

Effects of Job Rotation on Role Stress

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ABSTRACT

This study examines the research problem of whether Job Rotation related and have influence on Role Stress in Banks in Batticaloa district. Job Rotation known as ongoing training and learning mechanism. It is become important as it facilitates to get broader knowledge regarding function of organization and making the job an exciting one. On the other hand, Importance of managing Role stress is uncountable, because ultimately it is affecting health and performance of individual and creates problem in entities. To survival of an organization, it is vital to manage these variables at workplace. There is only limited number of researches conducted connecting Job Rotation and Role stress, also it is not sure that, whether this study conducted among banks in Sri Lankan context. So, this study investigates both variables in banks of Sri Lanka. Quantitative methodology has been engaged for this research and questionnaires were issued to collect the data. This study sample included 166 employees who have been working in Banks of Batticaloa District. Simple random sampling technique was used and for analysis the data Univariate, correlation, and regression analysis have been used. Finding indicates that Job Rotation is in

high level and Role stress is in moderate level. Results also found that moderate negative relationship between the variables. Moreover, Job Rotation significantly influence on Role Stress of Bank employees in Batticaloa District.

Keywords: Job Rotation, Role Stress

1.0 INTRODUCTION

1.1 Background of study

Successful organizations need both motivated and competitive employees. To make their employees competitive enough and motivate them, organizations are arranging seminars and training programs. Also organizations must provide a stress free and satisfied work environment for employees in order to maximize their performance and get ultimate output from employees.

Job Rotation is a learning mechanism and it help employees to improve broader knowledge regarding whole functions and operations in their work place. It helps to create an interesting work environment at organization by moving from one job to another in the specified time period. By this employee will

be trained to perform all the tasks and face low boredom and pressure regarding job. As well interesting work environment will increase the capability of employees and help them to balance their life.

1.2 Research problem

Many successful organizations encourage to use Job Rotation as it is improving the value of employees with reduced cost. Role Stress mostly bring negative effects to humans as well respective organizations. An employee who going through stress will not be able to give his maximum level of output. Also leading organizations have strategies to control stress level. So, this stress level need to be managed in a limit to get maximized output.

Cause of that, it is advisable to apply Job rotation practice in possible industries and keep down the level of Stress at work places. This is leaving a great choice to examine Job Rotation and Role stress in banking industry. There is less amount of studies conducted on Job Rotation and Role stress; also it is not sure whether, this relationship and impact are investigated in the Sri Lankan context. So, this study aims to fill this gap and explore Job Rotation and Role stress in Sri Lankan Context.

1.3 Research question

- What is the level of Job rotation and Role stress of bank employees?
- What is the relationship between Job Rotation and Role stress?
- To which extent Job Rotation have impact on Role stress?

1.4 Objective of the study

- Identify the level of Job rotation and Role stress of bank employees.
- Identify the relationship between Job Rotation and Role stress in Batticaloa district.
- Measure the impact of Job Rotation and Role stress in banking sector.

2.0 LITERATURE REVIEW

2.1 Job Rotation

Job Rotation supports organization in many ways such as reducing boredom at workplace, make job interesting, motivates employees, minimize stress and works as cross- training mechanism (Ortega 2001; Michael Jorgensen, 2005). Job rotation can be said as it is organized movement from one job to another, in a specific time interval and within the same grade level (Khana et al, 2014; Mohsan, 2012). A well-adopted job rotation program can help employees to improve various skills needed to work effectively.

2.2 Role Stress

For the first Stress examined by Hans Selye in 1936; it is adverse reaction of people at unfavorable situation. Role Stress arise cause of a person's role in job. When employees face role stress they will affected by poor physical and mental health. Also they will find difficulty in managing work life balance. This is root cause for many problems. So role stress has to be managed in proper way to overcome problems and gain good performance from employees.

2.3 Relationship between Job Rotation and Role Stress

Job Rotation is known as better learning mechanism and ongoing training method. As well Role stress is a negative influence and

affecting human and organization. So role stress should be managed by the organization. According to past researches, Job rotation is motivating employees, reducing boredom and reducing stress level of employees. As per Michael Jorgensen (2005), objectives for initiating job rotation practice are to reduce the incidence and cost of work-related injuries, to increase employee skill, addressing issues related to production, mental stress, quality and job satisfaction. From the past findings identified negative relationship between Job rotation practices towards stress (Jorgensen M, 2005; Syukri Sanali et al, 2013; Evelin D.G.P et al, 2017). Considering the past study results, this study assume that Job rotation and Role stress have negative relationship.

3.0 METHODOLOGY

3.1 Conceptual Model

Figure 1: Conceptual Framework



(Source: Developed for study)

3.2 Study Design

Study design for this study is descriptive. 247 bank employees from 13 banks in Batticaloa district is study population of the study. 175 employees of them have selected as samples and structured questionnaires with closed

statements were distributed. 166 respondents returned their duly filled questionnaires for further analysis. Statements measured through Likert's scale method and data analysis simplified with SPSS 19.0. The level of variables was analyzed by univariate analysis. Relationship and impact evaluated by

correlation and regression analysis respectively.

