

# The Impact of Employees Rotation Among Bank Muscat Branches On Employees Overall Performance: A Case of Oman

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## 1. Abstract of the Study

Employees in all organizations go through many variables in the functional work environment, and those changes, regardless of their type and duration, have effects on the performance of employees and thus affect the performance of the organization and the level of production in general. This study, entitled “The Impact of Employees Rotation Among Bank Muscat Branches on Employees' Overall Performance: Case of Oman”, is based on measuring and evaluating the effects of employee rotation between Bank Muscat branches. The descriptive exploratory method was used to collect the necessary information for the study through a questionnaire that was distributed to a non-probability sample of bank employees, after which the researcher analyzed the obtained data. The results of the study showed that there is a direct effect of employee rotation on the overall performance of employees at Bank Muscat and that employee rotation has many benefits for employees and for the bank. Employee rotation improves the performance of the employee in general, and employee rotation helps employees develop their functional and personal skills and increase experience. In addition, employee rotation has more positive effects on employees than negative effects if it is implemented according to a well-articulated plan.

**Keywords:** *Bank Muscat; employee rotation; employees' performance; employees' rotation and performance*

## **2. Introduction**

Institutions of all types and fields of work have plans through which they seek to make their employees do their best to reach the highest level of sustainable production in accordance with the institution's strategy. In this research study, the impact of employee rotation between Bank Muscat branches on the overall performance of employees was studied. The researcher began the study by presenting the abstract of the study, the research problem, and the background of the study, and then moved on to discussing the research objectives and questions. After that, the researcher discussed the previous literature review related to the research objectives and the research methodology used, and finally presented the data analysis method, conclusion, and recommendations based on the results of the data analysis that he did.

## **3. Background of the Study**

According to Tuei and Saina (2015), employee rotation is one of the appropriate ways and means to keep employees from being completely satisfied with themselves and a good way to keep them away from boredom from the daily routine of the job. Job rotation is necessary in the daily work environment, as it allows the employee to reach sensitive departments and develop himself. It was also found that employee rotation has a strong positive effect on the employee's performance (Tuei & Saina, 2015). Therefore, this study comes about due to its importance to institutions in general and employees in particular, since the two affect each other. The purpose of this study is to note that employee turnover between Bank Muscat branches is one of the main factors that affect the overall performance of employees.

### **3.1 Problem Statement of the Research**

Employee rotation is defined as an approach followed by most organizations and companies according to a plan set by the organization to rotate employees between its branches according to a time plan prepared for that in order to test the skills and competencies of employees and thus put them in the right place. In addition to reducing the boredom that the employee may feel by being in the same job and the same branch, the rotation of employees between branches is also considered an auxiliary factor for the senior management of the organization to reveal the talents of employees and develop them for the future, as well as a good opportunity to increase the experiences of employees through their rotation

between the branches and divisions of the organization (Management Study Guide, n.d). The research problem lies in identifying, knowing, and measuring the size of the impact of employee rotation between Bank Muscat branches on their job performance, whether this impact is positive or negative, as well as evaluating the appropriateness of employee rotation between bank branches for the employees themselves. At the end of the study, some methods and solutions that reduce negative impacts on employee performance when rotating between Bank Muscat branches will be identified. This study will be an auxiliary factor for the bank's management to know the impact of employee rotation and ways to overcome the negatives that may appear as a result of employee rotation through the recommendation that will be developed at the end of this research, which is the result of analyzing the information that will be obtained from the interviews and the questionnaire which will be participated by a sample of the employees of the various branches of the bank. In addition, this study will provide good information for researchers in the future to identify the impacts of employee rotation between departments and branches of the organization.

### **3.2 Research Aim**

The aim of this study is to clarify, identify, and discuss the impact of employee rotation between Bank Muscat branches on the overall performance of employees, as well as study when employee rotation between bank branches is appropriate for the employees themselves, in order to suggest some recommendations and appropriate solutions that would reduce the negative impacts on employee's performance.

### **3.3 Research Objectives**

1. To identify the impact of employee rotation in Bank Muscat branches on employees' performance.
2. To measure the influence caused by employee rotation in Bank Muscat branches and its connection to the level of employees' performance.
3. To evaluate the appropriateness of employee rotation in Bank Muscat branches to employees and its impact on their overall performance.

4. To recommend some methods that would reduce the negative impacts on employee's performance brought by rotation in Bank Muscat branches.

### **3.4 Research Questions**

1. What are the impacts of employee rotation in Bank Muscat branches on employees' performance?
2. How is the influence caused by employee rotation in Bank Muscat branches and its connection to the level of employees' performance?
3. What is the appropriateness of employee rotation in Bank Muscat branches to employees and its impact on their overall performance?
4. What are the methods that would reduce the negative impacts on employee performance brought by rotation in Bank Muscat branches?

## **4. Literature Review of the Research**

### **4.1 Introduction**

In order to achieve the objectives of the study, which enables the identification, measurement and knowledge of the extent of the effects caused by the rotation of employees between the branches and divisions of the organization, many previous studies related to the same research objectives and the title of the current study that we are doing will be reviewed to identify the methods and methodologies used by previous researchers in their studies as well as review The most prominent results they reached in their research, in addition to knowing the most important limitations that faced previous studies is the importance of knowing the different methods used by researchers to collect and analyze data. Discussing previous studies will also help ensure that new results can be used and benefited from by future researchers.\

## 4.2 Theoretical Framework

**4.2.1. The impact of employee rotation on employees' performance:** According to Jocom et al. (2017) the aim of the research is to find out and analyze the effect of job rotation and training on the performance of permanent employees. The company's employees formed the research community, and the researchers used the quantitative method in their study and collected data using primary sources through the questionnaire as a management tool for collecting the necessary data for the research, which they distributed to the research sample, which numbered 100 respondents. The results of the research concluded that employee rotation has a positive effect on employee performance but does not necessarily increase employee performance. In addition, employee rotation between departments and branches of the organization is important for the employee's physical and psychological health, as well as reducing boredom that occurs to the employee as a result of remaining in the same location and job. Employee rotation also increases their interest and raises their experience and efficiency. The study was subjected to several limitations, the most important of which are spatial, temporal, human, and objective (Jocom et al., 2017).

