

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

**SYUKRI BIN HAJI SANALI**

**DISSERTATION SUBMITTED IN PARTIAL  
FULFILLMENT FOR DEGREE OF MASTER OF  
HUMAN CAPITAL MANAGEMENT (MHCM)**

**SCHOOL OF BUSINESS AND ECONOMICS  
UNIVERSITI MALAYSIA SABAH  
2011**



**UMS**  
UNIVERSITI MALAYSIA SABAH

**UNIVERSITI MALAYSIA SABAH**

**BORANG PENGESAHAN STATUS DISERTASI**

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

**IJAZAH : SARJANA PENGURUSAN MODAL MANUSIA**

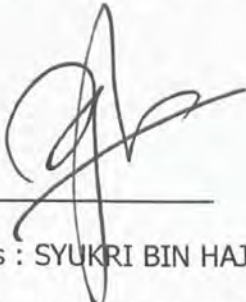
**SESI PENGAJIAN : 2008-2011**

Saya, SYUKRI BIN HAJI SANALI mengaku membenarkan disertasi sarjana ini disimpan di Perpustakaan Universiti Malaysia Sabah dengan syarat-syarat kegunaan berikut:

1. Disertasi adalah hak milik Universiti Malaysia Sabah
2. Perpustakaan Universiti Malaysia Sabah dibenarkan membuat salinan untuk tujuan pengajian sahaja.
3. Perpustakaan dibenarkan membuat salinan disertasi ini sebagai bahan pertukaran Institusi Pengajian Tinggi
4. TIDAK TERHAD

PERPUSTAKAAN  
UNIVERSITI MALAYSIA SABAH

Disahkan Oleh :



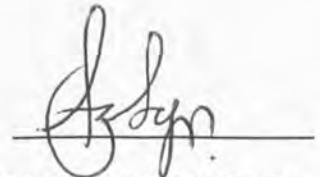
Penulis : SYUKRI BIN HAJI SANALI

Alamat : Lot 47, Taman Darius

88200, Putatan

Sabah

Tarikh : 8 Ogos 2011



TANDATANGAN PUSTAKAWAN



Penyelia : Prof. Madya Dr. Hjh Arsiah Hj. Bahron



**UMS**  
UNIVERSITI MALAYSIA SABAH

## DECLARATION

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

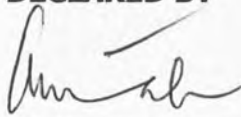
17 June 2011

  
\_\_\_\_\_  
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 : 11<sup>TH</sup> JULY 2011

### DECLARED BY

  
SUPERVISOR: \_\_\_\_\_  
**Assoc. Prof Dr. Hjh Arsiah Hj Bahron**



## **ACKNOWLEDGEMENTS**

IN THE NAME OF ALLAH THE MOST GRACIOUS AND THE MOST MERCIFUL

All praise to the almighty Allah S.W.T for His blessing and granting me the strength and chance to complete this Master of Human Capital Management. The writing of this dissertation has been one of the most significant academic challenges I have ever had to face. Without the support, patience and guidance of following special people, this study would not have been completed.

My utmost gratitude goes to my Supervisor, Associate Professor Dr. Hjhs Arsiah Hj Bahron for her valuable ideas, commitment, invaluable help, professionalism and kindness that generously shares with me her insight.

To all my MHCM Professors and lecturers for their endless support in imparting and conveying their knowledge throughout my study here.

Administrative and Diplomatic Association (Sabah & Labuan Region), all of the head departments, my fellows officers in Administrative and Diplomatic Service for the support and co-operation given all through this research conducted. My Boss, Encik Sadim Haji Abdul for his understanding to give me some space, granted all my leaves application and also encouragement, throughout my MHCM programme.

My mother, Puan Ngadiah Haji Tamsir for her blessing and love throughout my studies. I also dedicate this research to my late father, Tuan Haji Sanali Haji Amit who also shares half of journey with me and his guidance really gave me strength in bring to an end of my research.

Last but not least, my special note of gratitude to my beloved wife, Fariedah Lal Chan, my loving kids, Ahmad Nur Ilham and Amira Nadia who shares their patience and endlessly showing their greatest understanding, love, support throughout my journey in completing my MHCM.

