

“Impact of Job Involvement and Job Rotation on Job Satisfaction: A Study of Banking Employees’ in NCR”

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Abstract

This study empirically examined the Impact of HR Practices i.e. Job Involvement and Job Rotation on Employees’ Job Satisfaction with special reference to Banking Employees’ of Northern Central Region of India, HR Practices that has been taken by researcher. In the current study for analysis plays a major role in Banking Employees’ as the rate of both Job Rotation and Job Involvement is ways higher in Banking employees’ rather than any other sector. For the purpose of data collection we have distributed a standardized questionnaire among 230 employees’ of selected private and public sector bank functioning in NCR of the Country. With the help of statistical tools like Regression and Multiple Analysis of Variances with the help of SPSS software, we have tried to find out the difference between the level of satisfaction among private and public sector bank employees’. Results of the study revealed that for the employees’ of public sector bank there was a significant effect of Job Rotation and Job Involvement of Employees’ Job satisfaction whereas in case of private bank Job Involvement was having significant effect on Job Satisfaction. Therefore, Researcher have suggested to the bank functioning in both the sectors to strengthen their Human Resource Policies related to Job Rotation and Job Involvement so, that employee’s will be turned as more satisfied employees’.

Key Words: HR Practices, Job Involvement, Job Rotation, Job Satisfaction.

Introduction

As we all know that in today’s environment study of management of Human Resource department is one of the most critical tasks for a manager and organization. While we have analyzed the existing literature in the same area d we found that there was a positive linkage was found in between the Human Resource Management Practices and organizational outcomes employee’s job satisfaction.

According to the Armstrong M. (2006), the most important asset for any organization is its employees who are working in a group and in similar order to achieve common organizational and individual goals which combine or effectively can be named as Human Resource Management. Within an organization all the final decisions are taken by human resource management department and all the policies of the human resource department directly influence the individuals working within the organization.

Pfeffer (1998, p.96) quoted in their study that success of any organization either public or private, manufacturing or service industry can be declared as success because of the seven major human resource practices and these practices are security of employee's future with regards to its job, selection method of organization or we can say recruitment and selection policy of any organization, team working within the organization or we can say the teams which are managed by an employee self and freedom of taking decision, while they had also quoted that comparatively payment of high wages to the employee's and good training techniques, reduced status distinctions and barriers. As we know that the today's era is the most competitive era where managers are requested to kindly focus on these seven management practices to obtain the desired organization outcomes and job satisfaction is one of them.

Lamba and Chaudhary (2013) had explained in their study that there is a wide range of human resource practices are required by an organization to adopt of for the overall development of its employee as well as the organization, they have also argued that with the changing and dynamic environment of the business employees' of any organization should be well versed with different roles and also, they need to be more involvement in their jobs once the employees' of any organization will feel that he or she is more involved with the kind of job he has been assigned with he or she will be more satisfied with the employer.

A Bank can be termed as Financial Institution which involves itself in deposits and advances and other services related to money. Banking Institutions receives money from one who want to save it in the term of deposits and it lends this money to needy ones. The efficient banking system can be termed as life line of any sound economy as it deals with the capital and money of the people. Therefore, the employees' of such Institutes needs to be more satisfied so, that they cannot indulge themselves into some fraudulent activities.

Job Rotation

Job rotation can be defined as the strategy which an organization is following to develop the overall skill set within the employees'. Job rotation within an organizations can be defines as the collateral transfers of the employee's within the organization so that a complete set of skills get developed within the employee. Job rotation can be further classified in further categories which are explained below:

