

**EFFECT OF JOB ROTATION AND JOB STRESS AMONG NURSES IN  
THE PRIVATE HOSPITAL IN CHENNAI**

**Mr. R.YUVARAJ**

Research scholar

Department Of Commerce  
College Of Science and Humanities

SRM Institute of Science and Technology

Kattankulathur, Tamil Nadu.

**EMAIL ID:** [yr5107@srmist.edu.in](mailto:yr5107@srmist.edu.in), [rajyugaraj324@gmail.com](mailto:rajyugaraj324@gmail.com)

**DR.A.KAVITHA**

ASSISTANT PROFESSOR  
Department Of Commerce  
College Of Science and Humanities

SRM Institute of Science and Technology

Kattankulathur, Tamil Nadu.

**EMAIL ID:** [kavithaa@srmist.edu.in](mailto:kavithaa@srmist.edu.in),

**ABSTRACT**

Managing the job stress in the workplace is the biggest problem of the employees in the organisation. Job rotation and job stress have direct impact on the performance of the employees. Job rotation is the main problem for the nurses working in a private hospital in the day to day concern. During the pandemic the nurses were forced to work on different timings and no proper allotment of job design is done for them. The job stress for the nurses is more during the pandemic. The salary for the private nurses is very less. The work timings, salary, organisation structure, environment factors reduce the job satisfaction level of the nurses and these factors are

the major contribution to the job stress in the organisation. From the results it is found that the salary plays an important in the job satisfaction level of the nurses. The Study is conducted in Chennai. The sample size of the study is 100. Percentage Analysis, chi-square, , were used for finding out the results.

**KEYWORDS:** job satisfaction, job stress, job design, job rotation , pandemic,

## **Introduction**

Job Rotation is the process by which employees perform different tasks in the organization instead of repeating the same routine work (Jorgensen et al , 2005). Job rotation is the primary tool for the organization to develop employees, manager and other important positions. The employees or managers become more efficient in the work they deal with ( Beatty et al , 1987).

The good outcome of job rotation is increase in employee performances, increases motivation level and enthusiasm in the work. Job rotation increases mutual trust between the staff and increase performance of the employee (Bei 2009). Job rotation helps the employees to get experience in all the work they perform in the organisation which creates positive redundancy of functions in the organisation, this creates flexible team to adapt different type of situation and perform more efficiently and effectively (kuipers 1989). Rotation in the work environment can boost the new ideas and perspectives in the work and increases job satisfaction.

Job stress is the important phenomenon in the current world. During the pandemic job stress of the employees also increased to the next level. Stress is one of the major components which create different types of health issues in the modern world (Lu, et al 2003). Stress creates different types of problems in the organization. Some of them are less in the employee turnover and creates more absenteeism stress also affect the interpersonal relationship with the employees and managers (jayashree 2010)

Stress will not only affect the performance, but it also affects the employee health to greater extent (yahaya 2010). Stress is very common in the lower levels of employees, because they experience more control from the managers.

Work stress in the organisation can lead to different types of illness to the employees; some of the illness is physical illness, psychological distress and mental illness (chandola 2010). When the organisation fails to prepare job design and work load for the employees correctly, it will create more work stress in the organisation.

## **LITERATURE REVIEW**

Job rotation is the productive tool which creates positive employees motivation, commitment for the smooth functioning of an organisation (Zeira, 1974). While performing the work, different skills and styles are needed to perform, with the help of job rotation the organization can try with the different types of employees for performing the work (Olorunsula 2000). Job rotation creates broader and wide knowledge for the employees which creates positive organisation contracts and to enhance employee's skills (Lind back & Snower 2000).

