

## Do Job Rotation and Role Stress Affect Job Attitudes? A Study from Egyptian Context

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### Abstract

*The purpose of this study was to investigate how Job Rotation (JR) and Role Stress (RS) affect the Job Attitudes (JA) of employees at the Egyptian commercial banks. JR is a job design approach widely used by many organizations at various hierarchical levels. By adopting the human structure of the organization with technical processes, JR is the consequence of effort and determination. JR is the most important approach of human capital development policies which has the potential to improve Job Satisfaction (JS) and increase capabilities in employees. Stress is a concept that has received increased attention during the last decade, showing that it plays an important role in understanding the quality and stability of relationships. Evidence suggests that stress is a threat to satisfaction and its longevity. There have been plenty of studies on JA, none was addressed to integrate the relational model of JR, RS, and JA among employees. The findings reveal that JR could have an effect on JS and OC. Also, RS among employees exercises negative influences on JS and OC. As a practical strategy, the bank could promote the benefits of JR to both individuals and the banks. The findings suggest that reduction of role ambiguity in RS has the best effect on enhancing employees' Organizational Commitment (OC). The ultimate goal is to increase employees' JS 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.*

### 1. Introduction

The most widely used career development interventions include, job enlargement, job enrichment and job rotation (Olorunsola, 2000).

Job enlargement is an assigning workers additional same level activities, thus increasing the number of activities they perform. It is referred to a situation when workers are rotated on different positions and assigned some extra duties to be performed during his normal routine (Dessler, 2005).

Job enrichment is a type of job redesign intended to reverse the effects of tasks that are repetitive requiring little autonomy. Some of these effects are boredom, lack of flexibility, and employee dissatisfaction (Leach & Wall, 2004).

Job Rotation (JR) is a method for job designing in which staff learn job skills from different parts and by making some changes in tasks, the exhaustion resulted from repetitive job tasks would be eliminated (Jorgensen et al, 2005).

The importance of JR has been long recognized in almost every corporate setting all around the world. JR is an excellent way for the organizations to develop employees, managers and executives (Beatty et al., 1987).

The main objective of JR is shifting employees from a job to another to increase their motivation and enthusiasm. JR is a very effective training method since worker serves in different jobs and can earn more job skills. JR could create a mutual trust between the staff and help them to improve their job (Bei, 2009).

JR has a number of benefits. Workers become experienced in all of the skills that are needed to perform a task, which creates redundancy of functions. Redundancy of functions refers to the multi-availability of team members, with regards to knowledge, skills and abilities. This makes a team more flexible to adapt to changes, either within the team, or within its environment (Kuipers, 1989).

Stress is the pressure exerted upon a material object or person which resist these forces and attempt to maintain its original state. Stress is an adverse reaction that people experience when external demands exceed their internal capabilities (Waters & Ussery, 2007).

Stress has become one of the most popular topics for applied research in psychology, and in the broader areas of social and medical sciences. Stress has become one of the most serious health issues in the modern world (Lu, et al. 2003).

Stress has become an important topic for several reasons: (1) stress has harmful psychological and physiological effects on employees, (2) stress is a major cause of employee turnover and absenteeism, (3) stress experienced by one employee can affect the safety of other employees, and (4) by controlling dysfunctional stress, individual and organization can be managed more effectively (Jayashree, 2010).

Stress comes from the job that they are doing. Many people not aware of stress that occur in the organization and they did not care about the stress. Stress will only affect their performance of work but also affect their health (Yahaya, 2010).

Stress is much more common in employees at lower levels of workplace hierarchies, where they have less control over their work situation. Studies have targeted stress in various professions, such as nurses, doctors, and academics (Plattner & Mberengwa, 2010), but little research has been conducted on stress among employees (Beheshtifar & Nazarian, 2013).

## **2. Literature Review**

### **2.1. Job Rotation**

JR is an excellent tool for enhancing employee motivation, commitment and job involvement which are very important for smooth and effective functioning of an organization (Zeira, 1974).

JR has come to be accepted as an effective method of developing skills and providing motivation (Friedrich & Kabst, 1998).

JR involves periodic shifting of employees from one task to another where each task requires different skills and responsibilities. JR is the process through which an organization's staffs work as displacement at different homogenous levels (Olorunsula, 2000).

JR is an opportunities for employee to gain an appreciation of organizational goals, to generate a broader knowledge of different functional areas, to develop a network of organizational contacts and to enhance employee skills. (Lindback & Snower, 2000).