## **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.*



# TABLE OF CONTENTS

	Page
<b>DECLARATION</b>	<b>ii</b>
<b>ACKNOWLEDGEMENTS</b>	<b>iii</b>
<b>ABSTRACT</b>	<b>iv</b>
<b>ABSTRAK</b>	<b>v</b>
<b>LIST OF TABLES</b>	<b>ix</b>
<b>LIST OF FIGURES</b>	<b>x</b>
<b>LIST OF ABBREVIATIONS</b>	<b>xi</b>
<b>LIST OF APPENDICES</b>	<b>xii</b>
<b>CHAPTER 1 INTRODUCTION</b>	<b>1</b>
1.1 Overview	1
1.2 Problem Statement	3
1.3 Research Questions	4
1.4 Research Objectives	4
1.5 Scope of Study	5
1.6 Significance of the Study	6
1.7 Definition of Terms	6
1.7.1 Job Rotation Practices	6
1.7.2 Motivation	7
1.7.3 Stress	7
1.7.4 Administrative and Diplomatic Officer (ADO)	7
1.8 Organization of Thesis	7
<b>CHAPTER 2 LITERATURE REVIEW</b>	<b>9</b>
2.1 Introduction	9
2.2 Job Design	9



2.3	Job Rotation	12
2.4	Stress	16
2.5	Motivation	19
2.6	Relationship between Job Rotation, Stress and Motivation	21

## **CHAPTER 3 RESEARCH METHODOLOGY 22**

3.1	Introduction	22
3.2	Theoretical Framework	22
3.2.1	Dependent Variable	23
3.2.2	Independent Variable	24
3.2.3	Intervening Variable (Mediator)	25
3.3	Research Hypotheses	26
3.4	Research Design	26
3.5	Research Instrument	27
3.6	Unit of Analysis	28
3.7	Sampling Design	28
3.8	Data Collection Procedure and Location	28
3.9	Sampling Frame	29
3.10	Sample Size	29
3.11	Data Analysis Method	29

## **CHAPTER 4 RESEARCH FINDINGS 31**

4.1	Introduction	31
4.2	Reliability and Validity Analyses	31
4.2.1	Factor Analysis	31
4.2.2	Alpha Cronbach Analysis	37
4.3	Description of the Research Participants	38
4.1	Relationship between Job Rotation Practices and Motivation	43
4.2	Relationship between Job Rotation Practices and Stress	44
4.3	Relationship between Stress and Motivation	45
4.4	The Intervening Effect of Stress on the Relationship between Job Rotation Practices and Motivation	46



<b>CHAPTER 5</b>	<b>DISCUSSION, RECOMMENDATIONS AND CONCLUSION</b>	<b>48</b>
5.1	Introduction	48
5.2	Summary of Research Findings	48
5.3	Discussion of Research Findings	48
5.4	Implication of Research Findings	50
5.5	Research Limitations	51
5.6	Recommendations	52
5.7	Conclusion	52
<b>REFERENCES</b>		<b>53</b>

## LIST OF TABLES

<b>Table</b>	<b>Title</b>	<b>Page</b>
3.1	5 Point Scale Responses	27
3.2	Summary of the Instrument	27
4.1	KMO and Bartlett Tests	32
4.2	Total Variance Explained for Job Rotation Practices (8 Items)	33
4.3	Total Variance Explained for Job Rotation Practices (6 Items)	34
4.4	Total Variance Explained for Stress	35
4.5	Total Variance Explained for Motivation (10 Items)	35
4.6	Total Variance Explained for Motivation (6 Items)	36
4.7	Component Matrix Factors for Items in Each Scale	37
4.8	Reliability Test Result	38
4.9	Description of Respondents' Services in ADO	42
4.10	Coefficient of Linear Regression (Job Rotation and Motivation)	43
4.11	Summary of Linear Regression (Job Rotation and Motivation)	43
4.12	Coefficient of Linear Regression (Job Rotation and Stress)	43
4.13	Model Summary of Linear Regression (Job Rotation and Stress)	45
4.14	Coefficient of Linear Regression (Intervening Effect of Stress)	45
4.15	Testing Stress as a Mediator on the Relationship between Job Rotation and Motivation	46



