

Job Rotation And Transfer Policy Of Hdfc Bank Limited

**DR. HITESH A. KALYANI
ASSISTANT PROFESSOR
DEPARTMENT OF COMMERCE
S.N.MOR COLLEGE,
TUMSAR, DIST. BHANDARA
MAHARASHTRA, INDIA.**

ABSTRACT:

The significance of Human Resources Management for any organization cannot be neglected. The Human Resources Department plays an active role right from the process of recruitment and selection and lasts even after an employee leaves the organization.

The functions of Human Resources are numerous and each of them acts crucial. All the functions centers on the most precious asset of an organization i.e. human resource. The workforce always need to be encouraged and motivated in order to give their best for the organization.

Amongst the various functions of Human Resources Management, job rotation and transfer policy of any organization perform a vital role. These two aspects has great significance to motivate the employees of the organization on the one side and on the other, provides keep the employees and organization up-to-date. The study could, therefore, be considered as analytical study of job rotation and transfer policy of HDFC Bank Limited, Nagpur. The various branches situated at Nagpur could be referred as HDFC Bank Limited, Nagpur, for the purpose of the study.

KEYWORDS: Intrinsic reward, fatigue and monotony, Induction, undisciplined personnel.

INTRODUCTION:

Organizations usually have job rotation/transfer policy, already framed therein. Most of the employees are made well aware of these policies at the time of induction training.

These two factors are very important for an employee during the job tenure, which motivates/demotivates him time to time.

The project aimed to evaluate the job rotation and transfer policy of an organization by taking into reference a banking organization. The study considered HDFC Bank as the sample organization.

However, HDFC has numerous branches all over the country, which employ thousands of employees, it was not desirable to consider the entire HDFC Bank for the purpose of study. It is therefore the branches situated in Nagpur City were taken into consideration.

Benefits of derived from Job Rotation & Transfer Policy.

1. Raises intrinsic reward potential of a job
2. Beneficial to the organization
3. Worker becomes competent in several jobs
4. Improves inter-departmental co-operation
5. Motivates employees
6. Reduce Boredom
7. Develops wide skills among workers
8. Weapon against undisciplined personnel

Reasons of Job Transfer

1. Variation in the volume of work
2. Providing training to employee
3. Rectification of poor placement
4. Satisfied the personal need of employee
5. Meeting mutual need of employees
6. Meeting Organizational needs

7. Solution to poor performance
8. Avoiding fatigue and monotony
9. Removing poor personal relations
10. Providing relief and to punish employees



The research study intended to analyze the job rotation and transfer policy of an organization and it has considered HDFC Bank Limited as a sample organization. Before analyzing the Job Rotation and Transfer Policy of HDFC Bank Limited, it was very essential to comprehend with the nature and working of the bank. HDFC being a representative of Private Banking was expected to be innovative in the areas of Job Rotation and Transfer Policy.

Though HDFC Bank Limited is a big organization, the research study considered it suitable to appraise only Job Rotation and Transfer Policy of Nagpur Branches of HDFC Bank Limited.

STATEMENT OF THE PROBLEM:

The HDFC Bank Limited has a constructive and full proof Job Rotation and Transfer Policy implemented for the benefits of the employees.

NEED OF THE STUDY

The prime need is to assess the substance of Job Rotation and Transfer Policy in an Banking organization. It was also felt necessary to examine the impact of Job Rotation and Transfer Policy in the employees of the organization.

SCOPE OF THE STUDY

The scope of the study could therefore be considered as evaluation of Job Rotation and Transfer Policy implemented in a banking organization. The study could be considered as somewhat influential towards the banking environment especially to HDFC Bank Limited.

RESEARCH METHODOLOGY

The Methodology adopted for carrying out the research work was explorative in nature. Questionnaire method was adopted by considering a sample size of 100 employees. For selecting the sample, cluster random sampling method will be selected by assigning a five digit random number.

DATA COLLECTION:

The data was collected from Primary and Secondary sources. The Primary sources included the views, opinions, experiences of various employees. It also included raw data collected directly from HDFC Bank Limited. The Secondary source included various websites, magazines, data provided by HR Department, Banking organizations etc.

The objectives of the research study:

- ✓ To comprehend and examine the role of Job Rotation and Transfer Policy in an organization.
- ✓ To analyze the process involved in Job Rotation Policy
- ✓ To examine the scope for improvement in Job Rotation and Transfer Policy.

HYPOTHESIS:

The Job Rotation & Transfer Policy adopted by HDFC Bank Limited provides benefit to the employees as well and can be considered as well organized and suitably constructed leading to overall achievement of the organization.

LIMITATIONS

The study was conducted by considering Nagpur Branch Offices of HDFC Bank Limited. The Job Rotation and Transfer Policy adopted by other branches of HDFC Bank Limited may vary with the sample organization.