JR is a job design method which is able to enhance motivation; to develop views and double productivity in humanized resources and to improve organization performance and individual levels by multi-skilled workers, well applied available capacities and providing new horizons for attitude, thought, capabilities and skills of workers (Soltani, 2000).

JR is a planned replacement of employees among jobs in a period of time for one or more goals of earning skills and job independence; increasing motivation, job performance and productivity (Bennett, 2003).

JR can be defined as working in different positions or in different situations at time periods which are classified based on a range of individual knowledge, skill and capability of employees (Gomez, et al., 2004).

JR is planned on-the job training for cultivating future candidates of management by transferring a management trainee from one department to another to increase his understanding and credentials in all aspects (Jaturanonda, et al., 2006).

JR is considered a functional method for enrichment and development of jobs. JR results in increased individual knowledge and experience and decreased burnout and exhaustion; this leads to intellectual development and innovation (Delpasand, et al., 2010).

JR improves employee's problem-solving abilities and shared understanding of the job, enhances team efficiency and enables the employees to avail promotion opportunities after successful completion of JR programs (Faegri et al., 2010).

JR implies to a systematic change of employee by transferring employee between various area of responsibility on the premise to enhance employee experience in the job. From the view of human resource management, many researchers have described JR in broader perspective (Zin, et al., (2013).

## **2.2. Role Stress**

Stress can be defined as a stimulus that triggers psychological or physical stress reactions, such as anxiety or cardio-vascular problems. Stress is a specific psychological and physical reaction to acute or enduring demands (Selye, 1974).

Stress is the inability to cope with the pressures in a job, because of a poor fit between someone's abilities and his work requirements (Holmlund-Rytkönen & Strandvik, 2005).

Stress include perceived loss of job, and security, sitting for long periods of time or heavy lifting, lack of safety, complexity of repetitiveness and lack of autonomy in the job. It is caused by lack of resources and equipment; work schedules and organizational climate are considered as contributors to employees stress (Christo & Pienaar, 2006).

Stress is subjective in nature, and involves the employee's active interpretation of his objective circumstances. Potential stressors are not inherently severe or negative; individual differences in cognitive appraisal and coping style allow for the same stressor to be experienced by some as challenge and by others as hindrance (Hendel & Horn, 2008).

Stress is considered to be an individual's internal response to stressors and is characterized by arousal and displeasure. The long-term effect of stress includes psychological outcomes such as anxiety and depression (Kumar & Pragadeeswaran, 2011).

There are five sources of stress. They are (1) intrinsic to the job, (2) role in the organization, (3) career development, (4) relationships at work, and (5) organizational structure and climate (Beheshtifar, et al. 2011).

There are three types of RS. They are role ambiguity, role conflict, and role overload (Piko, 2006; Chang, et al., 2009):

1. **Role Conflict (RC)**, has been defined as the simultaneous occurrence of two (or more) sets of pressures such that compliance with one would make more difficult compliance with the other.
2. **Role Ambiguity (RA)**, has been defined as the degree of vagueness, ambiguity, or unclarity in desired expectations that creates difficulties for a person to fulfill requirements. RA occurs when a person does not have access to sufficient information to perform his role as a service employee adequately.
3. **Role Overload (RO)**, as the extent to which time and resources prove inadequate to meet expectations of commitments and obligations to fulfill a role.

## **2.3. Job Attitudes**

### **2.3.1. Organizational Commitment**

OC has an important place in the study of organizational behaviors since the studies have found relationships between OC, and behaviors in the workplace (Tsai, 2008).

OC is a feeling of dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organization (Meyer & Allen, 1991).

OC is the relative strength of an individual's identification with an involvement in a particular organization and is characterized by three factors: the first is a willingness to exert considerable effort on behalf of the organization; the second is a strong belief in and acceptance of an organization's goals and values; the third is a strong desire to maintain membership in the organization (Savery & Syme, 1996).

OC may affect on behaviors such as replacement and absenteeism. The personnel, who show more commitment, will have more attention to their job and stay longer time and work more (Morhead & Griffin, 1998).

OC is a viewpoint toward staff loyalty toward the organization and a continuous process that by individuals' cooperation in organizational decisions shows their attention to the organization (Moghimi, 2001). OC is a strong belief in the organizations goals and values and a willingness to exert considerable effort on behalf of the organization. OC reflects the attitudes of employees toward the organizations in which they work (Silverthorne, 2004).

