

**THE EFFECT OF JOB ROTATION PRACTICES
ON MOTIVATION: A STUDY AMONG THE
ADMINISTRATIVE AND DIPLOMATIC
OFFICERS IN SABAH, MALAYSIA**

SYUKRI BIN HAJI SANALI



UMS
UNIVERSITI MALAYSIA SABAH

**SCHOOL OF BUSINESS AND ECONOMICS
UNIVERSITI MALAYSIA SABAH
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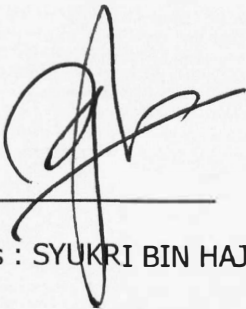
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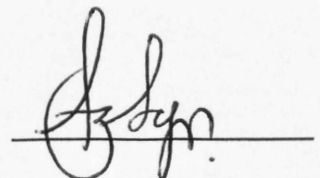
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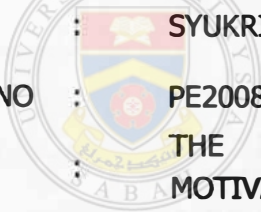
DECLARATION

All materials in this research are original except for quotations, excerpts and references, which have been duly acknowledged.

17 June 2011


Syukri Bin Haji Sanali
PE20088417C

CERTIFICATION

 **NAME** : SYUKRI BIN HAJI SANALI
MATRIC NO : PE20088417C
TITLE : THE EFFECT OF JOB ROTATION PRACTICES ON
MOTIVATION: A STUDY AMONG THE ADMINISTRATIVE &
DIPLOMATIC OFFICERS IN SABAH, MALAYSIA
DEGREE : MASTER OF HUMAN CAPITAL MANAGEMENT
VIVA DATE : 11TH JULY 2011

DECLARED BY

SUPERVISOR: _____


Assoc. Prof Dr. Hjh Arsiah Hj Bahron

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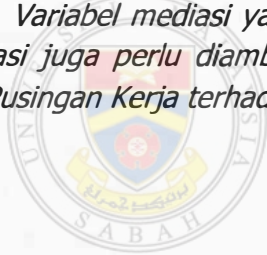
ABSTRACT

THE EFFECT OF JOB ROTATION PRACTICES ON MOTIVATION: A STUDY AMONG THE ADMINISTRATIVE AND DIPLOMATIC OFFICERS IN SABAH, MALAYSIA

The Administrative and Diplomatic Scheme promotes the use of job rotation whereby ADOs are frequently transferred from one federal government departments/agencies to another. This practice is based on concepts and theories that linked job rotation to motivation. In this research, the relationship between Job Rotation Practices and Motivation and Job Rotation Practices and Stress as well as the mediating role of Stress on the relationship between Job Rotation Practices and Motivation were investigated. A cross-sectional correlational research using survey method was employed with an adapted questionnaire from Kaymaz (2010), Halkos and Bousinakis (2009) and Minbaeva (2008). The research was participated by 115 ADOs in Sabah who were sampled with simple random sampling method. Results showed a significant positive relationship between Job Rotation Practices and Motivation but a significant negative relationship between Job Rotation Practices and Stress. It was also found that Stress is not a significant mediator of the relationship between Job Rotation Practices and Motivation. Future researches are recommended whereby the two variables: Job Rotation and Motivation to be divided into sub-components. Other mediating variables on the relationship between Job Rotation and Motivation should also be considered for future research. In addition, the effect of frequency of Job Rotation on motivation should also be explored.