ANALYSIS AND INTERPRETATION:

Analysis and Interpretation are concerned with collected data to draw suitable inferences after necessary processing and scrutiny.

The study utilized the questionnaire method in order to consider the statement of problem. A questionnaire form consisting of 20 questions was prepared and distributed to 100 employees on random basis. The findings recorded were as follows:

RESPONSES

Q1: BASIC INFORMATION:

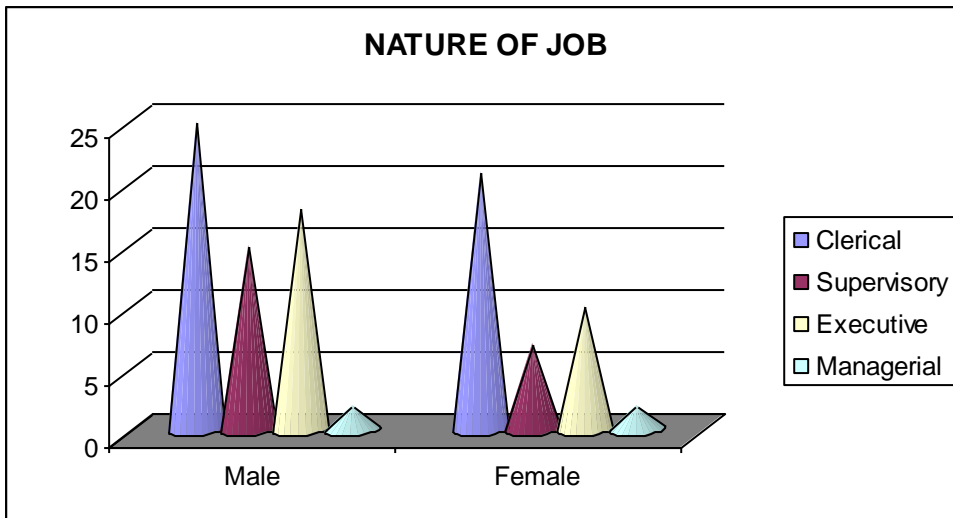
- ✓ GENDER : MALE / FEMALE
- ✓ NATURE OF JOB : CLERICAL/SUPERVISORY/
EXECUTIVE/MANAGERIAL
- ✓ BASIC QUALIFICATION : SSC/HSC/GRADUATE/ POST GRADUATE

FINDINGS:

The questionnaire was distributed to 100 employees on random basis, 60 were male and 40 females. The following table revealed the nature of their job as well as qualifications.

NATURE OF JOB

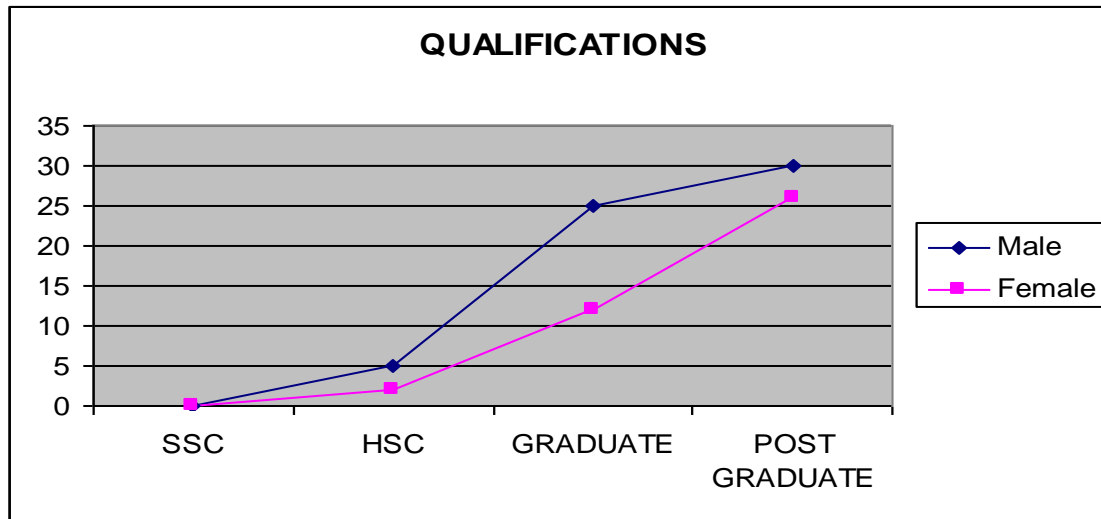
SN	Particulars	Male	Female	Total
1	Clerical	25	21	46
2	Supervisory	15	07	22
3	Executive	18	10	28
4	Managerial	02	02	04
	Total	60	40	100



QUALIFICATIONS

SN	Particulars	Male	Female	Total
1	SSC	00	00	00
2	HSC	05	02	07
3	GRADUATE	25	12	37
4	POST GRADUATE	30	26	56
	Total	60	40	100

It was revealed that most of the employees got entry by joining on clerical / executive level. The cadre for supervisory and managerial involves promotion from the previous cadre. The executive cadre can be obtained on promotion basis or direct entry. Most of the employees were found post graduate or higher qualified. The percentage of graduate or higher qualified was 93% revealing the importance of education.



