

Effects of Unit Rotation and Role Stress on Organizational Commitment Among Nurses

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Abstract

Unit rotation effects nurses professionally because frequent rotation increase the issues regarding role stress, burnout and fatigue that occurs because of different work for short period of time therefore, it decreases nurses' commitment level. The purpose of the study was to determine the effects of unit rotation and role stress on organizational commitment among nurses. Chi square test was used to explore the relationship of variables. All the female staff nurses' age 21 to 45 years and all those nurses having experience less than 20 years and all those nurses who were present on duty and show willingness to participate were included in this study. The findings of this study reveal that nurses take rotation as challenge and find it a healthy practice for the vast field experience which is a good gesture for the organization. The ultimate goal should be to increase nurses' job satisfaction and encourage them to stay in their career. This would avoid the vicious circle of high turnover, which is wasteful of the organization's valuable human resources.

Keywords: Unit Rotation; Role Stress; Organizational Commitment.

INTRODUCTION

Rotation mean rotate from one place to other. It is natural requirement for human when ever he/she is doing work. It is necessary to rotate the employees to make them more expert and all-rounder of the field and even for the development of the organization. In the health sector it play very important role for the development of the organization and patient care. Due to this many organization rotate and assign new role to their employees for the professional development and keep ready them to overcome with the future hurdles (Kirpal, 2011).

Unit rotation is considered as key element in health sector that inspire nurses to polish their skills & knowledge, to attain high performance, to allow incessant growth at work and to increase their caretaking quality. But some time too early and unnecessary rotation cause depression, tension and role related ambiguity. Previous studies identified that unit rotation is also helpful for employees to obtain multiple skills and to enlarge their skills effectively (Chen, Wu, Chang, & Lin, 2015).

Unit rotation may encourage and boost up to nurses to recognize and contribute to the vision of organization; this might enhance their commitment level and satisfaction. Unit rotation extensively used career intercession(Chang, 2015).

In unit rotation, jobs are designed in a way in which employees learn and polish their skills and abilities from different parts by some changes in their task roles. Unit rotation is helpful to eliminate the repetitive job tasks (Schneider, Davis, & Jorgensen, 2005).

Unit rotation is deemed as key element in corporate settings around the globe as it is an effective way for organizations to develop and polish their executives, managers and employees (Beatty, Schneier, & McEvoy, 1987). The major purpose of unit rotation is shifting individuals from one job to another job with a view to enhance their enthusiasm and motivation level. Moreover, it also considered as appropriate training method and fruitful to create mutual trust among employee(Charbonneau & Wood, 2018).

Additionally, unit rotation is helpful to mitigate the role stress and it may increase the employees' commitment level. It also helps to condense the job burnout and stress level by empowering employees to obtain crucial competencies and to improve their professional knowledge and skills(Veličković et al., 2014).

Unit rotation effects nurses professionally because frequent rotation increase the issues regarding role stress, burnout and fatigue that occurs because of different work for short period of time therefore, it decreases nurses' commitment level(Mays, Hrabe, & Stevens, 2011).

Meanwhile, it also improves the care quality of patients and inspires nurses to improve their performance by obtaining professional skills and dynamic knowledge(Van Bogaert & Clarke, 2018).

Moreover, (Khan et al., 2014) also described the crucial role of unit rotation and identified that it improves team efficiency, problem solving skills, understanding of job nature and allow employees to attain the opportunities of promotion after completing the unit rotation programs. Unit rotation involves the transfer of the employee to another department or unit without any benefit any promotion to increase the experience or skills and it is a broader expect according to the researchers. However, it is need of the time to investigate the effects of unit rotation and nurses' role stress on organizational commitment. Further, previous studies have not

documented well these aspects regarding the nurses(Chen et al., 2015).

INDEPENDENT VARIABLES

- Unit Rotation
- Role stress

DEPENDENT VARIABLES

- Organizational Commitment

INCLUSION CRITERIA

- All the female staff nurses’ age 21 to 45 years and all those nurses having experience less than 20 years and all those nurses who were present on duty and show willingness to participate were included in this study.

EXCLUSION CRITERIA

- All the female staff nurses’ age less than 21 and more than 45 years, head nurses and retainers, all those nurses who were not present on duty and not willing to participate were excluded in this study.

HYPOTHESIS

- Ho: There exists no positive relationship between unit rotation and role stress
- H1: There exists positive relationship between unit rotation and roles stress
- Ho: There is no negative relationship between unit rotation and organizational commitment
- H2: There is negative relationship between unit rotation and organizational commitment.

MATERIALS AND METHOD

A quantitative cross-sectional research design was used for this study. Data was analyzed by SPSS version 21. Chi-square test was used to analyze the data. Total population was 186 nurses in which 124 sample size was selected according to Slovin’s formula. Setting for this study was the public hospital.

Convenient sampling method technique was used in this study. A self-administered questionnaire of Chang, Shih, & Liang (2009) regarding unit rotation, role stress and organizational commitment based on five-point Likert scale was used to collect data from the participants.

RESULT AND DISCUSSION

Questionnaire consists of two sections, (Section A) composed of demographic data which include Name (optional) Age, marital status, Qualification, Experience and Section B composed of questions regarding unit rotation, role stress and organizational commitment. Results were shown through tables and graphs. Mostly the ages of the participants were 26 to 35 years (70.16 %) education of nurses were mostly Diploma in General Nursing and having experience less than five years as shown in Table 01.

