
A STUDY ON JOB ROTATION IN TWIN FABRICS PVT. LTD., AT TIRUPUR

Article Particulars

Received: 10.04.2018

Accepted: 16.04.2018

Published: 28.04.2018

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Abstract

This chapter gives a brief introduction Job Rotation is considered as one of the simple and effective methods. Previous studies were systematically collected with the combination of keywords such as job, task, rotation, allocation, line balancing, etc. Collected studies were classified into three categories: field study, laboratory study and optimization approach study. Results, Importance of Job Rotation Performance improvement driven by unique view points of new employee, increased innovation and idea generation, Functions of Job Rotation Reducing Monotony of the Job, Succession Planning, Creating Right-Employee Job Fit, Benefits of Job Rotation Helps Managers Explore the Hidden Talent, Objectives of the Study To increase the awareness of job rotation, To study employee level of satisfaction which results from job rotation, Scope of the study helps the organization to understand about Employee's perception about job rotation and their attitude (both negative and positive) towards job rotation. It helps to know about Employees' willingness to take up the change in jobs they perform.

Introduction about the Study

Job Rotation is considered as one of the simple and effective methods. Method: Previous studies are systematically collected with the combination of keywords such as job, task, rotation, allocation, line balancing, etc. Collected studies are classified into three categories: field study, laboratory study and optimization approach study. Results: Field studies showed that most studies focused on the evaluation of the factors causing the musculoskeletal disorder. Job rotation involves an employee changing positions within the same organization and eventually returning to the original position. It can refer to different types of rotations. Task rotation usually takes place in jobs that involve a high degree of physical demands on the body or a high degree of repetitive tasks that can become extremely tedious. Employees are periodically removed from these mentally stressful or physically demanding tasks to a less demanding task for a while to give them a break.

Let's say you work as a spot welder on a production line, where you work 10-hour shifts four days a week. You spend your day standing in place applying welds to two specific locations on the product as it moves down the line. The production facility's environmental controls aren't the best, and you're hot and sweating because of the protective gear you must wear along with the heat generated by the welding machine. However, every other week you get rotated off the line to work in the maintenance department and tool shop, where your tasks are varied, the environment is a bit more comfortable, and you can sit down a significant amount of the time.

Position rotation is the process of laterally moving an employee to different positions, departments or geographic locations for professionally developing the employee by exposing them to new knowledge, skills and perspectives. Position rotation can be further broken down into with in-function rotation and cross-functional rotation. With in-function rotation is where an employee rotates between jobs with similar levels of responsibility and in the same functional or operational areas. Cross-functional rotation, on the other hand, usually involves a sequence of positions, often with increasing levels of job responsibilities.

Let's say you are a junior executive at a multinational consulting firm on the fast track. Your mentor and supervisor have just informed you that you have been approved for the company's advance executive training program. You will spend the next two years rotating from your home office to the headquarters in New York, to the company's office in London, then onto Dubai, and finally onto Hong Kong before returning to your home office. Your job responsibilities will change a bit at each office, but you will basically still serve as a financial analyst. Upon your return, you will receive an important promotion so long as the rotations are successful. This is an example of position rotation, and more specifically, within-rotation.

Definition

Job Rotation is a management technique that assigns trainees to various structures and departments over a period of a few years. Surveys show that an increasing number of companies are using job rotation to train employees (see Coyne 2011 below). There are both positive and negative effects involved with job rotation that need to be taken into consideration when a company decides to use this technique.

Concepts

Job rotation involves an employee changing within the same organization and eventually returning to the original position. It can refer to different types of rotations. Task rotation usually takes place in jobs that involve a high degree of physical demands on the body or a high degree of repetitive tasks that can become extremely tedious. Employees are periodically removed from these mentally stressful or physically demanding tasks to a less demanding task for a while to give them a break.

Meaning

Position rotation is the process of laterally moving an employee to different positions, departments or geographic locations for the purposes of professionally developing the employee by exposing them to new knowledge, skills and perspectives. Position rotation can be further broken down into within-function rotation and cross-functional rotation. The within function rotation is where an employee rotates between jobs with similar levels of responsibility, and in the same functional or operational areas.