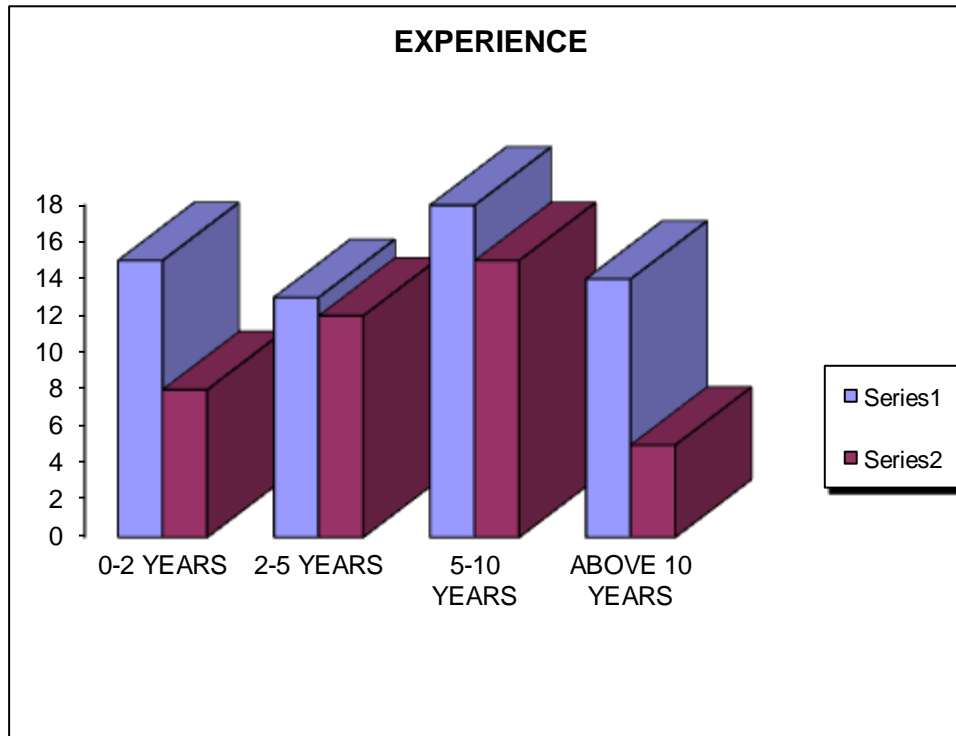
Q2: HOW MANY BANKING EXPERIENCE YOU POSSESS?

- 0-2 YEARS
- 2-5 YEARS
- 5-10 YEARS
- ABOVE 10 YEARS

FINDINGS:

The study observed that most of the employees joined the organization had adequate experience. The following table shows the breakup analysis:

SN	Particulars	Male	Female	Total
1	0-2 YEARS	15	08	23
2	2-5 YEARS	13	12	25
3	5-10 YEARS	18	15	33
4	ABOVE 10 YEARS	14	05	19
	Total	60	40	100



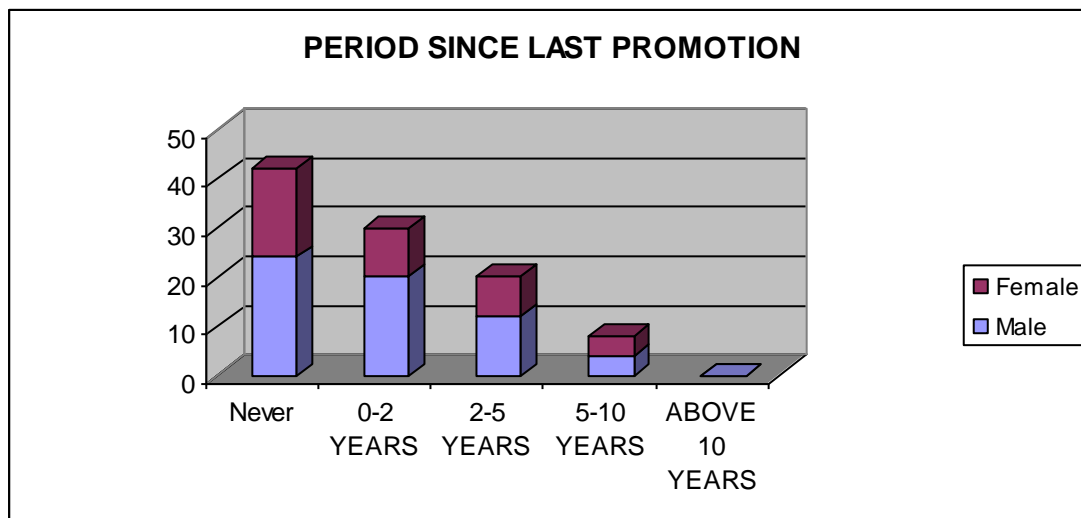
Q3: MENTION (IN NUMBER OF YEARS) WHEN YOU WERE PROMOTED PREVIOUSLY TO WORK ON THE PRESENT CAPACITY.