There are three components of OC. They are affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1990; 1991):

- **Affective Commitment (AC)** is the affective bond an individual feels toward the organization, characterized by identification and involvement with the organization as well as enjoyment in being a member of the organization.
- **Continuance Commitment (CC)** is the extent to which a person needs to stay with the organization, due to the costs of forgoing benefits associated with an individual’s investments in the organization.
- **Normative Commitment (NC)** is the extent to which a person is obligated to stay with the organization. NC is the employee’s sense of obligation; here, NC is the individual’s bond with the organization due to an obligation on the part of the individual.

**2.3.2. Job Satisfaction**

JS is one of the most frequently measured organizational variables in both research and applied settings and that has been widely studied in organizational behavior and organizational psychology (Eric et al, 2007).

JS is a pleasurable emotional state resulting from the appraisal of one’s job and job experiences. JS is a result of employee's perception of how well his job provides those things that are viewed as important (Locke, 1976). JS is an extent to which one feels positively or negatively about the intrinsic and extrinsic aspects of one’s job. JS is about how employees feel about various aspects of the job. JS include coworkers, appreciation, benefits, job conditions, pay, promotion, supervision, and organization’s policies (Spector, 1997).

JS could include specific interactions related to affective behaviors including: pay, promotion, supervision, fringe benefits of employment, contingent rewards, operating conditions, coworkers, nature of work, and communication (Hallock, et al, 2004).

There are two dimensions of JS. They are internal satisfaction and external satisfaction (Judge & Bono, 2001; Best & Thurston, 2004):

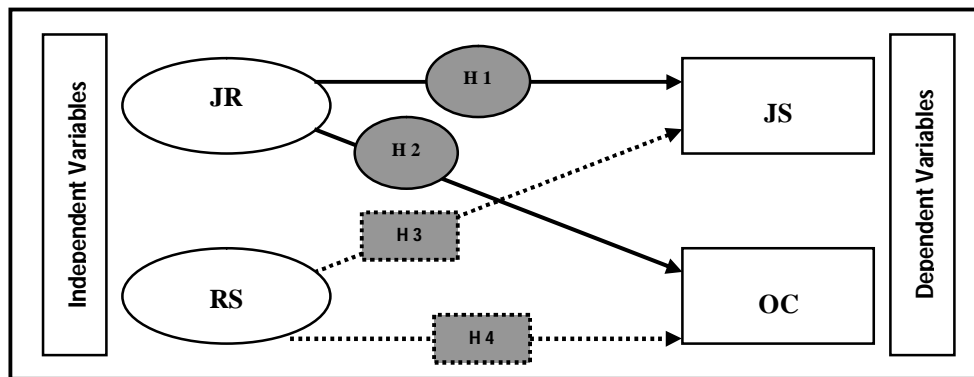
- **Internal Satisfaction:** the opportunities to demonstrate abilities, sense of achievement obtained from work, ethical values of the work, opportunities to provide services.
- **External Satisfaction:** job content, salary, unobstructed channels for promotion, work environment and equipment.

JS relates to an individual’s perceptions of a job, and this perception is in turn influenced by their circumstances, including needs, values and expectations (Sheykhabani & Beshlideh, 2011). JS is important that its absence often leads to lethargy and reduced OC. Dissatisfied employees are more likely to quit their jobs or be absent than satisfied employees (Ilhami & Bektas 2012).

**3. Research Model**

There have been some empirical studies to demonstrate the relationship between JR, RS, JS and OC. The theoretical framework is presented in Figure (1). The diagram below shows that there is two independent variable for the study i.e. JR and RS. There is two dependent variable i.e. JS and OC. The research model is as shown in Figure (1) below.

**Figure (1): The Research Framework of the Relationship among the Research Variables**



**4. Research Questions**

*Q1: What is the relationship between JR and JS at the Egyptian commercial banks?.*

Q2: What is the relationship between JR and OC at the Egyptian commercial banks?.

Q3: What is the relationship between RS and JS at the Egyptian commercial banks?.

Q4: What is the relationship between RS and OC at the Egyptian commercial banks?.