Importance of Job Rotation

- Performance improvement was driven by unique view points of the new employee.
- Increased innovation and idea generation.
- Better understanding and co-operation.
- Job rotation employees developed him a lot and learned about the job.

Functions of Job Rotation

- Reducing Monotony of the Job.
- Succession Planning.
- Creating Right-Employee Job Fit.
- Exposing Workers to All Verticals of the Company.
- Testing Employee Skills, and Competencies.
- Developing a Wider Range of Work Experience.

Benefits of Job Rotation

- Helps Managers Explore the Hidden Talent.
- Helps Individuals Explore Their Interests.
- Identifies Knowledge, Skills, and Attitudes.
- Motivates Employees to Deal with New.
- Increases satisfaction and Decreases Attrition.

Objectives of the Study

- To increase the awareness of job rotation.
- To study employee level of satisfaction this results from job rotation.
- To know the employee involvement in decision making, problem-solving, information sharing etc.
- To identify the knowledge, skills, attitude required for employee to work.

Scope of the Study

This study helps the organization to understand about Employee's perception about job rotation and their attitude (both negative and positive) towards job rotation.

It helps to know about Employees' willingness to take up change in jobs they perform. Its effect on productivity and motivation of employees and also the effect of job rotation on job satisfaction.

Limitation of the Study

- The study was conducted only for 100 an employees.
- Some of the employees are refused to answer due to their busy schedule.
- The results of the study are depend on employee opinion.

Industry Profile

History of Textile industry

The Textile Sector in India ranks next to Agriculture. Textile is one of India's oldest industries and has a formidable presence in the national economy in as much as it contributes to about 14 percent of manufacturing value-addition, accounts for around one-third of our gross export earnings and provides gainful employment to millions of people. The textile industry occupies a unique place in our country. One of the earliest to come into existence in India, it accounts for 14% of the total Industrial production, contributes to nearly 30% of the total exports and is the second largest employment generator after agriculture. Textile Industry is providing one of the most basic needs of people and the holds importance; maintaining sustained growth for improving quality of life. It has a unique position as a self-reliant industry, from the production of raw materials to the delivery of finished products, with substantial value-addition at each stage of processing; it is a major contribution to the country's economy. This paper deals with Global Scenario, Indian Scenario of Textile Industry. Profile, structure and functions involved in a company. It is a great opportunity for the trainee to study the Organization and learn functions involved and make sure to understand Theoretical concepts in Practical and Practical concepts in Theory.

Development in Textile Industry

1793 - Eli Whitney and Hogden Holmes developed a simplified method of removing the cotton lint from the seed. Whitney's, and especially Holmes' saw tooth gin, revolutionized the cotton industry by dramatically increasing the productivity of cotton ginning. In the early 1800s, cotton was raised in the southern United States and exported to mills in England and the north. Leaders such as William Gregg of South Carolina advocated a home-based textile industry for the south but the time was not right. Northern mills resisted the growth of mills outside New England. Textile machinery was built in New England and New Jersey and imported from Europe. After the Civil War, the global scenario slowly replaced slaves with free workers. The industry remained largely in the north until after the 1880s. Leaders such as Edwin Michael Holt and family of Alamance Country, North Carolina built mills in large numbers throughout the south as the 19th century closed. Merchants contracted for goods through agents.

The Cone family moved from Baltimore to Greensboro and brokered sales. The Belk family bought goods from Cone to sell in the dry goods stores. Merchants such as Marshall Fields of Chicago bought goods from mills through intermediaries. Later, to better control supply, the Cones and the Fields built mills of their own, e.g., cone mills and Fieldcrest Mills Machinery was imported the north and from Europe. World War I and the naval blockade imposed by England on German shipping, and the use of U-boats by Germany to harass English vessels brought that the United States must be independent of England and Germany for machinery and dyestuffs.