- NEVER
- BELOW 2 YEARS
- 2-5 YEARS
- 5-10 YEARS
- ABOVE 10 YEARS

FINDINGS:

It was observed that promotional chance though has scope, it require hard work. Not much employees promoted to acquire the present position. The fact can be analyzed by following table:

SN	Particulars	Male	Female	Total
1	Never	24	18	42
2	0-2 YEARS	20	10	30
3	2-5 YEARS	12	08	20
4	5-10 YEARS	04	04	08
5	ABOVE 10 YEARS	00	00	00
	Total	60	40	100



Q4: MENTION (IN NUMBER OF MONTHS) WHEN YOUR JOB WERE ROTATED IN ANOTHER DEPARTMENT

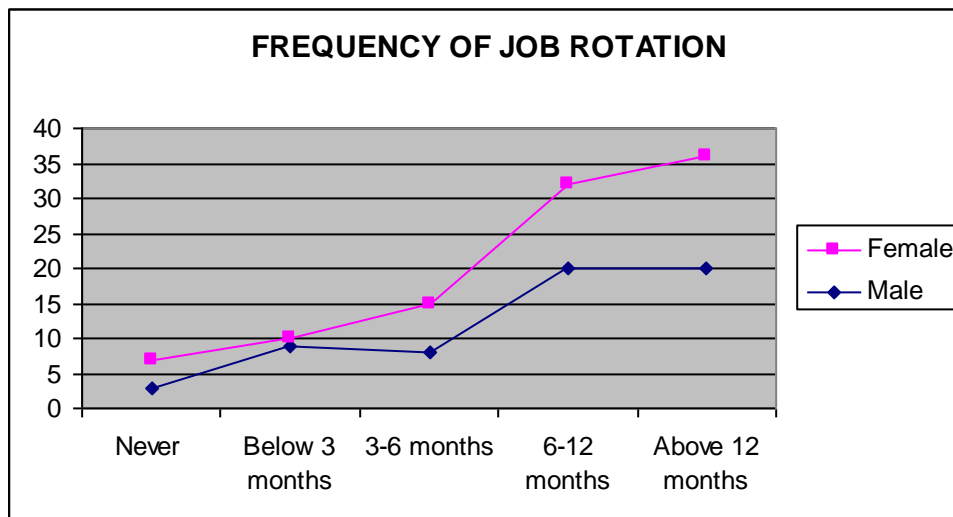
- NEVER
- BELOW 3 MONTHS
- 3-6 MONTHS

- 6-12 MONTHS
- ABOVE 12 MONTHS

FINDINGS:

In order to update the knowledge and skills of employees and keep themselves well updated too, HDFC Bank Limited has the policy to rotate the jobs frequently. The same was observed from the responses. It showed the variation in time due to nature of the job and company's requirement.

SN	Particulars	Male	Female	Total
1	Never	03	04	07
2	Below 3 months	09	01	10
3	3-6 months	08	07	15
4	6-12 months	20	12	32
5	Above 12 months	20	16	36
	Total	60	40	100



Q5: WHAT BENEFITS YOU DERIVED FROM JOB ROTATION?

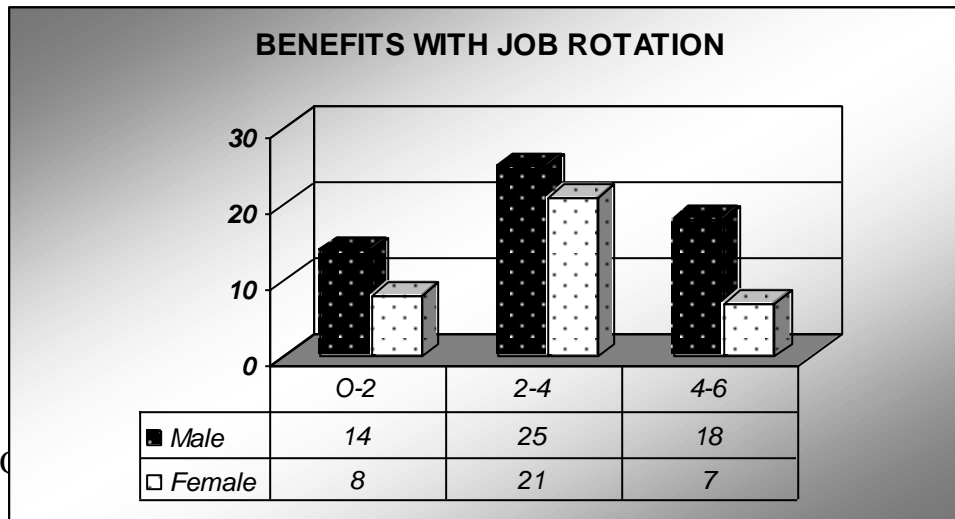
- 1) EASE OF WORK
- 2) KNOWLEDGE OF VARIED AREA
- 3) MONETORY BENEFITS
- 4) CONVENIENCE
- 5) MORE PLEASANT ATMOSPHERE
- 6) ADD ON EXPERIENCE