Planned job rotation creates job independence, positive work atmosphere, better performance and productivity (Bennett 2003). Job rotation improves employee's knowledge, skills and capabilities of performing the work (Gomez, et al., 2004). Job rotation increases employees knowledge and productivity and reduces burnout and depression (Delpasand, et al ., 2010). It improves problem solving skills and mental ability of the workers (Faegri et al., 2010)

Stress result in health problems for the employees such as anxiety, depression, and nerve problems. Stress occurs when the employees inability to cope up with the job and mental ability, skills for performing the work (Holmlund-Ryttonen & Strandvik, 2005)

Sometimes stress may caused by the lack of equipments and resources, improper work schedules, organisation structure and climate are the major contributors to the employees stress (Christo &Pienaar, 2006). The long term stress creates anxiety, depression, anger, discomfort in work (Kumar & Pragadeswaran, 2011). A major source of stress creates five important problems a) the job itself b) role in the work place c) career growth and development d) relationship with peer e) organisation climate and structure (Beheshtifar et al., 2011). Role ambiguity, role conflict, overload creates different types of stress in the organisation. (Piko, 2006; Chang, et al.,

2009) . (Daub's- Letourneux & The baud-mony, 2003) find out 60% of the European employees have at least one health problems related to the stress.

### **RESEARCH GAP AND RESEARCH PROBLEM**

Job rotation and job stress for the nurses has increased very fast in the pandemic, which nobody has seen in 100 years. Nurses were forced to work extra time because more covid cases in the hospital, without proper information regarding the job rotation may duties were informed to the nurses. They cannot able to force the balance the work and job stress because they thought families will also affect. Many nurses forced their children to stay in their grandparent's house.. The previous research studies were only forced on the job stress and job rotation. They fail to consider the pandemic as one of the situation. Hence the study is conducted to find out the job stress and job rotation take place during pandemic

### **NEED OF THE STUDY**

The study is needed to find out the problems and struggles faced by the nurses in the private hospital during pandemic. The pandemic has shifted their life to the next extent. In spite of being less salaries, Covid-19, family problems and commitment they worked early hard to fight the battle against the pandemic. Hence the study is needed to find out the job stress and job rotation in their work.

### **OBJECTIVES OF THE STUDY**

1. To find out the various factors which influence job stress among the nurses
2. To analyse the problems faced by the nurses because of job rotation
3. To find out mechanism used by the hospital to reduce stress

### **RESEARCH METHODOLOGY**

The survey based descriptive research study is conducted to find out the results. . The sample size of the study is 100. Since the respondent are nurses in private hospital in Chennai. During the pandemic it is very difficult to meet the nurses, so the study is conducted for 7 months to

identify the respondent and spend nearly 30 minutes for collecting the data. The researcher has used the following methods: The Alpha Correlation Coefficient (ACC), which aims at verifying the degree of reliability, chi-square, ANOVA, was used for finding out the results. The study investigated job rotation and job stress has independent variable. Measuring the job rotation Campion et al. (1994) and Anil & Brian (2004) were used.

### **ANALYSIS AND INTERPRETATION**

**TABLE (1) THE RELIABILITY ANALYSIS**

<b>Reliability Statistics</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
.920	21

### **INTERPRETATION**

The cronbach's alpha value of the factor is 0.920 which is higher than 0.8, the reliability is proved as good and reliable for the purpose of data collection

**Table (2) SHOWS PERCENTAGE AND FREQUENCY ANALYSIS**

<b>Particulars of Age</b>		<b>Frequency</b>	<b>Percent</b>
<b>Valid</b>	18-25	25	25.0
	26-30	55	55.0
	31-35	12	12.0
	35 Above	8	8.0
	<b>Total</b>	<b>100</b>	<b>100.0</b>

From the table 2 it shows that the majority of the respondents belong to the age group 18-25 in private hospital.

**TABLE (3) SHOWS MARITAL STATUS**

MARITAL STATUS	Frequency	Percent
Married	77	77
Unmarried	23	23

From the table (3) it is clear that 77% of the respondents are married.

**TABLE (4) SHOWS EXPERIENCE OF THE NURSES**

PERIOD OF EXPERIENCE	Frequency	Percent
LESS THAN 5 YEARS	26	26%
5 TO 10 YEARS	58	58%
MORE THAN 10 YEARS	16	16%

From the table 4 it is clear that 58% of the nurses are having experience between 5 to 10 years.

**TABLE NO: 5 CHI-SQUARE ANALYSES**

**H0: There is no Significant Association between Age and Factors contributing to Job Stress**

**H1: There is Significant Association between Age and Factors contributing to Job Stress**

Factors	Pearson Chi-Square value	Asymp. Sig.
Role ambiguity	0.001	Association
Job clarity	0.002	Association
Work load	0.005	Association
Salary	0.009	Association
Work environment	0.003	association

From the table 5 it is found that there is association between the age and factors contributing to the stress are role ambiguity, job clarity, workload, and salary and work environment.