New companies emerged to satisfy the war effort and remained strong for several decades following the war. World War II once again emphasized the need for self-sufficiency. Following the war, however, imported machinery and dyes, especially from Germany and Switzerland, once again supplemented and eventually replaced domestic supply. American textile companies thrived with the use of imported machinery and dyestuffs. In the 1990s, a new world order began to replace the Made in the the USA ideas. Buying from the lowest cost producer drove many textile manufacturers out of the production side and into imports. Manufacturing companies changed to marketing companies. The textile industry is undergoing a major reorientation towards non-clothing applications of textiles, known as technical textiles, which are growing roughly at twice rate of textiles for clothing applications and now account for more than half of total textile production. The processes involved in producing technical textiles require expensive equipment and skilled workers and are, for the moment, concentrated in developed countries. Technical textiles have many applications including bed sheets; filtration and abrasive materials; furniture and healthcare upholstery; thermal protection and blood-absorbing materials; seatbelts; adhesive tape, and multiple other specialized products and applications. The Indian Textile industry has been undergoing a rapid transformation and is in the process of integrating with the world textile trade and industry. This change is being driven by the progressive dismantling of the MFA and the imperative of the recently signed General Agreement Trade & Tariff. In this bold, new scenario, India has to move beyond its role of being a mere quota satisfying country.

Indian Textile Clusters

In India, there are three regions, South, Central and North regions, Tamilnadu, Karnataka and Andhra Pradesh belong to South region. Maharashtra, Madhya Pradesh and Gujarat belongs to the Central region, and Delhi, Haryana, Rajasthan and Punjab belongs to North region. West Bengal and Orissa also contribute to the nation growth.

Top 10 Textile Companies in India

- Wardhman textiles – Punjab
- Arvind Mills – Gujrath

- Bombay Dyeing – Maharashtra
- Raymonds – India
- Grasim Industries-India
- Reliance Textiles –Gujarat
- Fab India – New Delhi
- JCT Limited- Punjab
- Lakshmi Mills -Tamilnadu
- Mysore Silk- Karnataka

Growth of Leading Textile Companies during The Past 10 Years

Textile production and consumption is an increasingly global affair as production continues to shift to developing countries. Developing countries have seen an explosion in The growth of their textile exports, and for many countries, textiles are a significant portion of their total exports. In response to increasing competition from imports from developing countries, industry leaders in developed countries have made significant capital investments to increase productivity and move into advanced market sectors. There are several trade agreements in place that impact world textile trade. The African Growth and Opportunities Act, Andean Trade Preference Act, and Trade Promotion Act are each designed to liberalize textile trade and provide equal market access to both developing and developed countries.

Problems of the Textile Industry Shortage of Raw Material

There is a shortage of raw material especially of good quality cotton to meet the growing demand of the Indian textile industry. The fluctuating prices and uncertainties in the availability of raw material lead to low production and sickness of the mill. Consequently, long staple cotton is imported from Egypt, Sudan Kenya, Peru, Tanzania, Uganda, and the USA. There is a need of Silver Fiber Revolution in the country. 2. Obsolete Machinery Most of the Indian textile mills are working with obsolete machinery. According to one estimate 70 percent of the spindles are more than 30 years of age. The outdated machinery cannot compete with the machinery of countries like China, Japan, South Korea, Taiwan, and the USA which have the latest sophisticated machinery in their textile mills.

Government Initiatives of Indian Textile Mills

The Indian government has come up with some export promotion policies for the textiles sector. It has also allowed 100 percent FDI in the Indian textiles sector under the automatic route. Some of initiatives taken by the government to further promote the industry are as under:

The Government of India has started promotion of its 'India Handloom' initiative on social media like Face book, Twitter and Instagram to connecting with customers, especially youth, to promote high-quality handloom products.

The Ministry of Textiles launched Technology Mission on Technical Textiles (TMTT) with two mini-missions for a period of five-years (from 2010-11 to 2011-12 in the 11th five year plan and 2012-13 to 2014-15 in 12th five-year plan) with a total fund outlay of Rs 200 Crore (US\$ 30 million).

The objective of TMTT is to promote technical textiles by helping to develop world-class testing facilities at eight Centers of Excellence across India, promoting indigenous development of prototypes, providing support for domestic and export market development and encouraging contract research.