- a. **Task Rotation:** This is the type of job rotation where an employee is get transferred to some other within the organization or even within the department to reduce the monotony which gets from the job which he performs for example an employee regular performing welding work into the organization which takes his 10 hours. Standing at one place so it creates the monotony in the employee to reduce this same employee can be transferred once or twice in a week to some other activity so that the monotony can be reduced. This is an example of job rotation.
- b. **Position Rotation:** Transferring the employee's at the different location for the sake of promotion or demotion is an example of position rotation. It is required to attain the internal objectives of shifting the personnel form one job location to the job location which can be taken place due to promotion or reward and as well as the punishment and demotion to the employee. There are certain advantages of the job rotation some of them are as follows:
 - a. Employees will be able to gain the knowledge of varied job task
 - b. Shifting in job rotation ensures the perfection in the working
 - c. Job rotation also works as a motivator and threatening to the employees'
 - d. It ensures the involvement of the employees'
 - e. It ensure the effectiveness in the job task
 - f. It ensures the optimum utilization of scarce resource in the organization

Job Involvement

As per the definition of some authors Job involvement has been defined as “an individual’s psychological identification or commitment to his / her job Because of this people who are high in job involvement genuinely care for and are concerned about their work” (Kanungo, 1982b)

Lodahl & Kejner, 1965 defined the job involvement as the individuals those who consider their as the most important objective of the employee’s life or we can say that job involvement is like when an employee forgets about his own sorrow and grief’s and works for the organization either we can say work would be the major priority of the employee in any condition of his life.

Job involvement can be defined as the strategy which an organization is following to develop the overall skill set within the employee’s. Job involvement within an organizations can be defines as the collateral transfers of the employee’s within the organization so that a complete set of skills get developed within the employee. Job rotation can be further classified in further categories which are explained below:

Job Satisfaction

In the present scenario satisfied employee’s is requirement of the each and every organization. A higher rate of satisfied employee’s in the organization definitely related to the lower rate of employee’s turnover ratio and employee’s absenteeism. Furthermore we can say that to keep their employee’s satisfied is the primary objective of every organization so, that finally they will be able to attain the ultimate objective of their organization but employers know it very well that employee satisfaction is the major objective to run their organization successful still the employers’ are ignoring it and they are least bothered about the satisfaction of their employee’s. with the help of extensive literature review we can say that there are many reason which converts the employee into dissatisfied it may be job design, work profile, roles and responsibilities assigned to an employee, organizational climate, human resource polices of the organization, wages and remuneration which they are getting in return of their efforts which they are putting in the organization. It is a suggestion to the management of the organization to consider all these factors so that they will be able to minimize the absenteeism within the organization and finally contribute towards the lower employee’s turnover rate.

Employee satisfaction can be defined as the condition of the employee’s when the employees feel internally that he is the important part of the organization where he or she is working it is more about feeling safe in the organization and work profile.

It has been observed that if the contribution of the employee towards an organization can be traced out regularly and the worker feels that it has some accountability in the organization the he want to work in long run after getting rid of all his worries and other duties. So a satisfied employee contributes towards the organization comparatively higher than employee.

When we talk about the satisfied employee than there are various factors which contribute towards the satisfaction of the employee it may be wages and salary which an organization is paying to him, it may be obtained from the time flexibility which organization is giving to its employees’, it may be regarding the roles and responsibility assigned to him by the human resource department of the organization.

Nowadays organization are using various welfare practices to their employee so that their employee’s would be there in the category of satisfied employee’s and satisfied employees’ of any organization means a lot for any organization.

Relationship between Job Involvement, Job Rotation and Employees’ Job Satisfaction

Many authors have tried to identify the relationship between the study variables in different sectors or different HR Practices, In the current study we have assumed that in banking sector employees’ should be more satisfied as Banking sector is backbone of any country, therefore, employees’ of such organization should be able to adjust themselves on various job and assignments so, that they will be able to break the

monotony of the system also, they need to be involved in their job as a results of Job rotation and job Involvement employee's will be turned as more satisfied employee's as previous studies conducted by (Lodahl & Kejner, 1965 and Preffer 1993) have proved that there is positive and significant relationship exists in between Job rotation and job involvement as Independent variable and Job satisfaction as dependent variable, in the context of Northern Central India no such study has been conducted so, far to prove the relationship among the variables.