According to Santos et al., (2016) the study aimed to investigate the effects of job rotation on factors related to work in software engineering. The researchers used qualitative exploratory research methodology in their study of a large software organization that uses job rotation as an organizational practice. The primary sources were used to collect data through the use of the interview tool from senior managers and software engineers in the organization, and then the data obtained from the research sample, which numbered 48 participants, was analyzed. At the end of the research, the researchers concluded that job rotation is an important practice with significant positive results and that job rotation has gained increasing opportunities and raising employee efficiency. One of the most prominent limitations that faced the researchers was the lack of previous studies that dealt with the problem of employee rotation in engineering programs, that is, engineering organizations (Santos et al., 2016).

**4.2.2 The influence caused by employee rotation and its connection to the level of employees' performance:** The study aims to determine the effect of job rotation on employees and to find out the possibility of identifying factors that would directly affect the adoption of a job rotation strategy at the University of Technology in South Africa. The researchers used qualitative and exploratory research methodologies to carry out this study, and they used primary sources to collect the data necessary for the research. A special method was used to capture the necessary data through digital recording and

note-taking. The research sample was taken from 34 administrative employees from two different departments only. After that, the researchers analyzed and interpreted the qualitative data. The results of the study showed that the implementation of the job rotation strategy positively affects the job satisfaction of the employees, but the employees must be informed of the strategy that the organization will follow and that their participation is necessary in setting and developing the strategy. A major limitation of the study is that the sample size was small and the participants were not sufficiently knowledgeable about job rotation (Van Wyk et al., 2018).

#### **4.2.3 The appropriateness of employee rotation between branches for employees and its impact on their performance:**

The researcher aimed to study the relationship between job rotation and employee performance at Dana Insurance Company. Dana Insurance Company was the study population for the researchers, and all the company's employees were the study sample. In their study, the researchers followed the descriptive research methodology to achieve the research objectives, and primary sources were used to collect information through the questionnaire tool, which the researchers distributed to the company's employees. The questionnaire included 8 questions about job rotation and 11 questions about employee performance in the company. At the end of the study, the researchers concluded that there is a statistically significant relationship between employee performance and job rotation, which indicates that job rotation improves employee performance and reduces employee monotony and boredom, in addition to increasing his experience and work efficiency. The researchers did not address the limitations of their study (Akbari & Maniei, 2017).

## **5. Research Methodology**

### **5.1. Research Design**

This research was designed through the researcher's use of the descriptive approach and the exploratory approach, where the researcher described the relationship between the variables in the subject of the research by reviewing the previous literature related to the subject of the research, which in turn proved that there is a relationship between the performance of employees and their rotation between the branches and divisions of the organization. After that, the researcher used the exploratory approach with the data obtained from the bank employees through the questionnaire instrument and then analyzed it in the Excel program using descriptive statistics, frequency distribution, correlations, and

regression analyses in order to know and discover the relationship between the variables and their compatibility with the reality of work at the Bank of Muscat, located in the Sultanate of Oman.

## **5.2. Research Method**

The researcher followed the quantitative method, where he collected the quantitative data necessary for the research using the questionnaire instrument that was distributed to Bank Muscat employees, which contained a set of questions related to the research objectives and were analyzed in a statistical manner to reach clear results to answer the research questions.

## **5.3. Research Instruments**

There are many research instruments that are used by researchers in general, such as the questionnaire instrument, the observation instrument, the interview instrument, and the test instrument. In this study, the researcher used one instrument, which is reliable and relied upon by many researchers to complete the studies they are carrying out, which is the electronic questionnaire instrument, which was distributed to the non-probability sample of the study population, and through it, the researcher was able to obtain the necessary data and analyze it to achieve the objectives of the study.

## **5.4. Population, Sample Size, and Sampling Technique**

The researcher chose Bank Muscat in the Sultanate of Oman with its various branches to be the study population, where the number of bank employees is 3779 (Bank Muscat, n.d). Since the number of employees in Bank Muscat is finite, the researcher chose the research sample size using the non-probability method from the various branches of Bank Muscat, which totalled to 110 employees working in the bank. During the study period, the researcher focused on the sample size that was selected from the bank's employees, and the electronic questionnaire was distributed to the sample. Through the questionnaire, the researcher obtained 100 responses out of 110, thus achieving 90% of the responses of the participants in the questionnaire. It is worth noting that the researcher used the Raosofit program to calculate the sample size of the research, and the attached image shows that:

**Sample size calculator**

What margin of error can you accept?  %  
5% is a common choice

What confidence level do you need?  %  
Typical choices are 90%, 95%, or 99%

What is the population size?   
If you don't know, use 20000

What is the response distribution?  %  
Leave this as 50%

Your recommended sample size is **110**

The margin of error is the amount of error that you can tolerate. If 90% of respondents answer yes, while 10% answer no, you may be able to tolerate a larger amount of error than if the respondents are split 50-50 or 45-55. Lower margin of error requires a larger sample size.

The confidence level is the amount of uncertainty you can tolerate. Suppose that you have 20 yes-no questions in your survey. With a confidence level of 95%, you would expect that for one of the questions (1 in 20), the percentage of people who answer yes would be more than the margin of error away from the true answer. The true answer is the percentage you would get if you exhaustively interviewed everyone. Higher confidence level requires a larger sample size.

How many people are there to choose your random sample from? The sample size doesn't change much for populations larger than 20,000.

For each question, what do you expect the results will be? If the sample is skewed highly one way or the other the population probably is, too. If you don't know, use 50%, which gives the largest sample size. See below under **More information** if this is confusing.

This is the minimum recommended size of your survey. If you create a sample of this many people and get responses from everyone, you're more likely to get a correct answer than you would from a large sample where only a small percentage of the sample responds to your survey.