**LIST OF FIGURES**

<b>Figure</b>	<b>Title</b>	<b>Page</b>
3.1	Theoretical Framework	26
4.1	Gender of the Respondents	38
4.2	Age Ranges of the Respondents	39
4.3	Marital Status of the Respondents	40
4.4	Status/Ranks of the Respondents	41





## LIST OF ABBREVIATIONS

<b>ADO</b>	Administrative and Diplomatic Officer
<b>PSD</b>	Public Service Department
<b>SPSS</b>	Statistical Package for Social Science



## LIST OF APPENDICES

Appendix	Page
Appendix 1: Research Questionnaire	59
Appendix 2: Factor Analysis	63
Appendix 3: Reliability Analysis	68
Appendix 4: Descriptive Analysis	69
Appendix 5: Linear Regression (Job Rotation Practices vs. Motivation)	79
Appendix 6: Linear Regression (Job Rotation Practices vs. Stress)	81
Appendix 7: Hierarchical Linear Regression (Intervening Effect of Stress on the Relationship between Job Rotation Practices vs. Motivation)	83

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.



Nowadays, high performance workers are the indispensable element that organization cannot afford to lose. After employee been selected through some selection process, in hoping that the organization will select the best employee among the candidate can suits the organization requirement. After the appointment, organization will train their workers with skills and knowledge so that workers will able to give the best performance to the organization. All of these processes are high investment for the employer to pay; in return they must keep their human asset as long as their can so that their best employees can give high productivity.

Job design also may impact employee motivation to share knowledge; job design is a precursor of actual knowledge sharing behaviours in organizations (Foss *et al.*, 2009). Reassignment of job made employee to move to another unit or department, which they carried with them knowledge and skills that they used in the old place, and their knowledge and skills also be used in their new tasks or even with the experience their can enrich and renovate any drawbacks in their new tasks.

Boredom and the monotony are some of the factors can affect to the job design to be redesigned (Maxwell, 2008). The way organization function is not like the past 30 years, in this era, organizations attend to create a happy working condition that later will move the employees to be more loyal and incline to work and contribute more to the organization. Job enlargement, job rotation, job rotation and job enrichment are means that been used by the organization to help create an environment so that the employees will feel appreciated and valuable to the organization.

A study conducted by Griffin (1991) on 1000 tellers from 38 banks of a large holding company found from the job design intervention that employees perceive meaningful changes and tend to recognize those changes over time.



By practicing job design it will increase work satisfaction, internal drive for the employee to perform better, it also provide the employees with the wide of option and opportunity to fully develop their knowledge, skills and competencies.

A recent research by Osman *et al.* (2011) found that there is a high influence of correlation between job design and the firm performance. This refers to the level of employees that given the autonomy to decide, participate and get involved in their area of work. It also enables employees to feel empowered and to exercise elasticity in their jobs. The research also added that the finding is constant with the Herzberg two-factor motivation theory which suggested that employees will be highly motivated if the intrinsic factors like responsibility, recognition and personal growth are presented to the workers.

### **2.3 Job Rotation**

One of the approaches in job design is the job rotation; where it allows workers to change their jobs from one speciality to another specialty with a specific period of time. According to Jorgensen (2005) job rotation is working at different task or in different positions for set periods of time. It is a planned way using lateral transfer which purposely to allow employees to expand their knowledge, skills and competencies it also can be considered as an on the job training technique. (Gomez *et al.*, 2004).

According to Maija & Tarja (2004) job rotation has been described as as opportunities, rights and means to control employees work. This also gives them chances to seek for better career advancement. If people are given opportunities to express themselves, they also have the obligation to develop paralel with their work.