Review of Literature

Iqbal et al (2011) conducted a study to compare the HR Practices used by public and private banks in India and the results of the study revealed that there was a significant relationship exists in between human resource practices used by public and private sector banks and employee's job satisfaction. Furthermore the results of the study also revealed that HRM practices such as job definition, training and development, compensation, job rotation, team work and employees participation were better in the public banks than private bank.

Zulfqar et al (2011) conducted a study to find out the relationship between the HR Practices and perceived performance of banks of the public and private sector banks which are functioning in Pakistan. For the purpose of same they have collected the data from the customers' of the banks in the Pakistan and the results of the study revealed that there is a significant and positive relationship exist in between human resource management practices and perceived employee performance. Furthermore the result of the study also revealed that performance evaluation and promotion practices having a significant relationship whereas the compensation practices are does not have any significant relationship with dependent variable.

Majumder 2012 conducted a study with the major objective of identifying a relationship in between the HR Practices used by private sector banks in Bangladesh. For conducting the research a random sample of 100 employees who are working in private of bank of Bangladesh was selected a data was collected with the help of structured questionnaire and the 885 questionnaires was available to author for the analysis. Majorly in the questionnaire the questions was related to the human resource management practices like training and development, compensation, grievances redressed final retrials, job rotation and other important areas were framed. 5 point Likert scale was used by the author to collect the data. And the statistical analysis of data with the help of regression and Z-test results revealed that all HRM dimensions exercised in the private banking sector of Pakistan does not satisfies the employees equally. Most of the employees are dissatisfied with compensation package followed by reward and motivation, career growth, training and development, management style, and job design and responsibilities whereas the employees' of such banks where the rotation among the employee's for their job is more significant relationship was found among them.

Janjua and Gulzar (2014) conducted a study to find out the effect of HR Practices on employee retention and employee satisfaction in the telecom Sector of Pakistan. Their study also investigated the role of employee loyalty as a mediating variable with HRM practices, Employee Commitment and Employee satisfaction. For the conduction of research the data was collected from the employees of different telecom firms functioning in Pakistan. Furthermore the results of the study revealed that various human resource management practices have a significant relationship on the employee commitment and employee satisfaction including Job Involvement. Whereas the results of the study also revealed that loyalty mediates the relation of HRM and Employee Commitment and the relationship of HRM and Employee's job satisfaction in telecom industry.

Mercer Report, (2003) undergone with a study with the major objective of evaluating the relationships between practices used by human resource department of an organization and employee job satisfaction in Educational Institutes, For the purpose of study four dimensions of human resource practices was considered namely tools and techniques used by organization for recruitment and selection, methods of training and development, Job rotation and Job involvement of employee's by the organization. For the purpose of the same a total of 200 responses were collected with the help of questionnaire from various educational Institutes of Malaysia and 156 questionnaires was found for conducting the analysis .Results were obtained with the help of Pearson Correlation analysis been done to assess the relationships of all the variables.

Findings of the study showed a positive and significant relationship exist in between of all HRM practices and employee job satisfaction in Educational Institutes.

Hung 2006 done a study with the major objective of examining the relationship of Job Involvement and Employee's job satisfaction in Hotel industry of Malaysia, For the same they have distributed a total of 543 self-administered questionnaires among the employees' of various hotels working in Different states of Malaysia, 240 questionnaires were collected and considered for the analysis, With the help of SPSS software statistical tools like Regression, T-Test and MANOVA was applied and results revealed that in Hotel Industry of Malaysia there was a positive and significant relationship exists in between Employee's Job involvement and employee's job satisfaction.