ABSTRAK

Skim Pentadbiran dan Diplomatik menggalakkan penggunaan Pusingan Kerja di mana Pegawai-Pegawai Tadbir dan Diplomatik (ADOs) kerap dipindah dari satu jabatan/agensi Kerajaan Persekutuan kepada yang lain. Amalan ini berasaskan kepada konsep dan teori yang mengaitkan Pusingan Kerja dengan motivasi. Dalam kajian ini, hubungan antara amalan Pusingan Kerja dan motivasi dan amalan Pusingan Kerja dengan stress, serta peranan mediasi stress dalam hubungan amalan Pusingan Kerja dengan motivasi telah dikaji. Kajian korelasi keratan rentas menggunakan kaedah tinjauan menggunakan soal selidik yang diadaptasi daripada Kaymaz (2010), Halkos dan Bousinakis (2009) dan Minbaeva (2008). Kajian ini telah melibatkan 115 ADOs yang telah disampel menggunakan kaedah persampelan rawak mudah. Dapatan kajian menunjukkan hubungan positif yang signifikan antara amalan Pusingan Kerja dengan motivasi tetapi hubungan negatif yang signifikan antara amalan Pusingan Kerja dengan stress. Kajian juga mendapati bahawa stress bukan mediator yang signifikan untuk hubungan antara amalan Pusingan Kerja dengan motivasi. Kajian masa akan datang dicadangkan bagi kedua-dua variabel: amalan Pusingan Kerja dan motivasi agar dibahagi kepada sub-komponen. Variabel mediasi yang lain terhadap hubungan amalan Pusingan Kerja dan motivasi juga perlu diambilkira dalam kajian masa depan. Selain itu, kesan frekuensi Pusingan Kerja terhadap motivasi juga haruslah ditinjau.



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LIST OF ABBREVIATIONS

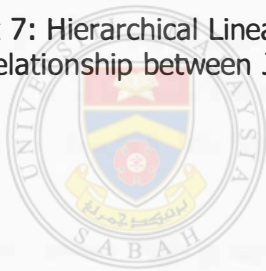
ADO	Administrative and Diplomatic Officer
PSD	Public Service Department
SPSS	Statistical Package for Social Science



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CHAPTER 1

INTRODUCTION

1.1 Overview

Human resource management is very essential in this modern era. Human factor has been regard as the important element in making the organization progress and producing high and quality productions and services.

On 28 January 2010, Malaysian Prime Minister has drawn the government transformation plan, which generally is a daring approach to revamp the working and the mind setting of the public sector. The plans emphasized more on performance and the public with their priority. This is hope to change the public assumption and prejudice towards the private sector that been described are slow in the implementation the government policies.

Many senior high government officials are very keen to the changes that the Premier wants to instill and how public sector should work and performed. It also shows that it is time that public sector should be changed for the sake of the people and bringing back the trust of the people to the government.

One of the things that may stick in the mind of the ordinary government servant is the complacent surrounding and the nature of the job when they were appointed as the government servant. Due to the permanent and pensionable work status, the public sector employees may they work or not, as their monthly salary will be paid to them as long as they do their job at the minimum level of commitment.

This mental framework resulted from the job design that is monotonous in nature. There is no mobility from one place to another and also the work that they do are routine, and this maybe one of the contributing factors why government employees sometimes take their job for granted and not performing well. Consequently, it will be a loss for the government system as a whole.

However, not all of these assumptions are true. Actually the government via the Public Service Department is designing a work design that is able to keep the government employees working in a conducive and competitive environment where they are able to learn and enrich their knowledge and skills. Eriksson (2006) stated that employees who rotate accumulate more human capital than other employees who do not because they are exposed to a wider range of experiences.

One service scheme that is directly involved in job rotation practices in the government sector is under the Administrative and Diplomatic Services. In this service, officers are mobilized to any post within the ministries or the government departments and agencies.

For the context of this study, the best scheme that can be tested in this research is the Administrative and Diplomatic Scheme. Due to the nature of the mobility of the service, this research can test whether there is an effect of job rotation practices on the level of the employees' motivation in the Malaysia government service.

This research undertakes to prove the effect of job rotation on motivation with hopes that this may help the Public Service Department of Malaysia or any HR researcher to see any significant finding. This may assist in planning a suitable job design or to find any other aspects that are not covered in this research. It may also help the government to formulate a suitable job design for the public sector in Malaysia so that the delivery system in the government will be more effective and efficient in helping and serving the people.

1.2 Problem Statement

Job rotation refers to the systematic movement of staff from one job to another (Malinski, 2002). This means that the HR has designed the work setting of their workers to be mobile and able to learn many things in an amount of time, so that they can have a better understanding on how one's organization works. Different organizations do rotate their members of staff from one job to another. Job rotation sometimes involves lateral/non-lateral transfers, within or between departments that enable employees to work in different jobs. (Adomi, 2006).