**Online surveys with Vovici have completion rates of 66%!**

**Alternate scenarios**

With a sample size of	<input type="text" value="100"/>	<input type="text" value="200"/>	<input type="text" value="300"/>	With a confidence level of	<input type="text" value="90"/>	<input type="text" value="95"/>	<input type="text" value="99"/>
Your margin of error would be	9.66%	6.72%	5.40%	Your sample size would need to be	79	110	186

Save effort, save time. **Conduct your survey online with Vovici.**

**More information**

If 50% of all the people in a population of 20000 people drink coffee in the morning, and if you were repeat the survey of 377 people ("Did you drink coffee this morning?") many times, then 95% of the time, your survey would

## 5.5. Description of Pilot Test

At the beginning of the study, the researcher prepared the questionnaire questions directly related to the objectives and questions of the research and then presented them to one of the bank's Muscat branch managers to ensure that the questions were appropriate and could be answered by the bank employees.

## 5.6. Description of Questionnaire Design

The questionnaire was designed in a way that allows the researcher to analyze the data collected from the responses of the participants in the questionnaire, as the questionnaire included two types of questions: closed questions, whose answer is yes or no, and open questions that allow the participants in the questionnaire to answer according to their knowledge and experience in the field of the question. It is worth noting that the questionnaire contained personal demographic questions such as gender, length of work in the bank, age, and nationality, as well as other questions formulated based on the research objectives in order to reach the desired results.

## 5.7. Data Collection Techniques

The researcher collected data that helped complete the study using primary and secondary sources: the primary sources were the use of the questionnaire instrument by distributing the electronic



questionnaire questions to the study sample through social media (WhatsApp and Email), while the secondary sources were books, articles, magazines, and websites that were available in the college's electronic library and Google Scholar.

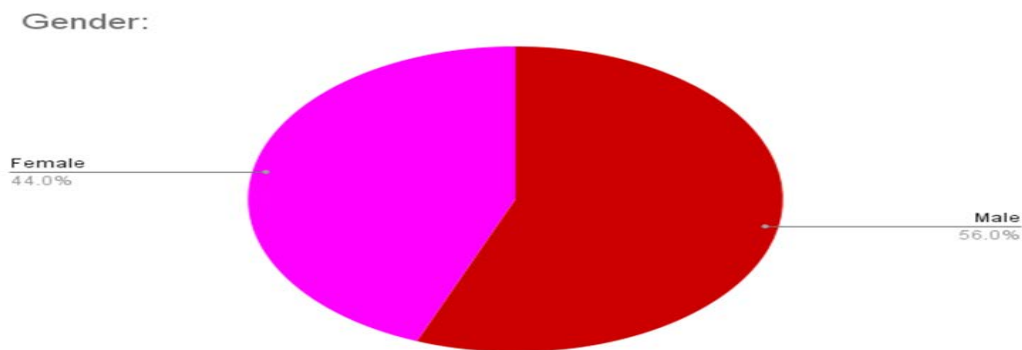
## 5.8. Data Analysis Techniques

After the responses of the 100 participants in the electronic questionnaire were collected, the researcher transferred the data to the Excel program and analyzed it using the descriptive statistics method, frequency distribution, correlations, and regression analyses. After that, the researcher wrote comments and discussions for all the questionnaire questions, as well as analyzing the relationship between the responses of the participants in the questionnaire and the results of previous studies, in order to come up with the desired results of the study.

## 6. Data Analysis

### 6.1. Demographic Questions

#### 6.1.1. Gender



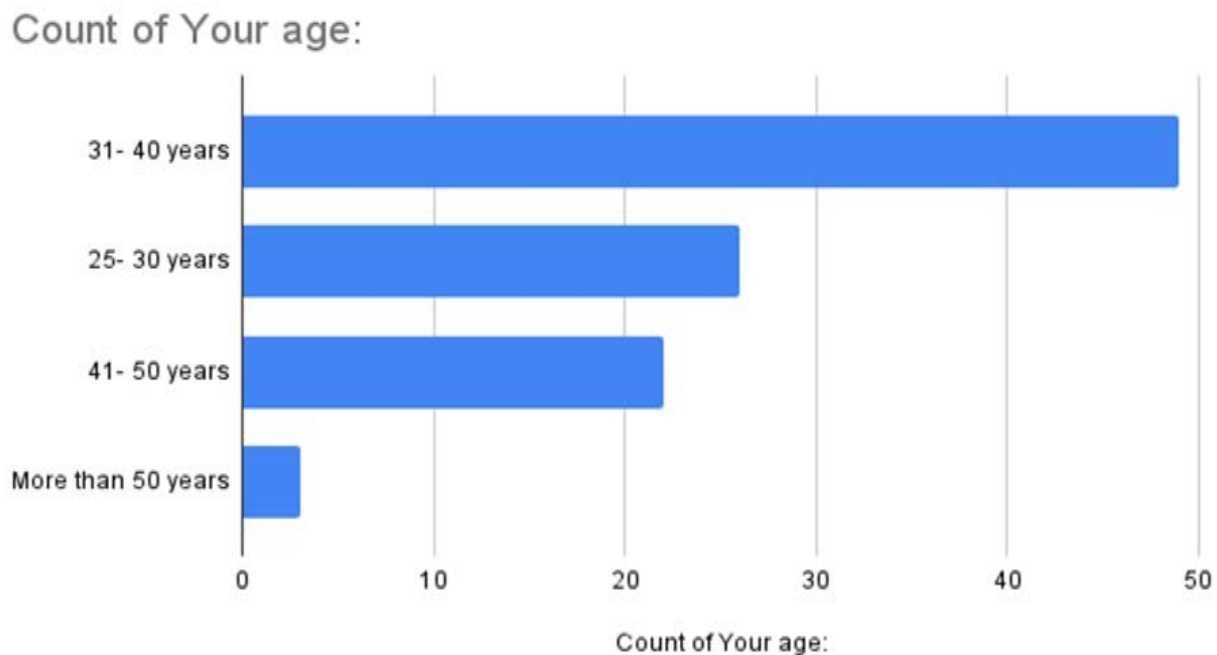
**Figure 1: Gender of the Respondents**

**Table 1: Gender of the Respondents**

Frequency Distribution			
Gender	Number of Responses		Percentage
Male	56	0.56	56%
Female	44	0.44	44%
<b>Total</b>	<b>100</b>		<b>100%</b>

According to the above table and chart, the number of male participants was 56, equivalent to 56% of the study sample size, and this explicitly indicates that the number of males working in the bank is greater than the number of women, as women participating in the questionnaire represent only 44%. We conclude from this that the bank has a higher employment rate for males than for females, according to a special policy followed by the bank.