The Government of India is expected to soon announce a new National Textiles Policy. The new policy aims at creating 35 million new jobs by way of increased investments by foreign companies, as per Textiles Secretary Mr.S.K.Panda

Subsidies on machinery and infrastructure

The Revised Restructured Technology Up gradation Fund Scheme (RRTUFS) covers manufacturing of major machinery for technical textiles for 5 percent interest reimbursement and 10 percent capital subsidy in addition to 5 percent interest reimbursement also provided to the specified technical textile machinery under RRTUFS.

The major machinery for production of technical textiles receives a concessional customs duty list of 5 percent.

Specified technical textile products are covered under Focus Product Scheme. Under this scheme, exports of these products are entitled for duty credit scrip equivalent to 2 percent of freight on board (FOB) value of exports

The Government of India has implemented several export promotion measures such as Focus Market Scheme, Focus Product Scheme and Market Linked Focus Product Scheme for increasing share of India's textile exports.

Under the Market Access Initiative (MAI) Scheme, financial assistance is provided for export promotion activities on focus countries and focus product countries.

Under the Market Development Assistance (MDA) Scheme, financial assistance is provided for a range of export promotion activities implemented by Textiles Export Promotion Councils.

The government has also proposed to extend 24/7 customs clearance facility at 13 airports and 14 sea ports resulting in faster clearance of import and export cargo.

The Ministry of Textiles has approved a 'Scheme for promoting usage of geotechnical textiles in North East Region (NER)' in order to capitalize on the benefits for geotechnical textiles. The scheme has been approved with a financial outlay of Rs 427 crore (US\$ 64.1 million) for five years from 2014-15.

A Memorandum of Understanding (MoU) has been signed between India and Kyrgyzstan seeking to strengthen bilateral cooperation in three fields -Textiles and Clothing, Silk and Sericulture, Fashion.

Company Profile

Centwin Textile Mills Private Limited was started in the late eighties under the guidance of brothers Mr.P.Govindaswamy, Mr.P.Palaniswamy and Mr.P.Kumaraswamy. The trios had a sound background in the textile arena and are the pioneers in initiating knitwear export activities in Tirupur. Centwin today is a leading manufacturer and exporter of textile goods in India. We have been exporting world-class textiles under the banner of "Centwin" for the past30 years.

Company Name	:	TWIN FABRICS PVT.LTD.,
Year of establishment	:	1988
Founder	:	Mr.P.Govindasamy
Nature	:	Exporter/ Manufacturer
Address	:	Kamaraj Road, Mudalipalayam, Tirupur -641 604
Products	:	Knitted Hosiery Garments
No of employees	:	400

Departments

- Production
- Purchasing
- Marketing (including the selling function)
- Human Resource Management
- Accounting and Finance.
- Sales

Production Department

The Production function undertakes the activities necessary to provide the organization's products or services. Its main responsibilities are is:

- Production planning and scheduling
- Control and supervision of the production workforce
- Managing product quality (including process control and monitoring)
- Maintenance of plant and equipment
- Control of inventory
- Deciding the best production methods and factory layout.

Purchase Department

The Purchasing function is concerned with acquiring goods and services for use by the organization. These will include, for example, raw materials and components for manufacturing and also production equipment. The responsibilities of this function usually extend to Buying goods and services for the entire organization (not just the Production function), including, for example, office equipment, furniture, computer

equipment and stationery. In buying goods and services, purchasing managers must take into account some factors – collectively referred to as 'the Purchasing mix', namely, Quantity, Quality, Price and Delivery.

- Quantity. buying in large quantities can attract price discounts and prevent inventory running out. On the other hand, there are substantial costs involved in carrying a high level of inventory.
- Quality. There will usually be a trade-off between price and quality in acquiring goods and services. Consequently, Production, R&D and Marketing Functions will need to be consulted to determine an acceptable level of quality which will depend on how important quality is as an attribute of the final product or service of the organization.
- Price. Other things being equal, the purchasing manager will look for the best price deal when procuring goods and services, although price must be considered in conjunction with quality and supplier reliability, to achieve best value, rather than lowest price only.
- Delivery. The time between placing an order and receiving the goods or services, the lead time, can be critical for production planning and scheduling and also has implications for inventory control. Suppliers must therefore be evaluated in terms of their reliability and capability for on-time delivery.