**5. Research Hypotheses**

JR have the advantage of increasing JS and OC (Jorgensen, et al., 2005; Melnyk, 2006; Haut, et al., 2006; Campion, et al., 1994; Anil, & Brian, 2004). From the above statements, the following hypotheses are formed:

**H1: There is no statistically significant relationship between JR and JS at the Egyptian commercial banks**

**H2: There is no statistically significant relationship between JR and OC at the Egyptian commercial banks**

Several meta analytic studies have found a negative relationship between RS and OC (Jackson & Schuler, 1985; Mathieu & Zajac, 1990; Sveinsdottir, et al., 2006; Piko, 2006; Jalonen, et al., 2006; Shiao, et al., 2007; Sveinsdottir, et al., 2006; Chen, et al., 2007). From the above statement, the following hypotheses are formed:

**H3: There is no statistically significant relationship between RS and JS at the Egyptian commercial banks**

**H4: There is no statistically significant relationship between RS and OC at the Egyptian commercial banks**

**6. Research Methods**

**6.1. Population and Sample**

In this study population was all employees at the Egyptian commercial banks. The total population is 66.536 employees. Determination of respondent sample size was calculated using the formula (Daniel, 1999) as follows:

$$\frac{N \times (Z)^2 \times P(1-P)}{d^2 (N-1) + (Z)^2 \times P(1-P)}$$

So the number of samples obtained by 382 employees at the Egyptian commercial banks as presented in Table (1).

**Table (1) Distribution of the Sample Size**

Bank Type	Number of Population	Percentage	Sample Size
General Commercial Banks	52564	79%	382X 79% = 302
joint Commercial Banks	11977	18%	382 X 18% = 69
Foreign Branches of Banks	1995	3%	382 X 3% = 11
<b>Total</b>	<b>66536</b>	<b>100%</b>	<b>382 X 100% = 382</b>

*Source: Egyptian Central Bank, Economic Magazine, 2012*

Table (2) illustrates the frequency distribution of the sample features at the Egyptian commercial banks.

**Table (2) Characteristics of the Sample Units**

Variables		Number	Percentage
<b>1- Job Title</b>	General Manager	20	%6.3
	Deputy General Manager	23	%7.2
	Agent General Manager	23	%7.2
	Deputy Manager	31	%9.7
	Controller	38	%11.9
	Excellent Banker	46	%14.4
	Banker A	40	%12.5
	Banker B	99	%30.9
	<b>Total</b>	<b>320</b>	<b>%100</b>
<b>2- Marital Status</b>	Married	216	%67.5
	Single	104	%32.5
	<b>Total</b>	<b>320</b>	<b>%100</b>
<b>3- Age</b>	Less than 30 years	120	%37.5
	From 30 to 45	145	%45.3
	More than 45	55	%17.2
	<b>Total</b>	<b>320</b>	<b>%100</b>
<b>4- Educational Level</b>	University Education	140	%43.8
	Post-Graduate Studies	180	%56.2
	<b>Total</b>	<b>320</b>	<b>%100</b>
<b>5- Period of Experience</b>	Less than 5 years	60	%18.8
	From 5 to 10	215	%67.2
	More than 10	45	%14.1
	<b>Total</b>	<b>320</b>	<b>%100</b>

## 6.2. Method of Data Collection

A survey-based descriptive research design is used. The study was carried out at Egyptian commercial banks. The questionnaire included three pages. A covering letter was attached to the questionnaire, explaining the instructions for completing the questionnaire. It included four questions, relating to recognizing JR, RS, JA and biographical information of employees at Egyptian commercial banks.

Few employees completed 25 questionnaires but some changes took place. The questionnaires were completed anonymously during group administration. Data collection took approximately two months. About 382 survey questionnaires were distributed by employing diverse modes of communication such as in person and post. Multiple follow-ups yielded 320 statistically usable questionnaires. Survey responses were 83%.

## 6.3. Measures Instruments

### 6.3.1. Job Rotation

The present study has investigated JR as an independent variable. The researcher has drawn on the scale of Campion et al. (1994) and Anil & Brian (2004) for measuring JR. It is worthy of mention that this measure consists of the six statements. It should be indicated that JR has been measured employing Likert scale of five points which ranges from fully agreement (5) points to fully disagreement (1) point, while numbers 2, 3, and 4 reflect varying degrees of evaluation.

### 6.3.2. Role Stress

The present study handles RS as an independent variable. Aspects of RS include role ambiguity, role conflict, and role overload. The researcher has employed the measure developed by Kahn et al. (1964), Piko (2006), and Van Sell, et al., (1981) to measure RS. This measure consists of 9 statements equally divided among secondary measures; three statements for each secondary measure. Likert measure has been used for agreement or disagreement. It is composed of five degrees, (5) refers to full agreement, while (1) refers to full disagreement and neutral degrees are found in between.