### 6.1.2. Age of Respondents



**Figure 2: Age of Respondents**

**Table 2: Age of Respondents**

Frequency Distribution			
Age Level	Number of Responses		Percentage
25- 30 years	26	0.26	26%
31- 40 years	49	0.49	49%
41- 50 years	22	0.22	22%
More than 50 years	3	0.03	3%
<b>Total</b>	<b>100</b>		<b>100%</b>

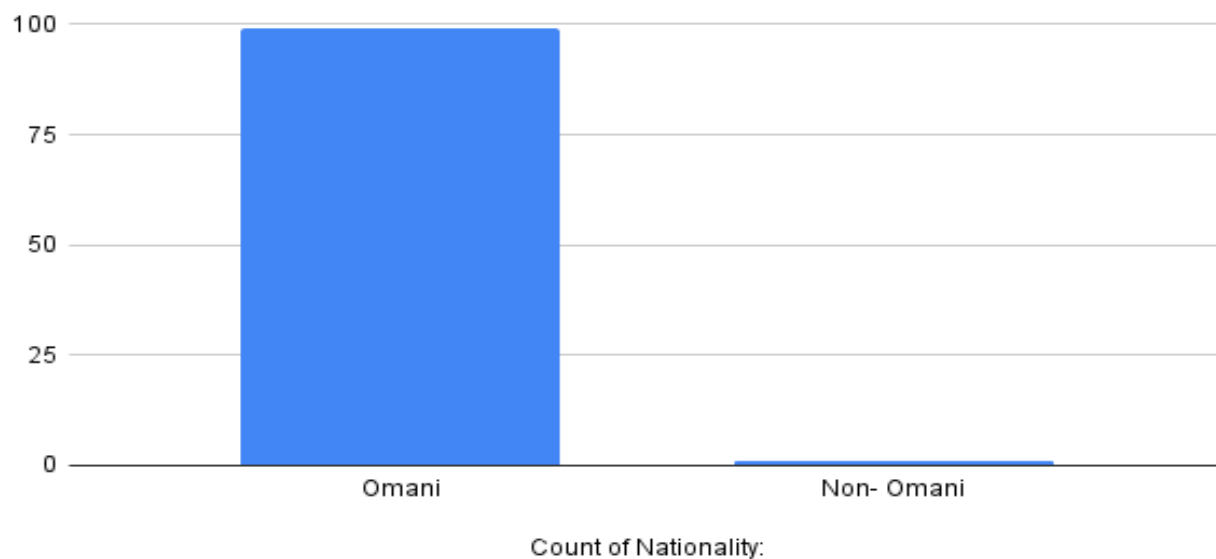
It is clear from the bar chart and the table above that the ages of the participants are as follows: 26% of

Frequency Distribution			
Nationality	Number of Responses		Percentage
Omani	99	0.99	99%
Non- Omani	1	0.01	1%
<b>Total</b>	<b>100</b>		<b>100%</b>

the participants are between the ages of 25 and 30; 49% are between the ages of 31 and 40; 22% are between the ages of 41 and 50; and 3% are over 50 years old. Therefore, the researcher concludes that most of the respondents, which is equivalent to 75% of Bank Muscat employees, are between the ages of 25 and 40, which is considered an excellent rate and gives the bank an opportunity to retain employees for a long period of time due to their good age.

### 6.1.3. Nationality of Participants

Count of Nationality:



**Figure 3: Nationality of Participants**

**Table 3: Nationality of Participants**

Through the Column chart and the table, it is clear from the responses of the participants that most of the sample is of Omani nationality, which achieved a percentage of 99 participants out of 100 participants, and only one participant is of other nationality. This indicates that Bank Muscat has

achieved a very high rate of Omanization and employment of Omanis and that it does not depend on the employment of expatriates, and this is a positive point that is calculated for the senior management of the bank.

### 6.1.4. Years of Experience in the Bank

Count of Year of work in the Bank:

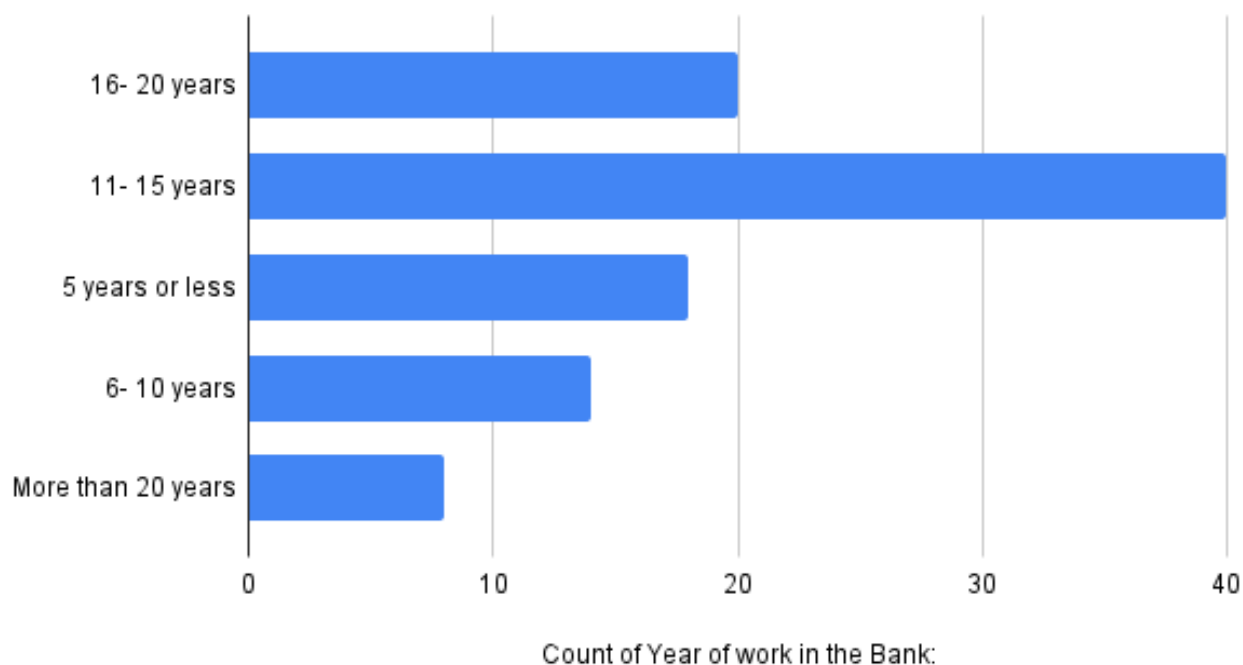


Figure 4: Years of Experience in the Bank

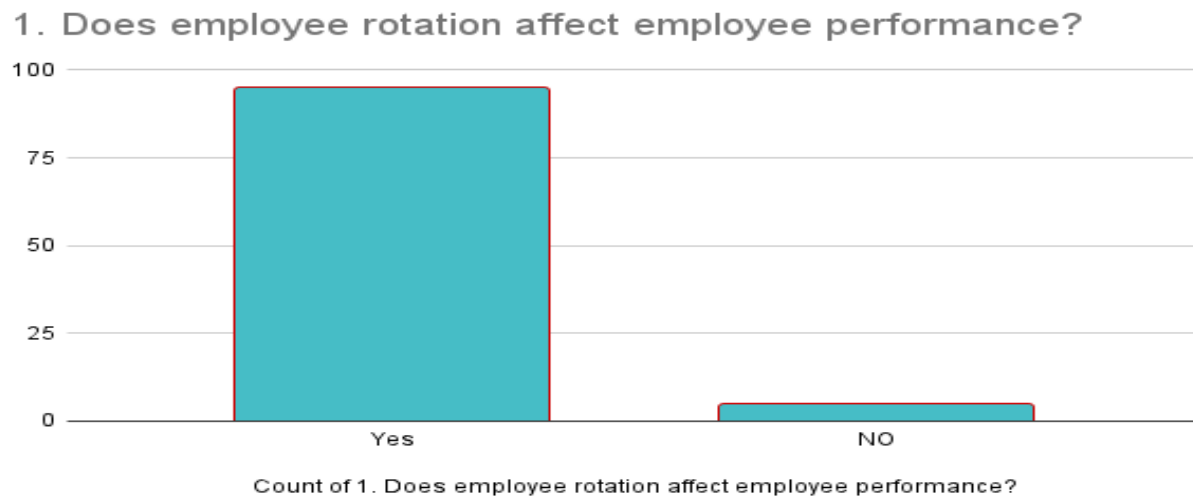
Table 4: Years of Experience in the Bank

Frequency Distribution			
Age Level	Number of Responses		Percentage
5 years or less	18	0.18	18%
6- 10 years	14	0.14	14%
11- 15 years	40	0.4	40%
16- 20 years	20	0.2	20%
More than 20 years	8	0.08	8%
<b>Total</b>	<b>100</b>		<b>100%</b>

It is clear from the responses of the 100 participants and the bar chart above that there are only 18 employees who have completed 5 years or less, 14 employees who have completed between 6 and 10 years, 40 employees who have completed between 11 and 15 years, and 20 employees who have completed between 16 and 20 years; and that only 8 out of 100 employees participating in the survey were older than 20 years of age. This indicates that there is a discrepancy in experience among the bank's employees due to the different duration of work completed by the employees in the bank, and this is a good aspect so that the bank does not lose employees during retirement all at once.

## 6.2. Open Questions

### 6.2.1. Does employee rotation affects employee performance?



**Figure 5: Does employee rotation affects employee performance**

Question 1 Statistics Descriptive	
Mean	1.050505
Standard Error	0.022121
Median	1
Mode	1
Standard Deviation	0.220099
Sample Variance	0.048444
Kurtosis	15.69472
Skewness	4.168694

<b>Range</b>	1
<b>Minimum</b>	1
<b>Maximum</b>	2
<b>Sum</b>	104
<b>Count</b>	99

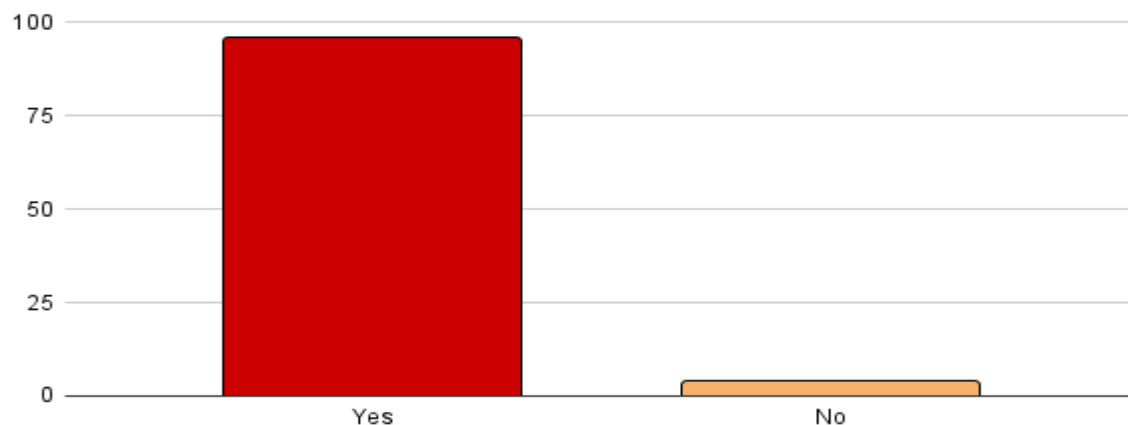
**Table 5: Does employee rotation affects employee performance**

Job rotation has an impact on employee performance because it enables employers to evaluate employees' talents and skills when they are placed in different vocations and work scopes and, once they have been rotated, enhances employees' capabilities in new areas. Specifically, the implementation of effective transfers to position employees in the proper area so that the employees involved additionally learn information, abilities, and minimize boredom to promote greater performance, can be used to measure job rotation (Jasmine & Kania, 2022).