- 0-2
- 2-4
- 4-6

FINDINGS:

It was natural to see that most favoured job rotation due to increase in knowledge, varied nature, monetary benefits, add on experience, pleasant workings so seventy one considered more than 2 benefits.

SN	Particulars	Male	Female	Total
1	0-2 BENEFITS	14	08	22
2	2-4 BENEFITS	25	21	46
3	4-6 BENEFITS	18	07	25
	Total	57	36	93



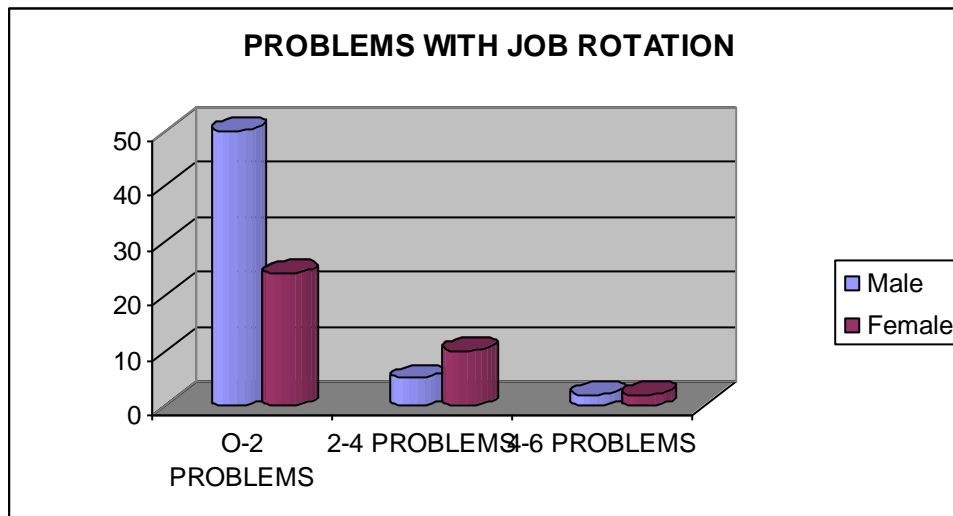
- 1) DIFFICULTLY IN HANDLING LOSS
- 2) MONETORY LOSS
- 3) MORE TIME DEVOTION REQUIRED
- 4) UNPLEASANT ATMOSPHERE
- 5) DIFFICULT TO COPE UP
- 6) UNFAVOURABLE IN ALL RESPECT

- 0-2
- 2-4
- 4-6

FINDINGS:

74 employees found it very convenient however reported the minor problem which was natural when place of duty changes or nature of job change. Four employees shown some level of dissatisfaction and job rotation a bit problematic.

SN	Particulars	Male	Female	Total
1	O-2 PROBLEMS	50	24	74
2	2-4 PROBLEMS	05	10	15
3	4-6 PROBLEMS	02	02	04
	Total	57	36	93