It is also a normal situation with a person doing the same task for a very long time; t they will eventually result in two ways: first, the employees will become a specialist on the things they do; or secondly, the workers will become demotivated to complete their task/daily job.

Job Rotation usually will affect the employees in term their level of knowledge, skills and competency. The advantages of job rotation are that it reduces boredom and escalates motivation throughout employees' rotated tasks; it also improves the dynamic of the organization.

Since the Administrative and Diplomatic Officer (ADO) scheme advocate job rotation for their staffs, it is an interesting topic to investigate whether the job rotation practices have any relationship with stress level and motivation of the officers.

1.3 Research Questions

This study proposes to answer these questions:

1. Do Job Rotation Practices among the ADOs have an effect toward their motivation?
2. Do job rotation practices have any effect on the stress level have any influence among the ADOs?
3. Does stress level have any effect on the motivation level of the ADOs?
4. Does stress affect the relationship between job rotation practices and the ADOs motivation level?

1.4 Research Objectives

The purpose of this study is to investigate the relationship between job rotation practices and motivation with stress as an intervening variable. The objectives of the research are:

1. To determine the relationship between Job rotation practices and motivation among the ADOs;
2. To determine the relationship between Job rotation practices and stress level among the ADOs;
3. To determine the relationship between stress level and motivation among the ADOs; and
4. To determine the intervening effect of stress on the relationship between job rotation and motivation of the ADOs

1.5 Scope of Study

Administrative and Diplomatic Scheme is a commonly shared scheme of service in the public sector that can be assign either in domestic or foreign offices of any ministries or federal departments and agencies. This scheme is under the supervision of Public Service Department Malaysia. Generally, Administrative and Diplomatic scheme is responsible for planning, formulating and implementing public policy on human resource management and organizational, financial, economic, administrative and regional development/regional/local/land, planning and social administration, international relations and foreign affairs (including Foreign Service), security/national security and information technology management. There are five ranks/levels of Administrative and Diplomatic Service i.e. M41, M44, M48m M52 and M54

The number of ADO service is very small compared to the other public services in Malaysia. It only has 7,000 officers for both the domestic and foreign services. In Sabah, there are 155 posting for ADO, regardless of the ranks or levels in ADO scheme. This study will cover the whole population of Administrative and Diplomatic Officer that are posted in various federal departments in Sabah.

This research will analyse how the effect of job rotation practices can reduce the stress level and induce the motivation of the ADO in delivering all of the government policies especially in Sabah. The research is a cross-sectional study whereby all data are obtained from the questionnaires which are collected just once in a period of time, distributed to all the ADOs in Sabah.

1.6 Significance of the Study

This study is of importance to the public sector in Malaysia especially the Public Services Department as an investigation on the relationship between job rotation practices and motivation level among the ADOs as well as the intervening effect of stress on this relationship will lead to some significant insights about the role of job rotation practices in the public services. Findings from this study will provide much needed information in the form of genuine feedback from the ADOs so that their grievances/advantages from job rotation practices can be attained. Having this information will help the government in assuring continuous improvement of the operational services by the Public Services Department.

Furthermore, researches on job rotation practices and their effect on stress and motivation of the employees are not usually carried out in the public sector. Thus, this research will definitely enrich the collection of researches particularly pertaining to public services and Sabah.

1.7 Definition of Terms

There are some terms in this research which merits some definition as these terms are frequently used to describe the issues of the research.

1.7.1 Job Rotation Practices

Job rotation is defined as "lateral transfer of employees among a number of different positions and tasks within jobs where each requires different skills and responsibilities (Huang, 1999). In this study, job rotation practices refer to the mobilization of staffs under the Administrative and Diplomatic Scheme which involves ADOs with ranks/levels of M41, M44, M48m M52 and M54.

1.7.2 Motivation

Motivation is a general term with a broad definition. Kreitner (1995) defined motivation as "the psychological process that gives behavior purpose and direction" while Buford, Bedeian and Lindner (1995) stated that it is "a predisposition to behave in a purposive manner to achieve specific, unmet needs." Another definition by Higgins (1994) identified motivation as "an internal drive to satisfy an unsatisfied need." For the purpose of this research, motivation is operationally defined as the inner force that drives individuals to accomplish personal and organizational goals.