According to the responses of the participants, it is clear that 95 out of 100 participants, representing the majority of the study sample, answered yes, and this indicates their agreement that job rotation of employees affects the performance of the employee. On the other hand, only 5 participants answered in the negative, which is 5% of the participants' responses. The researcher concluded that job rotation affects the general performance of the employee, regardless of the type and size of the effect.

### **6.2.2 Does the rotation of Bank Muscat employees between the bank's branches have any effects on the performance of the bank's employees?**

#### **2. Does the rotation of Bank Muscat employees between the bank's branches have any effects on the performance of the bank's**



Count of 2. Does the rotation of Bank Muscat employees between the bank's branches have any

**Table 6: Does the rotation of Bank Muscat employees between the bank's branches have any effect on the performance of the bank's employees**

Frequency Distribution			
	Number of Responses		Percentage
<b>Yes</b>	96	0.96	96%
<b>No</b>	4	0.04	4%
<b>Total</b>	<b>100</b>		<b>100%</b>

Job rotations can be used to develop knowledge and skills both broadly and in-depth, and if they are successful, the individuals who have been transferred are expected to master new skills, integrate all knowledge sources, and pass those skills along to their new colleagues. Job rotation has the dual objectives of enhancing employee knowledge and removing boredom from their work. Transferred employees will share the same emotions and similarities. The shared experience will promote an attitude of growing mutual assistance among them (Musawir et al., 2019).

Through the responses of the participants, it is clear that 96 out of 100 participants, which represents the majority of the study sample, answered yes, and this indicates that they agree that job rotation of employees between Bank Muscat branches impacts the employee's overall performance. On the other hand, only 4 participants answered no, which represents 4% of the participants' responses. The researcher concludes that job rotation has an impact on the employee's overall performance.

### 6.2.3. Between Question 3 and 4

- **The positive effect caused by the rotation of Bank Muscat employees between the bank's branches outweighed the negative effects.**
- **The employee's performance level increases when he rotates between the bank's branches.**

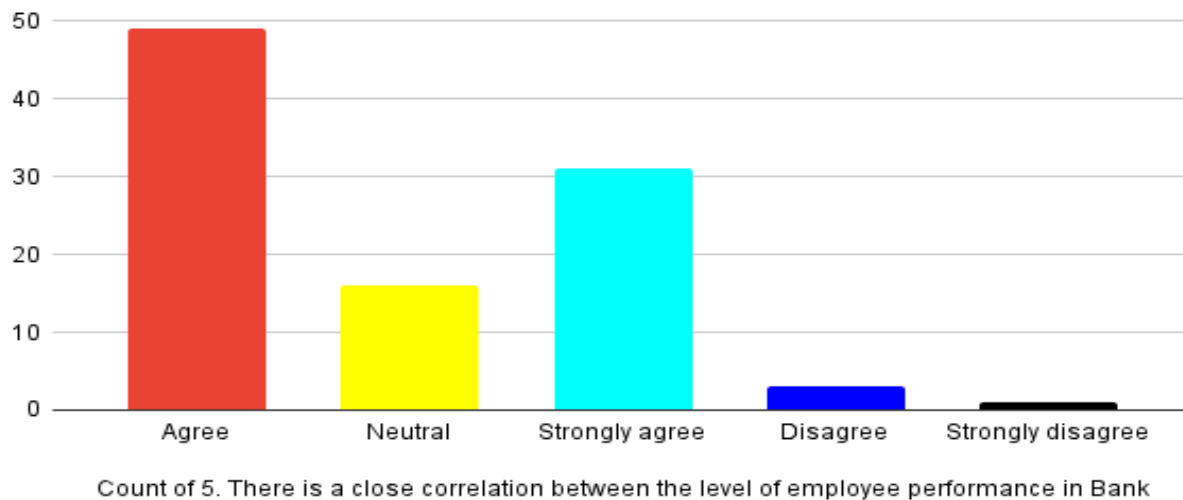
**Table 7: Correlation Analysis Between Question 3 and 4**

Correlation Analysis	Question 3	Question 4
<b>Question 3</b>	1	
<b>Question 4</b>	0.37408198	1

The table above shows the correlation between questions 3 and 4. Correlation Analysis is a statistical tool used to determine whether or not there is a relationship between two variables/datasets and the strength of that relationship (Emily, n.d). The value of the correlation coefficient is always between -1 and +1. If the correlation coefficient value is positive, the two variables have a similar and same relationship. Otherwise, it denotes the dissimilarity of the two variables. Through the positive result that appears in the above table, which is 0.374, it is clear that there is a relationship between the two variables in the third and fourth questions.

**6.2.4. There is a close correlation between the level of employee performance in Bank Muscat and the rotation between the bank's branches.**

5. There is a close correlation between the level of employee performance in Bank Muscat and the rotation between the bank's



**Figure 8: There is a close correlation between the level of employee performance in Bank Muscat and the rotation between the bank's branches**

**Table 8: There is a close correlation between the level of employee performance in Bank Muscat and the rotation between the bank's branches**

Frequency Distribution			
Answers	Number of Responses		Percentage
Agree	49	0.18	18%
Strongly agree	31	0.14	14%
Neutral	16	0.4	40%
Strongly disagree	1	0.2	20%



<b>Disagree</b>	3	0.08	8%
<b>Total</b>	<b>100</b>		<b>100%</b>

There is a relationship between employee performance and job rotation, where job rotation contributes to motivating employees and increasing their satisfaction as well as helping them greatly to acquire new skills and develop the skills they possess. In addition to that, it increases their practical experience and thus develops their performance (Sharon et al., 2021).

