

## **Job Rotation on Job Burnout, Organizational Commitment: A Quantitative Study on Medical Staffs Khyber Pakhtunkhwa Pakistan**

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### **ABSTRACT**

The study applies the concept of job rotation based on perception of burnout dimensions and commitment using medical staffs of Khyber Pakhtunkhwa Pakistan. The earlier studies examined that job rotation is feeling of boredom and fatigue (Hsieh and Chao, 2004). The past studies determined that there is huge costs on job rotation, organizational commitment and burnout, but due to advancement of technology and comitative environment the feelings of burnout has been reduced from job rotations (Ho et al., 2009; Khan. et al., 2014b). In such way, it is significant and essential to understand the interaction between job rotation and burnout to make more efficient the organizational commitment. Data has been collected by a self-administrated questionnaire. The results from 360 valid samples from medical staffs shows that job rotation negatively associated to job burnout dimensions, while positively related to organizational commitment. In addition, burnout dimensions have found a negative effect on organizational commitment among the medical staffs in Khyber Pakhtunkhwa Pakistan. In Last, the study findings are useful and provides the recommendations for future research studies.

**KEYWORDS:** Job Rotation; Job Burnout; Organizational Commitment; Medical Staffs

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### **1. INTRODUCTION**

In this competitive world, stress and burnout has one of the harmful issues in the organizations, which affect both the commitment and performance of the employees and as well as organization. Stress comes in life universally, where it cannot be neglected from life as well as working environment. Therefore, it has been observed that during working environment stressors have an impact on the individual performance and strains. It has been attached to the behavior of the employee or outcomes, which is directly related to the employee performance (Spector *et al.*, 1988), absenteeism (Gupta and Beehr, 1979; Khan. *et al.*, 2015; Spector *et al.*, 1988), and turnover (Gupta and Beehr, 1979), psychological strains like anxiety, frustration and depression (Jex and Britt, 2008). Similarly, Caplan *et al.* (1975) declared, "stress refers to any characteristics of the job environment which pose a threat to the individual. On the other hand, strain refers to any deviation from normal responses in the person" (p. 3). In such way, stressors could be situations, events, actions, or objects, which place specific demands on people (Matteson and Ivancevich, 1989). While Schuler (1980) introduced that "stress is a dynamic condition in which an individual is confronted with an opportunity, constraint, or demand related to what he or she desires and for which the outcome is perceived to be both uncertain and important" (p. 189).

Furhtermore, in developing countries, stress became a teamendous problem for employees, which has not been controlled and affect the performance of the employees. Stress could reduce by the practical experiences or guidelines in the public sector but not at all in private (Soleimani-Sefat. *et al.*, 2016; Yusoff and Khan, 2013). Stress will reduce due to benefits, better pay, reward, improving management and supervision of the employees (Thomson, 2006).

Beside stress, burnout is also considered as detrimental component in the organization. In general burnout shows the limited resistance plan and variance of goals during the job. Burnout is the outcome of stress and strain. Burnout is linked with a chronic job related stressors (Khan. *et al.*, 2014c). Generally, working burnout is defined as the highlighted role of the mismatch of intentions, reality and inadequate coping strategy (Schaufeli and Enzmann, 1998). In addition, burnout is defined as a chronic stress reaction and practice. The roots of burnout theories are mainly in *general stress theories*, which emphasize the interaction between work characteristics and the employee (Schaufeli and Enzmann, 1998; Yusoff and Khan, 2013).

According to Maslach (1993) burnout has been defined as “ psychological syndrome of emotional exhaustion, depersonalization, and reduced personal accomplishment that can occur among individuals who work with other people in some capacity. Emotional exhaustion refers to feelings of being emotionally overextended and depleted of one's emotional resources. Depersonalization refers to a negative, callous, or excessively detached response to other people, who are usually the recipients of one's services or care” (p.20, 21).

