

JOB ROTATION AND JOB BURNOUT IN DEPOSIT MONEY BANKS IN PORT HARCOURT, NIGERIA

IBIBA AMBIE GEORGEWILL

Department of Management, Faculty of Management Sciences, Rivers State University, Nkpolu- Oroworukwo, PMB 5080, Port Harcourt, Nigeria.

Abstract

This study examined the relationship between job rotation and job burnout in deposit money banks in Port Harcourt. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. A total of 420 employees of five (5) Tier-1 banks: First Bank, Zenith Bank, Access Bank, UBA and Guarantee Trust Bank in Port Harcourt were used as the study population, for which a sample size of 205 respondents was drawn using the Taro- Yamen formula. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Findings that emerged indicated significant relationship between job rotation and employee job burnout. The study recommends that the process of job rotation should be premised on improving workers experiences and the content of their jobs as a way of enriching their work and offering them variety within the workplace.

Keywords: Job Rotation, Job Burnout, Emotional Exhaustion, Depersonalization, Inefficacy

INTRODUCTION

In this competitive world of work, stress and burnout has become 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 has 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 (Khan, Rasli, Yusoff & Ahmad, 2015), and psychological strains like anxiety, frustration and depression (Jex & Britt, 2008).

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 & 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 (Yusoff & 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.

In today's rapid pace of technological advancement, job consistency and people repeated

tasks do not have the needed efficiency and effectiveness (Akhbari & Zargarani, 2011). As a management approach in the area of human resource management, job rotation helps managers to relocate employees conditionally and pertinently in different positions with different incentives (Mirsepasi, 2014). Management scholars believe that job rotation contributes to enhance employees' capabilities and their perspectives (Ho, Chang, Shih, Liang, 2009). Taking advantage of job rotation techniques and algorithms based on efficient production strategies, organizations can keep employees motivated and take the required steps toward enriching jobs, reducing ergonomic effects, improving job skills, etc. (Akhbari & Zargarani, 2011). Job rotation is a way of designing jobs for employees to learn the required skills from different departments and get rid of exhaustion arising from repeated tasks. Facing new tasks and roles will revive and refresh employees and boost their morale (Jorgensen, 2005, quoted by Nasiripour, Raeisi & Delpasand, 2009). According to research conducted by diplomatic managers and officials, one way of raising employees' motivation is to have a tool such as job rotation to affect operators' performance and improve their commitment to their work (Mohsan, Musarrat Nawaz & Sarfraz Khan, 2012). This study therefore, seeks to examine the relationship between job redesign and employee job burnout in deposit money banks in Port Harcourt.

This study was also guided by the following research questions:

- i. What is the relationship between job rotation and emotional exhaustion in deposit money banks in Port Harcourt?
- ii. What is the relationship between job rotation and depersonalization in deposit money banks in Port Harcourt?
- iii. What is the relationship between job rotation and inefficacy in deposit money banks in Port Harcourt?

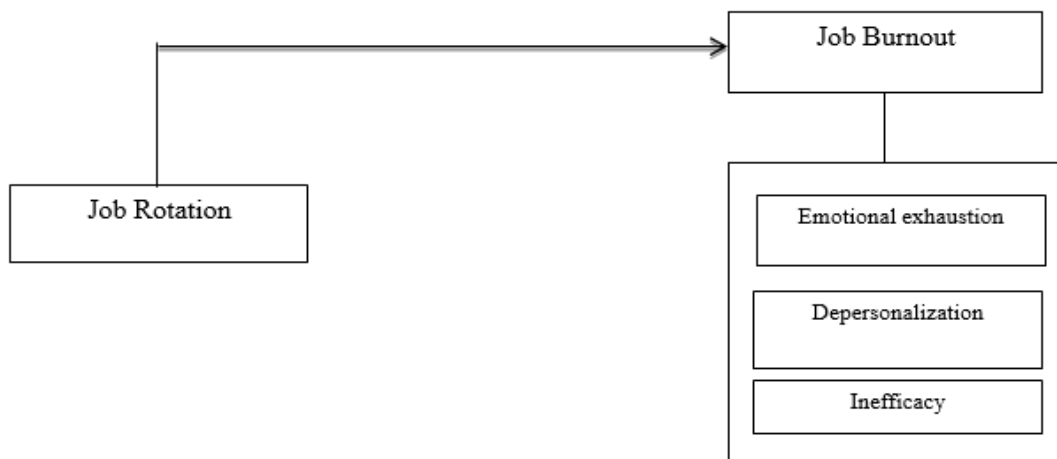


Fig.1 Conceptual framework for the relationship between job rotation and job burnout

