

# An Investigation of the Relationship between Job Rotation and Quality of Work Life of Employees at Kerman Province Social Security Organization

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## ABSTRACT

The aim of this study was to investigate the relationship between job rotation and quality of life work in the organization. Based on theoretical and comparative study of theories related to occupational factors and the quality of work life and modify it according to the Social Security Organization of Kerman, these factors are include fair pay; safe working conditions and health; human capabilities development; providing continued opportunities for growth and security; rule of law within the organization; integration and social cohesion in the organization; the general atmosphere of life and social dependence of work life. Effective job rotation that is known by multi-functional factors of staff skills and the experience of different jobs; reducing fatigue resulting from the non-repetitive job tasks and motivation of new jobs, without them the challenge of job stress or the organizational resistance is sponsored as a key tool in the design of motivational jobs. High quality of work life based on freedom from bias; reducing organizational hierarchical relations; social mobility; openness and transparency and the protection of individual show the importance of integration and social cohesion in the quality of work life. To measure job rotation was used questionnaire manufactured by researcher and to measure the quality of work life questionnaire of Walton was used to confirm it, the validity based on experts that to be in the field of organizational behavior and reliability using Cronbach's alpha 93 and 88 percent respectively. In the research statistical population using formula Cochran, 219 randomly selected as sample. Data analysis was performed using SPSS and MINITAB. The results of the theoretical arguments presenting showed that integration and social coherence the largest and job fair has the lowest correlation with the job rotation.

**KEYWORDS:** Job Rotation, Quality Of Life Work, Social Security Organization

## 1. INTRODUCTION

Currently, flexible and multi-expertise employees and managers constitute objectives of each organizations and, generally speaking, each system. Such people are able to accelerate different issues and save required times for completion of tasks in organizational human resources [1]. But, how as shall be able to acquire such people in our organization? To do so, there are various ways with one of which paying attention to the issue of job rotation, which happens when people are spun in available same-root job positions with which they are familiar. This makes people acquainted with more professions and provides more diversity. It changes employees into appropriate members of the organization and elevates professional motivation therein [2]. This, also, provides a good opportunity for development of skills and creation of motivation [2].

Human factors in organizations and improvement of human resources are the options to which recent attentions are paid. The studies conducted by Hawthorn could initiate a line of research studying the problems ensuing from complex factor of human in an organization and his/her professional life. It addresses real conditions related to work and workplace [3]. Quality of work life is indicative of a type of organizational culture or management method by which employees feel emotions of ownership, self-administration, responsibility, and self-respect [4]. Maslow regards the utopia of employee administration being fulfilled when organizations are managed through self-actualized employees and guidelines which motivate self-actualization in staffs.

Presently, Total Quality Management (TQM) has directed autonomous workgroups and our professional life into management and leadership training [5]. If employees find no way to emanate their thoughts and have no share in making decisions on their own jobs, they cannot be expected to show appropriate reactions. Modification and elimination of said deficits may improve peoples' participation in their performances, reducing their neural pressures and absenteeism levels [6]. Scientific achievements in recent years affirm attempts made to elevate quality of work life in the workplace. Studies show that employees possessing high levels of professional life quality tend to report their organizational specifications within the framework of high-level reports compared to other organizations. They have high levels of job satisfaction and job performance as well as low levels of self-alienation [7]. As designation of job is one of the dimensions of professional work quality and job rotation one of the factors of this dimension [8], this comes as an indication of importance of job rotation in area of HRM. Experts of knowledge management believe that job rotation assists employees to increase their abilities and broaden their purview [9].

Presently, the attention paid to quality of work life is a reflection of the importance that all people attach to it [10]. In addition, quality of work life is one of the main directors of organizational performance, and Joseph Juran's statement

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that the 21st century is the ‘century of quality’ is an emphasis on importance and necessity of identification of this issue [11]. Therefore, the present study intends to investigate the relationship between variables of job rotation and quality of employees’ lives at the Kerman Province Social Security Organization.

## 2. A REVIEW OF THEORETICAL LITERATURE

### 2.1. Job rotation

Job rotation is a job designation strategy that is used to increase motivation of the employees in completing their repetitive tasks and duties. Most organizations make use of this strategy to generate multi-expertise employees [12].