The burnout model follows by theory of Maslach and coworkers (Maslach *et al.*, 1996), and P-E-fit theory (Edwards, 1996). According to this model, the process starts from the mismatch between the employee and his/her work and causes stress among the employee (Maslach and Goldberg, 1998; Maslach *et al.*, 1996). In additions, burnout occurs due to misuses of resources or threatened or lost but fails to regain them, which is also known as conservation of resources theory (Hobfoll and Freedy, 1993).

Furthermore, in current competitive world, job rotation is considered as one of an essential phenomena through which the policy maker or administrators investigate the staff commitment, loyalty, both individual and organizational productivity and innovation in their respective jobs (Khan *et al.*, 2017; Ortega, 2001). Furthermore, the study also determine that job roatation have effect positive effect on the workload of the staff within the organization (Kuijer *et al.*, 1999). Job rotation is an important in updating the employees about the current changes in working environment, which criticize both positive and negative in any organization in such way to survive and participates. In the words, job rotation is an essential process for enhancing the productivity of both individual and organizational performance with support of both colleague and supervisors, but it decreases the commitment of an employee with the organization (Gómez *et al.*, 2004).

Malinski (2002) defined as the displacement or movement of an employees within the same department from assigned time (Langton *et al.*, 2012). In the same way, job rotation is defined as a shifting of employees with the organziation in the relevant field (Hiltrop *et al.*, 1995; Khan *et al.*, 2014b). Therefore, the researchers have also an experience and meet with the medical staffs, where in public sector hospitals the administrative staff also concentrate on job rotation practices, while the administration take decision based on of their commitment and productivity with the organziation and their coworkers. Some other components relevant to the job rotation that are, rotating shifts, homework and changes during job, creativity, cross working exercise and re-posting. Job rotation is said to be one of the best approaches for an organization to prepare their employees (Beatty *et al.*, 1987). Another definition from previous study of job rotation as an organized movement of an employee from one position to another at a designed time and distance (Malinski, 2002).

Organizational commitment is another imoportant component among employees and organization (Allen and Meyer, 1990). Organizational commitment is described as to believe the values and having sense to remain stay within the organization and objectives of an organization, obligations, loyalty with organization (Meyer *et al.*, 2002). It is also described as a multiple component model called affective, continuous and normative commitment (Allen and Meyer, 1990).

The present study also aims to inform policy makers about the job rotation, organziational commitment and burnout of a medical staffs working in the public sector hospital in Khyber Pakhtunkhwa (KP) Pakistan. The present study investigates the effects of job rotation on job burnout dimensions and organizational commitment among medical staffs in KP Pakistan. In addition there is still less attention given to the developing countires like Pakistan because Pakistan is considered as an underresearch countires among 12 developing countires (Khan. *et al.*, 2014c). Therefore, the researcher will try to fill the gaps and investigate the effects in the medical staffs and especially in KP Pakistan.

## 2. LITERATURE REVIEW

Burnout has been considered as a hazard in different profession especially in human services, health care and education. Burnout term is a symbolic representation of the “smothering of a fire or the extinguishing of a candle” (Schaufeli *et al.*, 2009). Freudenberger (1974) described burnout as “to fail, to wear out, or become exhausted by excessive demands on energy, strength or resources” p. 159. In other words, burnout as a “state of fatigue or frustration brought about by devotion to a cause, way of life, or relationship that failed to produce the expected reward”. In addition, pioneers researchers, Freudenberger (1974), Maslach and Jackson (1981), Demerouti, Bakker, Nachreiner and Schaufeli (2001) Bekker, Croon and Bressers (2005) and Schaufeli, Leiter and Maslach (2009), Schaufeli and Taris (2014), investigated burnout in last three dacades. American researchers Freudenberger (1974) introduce the recent history of burnout reveals that burnout was not an unusual response of people, however an agreed upon initiative in mid-1970s (Khan. *et al.*, 2014a) (Maslach and Jackson., 1981) (Khan. *et al.*, 2014a; Maslach and Jackson., 1981; Maslach *et al.*, 2001).