Appiah (2013) conducted a study to explore the relationship in between the human resource practices used very frequently on employee retention especially in reference to the mining industry of the Ghana. For conducting the study or fulfill the objective primary and secondary source was used for the collection of data. Questionnaires and interviews were used to collect data from a sample of one hundred and fifty (150) respondents. Analysis of variances and regression analysis was used to determine the effect of HRM practices on employee retention. Findings of the study revealed that majority of turnover intentions within the study organization are attributable to human resource management. Furthermore Training and development, communication and information sharing, health, safety and welfare, incentives and compensation and job security factors are very significant in bringing about turnover intentions within the mining industry. As the study was conducted in mining area the availability of the respondent for the purpose of the interview was the major task for the author though efforts were made to assure respondents of confidentiality. The study also provides insights into the effects of human resource management practices on employees' intension to leave and retention in the mining sector in Ghana.

Jeet et. al. 2014 conducted as study the practices of human resource department in private banking sector taking HDFC bank as their study area bank and quoted the references of various study to support the title of the story major references in the study were given of Katou (2008) who had conducted a study in Greece to measure the impact of human resource on organizational performance and the results of their study there is relationship exist in between the study variables but the impact of dependent variable and independent variable exist with the mediating impact of Skill, attitude and behavior of the employee and employer and at last the conclusion of the study revealed the practices of human resource department that are associated with strategies of human resource department give suitable organizational outcomes.

Serasinghe and Opatha (2007), conducted a study to identify the relationship between national and multinational firm's market value in Sri Lanka stock exchange and the results of the study showed that there is a significant difference exist in between local firms and multinational firms which are operating in Sri Lanka with regard to the use of human resource management practices regulated in the firm whereas the study also revealed that size of the firm and the degree of systematic use of HRM practices are not significantly and positively related. They suggested the above study have the major Implication in irrespective of the size of the firm and the age of the firm it is possible to establish good practices of Human Resource Management which can contribute to develop the good human resource management practices in the firms which are running in Sri Lanka.

Yoon (1994) highlighted through their study that High there is a significant relationship was found with organizational commitment and human resource systems, they also revealed that firm performance; Use of high-commitment HR systems has an indirect effect on firm performance with a partial mediation effect on organizational commitment whereas some studies also highlighted that there is a no relationship exist among human resource capability, high commitment human resource system and organizational performance.

Chaughtai and Zafar (2006) found in their study that there is a positive and significant relationship exists in between two facets of personal characteristics, factors of job satisfaction and two factors of organizational commitment of the academicians. They also revealed in their study that that distributive justice and trust in

management having the strong relationship with organizational commitment Furthermore, no significant relationship was found in between organizational commitment and turnover ratio

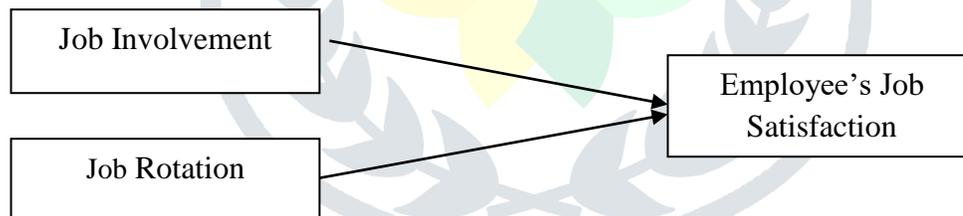
Jawad 2012 conducted a study entitled Role of Job Involvement in Employee's Job satisfaction and Organizational Commitment with moderating effect of employee work attitudes and conducted an extensive review of existing literature and quoted the references of various studies that have proved that Employee satisfaction is the outcome of employee's evaluation regarding the organizational human resource management policies and strategies, However they have also, mentioned that if the expectation of the employee meets the desired one during the evaluation process then the employee will become satisfied which will ultimately lead towards the loyalty. The other synonym of the employee loyalty can be defined as the behavioral outcome of employee.