According to the participants' answers, as indicated by the column chart and the table above, it is clear that 49 of the participants, equivalent to 49%, agreed, and that 31 participants, equivalent to 31% of the participants, agreed strongly. On the other hand, there were 16 participants, equivalent to 16%, who were neutral about the existence of a relationship between job rotation and employee performance; only one participant strongly disagreed, and the responses of 3 participants, equivalent to 3%, did not agree. Because a higher percentage of the participants agree that there is a relationship between job rotation and the employee's overall performance, the researcher concludes that there is indeed a relationship, regardless of the type of impact that this relationship has on the employee's performance.

### 6.2.5. Between Questions 6 and 7

- **Do you think that Bank's Muscat staff rotation is convenient for you as a bank employee?**
- **Do you think that employee rotation among the bank's branches raises the efficiency of the bank's employees and increases their level of production?**

**Table 9: Regression Analysis Between Questions 6 and 7**

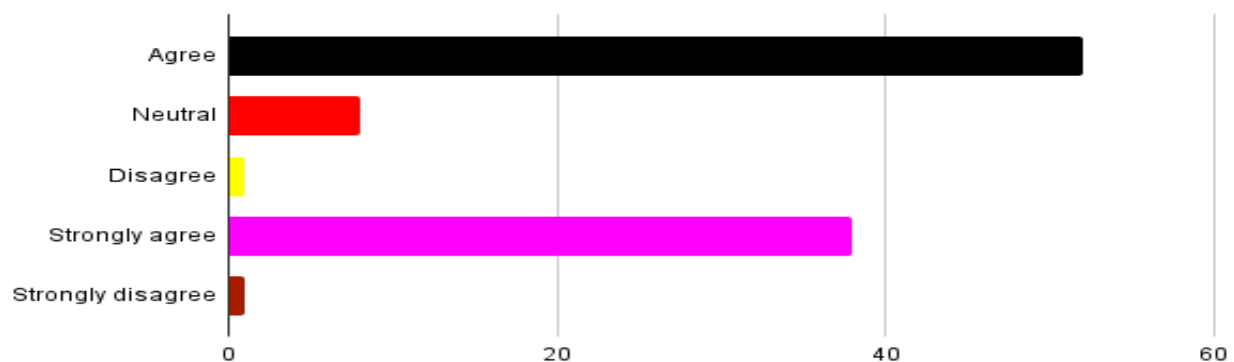
<b>Regression Analysis</b>					
Multiple R	0.84639				
R Square	0.716376				
Adjusted R Square	0.713482				
Standard Error	0.137261				
Observations	100				
<b>ANOVA</b>					
	<i>Df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significanc</i>

					<i>e F</i>			
Regression	1	4.663	4.663	247.52	1.45E-28			
Residual	98	1.846	0.018					
Total	99	6.51						
	<b>Coefficients</b>	<b>Standard Error</b>	<b>t Stat</b>	<b>P-value</b>	<b>Lower 95%</b>	<b>Upper 95%</b>	<b>Lower 95.0%</b>	<b>Upper 95.0%</b>
Intercept	0.164	0.0591	2.777	0.006	0.046	0.281	0.046	0.281
Q7	0.846	0.053	15.733	1.45	0.739	0.953	0.739	0.953

The above table shows the regression of questions 6 and 7. According to Sebastian (2020), A collection of statistical techniques known as regression analysis is used to estimate the associations between a dependent variable and one or more independent variables. It can be used to simulate the long-term link between variables and gauge how strongly the relationships between them are related. R square is a well-functioning statistical method used to determine how close the obtained results are to the linear regression line. Besides, it is equal to 0.716, which indicates that 71.6% of the response data is about its mean, and that the correlation is low. In other words, the independent variable (Question 6) represents the variable of the dependent variables (Question 7). The table shows that the P value is 0.006, and this is considered a small number, but it is not equal to 0. In addition, the P value is less than 0.05, which is statistically significant, and shows that there is a relationship between both variables.

**6.2.6. There is great importance to employee rotation in order to improve employee performance and increase their experience.**

Count of 8. There is great importance to employee rotation in order to improve employee performance and increase their



Count of 8. There is great importance to employee rotation in order to improve

**Figure 9: There is great importance to employee rotation in order to improve employee performance and increase their experience**

**Table 10: There is great importance to employee rotation in order to improve employee performance and increase their experience**

<b>Frequency Distribution</b>			
<b>Answers</b>	<b>Number of responses</b>		<b>Percentage</b>
<b>Agree</b>	52	0.52	52%
<b>Strongly agree</b>	38	0.38	38%
<b>Neutral</b>	8	0.08	8%
<b>Strongly disagree</b>	1	0.01	1%
<b>Disagree</b>	1	0.01	1%
<b>Total</b>	<b>100</b>		<b>100%</b>

Job rotation is essential for reducing employee stress and preventing employees from losing motivation due to boring jobs and work. They can also gain new talents through various tasks and jobs. Furthermore, the organization might investigate the core talents of its staff. Working on tasks and jobs in other industries, for example, allows individuals to bring out the best in themselves. Companies can map their respective competencies and connect them to roles inside the firm in this manner (Ahmed, 2022).

Through the responses of the participants, as shown in the bar chart and the table above, it is shown that 52 participants, equivalent to 52% of the participants, agreed, and 38 participants, equivalent to 38%, strongly agreed. On the other hand, there were 8 participants, equivalent to 8%, who were neutral in answering whether job rotation improves the employee's performance and increases his experience. Only one participant strongly disagreed, and only one participant disagreed. The researcher concludes from the responses of the participants that the vast majority believe that job rotation improves the employee's performance and increases his experience.

