- Recruitment and Selection;
- Training and Development;
- Career Planning and Development ;
- Compensation Programs;
- Internal Employee Relations;
- Assessment of Employee Potential.

3. METHODS AND TOOLS

3.1 the Study population and sample: This study's population comprises of employees from The National Saving and Reserve Fund- Bank Reghaia, with a total of (60) people. The questionnaire was sent to a simple random sample of 49 Employees.

3.2 Data collection tool: We have relied in our research on the questionnaire, which is considered one of the most effective and common means in collecting data and revealing aspects of the subject. The questionnaire was split into two sections:

- **Part One:** It is based on determining the perceptions of the study sample members of the dimensions of job rotation, through 16 phrases that reflect the four main indicators of the dimensions of job rotation;
- **Part Two:** relates to phrases related to employee performance through 20 phrases.

3.3 Stability of the study tool: Through Table N°. (1) we note that the value of Alpha Cronbach is estimated at 90,9%, which is greater than 0.6, a percentage that shows the high credibility of the results.

All of them were presented using the three-tiered Likert, and the ladder was divided into three areas to determine the degree of job rotation and the extent of its contribution to achieving the performance of employees in The National Saving and Reserve Fund- Bank Reghaia, as follows:

[1-1.66] low degree - [1.67- 2.33] medium degree - [2.34-3] high degree.

Table 1. Alpha-Cronbach's coefficient

	number of paragraphs	Alpha Cronbach
Job rotation and employees performance	36	90,9%

Source: Created by the researcher using the SPSS22 software results.

4. RESULTS AND DISCUSSION

4.1. the first hypothesis: " The National Saving and Reserve Fund- Bank Reghaia applies a high level of job rotation".

To answer this hypothesis and verify its validity or not, we calculated the arithmetic mean and standard deviations of the independent variable (job rotation).

Table 2. The independent variable's arithmetic mean and standard Deviations

Number	Dimensions	arithmetic mean	standard deviation	the level	ranking
01	the training and capacity development	2.25	0.586	medium	3
02	the job design	2.31	0.569	medium	2
03	career development strategy	2.62	0.555	High	1
04	systems and procedures	1.96	0.642	medium	4
	The general mean of the dimensions of job rotation	2.32	1.870	medium	/

Source: Created by the researcher using the SPSS22 software results.

It is clear from Table N°. 2 that the general arithmetic mean of the total job rotation phrases was (2.32) With a standard deviation of (1.870). It is also clear to us from the same table that the most available dimensions among the dimensions of job rotation are the career development strategy, followed by job design, then training and capacity development, and finally systems and procedures, where most of them came with a medium degrees, which reflects the medium level of Job rotation in the Financial control Department of Ouargla, which negates the validity of the first hypothesis which states: **“The National Saving and Reserve Fund- Bank Reghaia applies a high level of job rotation”**.

4.2 The second hypothesis "In the Financial Control Department There is a medium level of employees empowerment".

Table 3. Arithmetic mean and standard deviations of the dependent variable (employee performance).

Nb er	dimensions	arithmetic mean	standard deviation	the level	ranking
01	Desire to work	2.87	0.324	High	01
02	work capacity	2.56	0.406	High	02
03	Performance evaluation	1.94	0.601	medium	03
	The general mean of employee performance t dimensions	2.46	0.292	High	/

Source:Created by the researcher using the SPSS22 software results.

It is clear from Table N°. 03 that the arithmetic mean of the total expressions of employees performance amounted to (2.46), with a standard deviation of (0.292), and that the arithmetic mean for most of the areas of this axis came at a High degree wich reflects an high level of employees performance.It suggests that the employees in the Bank perform at a high level, as demonstrated by the three dimensions, where the largest value of the arithmetic mean for the dimension of desire to work was (2.87), with a standard deviation of (0.324), and the lowest value for evaluating performance was (1.94) with a standard deviation of (0.601).

This proves the validity of the second hypothesis: **"in the National Saving and Reserve Fund- Bank Reghaia There is a high level of employees empowerment"**.

4.3 The third hypothesis: "There is a statistically significant effect between job rotation and employees performance in the National Saving and Reserve Fund- Bank Reghaia ".

We can tested this hypothesis through regression analysis and testing the relationship between the independent variable (job rotation) and the dependent variable (performance of employees), using the method of least squares Entry at the significance level (0.05), and the following table shows the linear relationship between the two variables:

Table 4. Results of a regression analysis to test the relationship between job rotation and employee performance

Model	Sum of Squares	df	Mean of Squares	sig	R	R2 Square	Constant
Regression	2.659	1	2.659	0.000	0.403	0.163	2.780
Residual	13.691	73	0.188				
Total	16.349	74					

Source: Created by the researcher using the SPSS22 software results.