Source: Author's Desk Research, 2020

LITERATURE REVIEW

Theoretical Framework Job Characteristics Model

Model of job characteristics was developed by Hackman and contemporaries and it's majored on 5 jobs structural characteristics. The jobs structural characteristics included variety of task,

feedback, autonomy, identity and significance. The researchers disputed that such characteristics can improve amongst others, motivation of work, satisfaction of job, and performance of job (Hackman & Oldham, 1976, 1980; Hackman & Lawler, 1971). In its early stages, the researchers had a condition on a variety of its features. For instance, Aldag, Barr and Brief (1981) reported that there existed weak relations concerns between characteristics of job and job performance and with additional questions over the build between job perceptions nature as well as attitudes of job. Aspersions have been casted as to its soundness with queries of whether simply matching enhancement in reimburse could establish preference for enrichment of job (Simonds & Orife, 1975).

In line with the model, a member of staff will have internal motivation which is high if three significant states of emotion are experienced. The states which can be perceived as work place motivation precursors includes; work meaningfulness, Knowledge of the job results and Responsibility for the work outcomes. In order to attain the three basic states of emotion, the model of Job Characteristics supports that the job be designed with adequate five chief characteristics of job levels. The characteristics includes; variety of skill, identity of task, significance of task, feedback and autonomy. Out of the five characteristics of job, identity of task, variety of skill and significance of task are chief contributors to experienced work meaningfulness (Dodd, 2012).

It has been reported that it would be hard to find all the three characteristics of job at critical and high levels in a given job (Hackman & Oldham, 1980). Nevertheless, the same researchers dispute that levels that are high of any one of the characteristics can alone add to superior knowledgeable meaningfulness at work and therefore by extension result to satisfaction of job (Loher, 2011). The researchers as well dispute that the fourth characteristic of job within the model, that is autonomy, is a vital contributor to experienced accountability for outcomes of work. In addition, in line with the model, results knowledge from the job could merely be satisfied if there is a system of feedback between the worker and the job (Ganster, 2012)

Job Rotation

Job rotation is a job design method which is able to enhance motivation, develop workers' outlook, increase productivity, improve the organization's performance on various levels by its multi-skilled workers, and provides new opportunities to improve the attitude, thought, capabilities and skills of workers, Casad (2012). Job rotation is also process by which employees laterally mobilize and serve their tasks in different organizational levels; when an individual experiences different posts and responsibilities in an organization, ability increases to evaluate his capabilities in the organization, Asensio-Cuesta, Diego-Mas, Cremades-Oliver, González-Cruz, (2012).

Yet another medium through which stress could be managed effectively is job rotation. Through job rotation, an employee will be accorded the opportunity of being moved from one specific duty post to another. The essence is for the employee to acquire new skills and knowledge required to perform other jobs and ease out tension from those that are very tasking and stressful (Miller, 2008).

Job rotation is a model of training through which already employed staffs leave their job to go on further training and unemployed people are brought into their places for work (Parker & Turner, 2002). Job rotation can also be seen as the result of employees systematically moving from one particular job to another within the organization in order to achieve planned objectives. An objective of job rotation is mainly to prevent job boredom or burnout.

Management usually adopts this approach where employees are shifted between two or more job assignments to expose them to more areas of the organization. Job rotation is a process of switching an employee from one job to another, which increases an employee's capability and value to an organization. Job rotation can be defined as the performance of a given role on a temporary basis over an agreed temporary period of time. Developed in the 1980's in Denmark, it is a way to reduce employee boredom and stress. In job rotation, employees are moved between jobs over a period of time and this movement is planned to achieve different purpose (Bennett, 2003). According to Malinski (2002) it is an organized movement of staff from one job to another and he also adds that an individual does not have to leave job to get a more satisfying job.