### 6.3.3. Job Satisfaction

JS, as a dependent variable, has been examined. Aspects of JS include internal satisfaction and external satisfaction. The researcher has drawn on the scale of Best & Thurston (2004) for measuring JS. This measure consists of 10 statements: five statements for internal satisfaction, and five statements for external satisfaction. JS has been measured using the five-item scale of Likert ranging from full agreement (5) to full disagreement (1), with neutral degrees in-between.

### 6.3.4. Organizational Commitment

OC, as a dependent variable, has been investigated. Aspects of OC include value commitment, effort commitment, and retention commitment. The researcher has employed the measure developed by Porter et al. (1974) and Trimble (2006), to measure OC. This measure consists of 12 statements; four statements for each secondary measure. Responses to the five-item OC index are recorded using a five-point Likert scale for each statement which ranges from (5) "full agreement," (4) for "agree," (3) for "neutral," (2) for "disagree," and (1) for "full disagreement."

### 6.4.5. Methods of Data Analysis and Testing Hypotheses

The researcher has employed the following methods: (1) The Alpha Correlation Coefficient (ACC), which aims at verifying the degree of reliability in the scale of JR, RS, JS, and OC, (2) Multiple Regression Analysis (MRA), which aims at verifying the relationship between the research variables, and (3) F-test and T-test. All these tests are found in SPSS.

## 7. Hypotheses Testing

### 7.1. Evaluating Reliability

Data analysis was conducted in three major phases. All scales were first subjected to reliability analysis. ACC was used to assess the reliability of the scales. Item analysis indicated that dropping any items from the scales would not significantly raise the alphas. Table (3) presents the reliability of JR, RS, JS, and OC at the Egyptian commercial banks.

**Table (3) Reliability of JR, RS, JS, and OC**

Variables	The Dimension	Number of Statement	ACC
<b>JR</b>	Job Rotation	6	0.9723
	<b>Total Measurement</b>	<b>13</b>	<b>0.9723</b>
<b>RS</b>	Role Ambiguity	3	0.7664
	Role Conflict	3	0.6394
	Role Overload	3	0.9320
	<b>Total Measurement</b>	<b>9</b>	<b>0.9046</b>
<b>JS</b>	Internal Satisfaction	5	0.9140
	External Satisfaction	5	0.6640
	<b>Total Measurement</b>	<b>10</b>	<b>0.8865</b>
<b>OC</b>	Affective Commitment	4	0.9720
	Continuance Commitment	4	0.9541
	Normative Commitment	4	0.8675
	<b>Total Measurement</b>	<b>12</b>	<b>0.9693</b>

According to Table (3), the overall reliability of JR is 0.97. The overall reliability of RS is 0.90. The overall reliability of JS is 0.88. The overall reliability of OC is 0.96. This illustrates that the scale under testing is reliable for measuring JR, RS, JS, and OC at the Egyptian commercial banks in Egypt.

### 7.2. The Relationship between JR and JS

The statistical results for the relationship between JR and JS are studied. The first hypothesis to be tested is:

**H1: There is no statistically significant relationship between JR and JS at the Egyptian commercial banks.**

**Table (4) Correlation Between JR and JS**

Hypothesis	Independent Variables	Dependent Variable (JS)		Pearson Correlation (Total)	Sign
		Internal Satisfaction	External Satisfaction		
H1	JR	0.281	0.291	0.307**	0.000
<b>Note: ** Correlation is significant at 0.01 level.</b>					

According to Table (4), there is a significant correlation between JR and JS. The overall correlation is (0.307). Table (5) presents the type and strength of the relationship between JR and JS using MRA.

**Table (5) The Relationship between JR and JS**

The Variables of JR	Beta	R	R <sup>2</sup>
1. I believe job rotation is a type of job training.	0.103	0.161**	0.025
2. Job rotation broadens my knowledge and skill in other fields.	0.275	0.148**	0.021
3. I am willing to accept job rotation now.	0.302*	0.167**	0.027
4. Before job rotation, the organization seeks my consent.	0.186	0.172**	0.029
5. I believe job rotation is an excellent system.	1.139**	0.183**	0.033
6. Overall, I like job rotation.	0.749*	0.175**	0.030
<ul style="list-style-type: none"> <li>▪ MCC</li> <li>▪ DF</li> <li>▪ Calculated F</li> <li>▪ Degree of Freedom</li> <li>▪ Indexed F</li> <li>▪ Level of Significant</li> </ul>	0.350 0.122 7.265 6, 313 3.57 0.000		
* P < .05      ** P < .01			

According to Table (5), there is a statistically significant relationship between JR and JS (with a MCC of 35%). As a result of the value of R<sup>2</sup>, JR can explain 12% of the total differentiation in JS level. Moreover, the value of calculated F (7.265) in the degree of freedom (6.313) exceeds its table counterpart (3.57).

