

An Investigation of Perception Constructs on the Impact of Job Rotation

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Abstract

This study examined the perceived constructs related to stressors caused by job rotation, specifically investigating the impact of role conflict, ambiguity, overload, and stress on employees. A quantitative approach was employed, utilizing primary data collected from a purposive sample of 125 employees from a water company in the Upper East and West regions of Ghana.

The findings revealed that role overload, role ambiguity, and role conflict were significant predictors of stress among employees, which, in turn, influenced their acquisition of new skills, experience, and task mastery. A multiple regression analysis showed a strong correlation ($r = 0.923$) between the predictor variables (role ambiguity, role overload, role sabotage, role conflict, and stress) and the dependent variable, explaining 84.6% of the variance.

Keywords: job rotation, employee stress, role ambiguity, role conflict, role overload

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1. Introduction

Employee work characteristics can often lead to boredom and dissatisfaction, with individuals employed in organizational settings being particularly susceptible to these negative outcomes (Adams, 2011). The implementation of job rotation programs has been proposed as a potential solution to mitigate these issues. However, the relationship between job rotation and employee outcomes is complex, and several factors can influence its effectiveness.

Research shows that job rotation has its pros and cons as far as the employees are concerned. On one hand, it could give rise to new challenges, new skills, and new experiences, which create greater job satisfaction and engagement at the same time productivity (Dhanraj and Parumasur, 2014; Maddock and Vitn, 2009). On the other hand, job rotation may lead to some stress, boredom, and fatigue, especially when sufficient training is not given to employees (Mohan and Gomathi, 2015).

Rotation is viewed as the process through which an employee's social and individual human capital develops, enhancing the employees view on customer and brand loyalty, company culture, management philosophy and so on (Noe, 2010). In addition, Kaymaz (2010) believed that an organization would be able to overcome such emergencies by utilizing the skills gained by employees through rotation programs during sudden shortages of employees or sudden increases in demand for job rotation programs.

So, among many things like culture, communication, and leadership, effectiveness or rather efficiency of job rotation programs can be affected (Fiester, Collis, & Cossack, 2008). It can also be said that the planning for and scheduling of its implementation require careful consideration to avoid possible risks such as higher costs and lower productivity.

Despite these challenges, job rotation programs can offer several benefits, including increased employee understanding, coordination, and cooperation, as well as enhanced ability to cope with changes in the business environment (Dhanraj & Parumasur, 2014; Khan, et al. , 2014) Moreover, job rotation programs can provide organizations with a competitive advantage by increasing the potential quality of products and services, providing alternative career paths for employees, and preventing stagnation and job boredom (Fiester, et al.,

2008).

Objectives of the Study

1. To investigate the relationship between stress and job rotation
2. To investigate the relationship between role conflict and stress.
3. To examine the relationship between work overload and stress

2.0 Literature Review

This section detailed the related literature review for the study starting from the conceptualization and impact related to job rotation

2.1 Conceptualization and Impacts of Job Rotation

Job rotation is being thought of as a remedy as far as suffering as a result of job simplification and specialization is concerned. Such an employee can be bored, monotonous, or otherwise fatigued from work (Hsieh & Chao, 2004; Tarus, 2014). The organization is responsible for letting the employees rotate to different roles and tasks thus creating variability of experiences in their work, reducing monotony, and increasing production efficiency. However, research has also highlighted the potential negative consequences of job rotation, particularly if not implemented effectively. For example, Game (2007) noted that they could react by engaging in some counter-productive behavior, such as sabotaging the production process, conflicting with interfering peers, or other unsafe work practices.

Conversely, job rotation may also affect employees' well-being through flexibility, such as in the case of Origo and Pagani (2008). The flexible job rotation program may afford autonomy and variety in the workplace, creating higher job satisfaction and engagement. However, it is essential to note that job rotation should be tailored to specific employee needs, rather than implemented as a general policy.

In fact, Coughlin (2018) opined that task rotation strategies should not just target time that's spent rotating an employee from job to job, but focus on the employees that will now be moving from task to task after a considerable amount of time. By analyzing the findings of Tarus (2014), job rotation could flourish psychological and physical health among employees by imparting positive attitudes on them, promoting healthy wellbeing through reduction of stress, increasing repertoire of employees from boredom by seeing things from different vantage points, decreasing physically tedious portfolios, and inducing self-motivation to their positions in organizations.