Oparanma and Zeb –Obipi (2012), assert that based on the notion that change is a constant part of any organizational life cycle; our major goal should focus more on how to make the process as positive and exciting as possible. In other words, challenges encountered as a result of changes in role sets could be overcome simply by focusing more on the positive side of these changes. Job rotation refers to a systematic shifting of employees from one job to another and, in most cases, over pre-arranged intervals (Dessler and Varkkey, 2009). It essentially involves rotating employees from one position to another in a lateral fashion and is characterized by having tasks that require different skills, and at times, tasks with different responsibilities (Robbins, 1996). Cosgel and Miceli (1999) argue that it should only be applied when the incremental benefits of its applications outweigh the benefits of work specialization. This means that it is necessary to carry out a cost benefit analysis before using job rotation and it should only be applied where it is rational to do so. An important aspect of job rotation is in its inherent ability to promote organization learning. Ortega (2001) argues that job rotation indeed can promote organization learning better than specialization in circumstances where there is little information about the relative import of different job tasks. With the benefits that accrue from organizational learning, it means that job rotation is an indispensable aspect of job designs. Job rotation is also important in the development of employees (Sonnenfeld & Peiperl, 1988). This means that when properly designed and executed, job rotation can result in improvement of capacity of employees hence resulting in enhanced task performance and productivity.

Employee Burn Out

Factors that drive burnout are related to either job demands or job resources. The most commonly cited factor is work overload (also referred as role overload). It has been classified as quantitative or qualitative work overload. Quantitative work overload is the perception of too much of work to complete in a given time period and qualitative work overload occurs when the job requirements exceed skill level (Sanders, Fulks, & Knoblett, 1995). Earlier research has shown that excessive prolonged work demands, drained emotional resources and energy and caused emotional exhaustion.

A lack of autonomy also known as a lack of participation in decision making has been shown to cause worker exhaustion (Jackson, Schwab, & Schuler, 1986; Maslach et al., 2001). Jackson et al. (1987) link non-participatory decision making to depersonalization, the second factor of burnout. A lack of autonomy implies an uncontrollable environment and when employees feel the environment is sufficiently uncontrollable, they resort to depersonalizing their relationships (Jackson et al. 1987). Cordes and Dougherty (1993) confirmed that employees who work in impersonal, bureaucratic, rigid or controlling environments experience a higher level of burnout. Interpersonal conflict has also been identified as a

strong predictor of burnout (Gaines & Jermier, 1983). According to Leiter and Maslach (1988), interpersonal conflicts are often negative because of conflicts stemming from organizational policies, conflicting personal values, or disagreement about how the job should be carried out. Other researchers have argued that poorly managed conflict can have long term negative consequences for individual health and well-being, producing burnout (Dignam & West, 1988; Maslach et al., 2001).

Though factors driving burnout tend to be situational rather than individual, many researchers have proposed that burnout is a product of both individual and environmental factors (Leiter & Maslach, 1988). Studies have implicated several individual demographic or personality factors as contributors to burnout as well. Kalbers and Fogerty (2005) assert that locus of control, a construct developed by Rotter (1966) to differentiate between individuals who feel they are in charge of the course of their life (said to have an internal locus of control) and individual who believe their destiny is controlled by conditions and events outside of their control (said to have external locus of control), is an important antecedent of the three burnout dimensions. An individual with an external locus of control tends to feel more hopeless and unable to overcome adversity (Luzzo & Ward, 1995).