4.0 DATA ANALYSIS AND RESULTS

4.1 Sample profile

Results of respondents' demographic variables are shown in Table 1. Descriptive statistical analysis was used to find results.

Table 1: Summary of Demographic information

Demographic Profile		Frequencies	Percentages (%)
Age limit	21-30	115	69.3
	31-40	38	22.9
	41-50	10	6.0
	Over 50	3	1.8
Educational qualification	Up to A/L	107	64.5
	Graduate	38	22.9
	Master Degree	7	4.2
	Professional/ Other	14	8.4
Designation	Executive Level	32	19.3
	Manager Level	22	13.3
	Officer Level	16	9.6
	Staff Level	96	57.8

According to the demographic results of Table 1, majority of the respondents were between 21 to 30 years' of age, which make 69.3%. Most of them are studied up to A/Level. More than 50% of respondents are working in staff level.

4.2 Reliability analysis

The Reliability of an instrument was measured using cronbach's alpha test.

Table 2: Reliability

Variable	No. of Statements	Cronbach's Alpha coefficient
Job Rotation	6	0.789
Role Stress	9	0.879

In general, reliabilities in the 0.70 range is acceptable, and those over 0.80 good. Here all the variables have reliability more than 0.70. As Coefficient values for selected variables

indicated a strong internal consistency among the attributes, the variables used were concluded as reliable.

4.3 Level of Variables

The level of each variable was analyzed by analysis of mean and standard deviation.

Table 3: Level of Variables

Variable	Mean	Standard Deviation
Job Rotation	4.22	0.565
Role Stress	2.83	0.895

Table 4: Decision criteria

Range	Decision attributes.
$1 \leq X_i \leq 2.5$	Low level
$2.5 < X_i \leq 3.5$	Moderate level
$3.5 < X_i \leq 5.0$	High level

X_i = Mean of the data

Table 1 also indicates that, mean value of Job rotation is 4.22 and mean value of Role stress is 2.83. This indicates high level of Job rotation and moderate level of role stress among bank employees.

4.4 Relationship between Job Rotation and Role Stress of Bank employees

Table 5: Correlations

Dimension	Role stress
Job rotation Pearson Correlation	-.357**
Sig. (2-tailed)	.000
N	166

** . Correlation is significant at the 0.01 level (2-tailed).

Table 6: Decision Criteria

Correlation of coefficient Range	Strength of correlation
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0.00 – 0.30	Weak
0.31 – 0.50	Moderate
0.51 – 0.80	Strong
0.81 – 1.0	Very Strong

Based on the above table, the coefficient of correlation (R) of Job rotation and Role stress is -0.357 and it is found as moderate negative correlation at the significance level 0.000 (2-tailed). This study confirmed that there is negative relationship between job rotation and Role stress. This result means that employees

who are rotated in their jobs tend to face less Role stress. This result is supporting the past statements of researchers that; job rotation is reducing the stress level of workers. So, Increasing Job rotation practice can reduce the level of role stress facing by employees.

4.5 Impact of Job Rotation and Role Stress

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.357 ^a	.128	.122	.8383463318

a. Predictors: (Constant), Job rotation

The model summary of simple linear regression shows; R square is 0.128. The R Square statistic indicates that 12.8% of variability in Role stress is accounted by Job Rotation.

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.214	.492		10.604	.000
	Job rotation	-.566	.116	-.357	-4.896	.000

a. Dependent Variable: Role stress

Coefficient result shows a significant negative influence of Job Rotation on Role Stress. The β -coefficient of Job Rotation -0.566 shows that every unit of increase in Job rotation decreases

the Role Stress by 0.566. Therefore, study concluded as job rotation has negative effect on Role stress at banks of Batticaloa.

5.0 CONCLUSION AND RECOMMENDATION

According to the research findings, Banks in Batticaloa district have high level of Job Rotational practices and experiencing moderate level of Role stress. Job Rotation and Role Stress both are statistically significant and have negative relationship. This concludes that, Increasing Job Rotational practices will reduce the level of Role stress face by banking personals of Batticaloa district. So, Job Rotation can be used by management to reduce the role stress for some extend. Role stress seems to be in moderate level in banks; so it can support employees to give their supreme productivity. But this should be maintaining with in a limit. That will provide more advantage to the corresponding banks.

This finding offer hint to management to manage Role stress by applying Job rotation practices. In the past Job Rotation have identified with many positive behaviors. But this study only included its relationship and impact regarding Role stress. So in the future Job rotation can be also examined with other variables. The focus of research can be extended to other applicable sectors and other geographical areas.

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