Table 01: Demographic data of the participants

Age	Frequency (f)	Percentage (%)
21-25 years	11	8.87
26-30 years	37	29.84
31-35 years	50	40.32
36-40 years	19	15.32
41-45 years	7	5.65
Total	124	100.00
Education		
BSN (Generic)	3	2.42
BSN(Post RN)	34	27.42
Diploma in General Nursing	76	61.29
Specialization	11	8.87
Total	124	100.00
Experience		
0-5 Years	85	68.55
11-15Years	5	4.03
6-10 Years	34	27.42
Total	124	100.00

In this study 102 (82.25) nurses believe that unit rotation is a type of job training. 71% nurses think that unit

rotation is an excellent system as shown in table 02. “Unit rotation is describing as the technique of employee’s skill development and change or assignment to gain the experience”(Toren et al., 2017).

Table 02: Effects of Unit Rotation

Question	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total f(%)
I believe Unit rotation is a type of job training.	0 0.0%	2 1.6%	4 3.2%	102 82.3%	16 12.9%	124 (100%)
Unit rotation broadens my knowledge and skill in other fields	0 0.0%	2 1.6%	4 3.2%	102 82.3%	16 12.9%	124 (100%)
I am willing to accept Unit rotation now	0 0.0%	0 0.0%	54 43.5%	70 56.5%	0 0.0%	124 (100%)
Before unit rotation, the organization seeks my consent	0 0.0%	34 27.4%	48 38.7%	42 33.9%	0 0.0%	124 (100%)
I believe unit rotation is an excellent system.	0 0.0%	0 0.0%	0 0.0%	89 71.8%	35 28.2%	124 (100%)

In table 03 role stress increases when more task are given at same time. In this study 49.2% nurses are agreed that too much workload assigned to them which is very difficult for them to accomplish. Role stress is harmful element and may cause unfavorable and inappropriate for organizations such as resignation, burnout and lack of effective performance, therefore organizations need to take it seriously (Mathieu, Fabi, Lacoursière, & Raymond, 2016).

Table 03: Role Stress of the Nurses

Questions	strongly disagree	disagree	Neutral	Agree	strongly agree	Total f(%)
I do now know how to utilize my time appropriately.	0 0.0%	63 50.8%	0 0.0%	61 49.2%	0 0.0%	124 100%
I have no idea of what I have to do every day.	0 0.0%	48 38.7%	64 51.6%	12 9.7%	0 0.0%	124 100%
I have no clue of what the hospital's expectations of my job are.	0 0.0%	4 3.2%	12 9.7%	108 87.1%	0 0.0%	124 100%
Others often have inconsistent requirements for my job	0 0.0%	4 3.2%	103 83.1%	17 13.7%	0 0.0%	124 100%
I often did some unnecessary work.	0 0.0%	0 0.0%	23 18.5%	101 81.5%	0 0.0%	124 100%
sometime the task the hospital assigned to me were too difficult or too complicated	0 0.0%	0 0.0%	0 0.0%	102 82.3%	22 17.7%	124 100%
My everyday workload is too much for me to finish.	0 0.0%	0 0.0%	0 0.0%	62 50.0%	62 50.0%	124 100%
My assignments seem to become more and more complicated	0 0.0%	0 0.0%	49 39.5%	61 49.2%	14 11.3%	124 100%
I am in charge of many duties and task at the same time, which are too much for me to handle	0 0.0%	0 0.0%	0 0.0%	61 49.2%	63 50.8%	124 100%

In the table 04: 109 Nurses were agreed that organization earned their loyalty and 72 nurses were neutral about feel proud to tell other about their organization. But 97 nurses were disagreed that organization not values their importance in the organization and mostly were neutral to do work in future in this organization and also suggest their friends to work in this organization.

Table 04: Organizational commitment of nurses

Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total f(%)
My Organization has earned my complete loyalty	0	0	0	109	15	124
I am proud to tell others that I work for this Organization	0.0%	0.0%	0.0%	87.9%	12.1%	100%
I find that my values and my Organization's values are very similar	0	10	72	42	0	124
I talk about my Organization to my friends as a great organization to work for	0.0%	8.1%	58.1%	33.9%	0.0%	100%
I really care about the future of my Organization	0	97	27	0	0	124
	0.0%	78.2%	21.8%	0.0%	0.0%	100%
	0	15	75	34	0	124
	0.0%	12.1%	60.5%	27.4%	0.0%	100%
	0	10	76	38	0	124
	0.0%	8.1%	61.3%	30.6%	0.0%	100%

According to the nurses' views, there are some major results in this study. Role stress and Organizational Commitment are associated with each other. Job rotation affects the level of stress of nurses. Stress level is not associated with demographic variables like marital status etc. which represents that these factors have no influence on the other results. The results support that role stress exercises obviously negative influences on organizational commitment, this inference is in accordance with the assertions of certain scholars in the past. So these results are supported by the previous literature. Unit rotation effects nurses professionally because frequent rotation increase the issues regarding role stress, burnout and fatigue that occurs because of different work for short period of time therefore, it decreases nurses' commitment level(Mays, Hrabe, & Stevens, 2011).

Due to the fact that hospitals depend on nurse's work to operate and it takes tremendous time and effort to train nurses' talent, retaining excellent nurses and stimulating them to do their best to serve hospitals and take on future challenges are crucial issues for hospitals to stay competitive in today's environment. As a practical and excellent strategy for manpower utilization, a hospital could promote the benefits of job rotation to both individuals and the hospital while implementing job rotation periodically and fairly. The ultimate goal is to increase nurse's job satisfaction and encourage them to stay at their work. This would avoid the vicious circle of high turnover which is wasteful of the organization's valuable human resources.

The findings of this study also reveal that nurses take rotation as challenge and find it a healthy practice for the vast field experience which is a good gesture for the organization. The ultimate goal should be to increase nurse's job satisfaction and encourage them to stay in their career. This would avoid the vicious circle of high turnover, which is wasteful of the organization's valuable human resources.

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