Q7: DO YOU CONSIDER JOB ROTATION IN FAVOUR OF YOUR ORGANIZATION

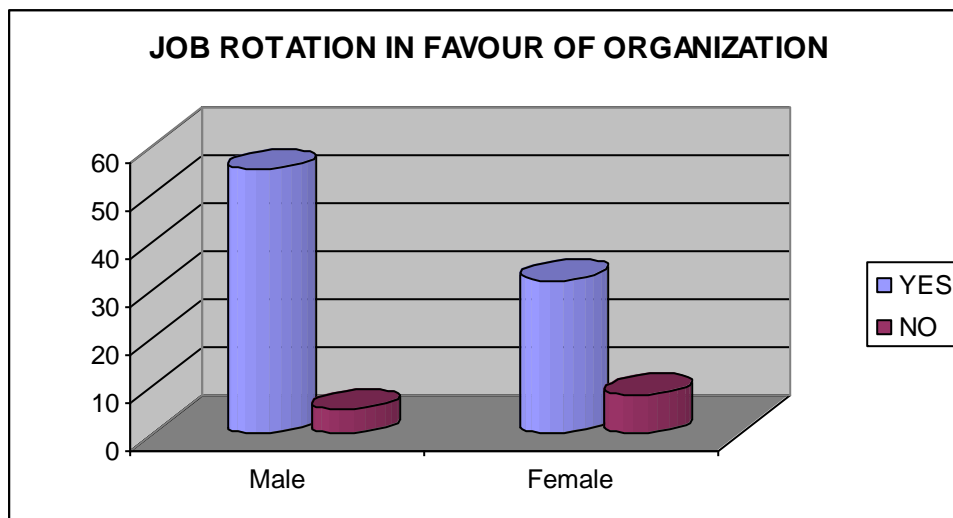
- YES
- NO

FINDINGS:

Most of the employees were found hesitant with transfer and found job rotation convenient for them as well as for the organisation. It was indeed beneficial especially for

the organization so 87 consented the same. Rest considered it as a policy to give favourable position to their near and dear ones.

SN	Particulars	Male	Female	Total
1	YES	55	32	87
2	NO	05	08	13
	Total	60	40	100



Q8: MENTION (IN NUMBER OF MONTHS) WHEN YOU WERE TRANSFERRED PREVIOUSLY.

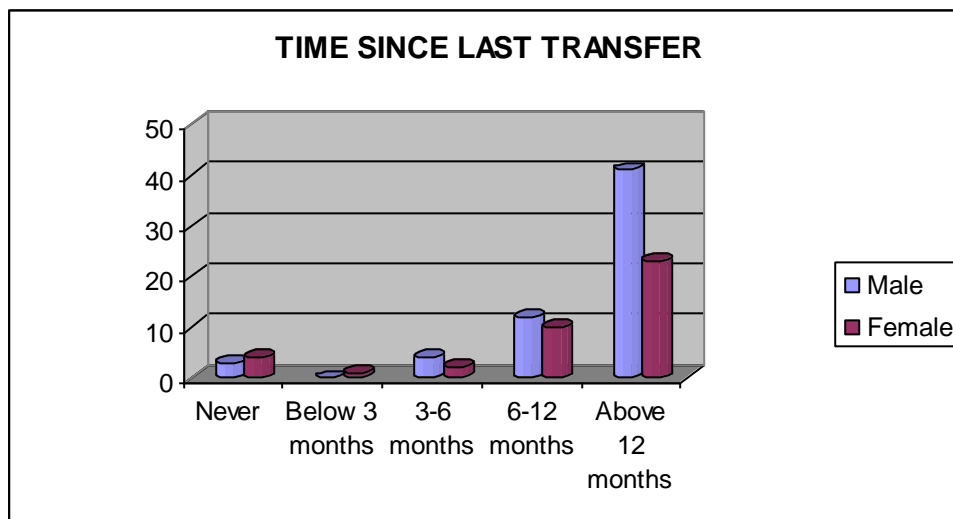
- NEVER
- BELOW 3 MONTHS
- 3-6 MONTHS
- 6-12 MONTHS

▪ ABOVE 12 MONTHS

FINDINGS:

As the transfer could not be done frequently, 64 employees were transferred one year before, 22 fell in 6-12 months range. It was not a policy to do frequent transfer, it was admitted by most of them. Seven key personnel were found not transferred from their present position as they were considered irreplaceable due to their skills, company requirement and the position.

SN	Particulars	Male	Female	Total
1	Never	03	04	07
2	Below 3 months	00	01	01
3	3-6 months	04	02	06
4	6-12 months	12	10	22
5	Above 12 months	41	23	64
	Total	60	40	100



Q9: WHAT BENEFITS YOU DERIVED FROM TRANSFER?

- 1) JOB PROMOTION
- 2) MONETORY BENEFIT
- 3) CONVENIENCE
- 4) EASE OF WORK
- 5) MORE PLEASANT ATMOSPHERE
- 6) ADD ON EXPERIENCE
- 7) INCREASE IN WORKING KNOWLEDGE