## REFERENCES

- Admi, H., & Eilon, Y. (2010). Stress Among Charge Nurses: Tool Development and Stress Measurement. *Nursing Economics*, **28**(3), 151-158.
- Adomi, E. E. (2006). Job Rotation in Nigerian University Libraries. *Library Review*, 66-74.
- Adriaenssens, L., De Prins, P. & Vloeberghs, D. (2006). Working Experience, Work Stress and HRM at the University. *Management Review*. **17**(3), 344-363.
- Akerstedt, T. & Torsvall, L.L. (1981). Shift-Dependent Well-Being and Individual Differences. *Ergonomics*. **24**, 265-273.
- Alreck, P.L., & R.B. Settle (1996). *The Survey Research Handbook* (3<sup>rd</sup> Edition). McGraw-Hill/Irwin
- Azizi, N., & Zolfaghari, S. &. (2009). Modeling Job Rotation in Manufacturing Systems; The Study of Employee's Boredom and Skill Variations. *International Journal Production Economics*, 69-85.
- Banerji, P., & Krishnan, V. (2000). Ethical Preferences of Transformational Leadership: An Empirical Investigation. *Leadership & Organizational Development Journal*, 405-413.
- Baron, R.M. & Kenny, D.A. (1986). The Moderator-Mediator variable distinction in Social Psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51, 1173-1182
- Beer, T.A. & Newman, J.E. (1978). Job stress, employee health, and organizational effectiveness : A facet analysis, model and literature review, *Personnel Psychology*, **31**, 665-699
- Beutel, A., & Marini, M. (1995). Gender and values. *American Sociological Review*, 436-448.
- Bhatti, M. &. (2010). The Role of Individual and Training Design Factors on Training Transfer. *Journal of European Industrial Training*, 656-672.
- Buford, J. A., Bedeian, A.G., & Lindner, J. R. (1995). *Management in extension*. 3<sup>rd</sup> ed. Columbus, Ohio: Ohio State University Extension
- Campion, M. A., Cheraskin, L., & Stevens, M. J. (1994). Career-Related Antecedents and Outcomes of Job Rotation. *Academy of Management Journal*, 1518-1567
- Campion, M. A., Mumford, T., Morgeson, F., & Nahrgang, J. (2005). Work Redesign: Eight Obstacles and Opportunities. *Human Resources Management*, **44**, 367-390.



- Cosgel, Metin, and Thomas Miceli. (1999). Job Rotation: Costs, Benefits and Stylized Facts. *Journal of Institutional and Theoretical Economics*, **Vol. 155**, pp. 301-20.
- de Jong, J.P.J & Den Hartog D.N. (2007). How Leaders Influence Employees' Innovative Behaviour. *European Journal of Innovation Management*, 41-64.
- Dewe, P. J. (1992). Applying the concept of appraisal to work stressors: Some exploratory analysis. *Human Relations*, **45** (2), 143-164.
- Dewe, P. J. (2003). A closer examination of the patterns when coping with work-related stress: Implications for measures. *Journal of Occupational and Organizational Psychology*, **76**, 517-524.
- Dormann, C., & Zapf, D. (2002). Social stressors at work, irritation, and depressive symptoms: Accounting for unmeasured third variables in a multi-wave study. *Journal of Occupational and Organizational Psychology*, **75**, 33-58.
- Dwyer, D. J., & Ganster, D. C. (1991). The effects of job demands and control on employee attendance and satisfaction. *Journal of Organizational Behavior*, **12**, 595-608.
- Eriksson, T. &. (2006). The Adoption of Job Rotation: Testing the Theories. *Industrial and Labor Relations Review* , 653-666.
- Eriksson, T., & Ortega, J. (2006). The Adoption of Job Rotation: Testing the Theories. *Industrial and Labour Relations Review* , **59** (4), 653-666.
- Ference, Thomas, James Stoner, and E. Kirby Warren. (1977). Managing the Career Plateau. *Academy of Management Review*, **Vol. 2**, pp. 602-12.
- Foss, N., Minbaeva, D., Pedersen, T., & Reinholt, M. (2009). Encouraging Knowledge Sharing Among Employees, How Job Design Matters. *Human Resource Management* , **48** (6), 871-893.
- Fox, S., & Spector, P. E. (2006). The many roles of control in a stressor-emotion theory of counterproductive work behavior. *Research in Occupational Stress and Well Being*, **5**, 171-201.
- French, J.R.P. (1974). *Adjustment as a person - environment fit*, New York : Basic books.
- Furnharm, A., Eracleous, A. and Chamorro-Premuzic, T. (2009). Personality, motivation and job satisfaction: Hertzberg meets the Big Five, *Journal of Managerial Psychology*, **Vol. 24** No. 8, pp. 765-779
- Ganster, D. C., & Schaubroeck, J. (1991). Work stress and employee health. *Journal of Management*, 17 (2), 235-271.
- Glazer, S., & Beehr, T. A. (2005). Consistency of implications of three role stressors across four countries. *Journal of Organizational Behavior*, 26, 467-487.