Burnout is end point of professional, where an employee entered to an organization with full of motivation, energetic and full of expectations. It is a chronic response of interpersonal and emotional stressors. Maslach and

Jackson (1981) burnout has defined as a psychological factors of core dimensions like emotional exhaustion, depersonalization and reduced personal accomplishment (Maslach *et al.*, 1996). The most important sources of emotional exhaustion is workload like professional development (Khan. *et al.*, 2014a) and conflict, while depersonalization is considered as an interpersonal component of burnout. Personal accomplishment is the negative self-evaluation of an employee to his/her job performance (Brouwers and Tomic, 2000). In addition, Lee and Ashforth (1996) identified that reduced personal accomplishment has not relevant to burnout and relevant with personality (Khan. *et al.*, 2015).

According to Ho *et al.*, (2009) job rotation is also called cross training and it is a process of an organization, where staffs learn skill from different kind of activities, and learn the ignorance and elimination of job burnout (Olorunsola, 2000). It also establishes talents, enthusiasm, motivation and encouragement in the staffs during his working environment (Friedrich *et al.*, 1998). In other words, job rotation opens chance for employees to expand an admiration of organizational aims and vision, to produce more liberal facts of the dissimilar field, to develop a strong organizational and social network, which associates to rise the employees accomplishment (Lindbeck and Snower, 2000).

Job Rotation is a process that capable of enhanced the employees' commitment, motivation and makes wider observations as well. It has been examined on practical methods, like, on the enhancement and growth of jobs (Khan. *et al.*, 2014b). development and growth of jobs (Khan. *et al.*, 2014b). Therefore, job rotations has defined as leads to rational expansion and improvement of an individual capabilities (Delpasand *et al.*, 2011). Similarly, a job rotation is considered one of the essential components in different employees in each profession, while medical staff is not exempted from it. In addition, it increases not only the individual and organizational productivity but also increases the individual abilities and understanding during job. It brings the employees team awareness, that how to do work in a team, and how to support the team members (Faegri *et al.*, 2010). Therefore, the researchers examined that job rotation is one of the strongest analysts of both the commitment and burnout, which decreases the boredom and increase commitment as well as productivity (Adomi, 2006; Khan. *et al.*, 2016).

In the same view, commitment is consider one of the essential contributor in increasing the both the individual and organizational performance of an individual as well as organization. It is an effective matter, whereas organizational commitment is defined as those employees, which have high level of interest and attachment to the organization (Mowday *et al.*, 1984). In the starts, commitment was categorize into three main types, such as, the employees follow the rules of the organization and evaluate what organization want, needs and how to stay within the organization. Therefore, organizational commitment has considered as a multi component model, namely affective, continuous and normative commitment (Meyer *et al.*, 2002). Affective commitment is the part of an organization in which employees is connected with the organization, continuous commitment is defined as the cost and benefits related to remain or leave the organization while the third dimension of the organizational commitment is normative commitment, which is linked with the obligation of an employee with the organization (Allen and Meyer, 1990).

Today's specialized that less attentions has been given to study the relationships both direct effect but still lack in literature among medical staff, especially in Pakistan. It is also justified that Pakistan is one of the under research country. Therefore, job rotation is known as an excellent method to identify and influence the commitment and productivity of an employee, and need to decreases the level of burnout and boredom from the job.

### 3. METHODOLOGY

Self-administrated instrument was finalized for the target data collection of hospital staff in KP Pakistan. On the other side, the researcher used a valid and reliable instrument for the variable job burnout, job rotation and organizational commitment with 5-Likert scale ranging (strongly disagree to strongly agree), which are more rational and mostly using in social science (Khan *et al.*, 2014a).

The questionnaire has designed in different four sections, first section contents demographic characteristics of medical staff, second section related to job burnout. The third section is related to job rotation and the last section of the instrument consists of organizational commitment. Job burnout was measured with the help of 16 items and having reliability of 0.61, where job burnout has both negative and positive items (Demerouti. *et al.*, 2010; Khan. *et al.*, 2014a). In addition, the second study variable organizational commitment was measured with 18 items of Allen and Meyer (1990) having reliability 0.79 (Khan *et al.*, 2014c), although job rotation was measured with six items and having reliability of 0.81 (Khan. *et al.*, 2014b).