Kraft (2008) conducted a study on the employees of insurance sector in which he found that there is mediating effect was found in between trust, transactional contract and employee outcomes and relational contract type moderates the relationship between contract completion and employee's performance. Furthermore study also revealed that existence of moderators is dependent on the type of employee outcomes examined. Implications of these finding for employers and employees in the workplace are discussed.

Rationale

The role of Banking employee's has been turned 360 degree in today's era, customer of Banking services is becoming more and more demanding, therefore banking employees' are facing more situation like extra workload, additional duties, involved in multiple tasks i.e. Job rotation, Hence we have decided to identify the relationship between Job Rotation, Job Involvement and job satisfaction, so that banking Institutions may be able to know whether these human resource management practices plays any role in deciding the Satisfaction of the Employee's if yes then Banks should focus more on such practices.

Proposed Model for the Study



Objectives of the Study

1. To develop and re-standardize the questionnaire on study variables i.e. Job Involvement, Job Rotation and Employee's Job satisfaction.
2. To measure the Impact of all the demographic variables i.e. Gender, Sector of Bank, Year of Experience as Independent variable and others i.e. Job Involvement, Job Rotation and Employee's job satisfaction as dependent variable.
3. To Measure the Impact of Job involvement and Job Rotation on Employee's Job Satisfaction.
4. To open new vistas for further research.

Hypothesis

H01: There is no cause and effect relationship exist between Job Involvement, Job Rotation and Employee's Satisfaction

H02: There is no impact of Gender, Sector and Years of Experience on Job Involvement, Job Rotation and Employee's Satisfaction.

Research Methodology

The study was causal in nature with survey method being used by the researcher for collecting data, For the purpose of research all the employees' of public and private sector banks functioning in NCR were considered as the population, however on the basis of simple random we have chosen 6 banks 3 of public sector and 3 from private sector on the basis of their employee's and customer base. Single employees were considered as the sampling unit of for the data collection. Standardized questionnaire on study variables i.e. Job Involvement, Job Rotation and Employee's job satisfaction proposed by were used, Non Probability quota sampling method was used to collect data, for analysis we have used SPSS 21 software with the help of software. Total 230 employees have filled complete questionnaire which we have used for analysis. Firstly, we have applied standardization tools such as Reliability through chronbach's alpha was used, to identify adequacy and sphericity of the data we have used KMO and Bartlett's test of adequacy and sphericity, For Identifying Cause and effect relationship we have used multiple regression and lastly, to identify the impact of Demographics on other study variables i.e. Job satisfaction, Job involvement and Job Rotation we have used MANOVA i.e. Multiple Analysis of Variances.

Results and Discussion

Reliability Analysis

S. No.	Variable Name	No. of Items	Chronbach's Alpha
1.	Job Rotation	07	.902
2.	Job Involvement	10	.953
3.	Employee's Job Satisfaction	08	.941

It is considered that the reliability value more than 0.7 is considered good enough. The Chronbach's e reliability was found to be 0.902, 0.953 and 0.941 in case of Job Rotation, Job Involvement and Employee's Job Satisfaction respectively which is higher than the standard value; therefore, the Questionnaire can be treated as reliable for the study.

KMO and Bartlett's test of Adequacy and Sphericity

S. No.	Variable Name	KMO	Chi Square	Sig.
1.	Job Rotation	.741	400.073	.000
2.	Job Involvement	.944	2238.242	.000
3.	Employee's Job Satisfaction	.932	1310.070	.000

Kaiser Meyer Olkin measure of sampling adequacy indicated KMO value of 0.741, 0.944 and 0.932 for Job Rotation, Job Involvement and Employee's Job Satisfaction which indicated that the sample size was good enough for current study. KMO values above 0.5 are considered to be good enough to consider the data as normally distributed and therefore suitable for exploratory Factor analysis. The Bartlett's test was evaluated through chi-square test having Chi-Square value 400.073, 2238.242 and 1310.070 for Job Rotation, Job Involvement and Employee's Job Satisfaction respectively which is significant at 0.000 level of significant indicating that the data were normally distributed.