Another individual factor contributing to burnout is a discrepancy between employee skills and job expectations. Workers with skills that match the demands to their jobs may avoid burnout by working more naturally within organizationally defined expectations (Lee & Ashforth, 1996). Kalbers and Fogerty (2005) showed that accountants with higher levels of skills tend to report less of the reduced professional efficacy, but these skills do not appear to shield them from depersonalization and emotional exhaustion. An individual resource known as coordination expertise can reduce stress in a job. Coordination expertise involves being aware of where expertise is located, recognizing where the expertise's application is necessary, and bringing the needed expertise to bear (Cook, 2015). Due to lack of coordination expertise, individual might experience burnout because of an absence of understanding between team members or because of their inexperience with certain technologies. A high level of coordination expertise may not only reduce emotional exhaustion and depersonalization but it may also have positive impact on the personal accomplishment of the individual (Yashwant, Jagdale, Kumar Garge, & Kumar, 2005). Thus, coordination expertise is considered as contributor to all three components of burnout.

Measures of Employee Job Burnout Emotional Exhaustion

Miller (2008) noted that the main area of the burnout syndrome is the question of emotional exhaustion. Workers suffer from emotional exhaustion, when they are depressed or emotionally eroded and looking fatigued, frustrated, and even estranged from their job. This clearly implies that emotional exhaustion can deplete emotional efficiency and render somebody physically and physiologically depressed. At the extreme, what will be adversely experienced is eroded employee performance. Emotional exhaustion is a chronic state of physical and emotional depletion that results from excessive job and/or personal demands and continuous stress. It describes a feeling of being emotionally overextended and exhausted by overwork. An emotionally exhausted employee feels emotionally worn-out and drained due accumulated stress from personal or work life. Emotional exhaustion is one of the signs of job burnout.

The symptoms of emotional exhaustion can be both emotional and physical. The experience of emotional exhaustion is relatively different in various individuals, but generally symptoms include: lack of motivation, irritability, absentmindedness, trouble sleeping, physical fatigue,

feelings of hopelessness, apathy, increased cynicism or pessimism, headaches, nervousness, irrational anger, change in appetite, sense of dread, depression. Emotional exhaustion, feelings of hopelessness, and lack of life purpose can be overwhelming. Employers whose employees are emotionally exhausted and overworked may begin to notice deviations in employee job performance and overall team morale. Some of this change may include: poor job performance, failure to meet deadlines, lower commitment to the organization, more absences and high turnover rate (Maslach & Leiter, 2016).

What triggers emotional exhaustion differs from one individual to another? What might be stressful for one employee may be completely manageable for another employee. Some more common triggers of emotional exhaustion include: high-pressure jobs, working long hours or working, having a baby, raising children, financial stress or poverty, homelessness, being a caregiver for a loved one, prolonged divorce proceedings, death of a family member or

Depersonalization

The second dimensional stand of job burnout as espoused by Maslach (2001) is depersonalization. This refers to the extent to which an employee is completely detracted from him or herself. In this case, those that are depersonalized as fallout of burnout, view others as very distinct, and always have varied opinion of others. In the extreme, those who experience burnout will see others from the point of dislike. Depersonalization consists of detachment within the self, regarding one's mind or body or being a detached observer of oneself. Affected persons feel they have changed and that the world has become vague, dreamlike, unreal, or lacking in significance. Interest in depersonalization disorder has increased recently, partly due to increased community awareness of the condition in the media as espoused by Tibubos, Grammes, Beutel, Michal, Schmutzer and Brähler (2018). This disorder has become increasingly prevalent than schizophrenia but often misdiagnosed; hence, an update is timely. Researchers in recent times have included characterization of the nosology and phenomenology of the disorder, while emerging evidence demonstrates a neurophysiological dampening down in addition to psychological dampening in the face of emotional stimulation. A better understanding of the clinical characteristics of this disorder will no doubt improve the reliability of diagnosis and aid the development of neurobiological and psychological models for empirical testing. It has been found by researchers that response to current treatments has been disappointing, recent research has identified the basis for the development of newpharmacological and psychological treatments.