2.2 The Effects of Stress on Productivity

Various studies have been conducted on how stress affects employee productivity (Desa et al., 2014). The absence of stress in the workplace allows an employee to work efficiently and effectively. Stress is defined when the environmental demands and job requirements exceed one's capacity levels and capabilities assigned to the given task (Yin-Fah et al., 2010).

The major stress contributors in the workplace are lack of information regarding fulfilling job requirements, long working hours, unclear duties, and inconsistent demands (Karimi et al., 2014). Sometimes employees can't deal with stress, which takes away their attention from the work assigned to them. Stress is part of human working behavior; hence, it is not something easy to avoid (Bano & Jha, 2012). Moderate levels of stress are good as they inspire people to work harder and thereby increase operational productivity (Srivastava, 2009). Stress affects employee performance and is therefore a growing concern for the workforce, with increasing role demands and work pressures (Ram et al., 2011).

Thus, understanding work stress and its potential dangers to employees and productivity should be of prime concern to the organizations. Role overload, role ambiguity, and role conflicts generate enough stress for employees, impacting concentration, mental blocks, and decision-making skills.

For limiting role conflicts, work overload, and ambivalent job roles: the managers should adopt schedules and techniques for job redesign (Kahn et al., 1964). Organizational support activities, such as guide counseling, workshops for stress reduction, and frequent feedback, should also be instituted. Organizational support activities will show as the provision of guidelines, counseling, workshops, cars, and so many many more to reduce and alleviate stress such as following staffs to travel often (Kahn, Wolfe, Quinn, and Snoek, 1964).

Stress on job rotation could generally be divided into two categories: job task stress and role characteristic stress. Role conflict is the presence of at least two role expectations conflicting, from one social status or from two or

more social statuses, while role overload is when employees feel too many deadlines and assignment deadlines within a span of limited time (Muchinsky, 2000; Şenol-Durak et al., 2006).

2.3 Theoretical Views and Understanding the Complex Effects of Job Rotation on Employee Behavior and Well-being

Job rotation is an organizational activity prominent in many organizations, but it has a more complex effect on employees that can be studied from various theoretical angles about its psychological and social dynamics. The following theoretical frameworks offer insight into how job rotation may impact employees: Social Exchange Theory (Blau, 1964), Organizational Justice Theory (Greenberg, 1987), Self-Determination Theory (Deci & Ryan, 2000), Job Embeddedness Theory (Mitchell et al., 2001), and Procedural Justice Theory (Folger & Cropanzano, 1998). These theories all hold that job rotation can affect employee perceptions concerning organizational support, fairness, autonomy, competence, and social ties. More specifically, job rotation would influence, among others, the terms of social exchange, resource distribution, level of autonomy, links between employees and their jobs, and fairness of procedures. With the knowledge of these theoretical viewpoints, organizations will better understand the diverse and complex ways that job rotation affects employee behavior and well-being.

3. Methodology

This study principally used the qualitative and quantitative approaches for data collection and analysis. Primary data has been collected from the respondents 125 of pure water through a structured questionnaire. Research data was collected through the use of structured questionnaires. The questionnaire was properly constructed and self-administered. In the structured questionnaires, measured using the Likert Scale ranging from strongly disagree (1), disagree (2), neither agree nor disagree (3), agree (4) to strongly agree (5). SPSS version 23.0 was used in the analysis. The research deployed descriptive statistics (mean, standard deviation, minimum, maximum) and inferential statistics (t-test, ANOVA) to analyze the objectives and hypotheses of the study.

4. Results and Discussion

The results and discussion of the study are shown below

Table 1: Paired Job Rotations and Perceived Constructs

| | N | Correlation | Sig. |
|--------------------------------------|-----|-------------|------|
| Pair 1 Job Rotation & Stress | 125 | .908 | .000 |
| Pair 2 Job Rotation & Role overload | 125 | .474 | .000 |
| Pair 3 Job Rotation & Role Conflict | 125 | .865 | .000 |
| Pair 4 Job Rotation & Role Ambiguity | 125 | .843 | .445 |

The table shows the job rotation and the perceived construct as statistically significant except job rotation and role ambiguity.