Multiple Regression Analysis

Multiple Regression was applied to identify the impact of Job rotation and Job Involvement as Independent variables on Job Employee's Job Satisfaction. Results of the same are discussed below:

I/V	D/V	F	Sig.	Beta	T	Sig.	Ad. R Square
Job Rotation	Employee's Job Satisfaction	32.782	.000	0.75	1.343	0.001	0.822
Job Involvement				.392	5.503	.000	

ANOVA table of the Analysis indicated that the regression model predict that the outcome of the study variable is significant For the Same we have checked Here **P value lesser than 0.05** and indicated that, overall, the model applied was statistically significant. The combined P Value in our case for Job Involvement and Job Rotation was .000 which is lesser than Standard value therefore, we can say that relationship between study variable was found significant.

From the above table we can take value of adjusted R square in the consideration, This value simply represents the dependent variable explained by the Independent Variable, In the above table adjusted R square value taking Job Rotation and Job Involvement as Independent variable and Job Satisfaction as dependent Variable and the value for adjusted R square in the above table 0.822 it means that 82.2% of dependent variable were explained by Independent variables. Further from the beta value tested through T-test value it was indicated there is significant impact of Job Rotation and Job Involvement on Job Satisfaction with beta value 0.392 and 0.75 through T-test 5.503 and 1.343 significant 0.00 level of significant.

MANOVA

Multiple Analysis of Variances was applied by taking Gender, Years of Experience and Sector of Banks as Independent variable and other variables of the study i.e. Job Rotation, Job Involvement and Employee's Job Satisfaction as Dependent variable, results of the same is discussed below-

Box's Test of Equality of Covariance Matrices ^a	
Box's M	118.204
F	2.808
df1	39
df2	18107.447
Sig.	.000
Tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups.	
a. Design: Intercept + Gender + TOB + YOE + Gender * TOI + Gender * YOE + TOB * YOE + Gender * TOI * YOE	

Box's M test of equality of co-variances matrices was applied to identify homogeneity in the groups formed on the basis of Gender, Type of Banks and Gender and the result of the analysis indicated that the groups were not found homogeneous as indicated by F value significant .000 level of significance therefore the null hypothesis that the observed covariance's matrices of the dependent value are equal across the group was accepted.

Levene's Test of Equality of Error Variances ^a				
	F	df1	df2	Sig.
JS	3.464	15	193	.000
Tests the null hypothesis that the error variance of the dependent variable is equal across groups.				
a. Design: Intercept + Gender + TOI + YOE + Gender * TOI + Gender * YOE + TOI * YOE + Gender * TOI * YOE				

Levene's test of equality of variances was applied to identify equality of error variances across the groups formed on the basis of Gender, Type of Banks and Gender and it was found that the error variances were equal in case of Job Satisfaction indicated through F-Test Value 3.464 significant at .000 level of significance.

Tests of Between-Subjects Effects						
Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	JR	1073.649 ^a	15	71.577	.597	.000
	JI	420.416 ^b	15	28.028	.562	.000
	JS	267.999 ^c	15	17.867	.560	.000
Intercept	JR	420894.368	1	420894.368	3507.651	.000
	JI	173916.151	1	173916.151	3486.533	.000
	JS	94633.334	1	94633.334	2965.760	.000
Gender	JR	116.690	1	116.690	.972	.325
	JI	41.155	1	41.155	.825	.365
	JS	36.231	1	36.231	1.135	.288
SOB	JR	.301	1	.301	.003	.000
	JI	.639	1	.639	.013	.000
	JS	18.523	1	18.523	.580	.000
YOE	JR	63.563	3	21.188	.177	.912
	JI	119.925	3	39.975	.801	.494
	JS	33.388	3	11.129	.349	.790
Gender * SOB	JR	225.482	1	225.482	1.879	.000