Inefficacy

The third dimension in the face of job burnout is the lack of personal accomplishments. In this regard, employee who suffer extreme cases of inefficiency, always perceive themselves as failure in what they do always. They are decoys incapacitated in the accomplishment of responsibilities (Miller, 2008). It means the inclination to evaluate one's self negatively particularly in respect to the job (Polikandrioti, 2009). According to Maslach, emotional exhaustion accounts for depersonalization and depersonalization accounts for Inefficacy (Ozler & Atalay, 2011). Also, Maslach (2003) anticipates that these three dimensions can vary depending on variant working conditions. For example, any work or working condition may rest on very hard job relations with colleagues and it leads to emotional exhaustion, hitherto it can also present new opportunities for the success. In addition working conditions may be difficult and tiresome and can lead to depersonalization; furthermore, with no clear objectives this condition may cause Inefficacy (Sağlam-Ari & Bal-Çına, 2008).

There is a significant relationship between inefficacy and organizational cynicism; this implies that employees' tend to decrease in efficacy and productivity felt in the job. The feeling of self- efficacy is negatively related to depression and incapability of coping with job requirements. These feelings increase with the insufficiency of social support and professional development opportunities at work (Maslach & Goldberg, 1998). It describes the individual's tendency to evaluate him/herself negatively. An individual experiencing a decrease in personal development feels insufficient, thinks that he is not complete and experiences a decrease in motivation and also a negative viewpoint about himself/herself and thinks that he has not moved forward in his job, has even moved backward, his efforts are in vain and cannot create a difference around himself (Saglam-Ari&Cina-Bal, 2008).

Job Rotation and Employee Job Burnout

Cosgel and Miceli (1999) have pointed out that an increased satisfaction is one of the benefits of rotation. In their model, employees prefer to perform a variety of tasks rather than specializing in a single task and, as a consequence, job rotation increases job satisfaction. It is a potential solution to these employees lack of motivation since it inspires employees to achieve higher performance, allowing continuous growth at work, extended knowledge and skill, and increasing employee- customer quality. Scholars have all proposed that job rotation may help employees to acquire multiple capabilities and expand vision, and that it can be an approach to reduce job burnout. Surveys show that an increasing number of companies like Ecobank, Zenith Bank, Barclays Bank etc. are using job rotation to train employees.

Job rotation offers workers the chances to acquire new skills and perfects the novel ways of performing the tasks and embracing the new techniques. This is seen to have the capacity to influence the employees to be more driven, contented and dedicated to their duties because they feel that the management trusts them and care for them by plummeting the effect of boredom and increasing the interest of employees. However, after eradicating boredom and making the work more fascinating and challenging, employees have a tendency to perform well at their apportioned tasks (Naqviet al., 2013). Job rotation has a positive effect on the employee's motivation because employees perceived that certain rewards will be granted to them for performing well on new assigned tasks so they try their best to perform well in the organization by learning new skills and implementing these skills while performing the assigned task. It increases workers performance and also enhances the organizational productivity. Management while designing the jobs should focus on ensuring that job design are complemented with motivation and some rewards for employees (Onimole, 2015).

From the foregoing therefore, the study hypothesized thus:

Ho1: There is no significant relationship between job rotation and emotional exhaustion in deposit money banks in Port Harcourt.

Ho2: There is no significant relationship between job rotation and depersonalization in deposit moneybanks in Port Harcourt, Rivers State.

Ho3: There is no significant relationship between job rotation and inefficacy in deposit money banks inPort Harcourt, Rivers State.

METHODOLOGY

The cross-sectional survey research design was adopted in generating data. The study adopted the questionnaires as the data collection instrument. A total of 420 employee's of five (5) Tier-1 banks: First Bank, Zenith Bank, Access Bank, UBA and Guarantee Trust Bank in Port Harcourt were used as the study population, for which a sample size of 205 respondents

were drawn using the Taro-Yamen formula. In order to ascertain the reliability of the test instrument, the Cronbach alpha reliability coefficient was used. The Bench mark applied was 0.7. The Spearman's rank order correlation coefficient was applied with the assistance of SPSS to determine the hypothesized relationship between study variables.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Data analysis was carried out using the Spearman rank order correlation tool at a 95% confidence interval. Specifically, the tests cover a Ho1 hypothesis that was bivariate and declared in the null form. We have based on the statistic of Spearman Rank (rho) to carry out the analysis. The level of significance

0.05 is adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$). We will begin by presenting first a test of existing relationships.