- Gliem, J. A. and Gliem, R. R. (2003). Calculating, Interpreting, and Reporting Cronbach's Alpha Reliability Coefficient for Likert-Type Scales, *Midwest Research to Practice Conference in Adult, Continuing, and Community Education*
- Gomez, P., Lorente, J., & Cabrera, R. (2004). Training Practices and Organizational Learning Capability Relationships and Implications. *Journal of European Industrial Training*, **28**(2/3/4), 234-256.
- Griffin, W. (1991). Work Redesign Effects On Employees Attitudes and Behaviors a Long Term Field Experiment. *Academy of Management Journal*, **34** (2), 425-435.
- Halkos, G., & Bousinakis, D. (2010). The Effect of Stress and Satisfaction on Productivity. *Intrenational Journal of Productivity and Performance Management*, **59**(5), 415-431.
- Herzberg, F., Mausner, B. and Snyderman, B.B. (1959), *The Motivation to Work*, 2nd ed., John Wiley & Sons, New York, NY.
- Hsieh, A.-T., & Chao, H.-Y. (2004). A Reassessment of the Relationship Between Job Specialization, Job Rotation and Job Burnout: Example of Taiwan's High-Technology Industry. *International Journal of Human Resource Management*, **15**(6), 1108-1123.
- Huang, H. J. (1999). Job Rotation from the Employees' Point of View, *Research and Practice in Human Resource Management*, **7**(1), 75-85.
- Jae-on, K. and Mueller, C. W. (1978). *Factor Analysis. Statistical Methods and Practical Issues*, Sage publications
- Jamal, M., & Baba, V. V. (1992). Shiftwork and department-type related job stress, work attitudes and behavioral intentions: A study by nurses. *Journal of Organizational Behavior*, **13**, 449-464.
- Jennings, M. J. (2007). Motivational Factors Related to Teacher Transfers, A *dissertation submitted in partial fulfillment of the requirements for the degree of Doctor of Philosophy in Educational Leadership*
- Jex, S. M., Beehr, T. A., & Roberts, C. K. (1992). The meaning of occupational stress items to survey respondents. *Journal of Applied Psychology*, **77**, 623-628
- Jorgensen, M. (2005). Characteristics of Job Rotation in the Midwest US Manufacturing Sector. *Ergonomics*, **48** (15), 1721-1733.
- Judge, T. A., & Colquitt, J. A. (2004). Organizational justice and stress: The mediating role of work-family conflict. *Journal of Applied Psychology*, **89** (3), 395-404.
- Karasek, R. A. (1979). Job demands, job decision latitude, and mental strain: Implications for job redesign. *Administrative Science Quarterly*, **24**, 285-307.