### **6.2.7. What are the positive effects on the employee when rotating through the bank's branches?**

**Table 11: What are the positive effects on the employee when rotating through the bank's branches**

Participants Responses	
New work environment	Gain of experience from dealing with different people
Change in the daily routine which motivates the staff to do better	Role rotation is more important than location
Learn new style and things. Like working professionally in a different way	What matters is the role rotation and not location
Getting to know new clients	Rotation of role and not location
Get more experience	Hope to see more staff role rotation and location
Improvement	Experience
More experience	More experience and motivation
Developing a skills, knowledge and experience	Increase experience
Learn and get knowledge of leaders strategies	Improve our skills
can do more	Learn new things from different department
Increase their knowledge, know more about customer, communicate with new mindsets and experiences	Have a good experience and improve skills
Increase experience and relationships	learn new things
Distance issue	Avoid boredom
Get more experience	have new information from different department
New experience	increase the level of the experience
Increase the experience	make new relationship
Gain new skills in a new department	avoid boredom, increase experience, and improve employability skills.
learn new things	Get new information about the other departments
Learn a new task	Get new relationship and get more experience
Lean new tasks and get more experience	Change the place where i work and improve the skills
It helps employees to upgrade the level experience and gives them more motivation to lean new tasks.	Increase experience
Eliminate boredom	increase skills and get promotion
Learn new tasks	improve employability skills
productivity improvement and get new experience	get promotion
New work environment	get more and more experience and improve productivity
Help to improve skills	Increase performance and learn new skills
create new relationship with the other employees	Increase performance and get more experience
Improve employability skills	Get promotion and make new relationship
Improve the skills and learn about the other different departments	have new relationship
Avoid boredom	Increase performance and productivity
Help to improve skills and get more information about the other department	Get promotion
Get new information about the other branches.	create new relationship and get promotion

Change the work routine and improve the skills	Get promotion, increase skills, and get more experience.
help to improve skills	Get promotion
Improve the employees skills, increase the level of experience and help to avoid the routine	More experience, improve productivity, and learn new skills
Create new relationship and get more experience	Get new relationship and improve skills
increase experience	Improve skills, get promotion, change the day routine, increase experience, and increase performance
Help to increase the level of experience and avoid boredom	Get more experience
Motivated staff	Get promotion and learn new skills
Staff motivation and experience	Learn some things new
increase experience and get new leadership	improve skills
Improve employability skills and improve performance	improve skills
Gain of experience from dealing with different people	learn new skills and improve which we have and increase performance
Role rotation is more important than location	Have more experience
What matters is the role rotation and not location	get new training and do new tasks
Rotation of role and not location	get new training and learn new skills and increase experience
Hope to see more staff role rotation and location	get more information about the bank departments

**Table 12: What are the positive effects on the employee when rotating through the bank's branches**

Frequency Distribution			
	Number of Responses		Percentage
<b>Get more experience</b>	35	0.35	35%
<b>Improve skills</b>	25	0.25	25%
<b>Lean new information</b>	14	0.14	12%
<b>Increase performance</b>	26	0.26	26%
<b>Total</b>	100		100%

Job rotation, as a frequent method, requires employees to change jobs in order to get new experiences. Many businesses want to have active employees participate in various activities in order to increase the mobility and interchangeability of their workforce. The organization requires those people to provide greater intelligence, innovation, and enthusiasm. The individual must be eager to switch employment in order to get new experiences and skills. Employees in a creative and efficient firm do not specialize in one field and have the chance to rotate jobs to work in the best position. Employees may be satisfied and their performance may improve if job rotation is accompanied by promotion. When positions are

rotated, employees may experience major changes in their employment, workplace, salary, and coworkers (Ghaffari et al., 2021).

The above table shows the responses of 100 participants. The answers of the employees participating in the questionnaire varied, so that 35 participants believed that gaining experience is one of the most important positive effects on the employee through employee rotation between Bank Muscat branches, 25 participants answered that they developed skills, and 14 participants answered that they learned something new. In addition to the 26 participants, they answered with an increase in the employee's performance. The researcher concluded through the responses of the participants that there are many positive effects on the employee during the rotation between the branches of the organization, which raises the level of the employee's general performance.

## **7. Conclusions and Recommendations**

### **7.1. Conclusions**

Using the descriptive exploratory scientific research methodology, the researcher collected the necessary data from a non-probability research sample of Bank Muscat employees using the primary sources represented by the questionnaire instrument. After that, the researcher analyzed the data he obtained from the responses of the participants in the questionnaire using descriptive statistics, frequency distribution, correlations, and regression analyses and compared them with previous studies. At the end of the study, the researcher reached the following results:

- There is a direct impact of employee rotation on the overall performance of employees at Bank Muscat.
- Employee rotation has many benefits for employees and the bank.
- Employee rotation improves the employee's overall performance.
- Employee rotation helps employees develop their performance and personal skills and increases their experience.
- Employee rotation has more positive effects on employees than negative impacts if it is implemented according to a well-articulated plan.

## 7.2. Recommendations

According to the aforementioned results obtained by the researcher through his study of the research topic, the researcher suggests some of the following points in order to reduce the negative effects of job rotation on the performance of employees in Bank Muscat:

- Developing an employee rotation plan between the bank's various branches and departments in a tight manner, according to the real needs of employees in each branch.
- Studying employee cases, such as illness and social conditions, before issuing an employee rotation plan.
- The employee rotation plan must be issued in sufficient time to allow the employee to prepare well.
- Provide some incentives to employees within the employee rotation plan.
- Taking into account justice in the employee rotation plan for employees between the bank's branches.

## 7.3. Limitations

- ❖ **Sample Limitation:** The sample of the study will be non- probability selected from the various departments and branches of Bank Muscat and from the various job levels, since the rotation of employees between the bank's branches is not limited to a specific type of employee but rather includes all employees, so an appropriate sample will be taken representing all the bank's branches so that it is 100 of the employees.
- ❖ **Spatial Limitation:** This study will cover Bank Muscat in the Sultanate of Oman as a specific case to study The Impact of Employees Rotation Among Bank Muscat Branches On Employees Overall Performance.
- ❖ **Temporal Limitation:** The study will cover a period of time estimated at a semester, equivalent to 14 weeks.
- ❖ **Thematic Constraints:** The research will address a specific topic, which is The Impact of Employee Rotation Among Bank Muscat Branches On Employees Overall Performance: The Case of Oman.

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