During methodology convenient sampling was used to collect the data from Peshawar division, the largest division in Khyber Pukhtoonkhwa province (KPK, 2013). The researcher collected data from public sector hospitals, whereas 471 questionnaires were distributed among the medical staff. During the research study the researcher visits different place, a total 399 were collected where 39 were incomplete and excluded from further data analysis, while

the remaining 360 were used. The total response rate of the medical staffs from hospitals in KP Peshawar division was 76.6%, which is considering a very good response within the research for data analysis.

For the analysis of the data descriptive statistic, correlation and regression analysis were used. The descriptive statistics not only explains the personal information of the study respondents, but also to inform the researchers and policy makers for the incidence of the study variables in the medical sector especially in KP Pakistan. To investigate the relationship among the study variables correlation matrix has been used, while the effect of the variables on each other regression analysis has been carried out. In such way, following hypotheses has been established as shown in figure 1 as follows:

**H1:** Job Rotation has a significant relationship with emotional exhaustion.

**H2:** Job Rotation has a significant relationship with disengagement.

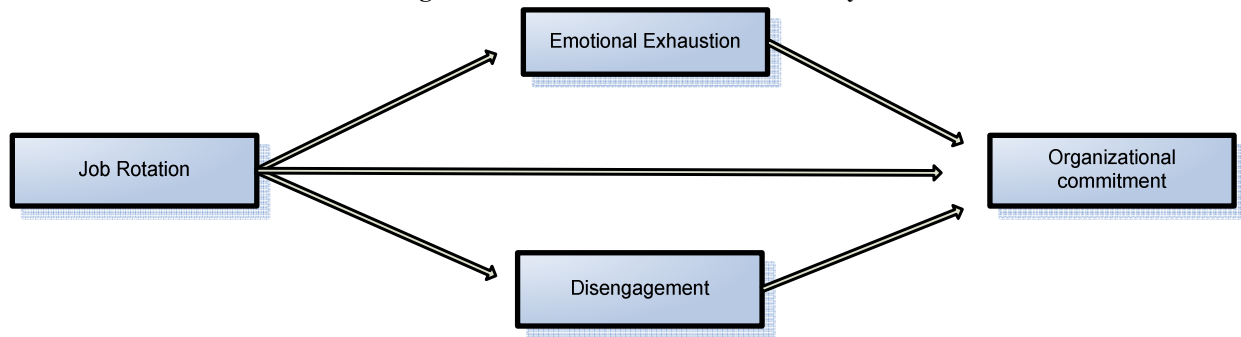
**H3:** Job rotation have a significant relationship with organizational commitment.

**H4:** Job rotation have a significant effect on organizational commitment.

**H5:** Emotional exhaustion have a significant effect on organizational commitment.

**H6:** Disengagement have a significant effect on organizational commitment.

**Figure 1: Framework Model of the study**



#### 4. RESULTS AND DISCUSSION

In the current study results, Table 1 shows the demographic information of the selected respondents from health sectors in KP Pakistan. The demographic characteristics especially gender, age and experience. According to the Table findings a total 360 questionnaires were utilized in the final data analysis. Female respondents were more than male because most females are doing their short courses and join the health sector. In such manner, the current study shows that female ratio in the health sector is 54.5 percent. Furthermore, Table 1 provided that, the young medical staff are more than older medical staff and they have too much cooperative and energetic working in the health sector. Moreover, the Table 1, clarify that most of the medical staff were in the age of between 31 to 35, which shows that the medical staff, mostly during the 31 to 35 the people are busy in establishing their families and their future means professional development (Khan. *et al.*, 2014a), thus stress and burnout occurred from their health sector demands (Khan. *et al.*, 2014c).