Based on MRA, the variables of JR that better explain the difference in JS level include the fact that "I believe job rotation is an excellent system" (1.139), "overall, I like job rotation" (0.75), and "I am willing to accept job rotation now" (0.30).

*As a result, the null hypothesis is rejected. This is because the model of MRA has shown that there was fundamental relationship between JR and JS at the statistical significance level of 0.01*

### 7.3. The Relationship between JR and OC

The statistical results for the relationship between JR and OC are studied. The second hypothesis to be tested is:

**H2: There is no statistically significant relationship between JR and OC at the Egyptian commercial banks**

**Table (6) Correlation between JR and OC**

Hypothesis	Independent Variables	Dependent Variable (OC)			Pearson Corr (Total)	Sign
		Value Commitment	Effort Commitment	Retention Commitment		
H2	JR	0.181	0.156	0.172	0.179**	0.000
<b>Note: ** Correlation is significant at 0.01 level.</b>						

According to Table (6), there is a significant correlation between JR and OC. The overall correlation is (0.179).

Table (7) presents the type and strength of the relationship between JR and OC at the Egyptian commercial banks using MRA.



**Table (7) The Relationship between JR and OC**

The Variables of JR	Beta	R	R <sup>2</sup>
1. I believe JR is a type of job training.	0.095	0.269**	0.072
2. JR broadens my knowledge and skill in other fields.	0.193	0.258**	0.066
3. I am willing to accept JR now.	0.164	0.292**	0.085
4. Before JR, the organization seeks my consent.	0.046	0.293**	0.085
5. I believe JR is an excellent system.	0.676	0.314**	0.098
6. Overall, I like JR.	0.500	0.302**	0.091
▪ MCC	0.207		
▪ DF	0.043		
▪ Calculated F	2.324		
▪ Degree of Freedom	6, 313		
▪ Indexed F	3.57		
▪ Level of Significant	0.000		

Table (7) proves that we have a statistically significant relationship between JR and OC (with a MCC of 21%). JR can explain 4% of the total differentiation in JS level drawing on the value of R<sup>2</sup>.

*The null hypothesis is rejected. This is because the model of MRA has shown that there was a fundamental relationship between JR and OC at the statistical significance level of 0.01.*

**7.4. The Relationship between RS and JS**

The statistical results for the relationship between RS and JS are studied. The third hypothesis to be tested is:

**H3: There is no statistically significant relationship between RS and JS at the Egyptian commercial banks**

**Table (8) Correlation Between RS and JS**

Hypothesis	Independent Variables (RS)	Dependent Variable (JS)		Pearson Correlation (Total)	Sign
		Internal Satisfaction	External Satisfaction		
H3	Ambiguity	- 0.233	- 0.470	- 0.361**	0.000
	Conflict	- 0.287	- 0.465	- 0.392**	0.000
	Overload	- 0.142	- 0.346	- 0.247**	0.000
	Total	- 0.242	- 0.472	- 0.367**	0.000

**Note: \*\* Correlation is significant at 0.01 level.**

Table (8) proves that there is a significant correlation between RS and JS. The overall correlation is (- 0.367). Table (9) presents the relationship between RS and JS using MRA.

**Table (9) The Relationship between RS and JS**

The Variables of RS	Beta	R	R <sup>2</sup>
1. I do now know how to utilize my time appropriately.	0.233	0.355**	0.126
2. I have no idea of what I have to do every day.	0.552*	0.391**	0.152
3. I have no clue of what the bank's expectations of my job are.	0.514**	0.162**	0.026
4. Others often have inconsistent requirements for my job.	0.281**	0.361**	0.130
5. I often did some unnecessary work.	0.083	0.190**	0.036
6. Sometimes the tasks the bank assigned to me were too difficult.	0.079	0.347**	0.120
7. My everyday workload is too much for me to finish.	0.003	0.392**	0.153
8. My assignments seem to become more and more complicated.	0.098	0.392**	0.153
9. I am in charge of many duties, which are too much for me to handle.	0.108	0.299**	0.089
▪ MCC	0.536		
▪ DF	0.287		
▪ Calculated F	13.852		
▪ Degree of Freedom	9, 310		
▪ Indexed F	3.57		
▪ Level of Significant	0.000		

\* P < .05      \*\* P < .01

According to Table (9), there is a statistically significant relationship between RS and JS (with a MCC of 54%). As a result of the value of  $R^2$ , JR can explain 29% of the total differentiation in JS level. Moreover, the value of calculated F (13.852) in the degree of freedom (6.313) exceeds its table counterpart (3.57). Based on MRA, the variables of RS that better explain the difference in JS level include the fact that "I have no idea of what I have to do every day" (0.55), "I have no clue of what the bank's expectations of my job are" (0.51), and "Others often have inconsistent requirements for my job" (0.28).