		JJ	34.268	1	34.268	.687	.000
		JS	32.281	1	32.281	1.012	.000
Gender * YOE	-	JR	269.658	3	89.886	.749	.000
		JJ	84.939	3	28.313	.568	.000
		JS	100.253	3	33.418	1.047	.000
SOB * YOE	-	JR	391.824	3	130.608	1.088	.355
		JJ	148.357	3	49.452	.991	.398
		JS	41.988	3	13.996	.439	.726
Gender * SOB * YOE	-	JR	331.687	3	110.562	.921	.000
		JJ	108.415	3	36.138	.724	.000
		JS	152.791	3	50.930	1.596	.000
Error	-	JR	23158.695	193	119.993		
		JJ	9627.277	193	49.882		
		JS	6158.365	193	31.909		
Total	-	JR	542740.000	209			
		JJ	222148.000	209			
		JS	123190.000	209			
Corrected Total	-	JR	24232.344	208			
		JJ	10047.694	208			
		JS	6426.364	208			
a. R Squared = .044 (Adjusted R Squared = -.030)							
b. R Squared = .042 (Adjusted R Squared = -.033)							
c. R Squared = .042 (Adjusted R Squared = -.033)							

Overall differences taking Gender, Sector of Bank and Years of Experience as Independent variable and Job rotation, job Involvement and Job satisfaction as Dependent variable was checked through f-test value .597, .562 and .560 significant at 0.000 level of significance.

Overall intercept differences of , Sector of Bank and Years of Experience as Independent variable and Job Rotation, Job Involvement and Job Satisfaction as Dependent variable was checked through f-test value 3507.651, 3468.533 and 2965.760 significant at .000 level of significance.

Gender difference in case of Job Rotation, Job Involvement and Job Satisfaction was found insignificant having f-test value .972, .825 and 1.135 significant at .325, .365 and .288 level of significance.

Difference in Case of Sector of bank as Independent variable and Job Rotation, Job Involvement and Job satisfaction as Dependent variable was found significant checked through F-test value .003, .013 and .580 respectively significant at .000 level of significance.

Difference in case of Years of Experience as Independent variable and Job Rotation, Job Involvement and Job Satisfaction as Dependent variable was found insignificant checked through F-test value .177, .801 and .349 respectively significant at .912, .494 and .790 level of significance.

Difference in case of taking Gender and Sector of Banks combinely as Independent variables and Job rotation, Job Involvement and Job satisfaction as Dependent variable was found significant checked through F-test value 1.879, .687 and 1.012 significant at .000 level of significance.

Difference in case of taking Gender and Years of Experience combinely as Independent variables and Job Rotation, Job Involvement and Job Satisfaction ad Dependent variable was found significant checked through F-test value .749, .568 and 1.047 significant at .000 level of significance.

Difference in case of taking Sector of Bank and Years of Experience combinely as Independent variables and Job Rotation, Job Involvement and Job Satisfaction as Dependent variable was found Insignificant checked through F-test value 1.088, .991 and .439 significant at .355, .398 and .726 level of significance.

Difference in case of taking Gender, sector of Bank and Years of Experience combinely as Independent variables and Job Rotation, Job Involvement and Job Satisfaction as Dependent variable was found significant checked through F-test value .921, .724 and 1.596 significant at .000 level of significance.

Conclusion

On the basis of statistical analysis conducted by researcher, we can finally conclude that in reference of Banking Institutions it has been found that employees' who are more involved in their Job and undergone through Job Rotation are satisfied in case of Public and Private sector banks whereas, there was no significant effect of Years of experience was found on all the dependent variables i.e. Job Rotation, Job Involvement and Job Satisfaction.

Therefore, Researcher have suggested to Banking Institutions to focus more on their Human Resource Management Practices related to Job Rotation and Job Involvement so, that employees' will be turned into more satisfied employees'.

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