➤ 0-2

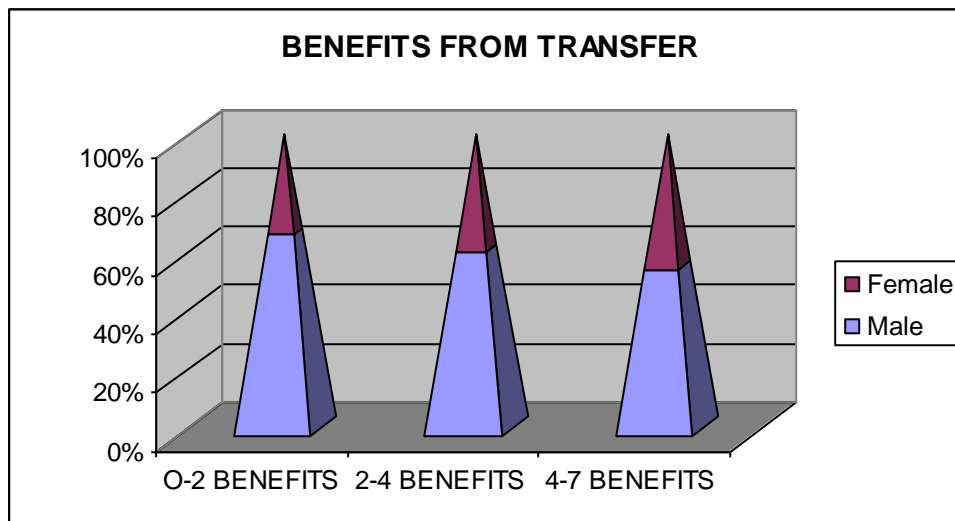
➤ 2-4

➤ 4-7

FINDINGS:

It was evident to observe 2-4 benefits atleast to most of the employees. However surprising for the policy makers indeed to analyze twenty seven of ninety three ranged between 0-2 benefits. 20 out of 93 found 4-7 benefits.

SN	Particulars	Male	Female	Total
1	O-2 BENEFITS	18	09	27
2	2-4 BENEFITS	28	18	46
3	4-7 BENEFITS	11	09	20
	Total	57	36	93



Q10: WHAT PROBLEMS HAVE YOU FACED DUE TO YOUR TRANSFER?

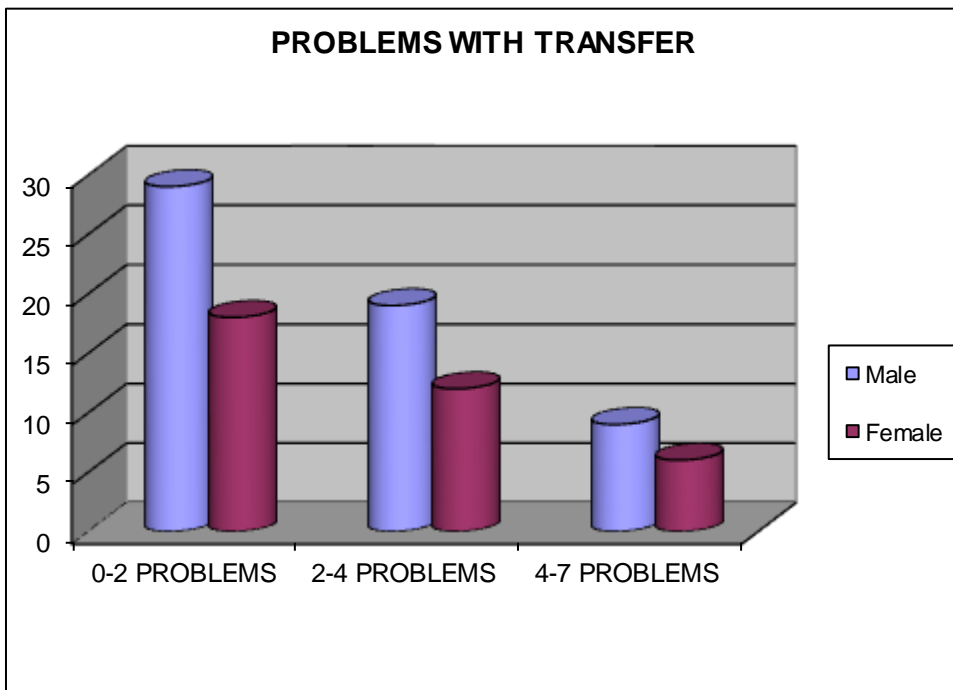
- 1) DEMOTION (AS A PUNISHMENT)
 - 2) MONETORY LOSS
 - 3) LEAD TO INCONVENIENCE
 - 4) DIFFICULTY IN OF WORK
 - 5) UNPLEASANT ATMOSPHERE
 - 6) DIFFICULT TO COPE UP
 - 7) UNFAVOURABLE IN ALL RESPECT
- 0-2
 - 2-4
 - 4-7

FINDINGS:

Most of them were found themselves convenient with the organizational policy so treated their problems as normal process. More time devotion and increase in learning time

might lead them to consider 0-2 problems. However, fifteen employees considered problems to be between 4-7. The ratio appeared in decreasing order as follows:

SN	Particulars	Male	Female	Total
1	0-2 PROBLEMS	29	18	47
2	2-4 PROBLEMS	19	12	31
3	4-7 PROBLEMS	09	06	15
	Total	57	36	93