**Table 1: Characteristics of the Respondents**

Characteristics	Respondents (n)	%age
<b>Gender</b>		
Male	164	45.5
Female	196	54.5
<b>Age</b>		
Less than 25	40	11.1
25- 30	131	36.3
31- 40	154	42.7
Above 40	35	9.72
<b>Experience</b>		
Less than 3 years	163	45.2
From 4 to 7	101	28.05
From 8 to 10	55	15.27
More than 10	41	11.38

Similarly, the current study investigates the relationship between the study variables and their effects. Therefore, Table 2 shows the current study detailed statistical analysis. From Table 2, it is clear that the mean of burnout is 3.47, standard deviation is 0.65, while the organizational commitment is 4.07 and 0.61. Similarly, means value of job rotation variable has 3.11 having standard deviation of 0.68, showing the thinking level of selected respondents, and it is concluded that the moderate level of rotation is present in the health sectors of peshawer division KP Pakistan, while larger standard deviation demonstrated that difference of opinion exists among the medical staff regarding the burnout and organizational commitment.

Furthermore, the present study also clarifies that the study variables are more interrelated, significant and having negative relationships between job burnout and organizational commitment (Khan *et al.*, 2014c; Khan. *et al.*, 2016; Khosravi and Ghazanfari, 2016). and positive relationship between job rotation and organizational commitment (Ho *et al.*, 2009; Khan *et al.*, 2014b). The findings of the study was in line with the past research study and examined that that high level of burnout have low levels of organizational commitment. Therefore, it has been concluded from the study finding as the level of burnout increases the level of organizational commitment will be decreases. The results of the current study was in line with the studies like Martinussen *et al.* (2007) Ashill and Rod, (2011), Boyas *et al.* (2012) and Hakanen *et al.* (2008).

**Table 2** Reliability Analysis, Descriptive statistics, Correlation Matrix

Variables		Cronbach's Alpha	Mean	S.D	1	2	3	4
1	Job Rotation	0.81	3.11	0.68	1			
2	Emotional Exhaustion	0.74	3.12	0.64	-0.63	1		
3	Disengagement	0.61	3.47	0.65	-0.690	0.65	1	
4	Organizational Commitment	0.79	4.07	0.61	0.54	-0.68	-0.74	1

## 5. CONCLUSION AND RECOMMENDATIONS

This study highlights the significance of job rotation, burnout syndromes and commitment among the medical staff in KP Pakistan. The study also regarded the weak and positive effect of job rotation on the burnout and organizational commitment among medical staffs (Ho *et al.*, 2009). Therefore, from the results of the hypothesis shows that as the job rotation increases among the medical staffs the organizational commitment is increases, which means that the job rotation have a positive relationship with organizational commitment (Ho *et al.*, 2009), whereas it also increases the loyalty of the employee with the organization. The same results of the study are put forward in the studies (Zigarelli, 2002, 2008). In addition, the results of negative impacts job rotation on emotional exhaustion and disengagement (Hsieh and Chao, 2004; Li, 2016).

The research study is significant in different ways, first there is lack of studies in the developing studies in working life and behaviors especially in Pakistan because Pakistan is considered one of the under research countries in the developing studies. Therefore, the study will answered to unanswered questions and explains the relevant information regarding the aims of the particular sector in Pakistan. Second, this study explain the usefulness or effects of job rotation, burnout and commitment of an employee to Human Resource and human resources development managers within the organizations. Therefore from the results of the study, both the managers will try to planned rotational activities in the organization, to realign the employees efforts towards the aims and vision of the organization and reduced the boredom from the job.

Likewise, every study have some limitations, therefore this study is also not exempted from limitations. The researcher have both the financial and time problems, therefore the researcher selected cross sectional study where they selected to collect the data one time. The population and sample of the current study was from one largest division of KP Pakistan and selected only public sector of medical staff. Thirdly, the study used the convenient sampling in the division of KP Pakistan due to time and financial constraints. the study is limited to job rotation, job burnout dimensions and organizational commitment.

From the afore mentioned limitation, the researcher recommends longitudinal nature of study instead of cross sectional study and validate the results of the study. The researcher recommends that future study should be tested in other provinces of Pakistan and also select large number of sample from different public and private medical sectors of Pakistan to bring more accurate results about the selected study variables. the study also recommend to investigate the framework with turnover, stress etc.

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