1.7.3 Stress

French (1971) defines stress as "the consequences that an individual's ability or skills fail to coordinate with the job or the job environment cannot satisfy the individual demand." Beehr and Newman (1978) proposed another definition of stress as "the change that drives the worker from normal psychological and physical condition". In the context of this research, stress refers to the perceived burden or load that the ADOs felt as due to the condition of their work.

1.7.4 Administrative and Diplomatic Officer (ADO)

Administrative and Diplomatic Officer (ADO) refers to the job position under the Administrative and Diplomatic Service with position rankings identified as M41, M44, M48m M52 and M54. The ADO in this research specifically refers to ADOs currently serving under the various Federal departments and agencies in Sabah.

1.8 Organization of Thesis

This thesis is divided into five main chapters. Description of the chapters is provided as follows:

Chapter 1: Introduction

This chapter introduces the research by giving an overview of the research and a background to the problem statement. The research questions and research objectives are also mentioned explicitly in this chapter. The scope of research identifies the extent of this research while the significance of research determines the rationale of this study. There are four main terms used repeatedly in this research and therefore, this chapter also includes a definition of terms.

Chapter 2: Literature Review

This chapter presents some theoretical and concepts about job rotation practices, employee motivation and employee stress as well as describes findings from past researches.

Chapter 3: Research Methodology

This chapter gives a lengthy explanation about the research framework, the research hypotheses, research design, population and sampling, research instruments and data collection and analysis procedures.

Chapter 4: Research Findings

In this chapter, findings gathered from the questionnaire are tabulated to answer the research questions and research objectives. Data are mostly provided in table form while description of the respondents' demographic characteristics in graphical forms.

Chapter 5: Discussion, Recommendations and Conclusion

The last chapter dedicates to discuss the findings and its implications. Recommendations for further research are also given. An overall conclusion ends this chapter.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

In the organization, we use to hear workers complain about the task given to them seem not suitable and sometime the assigned task failed to identify or expand the real potential of the workers. The result may make employees felt demotivated in executing their tasks and will increase their stress level and in the end the organization will lose their best talents because the employees might leave the company and seek other organizations that will value their skills and talents more. In other words, organizations will lose not only in term of best talents but also on recruiting and training cost.

In order to avoid the loss of best talent and on the contrary, be able to retain them, it is very essential for the company to be proficient in designing a job that will be able to fully utilize of their employees' skills and talents so that they can perform with high productivity for their organization.

2.2 Job Design

In managing human in an organization, human resource department must be able to design and develop a job that suit to the workers themselves. It is proposed that a well-defined and designed job would enhance motivation, satisfaction and performance of the employees. Job design began to submerge in the management world as early as 1900. Management scientist as Taylor and Gilbreth has systematically examined jobs with various techniques; they suggested that task design might be the most prominent element in scientific management. (Pooja & Rastogi, 2006)

Job design is a methodical approach that explored jobs so that task given to one's employees is suits to the employee's ability and specialty. It is based on the philosophical framework that employees bring wealth of knowledge and creativity to a firm (Maxwell, 2008). This assumption allows workers to be fully utilized and performing the task given without any forced involved.

Maxwell (2008) also added that employees bring a wealth of knowledge and creativity to the firm, this preference allows employees to be fully utilized and not forced to do a standard task. Job may vary with each employee, job are customize to the workers. It also requires the methods such as job enlargement, job enrichment and job characteristics.

Traditionally, job design has focused on the job itself rather than on the specific individuals who are to assume the job. Researchers have known for a long time that job design has motivational consequences (Lawler *et al.*, 1973).

The implementation of job design was used in many traditional business organizations. Businesses had the general notion that people would finally become adapted to the job, improve their productivity and will satisfy their employer and also will hinder from low performance workers syndrome. However in the recent development in the management world, many organizations now adapting jobs to the people and making the job design practices become more typical, and recently it also become the practices in the government setting.

Job design is used suits to the workers, it purposely to reduce the number of turnover rate in the organization. As many organization started to perceive that human factor is the most important element that move the companies in term of revenue, without the high performance workers it will not bring any benefits to the organization.