**The various factors which create stress in the workplace with the help of descriptive statistics**

1. Conflict with physicians with the mean value of 10.69
2. Lack of support with the mean value of 7.19
3. Conflict with the other nurses with the mean value of 8.73
4. Work load with mean value of 11.842

**Table no 6 shows Level of occupational stress among the nurses with Pearson chi square test**

<b>Variable</b>	<b>Married</b>	<b>Pearson chi square</b>
<b>High</b>	<b>36.8%</b>	<b>0.042</b>
<b>Medium</b>	<b>47.4%</b>	<b>0.001</b>
<b>Low</b>	<b>15.8%</b>	<b>0.032</b>

Since the p value is less than 0.05 , it is concluded that there is significant association between married and occupational stress.

### **IMPORTANT FINDINGS**

For each respondent 30 minutes were used for collecting the data and addressing their struggles and problems. Some of the important points are

- Married nurses felt that job rotation affect their routine work .They cannot able to balance their children and the job.
- Many family problems and health problem has been arise because of the job rotation in the hospital.
- The night shift during the pandemic has affected many nurses. The salary structure plays an important role in the job satisfaction of the nurses.
- The workload for the nurses is very high during the pandemic but no extra salary or allowance or perks are paid. Role ambiguity creates more types of stress in the work load.

No stress relief strategies were given by the hospital.

- Many nurses felt that the organisation fails to listen to them during the pandemic in case of workload.
- Job stress created many physical problems to the nurses. The long standing practices also affect the nurses' health. Many hospitals do not provide insurance facilities to the nurses.
- The major factoring influence occupational stress in the hospital is interpersonal relationship with the co workers and supervisor.
- Inadequate man power plays an important role in the hospital. The number of patients per nurse ratio is very low in the private hospital.

### **SUGGESTIONS AND CONCLUSION**

The concerned management should employ nurses based on the patient ratio for the smooth running of the business. They should arrange regular meeting with the physician and nurses to discuss the efficient functioning of works. Counselling team should be easily accessed in the organisation to reduce stress for the nurses, if the hospital management fails to provide these good facilities to the nurses it will affect the performance, the patient will be dissatisfied with the services provided by the nurses. . Many stress reliefs mechanisms should be planned in the hospital to bring out the best performances of the nurses.

### **REFERENCE**

1. Anil,A., & Brian, M. (2004), Using Job Rotation to Extract Employee Information. *The Journal of Law,Economics, and Organization*, 20, 400-415.
2. Beatty, R., Schneier, C., & McEvoy, G., (1987),Executive Development and Management Succession, *Research in Personnel and Human Resources Management*, 5, 289-322.
3. Beheshtifar, M., Hoseinifar, H. &NekoieMoghadam, M. (2011). Effect Procrastination on Work-Related Stress, *European Journal of Economics, Finance and Administrative Sciences*, Issue 38, 60.

4. Chen Y. Chen S. Tsai C., & Lo L. (2007). Role Stress and Job Satisfaction for Nurse Specialists, *Journal of Advanced Nursing*, 59, 497-509.
5. Hong L, While A., Barriball K., (2005). Job Satisfaction among Nurses: A Literature Review, *International Journal of Nursing Studies*, 42, 2, 211-227.
6. Hsieh P., Su H., (2007). Retention and Attrition of Certified Care Assistants in the Long-Term Care Industry from the Taipei area: An Interview Survey, *International Journal of Nursing Studies*, 44, 93-104.
7. Ilhami Y., and Cetin B., (2012). Job Satisfaction, Organizational Commitment and Demographic Characteristics among Teachers in Turkey, Younger is better?, *Procedia-Social and Behavioral Sciences* 46,1598-1608.
8. Silverthorne, C. (2004). The Impact of Organizational Culture and Person Organization Fit on Organizational Commitment and Job Satisfaction in Taiwan. *The Leadership and Organization Development Journal*, 25 (7), 522-599
9. Silverthorne, C. (2004). The Impact of Organizational Culture and Person Organization Fit on Organizational Commitment and Job Satisfaction in Taiwan. *The Leadership and Organization Development Journal*, 25 (7), 522-599