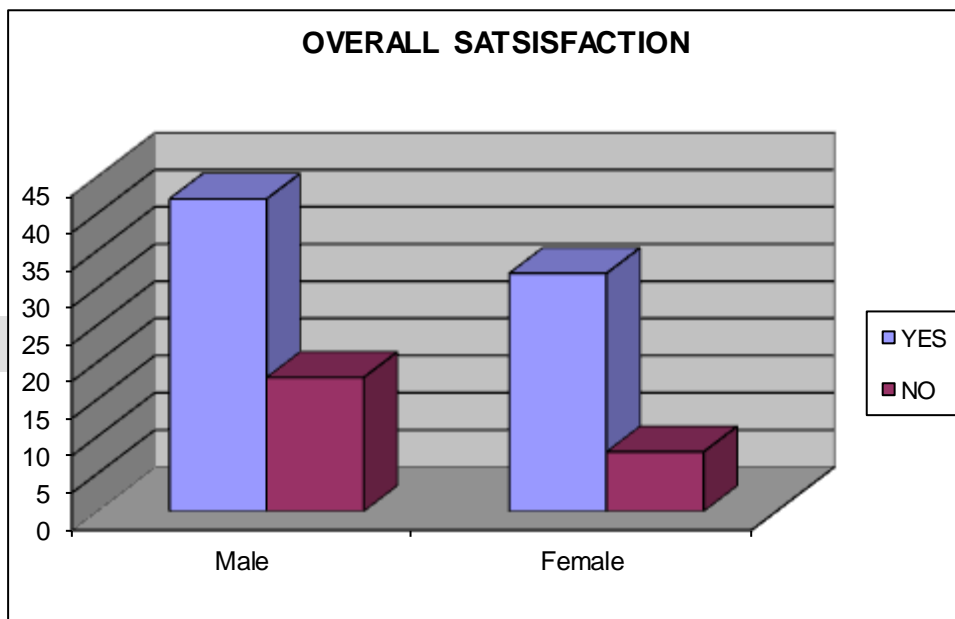
Q11: ARE YOU SATISFIED WITH JOB ROTATION AND TRANSFER POLICY AND CONSIDER IT IN FAVOUR OF YOURSELF, YOUR FAMILY AND YOUR ORGANIZATION?

- YES
- NO

FINDINGS:

The key question for drawing inference on the subject was asked to all the employees. Though 79% considered Job Rotation and Transfer Policy as unbiased policy applicable for all employees, on overall basis, 74% agreed to consider Job Rotation and Transfer Policy adopted by the bank leading to their satisfaction and satisfaction of their families and the organization. The tabulated data could be analyzed as follows:

SN	Particulars	Male	Female	Total
1	YES	42	32	74
2	NO	18	08	26
	Total	60	40	100



CONCLUSION:

The research work intended to review and scrutinize the Job Rotation and Transfer Policy of HDFC Bank Limited. In order to update the knowledge and skills of employees and keep themselves well updated too, HDFC Bank Limited has the policy to rotate the jobs frequently. Job rotation being a part of the job and provides an employee update with skills, knowledge, management have no harm in consulting employees. Most agreed to consented well in advance and considered the same beneficial. Overall, 76 out of 93 were found satisfied with job rotation. Most of the employees were found hesitant with transfer and found job rotation convenient for them as well as for the organisation. It was indeed beneficial specially for the organization so 87 consented the same. 70 out of 93 considered transfer in their favour. 66 considered even to derive more than two benefits from such policy. Most of them were found themselves convenient with the organizational policy so treated their problems as normal process. More time devotion and increase in learning time might lead them to consider 0-2 problems.

Eighty one employees considered transfer in favour of the organization. Rest seven who could be considered inexperienced to the matter were kept aloof. Most of them admitted the fact that for the sake of an organizational achievement, all their convenience, facilities and other factors become secondary.

Overall, 79% considered Job Rotation and Transfer Policy as unbiased policy applicable for all employees. Rest 21% reported suspicion to consider it as unbiased due to several reasons. 74% agreed to consider Job Rotation and Transfer Policy adopted by the bank leading to their satisfaction and satisfaction of their families and the organization. The various hypotheses are reviewed again in the light of findings and inferences were drawn as follows:

The Job Rotation & Transfer Policy adopted by Nagpur Branch of HDFC Bank Limited is effective and beneficial for the organization. The Job Rotation & Transfer Policy adopted by HDFC Bank Limited can be considered as effective and beneficial for the organization.

Therefore, the Job Rotation & Transfer Policy adopted by HDFC Bank Limited is well organized, suitably constructed and leads to overall achievement. The hypotheses proved can be generalized to state that the Job Rotation & Transfer Policy adopted provides benefit for an organization in a positive manner. Thus the hypothesis could be hold true and it can be inferred that

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