Marketing Department

Marketing is concerned with identifying and satisfying customers needs at the right price. Marketing involves researching what customers want and analyzing how the organization can satisfy these wants. Marketing activities range from the 'strategic', concerned with the choice of product markets (and how to compete in them, for example, on price or product differentiation) to the operational, arranging sales promotions (e.g., offering a 25 percent discount), producing literature such as product catalogues and brochures, placing advertisements in the appropriate media and so on. A fundamental activity in marketing is managing the Marketing Mix consisting of the '4Ps': Product, Price, Promotion and Place.

- Product. Having the right product regarding benefits that customers value.
- Price. Setting the right price which is consistent with potential customers' perception of the value offered by the product.
- Promotion. Promoting the product in a way which creates maximum customer awareness and persuades potential customers to decide to purchase the product.
- Place. Making the product available in the right place at the right time – including choosing appropriate distribution channels.

Human Resources Department

The Human Resources function is concerned with the following:

- Recruitment and selection. Ensuring that the right people are recruited to the right jobs.
- Training and development. Enabling employees to carry out their responsibilities effectively and make use of their potential.
- Employee relations. Including negotiations over pay and conditions.
- Grievance procedures and disciplinary matter. Dealing with complaints from employees or from the employer.
- Health and Safety matters making sure employees work in a healthy and safe environment.
- Redundancy procedures are administering a proper system that is seen to be fair to all concerned when deciding on redundancies and agreeing redundancy payments.

Accounting and Finance Department

The Accounting and Finance function is concerned with the following:

- Financial record keeping of transactions involving monetary inflows or outflows.
- Preparing financial statements (the income statement, balance sheet and cash flow statement) for reporting to external parties such as shareholders. The financial statements are also the starting point for calculating any tax due on business profits.
- Payroll administration is Paying wages and salaries and maintaining appropriate income tax and national insurance records.
- Preparing management accounting information and analysis to help managers to plan, control and make decisions.

Sales Department

Selling is one of the major forms of communication and customer acquisition in a company's marketing promotion strategy, while the roles if a sales department vary somewhat by the organization, its primary duties include identifying and contacting prospects, delivering sales presentations, closing deals and managing existing customer relationship.

Review of Literature

Job rotation refers to a systematic shifting of employees from one job to another and, in most cases, over prearranged intervals (Dessler and Varkkey, 2009). It essentially involves rotating employees from one position to another in a lateral fashion and is characterized by having tasks that require different skills, and at times, tasks with different responsibilities (Robbins, 1996).

Cosgel and Miceli (1999) argue that it should only be applied when the incremental benefits of its applications outweigh the benefits of work specialization. This means that

it is necessary to carry out a cost-benefit analysis before using this kind of job redesign and it should only be applied where it is rational to do so. An important aspect of job rotation is in its inherent ability to promote organization learning.

Ortega (2001) argues that job rotation indeed can promote organization learning better than specialization in circumstances where there is little information about the relative import of different job tasks. With the benefits that accrue from organizational learning, it means that job rotation is an indispensable aspect of job designs.

Job rotation is also important in the development of employees (Sonnenfeld and Peiperl, 1988). This means that when properly designed and executed, job rotation can result in improvement of capacity of employees hence resulting in enhanced task performance and productivity.

Ostroff and Kozlowski (1992) show that job rotation facilitates information sharing and socialization and this results in a more knowledgeable employee base and the resultant effect is that employees undertake their tasks much better hence enhancing work place productivity for the employees individually and collectively.

Zeira (1974) argues that job rotation is an important technique of augmenting employee's task commitment and job involvement and as such plays an important role in facilitating normal functioning of organizations thereby helping drive efficiency and effectiveness, which ultimately leads to enhanced workplace productivity.