Table 1: Hypotheses Testing for Job Rotation and Measures of Employee Burnout

			Redesign	Emotion	Deperson	Inefficacy
Spearman's rho	Rotation	Correlation Coefficient	1.000	-.678**	-.625**	-.602**
		Sig. (2-tailed)	.	.000	.000	.000
		N	165	165	165	165
	Emotion	Correlation Coefficient	-.678**	1.000	.538**	.712**
		Sig. (2-tailed)	.000	.	.000	.000
		N	165	165	165	165
	Deperson	Correlation Coefficient	-.625**	.538**	1.000	.582**
		Sig. (2-tailed)	.000	.000	.	.000
		N	165	165	165	165
	Inefficacy	Correlation Coefficient	-.602**	.712**	.582**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	165	165	165	165

Source: Data Results, 2020

Hypothesis one: There is no significant relationship between job rotation and emotional exhaustion

– data (table 1) reveals that there is a significant relationship between job rotation and emotional exhaustion (where $\rho = -.678$ and $p < 0.05$) hence we find that job rotation is strongly associated with emotional exhaustion and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between job rotation and emotional exhaustion.

Hypothesis two There is no significant relationship between job rotation and depersonalization

– data (table 2) reveals that there is a significant relationship between job rotation and depersonalization (where $\rho = -.625$ and $p < 0.05$) hence we find that job rotation is strongly associated with depersonalization and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between job rotation and depersonalization.

Hypothesis three: There is no significant relationship between job rotation and inefficacy – data (table 3) reveals that there is a significant relationship between job rotation and inefficacy (where $\rho = -$

.602 and $p < 0.05$) hence we find that job rotation is strongly associated with inefficacy and based on the decision rule of $p < 0.05$ for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between job rotation and inefficacy.

DISCUSSION OF FINDINGS

This study using descriptive and inferential statistical methods investigated the relationship between job redesign and employee job burnout in deposit money banks in Port Harcourt. The findings revealed a significant relationship between job rotation and employee job burnout in deposit money banks in Port Harcourt, using the Spearman's rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that job redesign have a significant effect on employee job burnout in deposit money banks in Port Harcourt. This finding aligns with the views of Rothwell and Kazanas (1994) states that organizations use job rotation to alleviate the physical and mental stresses endured by employees when working the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Job Rotation is also believed to have the ability to decrease the amount of boredom and monotony experienced by employees who work the same position for extended periods of time. High levels of stress have an effect on employee's feelings. If the employee feels like they are under a great deal of pressure, they become more vulnerable to damages (Montante, 1999) Job rotation allows the individual to rotate between tasks that have high output demands and those that are not as taxing both physically and mentally. Job rotation increases satisfaction and decreases retention Rate, assigning employees to various tasks and duties increase their satisfaction level. Job variation reduces the boredom of routine work process. Additionally, it decreases exhaustion and retention rate in the organization. Employees will have a sense of belongingness towards the organization and stick to it till long According to Ortega (2001), there are different reasons an organisation may choose to utilize job rotation such as using job rotation as a learning Mechanism. Ortega (2001) research suggests that there are significant benefits that may outweigh the costs involved with training employees for diversified positions. As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self efficacy. The company may benefit from using job rotation by having the ability to staff key positions within a company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable.

CONCLUSION AND RECOMMENDATION

In conclusion, the study finds that job rotation, impacts on the workers level of burnout by influencing its measures such as emotional exhaustion, depersonalization and inefficacy. This study concludes that job rotation strategy which is where an individual is moved through a schedule of assignments designed to give that individual a breadth of exposure to the entire operation significantly influences and impacts on emotional exhaustion, depersonalization and inefficacy.

RECOMMENDATION

This study proffers the following recommendations:

- i. That the process of job rotation should be premised on improving workers experiences and the content of their jobs as a way of enriching their work and offering them variety within the workplace.
- ii. The study advocates that employees must be involved in job rotation to be able to understand that they are governed by policies of the company. When employees are carried along, greater chances are that the process will yield greater benefits for both the employee and the organization.

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