- Lazarus, R. S. (1991). Progress on a cognitive-motivational-relational theory of emotion. *American Psychologist*, 46 (8), 819-834.
- Kaymaz, K. (2010). The Effects of Job Rotation Practices on Motivation: A Research on Managers in the Automotive Organizations. *Business and Economics Research Journal*, 69-85.
- Koestner, R., Weinberger, J. and McClelland, D.C. (1991), "Task-intrinsic and social-extrinsic sources of arousal for motives assessed in fantasy and self-report", *Journal of Personality*, **Vol. 59** No. 1, pp. 57-82
- Krejcie, R. & Morgan, D. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, **30**, 607-610.
- Kreitner, R. (1995). *Management* (6th ed.). Boston: Houghton Mifflin Company.
- Lawler, E., Hackman, R., & Kaufman, S. (1973). Effects on Job Design: A Field Experiment. *Journal of Applied Social Psychology*, **3** (1), 49-62.
- Lawrence, S. and Jordan P. (2009). Testing an explicit and implicit measure of motivation, *International Journal of Organizational Analysis*, **Vol. 17**, No. 2, pp. 103-120
- Lee, J. & Miller, D. (1999). People Matter: Commitment to Employees, Strategy and Performance in Korean Firms. *Strategic Management Journal*, 579-593.
- Maija, J., & Tarja, U. (2004). Job Rotation in Nursing: A Study of Job Rotation Among Nursing Personnel From The Literature and Via a Questionnaire. *Journal of Nursing Management*, **12** (5), 337-347.
- Manshor, A., Fontaine, R., & Chong, S. (2003). Occupational Stress Among Managers: a Malaysian Survey. *Journal of Managerial Psychology*, **18**(6), 622-628.
- Malinski, R. (2002). Job Rotation in an Academic Library: Damned If You Do and Damned If You Don't. *Library Trends*.
- Maslow, A. (1943). Theory of human motivation. *Psychological Review*, **50**, 370-396
- Maxwell, J. (2008). Work System Design to Improve the Economic Performance of the Firm. *Business Process Management Journal*, 432-446.
- McClelland, D.C. (1971), *Assessing Human Motivation*, General Learning Press, New York, NY.
- McClelland, D.C., Koestner, R. and Weinberger, J. (1989), "How do self-attributed and implicit motives differ?", *Psychological Review*, **Vol. 96** No. 4, pp. 690-702
- Minbaeva, D.B. (2008). HRM Practices Affecting Extrinsic and Intrinsic Motivation of Knowledge. *International Business Review*, **17**, 703-713.



- Ormond, W. E., Keown-Gerrard, J. L., & Kline, T. (2003). Stress audits as precursor to stress management workshops: An evaluation of the process. *Human Resource Development Quarterly*, **14** (1), 111-116.
- Osman, I., C.F.Ho., T., & Galang, M. C. (2011). The Relationship Between Human Resource Practices and Firm Performance: An Empirical Assessment of Firms in Malaysia. *Business Strategy Series*, **12** (1), 41-48.
- Oyedele, L. (2010). Sustaining Architect's and Engineer's Motivation in Design Firms. *Engineering, Construction and Architectural Management*, **17**(2), 180-196.
- Pang, J.S. and Schultheiss, O.C. (2005), "Assessing implicit motives in US college students: effects of picture type and position, gender and ethnicity, and cross-cultural comparisons", *Journal of Personality Assessment*, **Vol. 85**, No. 3, pp. 280-94.
- Pooja, G., & Rastogi, R. (2006). New Model of Job Design: Motivating Employees' Performance. *Journal of Management Development*, **23** (6), 572-587.
- Rabey, G. P. (2001). Motivation is response. *Industrial and Commercial Training*, **33**, 26-28.
- Robbins, S.P. (1996). *Organization behavior*, New Jersey : Prentice- Hall.
- Ryan, R.M. and Deci, E.L. (2000), "Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being", *American Psychologist*, **Vol. 55**, No. 1, pp. 68-78.
- Scheck, C. L., Kinicki, A. J., & Davy, J. A. (1995). A longitudinal study of a multivariate model of the stress process using structural equations modeling. *Human Relations*, **48** (12), 1481-1510
- Snape, D., & Snape, J. (2006). Motivation of scientists in a government research institute Scientists' perceptions and the role of management. *Management Decision*, **4**(10), 1325-1343.
- Stevenson, A., & Harper, S. (2006). Workplace stress and the student learning experience. *Quality Assurance in Education*, **14**(2), 167-178.
- Tan, T. H. and Amna, W. (2011). Herzberg's Motivatio-Hygiene Theory and Job Satisfaction in the Malaysian Retail Sector, *Asian Academy of Management Journal*, Vol. 16, No. 1, 73-94, January
- Topper, E. (2007). What's New In Libraries; Stress in the Library Workplace. *New Library World*, **108**(11/12)
- Torrington, D. and Hall, L. (1991), *Personal Management New Approach*, 2nd ed., Prentice Hall, New York, NY





Viswesvaran, C., Sanchez, J. I., & Fisher, J. (1999). The role of social support in the process of work stress: A meta-analysis. *Journal of Vocational Behavior*, **54**, 314-334.

Vroom, V. H. (1964). *Work and motivation*. New York, NY: John Wiley & Sons.