From Table N°. (04), we note that the correlation coefficient R between the independent and dependent variable equals (R=0.403) and the coefficient of determination equals (R2=0.163), consequently, the independent variable explains roughly (0.163) of the changes in the dependent variable, indicating a positive and moderate correlation, demonstrating the importance of job rotation in enhancing employee performance. And the significance level is equal to (Sig = 0.000), which is less than the significance level (0.05), and this confirms the validity of the third hypothesis which states: **“there is a statistically significant effect between job rotation and employees performance in the National Saving and Reserve Fund- Bank Reghaia”**, and it can be written The simple linear regression equation that expresses the relationship between independent variable job rotation X and dependent variable employees empowering Y.

$$Y=a+Bx$$

$$Y=2.780 +0.388x$$

4.4 The fourth hypothesis: “The training and development dimension is the most influential dimension on employees performance in the National Saving and Reserve Fund- Bank Reghaia”.

- **Analysing data using progressive multiple regression analysis:**
To know the effect of each dimension and its importance for the dependent variable, as well as to know the impact of each dimension of job rotation on employees performance the researcher used the regression method Progressive multiplayer. From the analysis of the results we have a model, where we will try to clarify the relationship of the independent variable (job rotation) with the dependent variable (performance of employees) through only one of the dimensions of the independent variable (job design), which is statistically significant.
- **Linear correlation coefficient for the residual independent variable job design and employees performance (for the study model)**

Table 5. Linear correlation coefficient.

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.444 ^a	.197	.186	.42414

a. job Designa. Predictors: (Constant)

b. dependent Variable :employees performance

Source: Created by the researcher using the SPSS22 software results.

We note from Table (05) that the remaining independent variable in the study model is “job design”, as the linear correlation coefficient between the independent variable (job design) and the dependent variable, employees performance, reached 44.1%, which is an acceptable and positive correlation. As 19.7% of the variables that occur in the dependent variable employees performance are due to job design, and the remaining 80.3% are due to other factors.

- **Stepwise regression coefficients:**

Table 6. Regression line coefficients.

Model		Coefficient ^s				
		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	2.929	0.271		10.803	,000
1	Job design	0.320	0.076	0.444	4.229	,000

Source: Created by the researcher using the SPSS22 software results.

We performed and examined progressive multiple regression to establish the amount to which the independent variable contributes to the mathematical model that depicts "the impact of job rotation on employees performance ". It is clear from the data analysis the entry of independent variable job design into the regression equation, which explain the amount of (19.7%) of the variance in the dependent variable to enable employees depending on the value of the coefficient of determination, (R^2) and the calculated significance reached level (0.000) which is less than the significance level adopted in the study, and it can be written The simple linear regression equation that expresses the relationship between independent variable job design X and dependent variable employees performance Y .

$$Y = a + bX$$
$$Y = 2.929 + 0.320x$$

5. Conclusion :

We have tried through this study to research the relationship between job rotation and employees performance in the National Saving and Reserve Fund- Bank Reghaia. The researchers reached a set of results that can be highlighted as follows:

- The National Saving and Reserve Fund- Bank Reghaia applies a medium level of job rotation.
- Existence of an high level of employees performance in the National Saving and Reserve Fund- Bank Reghaia.
- There is a medium positive correlation of 40.4% between job rotation and employees performance in the National Saving and Reserve Fund- Bank Reghaia.
- There is a statistically significant effect between job rotation and employees performance in the National Saving and Reserve Fund- Bank Reghaia.
- The job design dimension is the most influential dimension of the independent variable (job rotation) in the dependent variable (performance of employees).

In light of the results obtained and the shortcomings that we noticed through the study, we suggest the following points:

- Encouraging the process of delegation authority and powers to employees to give them more responsibility to make decisions related to the tasks assigned to them.

- Carrying out periodic and continuous training, especially for new employees.
- Reconsidering the motivation system applied in the National Saving and Reserve Fund- Bank Reghaia.
- giving more freedom for employees to participate in the decision-making process.
- Increasing awareness of the importance of job rotation, especially in its positive aspects that push human resources to improve performance.
- Providing greater flexibility in the systems and procedures of the National Saving and Reserve Fund- Bank Reghaia.

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