As a result, the null hypothesis is rejected. This is because the model of MRA has shown that there was fundamental relationship between RS and JS at the statistical significance level of 0.01.

**7.5. The Relationship between RS and OC**

The statistical results for the relationship between RS and OC are studied. The fourth hypothesis to be tested is:

**H4: There is no statistically significant relationship between RS and OC at the Egyptian commercial banks**

**Table (10) Correlation Between RS and JS**

Hypothesis	Independent Variables (RS)	Dependent Variable (OC)			Pearson Corr (Total)	Sign
		Value Commitment	Effort Commitment	Retention Commitment		
H4	Ambiguity	- 0.359	- 0.350	- 0.307	- 0.362**	0.000
	Conflict	- 0.350	- 0.334	- 0.299	- 0.350**	0.000
	Overload	- 0.457	- 0.448	- 0.375	- 0.457**	0.000
	Total	- 0.437	- 0.425	- 0.368	- 0.439**	0.000

**Note: \*\* Correlation is significant at 0.01 level.**

According to Table (10), there is a significant correlation between RS and OC at the Egyptian commercial banks in Egypt. The overall correlation is (- 0.439). Table (11) presents the type and strength of the relationship between RS and OC using MRA.

**Table (11) The Relationship between RS and OC**

The Variables of RS	Beta	R	R <sup>2</sup>
1. I do now know how to utilize my time appropriately.	0.169	0.277**	0.076
2. I have no idea of what I have to do every day.	0.367	0.442**	0.178
3. I have no clue of what the bank's expectations of my job are.	0.309**	0.178**	0.032
4. Others often have inconsistent requirements for my job.	0.137	0.362**	0.131
5. I often did some unnecessary work.	0.334*	0.116**	0.013
6. Sometimes the tasks the bank assigned to me were too difficult.	0.094	0.287**	0.082
7. My everyday workload is too much for me to finish.	0.258*	0.429**	0.184
8. My assignments seem to become more and more complicated.	0.207*	0.350**	0.122
9. I am in charge of many duties, which are too much for me to handle.	0.269**	0.472**	0.222
<ul style="list-style-type: none"> <li>▪ MCC</li> <li>▪ DF</li> <li>▪ Calculated F</li> <li>▪ Degree of Freedom</li> <li>▪ Indexed F</li> <li>▪ Level of Significant</li> </ul>	0.548		
	0.300		
	14.755		
	9, 310		
	3.57		
	0.000		

\* P < .05      \*\* P < .01

According to Table (11), there is a statistically significant relationship between RS and OC (with a MCC of 55%). As a result of the value of  $R^2$ , JR can explain 30% of the total differentiation in OC level. Moreover, the value of calculated F (14.755) in the degree of freedom (9.310) exceeds its table counterpart (3.57).

Based on MRA, the variables of RS that better explain the difference in JS level include the fact that "I often did some unnecessary work" (0.33), "I have no clue of what the bank's expectations of my job are" (0.31), "I am in charge of many duties, which are too much for me to handle" (0.27), "my everyday workload is too much for me to finish" (0.26), and "my assignments seem to become more and more complicated" (0.21).

*As a result, the null hypothesis is rejected. This is because the model of MRA has shown that there was fundamental relationship between RS and OC at the statistical significance level of 0.01.*

### **8. Research Findings**

The results showed that JR have the advantage of increasing JS and OC. The results are consistent with research conducted by (Jorgensen, et al., 2005; Melnyk, 2006; Haut, et al., 2006; Campion, et al., 1994; Anil, & Brian, 2004). The findings reveal that RS exercises negative influences on JS indicating that RS among employees negatively influences JS. It is in accordance with the assertions of relevant studies in the past (Chang, et al., 2009; Sveinsdottir, et al., 2006; Piko, 2006).