Table 2: General Model Summary^b

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .923 ^a | .852 | .846 | .183 | .852 | 136.736 | 5 | 119 | .000 |

a. Predictors: (Constant), Role ambiguity, Role overload, Role sabotage, Role conflict, Stress

b. Dependent Variable: Job Rotation

The above table shows correlation of 0.923 between the predictors Role ambiguity, Role overload, Role sabotage, Role conflict, Stress and the responsible variable. This meant that the predictors explain 84.6%. of the variations in the dependent variable. The results further meant that the model applied to link the relationship of the variables was satisfactory. In statistics significance testing the p-value (0.000) < 0.05,

Table 3: Paired Samples Test

| | | Paired Differences | | | | | t | df | Sig. (2-tailed) |
|--------|------------------------------|--------------------|----------------|-----------------|---|-------|--------|-----|-----------------|
| | | Mean | Std. Deviation | Std. Error Mean | 95% Confidence Interval of the Difference | | | | |
| | | | | | Lower | Upper | | | |
| Pair 1 | Job Rotation - Role conflict | .464 | .903 | .081 | -.624 | -.304 | -5.746 | 124 | .000 |

The pair sample t – test show the statistically significant between job rotation and role conflict based on the sig value

Table 4: Descriptive Statistics

| | N | Mean | Std. Deviation |
|--------------------|-----|------|----------------|
| Job Rotation | 125 | 4.31 | .465 |
| Stress | 125 | 4.27 | .447 |
| Role conflict | 125 | 4.78 | .537 |
| Role sabotage | 125 | 4.11 | .444 |
| Role overload | 125 | 2.40 | 1.368 |
| Role ambiguity | 125 | 3.97 | .420 |
| Valid N (listwise) | 125 | | |

The table shows the descriptive statistics of the perceived constructs with role overload and ambiguity having the least mean values.

Table 5: Stressors and Job Rotation ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|---------|-------------------|
| 1 | Regression | 22.854 | 5 | 4.571 | 136.736 | .000 ^b |
| | Residual | 3.978 | 119 | .033 | | |
| | Total | 26.832 | 124 | | | |

a. Dependent Variable: Job Rotation

b. Predictors: (Constant), Role ambiguity, Role overload, Role sabotage, Role conflict, Stress

The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables are good predictors of the gender diversity. This is supported by an F (5,119) statistic of 136.736 and p value (0.000) which is less than the conventional probability of 0.05 significant level. The critical F (5,119) statistic from the table (2.31) is also much less compared to the calculated F statistic.

Table 6: Stressors Coefficients^a

| Stressors Coefficients ^a | | | | | |
|-------------------------------------|----------------|-----------------------------|------------|---------------------------|------|
| Model | | Unstandardized Coefficients | | Standardized Coefficients | Sig. |
| | | B | Std. Error | Beta | |
| 1 | (Constant) | 1.136 | .498 | | .024 |
| | Stress | .894 | .056 | .859 | .000 |
| | Role conflict | -.022 | .046 | .626 | .000 |
| | Role sabotage | .034 | .044 | .032 | .445 |
| | Role overload | .020 | .014 | .060 | .002 |
| | Role ambiguity | -.183 | .040 | .765 | .000 |

a. Dependent Variable: Job Rotation

The above table indicate the multiple regression coefficient for both standardized and unstandardized of job rotation, The model is shown as

$$\text{Job rotation} = 1.136 + 0.894 \text{ Stress} - 0.022 \text{ Role conflict} + 0.034 \text{ Role sabotage} + 0.020 \text{ Role overload} - 0.183 \text{ Role ambiguity}$$

The model explained that a unit increase of predictors will increase the response variable, job rotation by the amount of the coefficients and decrease the response variable by 0.022 of the role conflict with the constant of 1.136. All the variables are statistically significant except the role sabotage with the sig. value of 0.445

5. Conclusion

This study has elucidated the multifaceted causes of stress during job rotation, categorizing them into two distinct domains: job task-related stressors and role characteristic-related stressors, including role conflict, role ambiguity, and role overload. Role conflict, in particular, arises from the incongruence of role expectations across various social contexts. The findings of this study indicate that the job rotation model and perception constructs exhibit statistical significance, with the exception of the relationship between job rotation and role ambiguity.

6. Findings and Recommendations

The results of this study corroborate existing literature, demonstrating that job rotation enhances employee efficiency and productivity (Tarus, 2014). Furthermore, job rotation programs have been shown to mitigate work-related boredom and stress, while concurrently fostering productivity and identifying career-related skills gaps. This study also reveals that job rotation is positively correlated with the development of future leaders, facilitating the identification of employees' strengths and weaknesses, and enhancing their expertise, knowledge, and skills.

7. Future Research Directions

Future studies will focus on exploring the relationship between job rotation constructs and job satisfaction, employing a comparative research design. This will provide a more nuanced understanding of the complex dynamics underlying job rotation and its effects on employee outcomes.

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