The results support that RS exercises negative influences on OC, this inference is in accordance with the assertions of certain scholars in the past (Boshoff & Mels, 1995; Sveinsdottir, et al., 2006; Chang, et al., 2009; Jackson & Schuler, 1985; Mathieu & Zajac, 1990; Jalonen, et al., 2006; Shiao, et al., 2007; Sveinsdottir, et al., 2006; Chen, et al., 2007).

### **9. Practical Implication**

Due to the fact that banks depend on employees' work to operate and it takes tremendous time and effort to train employees' talent, retaining excellent employees and stimulating them to do their best to serve banks and take on future challenges are crucial issues for banks to stay competitive in today's environment.

As a practical strategy for manpower utilization, banks could promote the benefits of JR while implementing JR periodically and fairly. The findings reveal that JR could have an effect on JS and OC. Also, RS among employees exercises negative influences on JS and OC. Overall, the findings have highlighted the importance of JR and RS in affecting JA. These findings are useful in highlighting the need for the Egyptian commercial banks to develop appropriate strategies and human resource practices to reduce its RS in the future. There may be a need for the banks to consider redesigning the work itself. For instance, a less repetitive work arrangement can be introduced to make work more interesting. JR may be adopted to reduce boredom among the employees.

JR applications are significant for employees considered as manager candidates. Qualified employees who are expected to be promoted as managers are required to have a broad view of the entire bank. The employees have experienced by rotating through different jobs, effectively learning many aspects of the bank from a manager point of view. Employees who have autonomy in decision making have the highest level of JS and lower job stress than other employees (Cohen, 2007). It is important that clear job descriptions are provided to employees so that they are fully aware of their roles and duties.

There is a need for the banks to seek ways to increase OC among its employees. This is important as employees who are less committed may likely route their commitment in other directions and tend to seek job opportunities elsewhere (Meyer and Allen, 1997). It is suggested that the banks develops human resource strategies to strengthen OC level. Research suggests that employees will interpret organization's human resource practices as support and commitment to them, hence reciprocating these kind deeds by increasing their own OC (Lew, 2011). For instance, strategies such as fair performance appraisal practices, and opportunities for training and development may contribute to strengthen OC. In addition, a positive organizational climate based on trust, good communication, and cooperation can develop better commitment among its employees.

### **10. Limitations and Future Research**

Several limitations of this study should be considered. First, this study investigated the relationship between JR, RS, and JA at the Egyptian banks. Second, the primary research instrument was the questionnaire, which has a certain degree of validity and reliability. Since this study is descriptive and quantitative in nature, with the sole use of a questionnaire survey to obtain data regarding production worker perception towards JR and career development outcomes, which might not fully, cover the real feeling of the respondents. A combination of questionnaire surveys and a series of interviews are recommended in the future for gathering more data and to improve the overall findings of the study.

## 11. Conclusion

JR is a very effective policy to develop employee horizons and empower them which is considered as the most important effective factor mediated by JS and skill diversity on performance and effectiveness of organizations. According to questionnaires of studied organization, there is positive and significant relationship between JR and JA. The study has provided additional insight into the relationship between JR and JA among employees at the Egyptian commercial banks. The present study has managed to provide empirical evidence that some benefits of JR can effect JA.

The research results support the theory that JR practices have a positive effect on motivation. From this aspect, we can easily express that JR applications decrease boredom and moving from one department to another increase morale and cause motivation. This is also a result in doing different tasks in different processes. JR practices in another way increase personal competencies as said before. Taking responsibilities in more than one unit increase technical, managerial knowledge and skills. Improving personal background in order to be successful when doing the job motivate human and also encourage continual improvement. Enough knowledge and skill will make more easy to solve routine problems in specific jobs, develop usual methods in doing jobs and this make managers be more productive and motivated in different working conditions.

JR is accomplished with complete planning for realizing organizational goals and by referring to this point that JR makes staff exhausted of repetitive tasks, in such a way they can't perform their tasks along with the organization's goals. Therefore, JR not only leads to staff's commitment towards the organization in an acceptable level and helps them to do assigned tasks but also it can increase their skills to do tasks.

Referring to the results of this study, for all of organization's managers including government agencies and private ones and banks' managers, it is suggested (1) considering the subject of JR and its effects on efficiency, (2) considering the subject of JR and its effects on resignation, excessive absenteeism, and desertion, (3) respecting requires instructions before JR, (4) considering JR by considering staff's interest, and (5) considering job enrichment plans for increasing efficiency besides JR.

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