Presently, official trainings cannot lonely cultivate organizational human beings in different aspects, since many human abilities are grained in practice. Job rotation constitutes one of the most effective methods to widen purview of employees [13]. Job rotation is a managerial measure in HRM area in which employees at different positions are rotated in conditional and contingency manners. Job rotation is fulfilled when people are spun in the positions with which they are familiar [14].

Job rotation is considered as a method of job designation in which employees try to learn processional skills from different segments and eliminate the weariness from completing repetitive duties. Dealing with new tasks brightens up employees and electrifies their morale for performance improvement [9].

Job rotation is also called ‘on-service training,’ in which an employee of a unit can be taught to learn skills relevant to other units. In fact, job rotation is a practical way for professional enrichment and development [9].

With job rotation, people get acquainted with more professions, and more diversity is injected into their works. Moreover, when job rotation is effectuated, organizational performance is influenced, and both negative and positive impacts are left [2]. In case job rotation is inappropriately executed, challenges such as resistance and stress are created, with the outcome of a reduction in managers’ group work [15, 16]. In a primary studies on job rotation, Wilkinson and Edwards showed that job rotation in a two-man system has gained higher levels of performance than a three-man system dispossessing a job rotation system [17]. Fujino and Nojima [18], in their study on Japanese nurses, concluded that job rotation is effective in advancement of professional development.

In his essay, Sweeny investigated the impact of job rotation on performance of managers, concluding that job rotation has had a desirable impact thereon and caused quicker achievement of organizational objectives [19].

Eriksson and Ortega undertook to study several Danish small and large private-section companies with the purpose of identification of the companies which operate job rotation, achieving the following results:

The employees who have more job rotation are more capable as they are broadly subject to a wide range of experiences; Managers are able to obtain enough information about their employees through job rotation and to observe the manner they complete their different tasks; and, Job rotation is an incentive for employees who are dissatisfied with completion of repetitive tasks [20].

Moreover, studies on impacts of application of job rotation have in practice resulted in contradictory outcomes so that it cannot be safely said to have a proved impact on employees’ improvement of performance [12].

In their study entitled “Job Rotation in Assembly Line of Disabled Workers,” Costa and Miralles made attempts to plan for job rotation among assembly line workers. Motivation of this research was to support disabled workers at assembly lines. Results indicated that improvement of workers is possible through job rotation even in highly complex situations with no harm being incurred to production technologies [21].

### 2.2. Quality of work life

Quality of work life entered into the literature of humanities since 1970 as an important part of employees’ experience. So far, it has been regarded as an element of staff satisfaction [22]. Quality of work life is a multifaceted concept or structure that cannot be defined in a universally agreed terminology. Since the movement of quality of work life as from the 1970s, different definitions are presented to which we will refer hereunder:

- American Work Central Staff (1997) has defined the quality of work life as a factor which occurs in all levels of the organization with the purpose of increasing organizational efficiency through elevating dignity of people and providing them with the progression possibility [22].

- Arnold and Feldman [23] summarized the quality of work life in quality of the relations among personnel and workplace, reminding that plans and action should be completed aimed at improvement of work life parallel with paying attention to the fact that human aspects are as important as technical and economic dimensions.

- Quality of work life works both for individuals and organizational groups. What is presently important is quality of work life of each single employee within the organization. It, in fact, is related to quality of the term during which a person is present at the organization. Such factors include salary, wage, fringe benefits, facilities, advance of capacities, equality between work and life, and so on [24].

- Quality of work life bear positive relationship with organizational obligation and responsibility, and it can be improved by improvement of work life atmospheres, payment of fair salaries, and increased social dependence of work life [25].

- Schermenrhorn [26] considers betterment of work life to be in fair and sufficient salaries, health and security of work conditions, creation of learning opportunities, creation of growth opportunities on the professional life, social integrity in the organization, supporting individual rights, and respecting the work per se. it, also, includes any improvement in organizational culture which supports growth and development in an organization.

- Wyatt and Yue [27] defined an appropriate quality of work life in possession of sufficient rights, good supervision, good working conditions, and challenging and interesting job. Seashore expressed that quality of work life approach refers to workplace aspects which highly influence on professional satisfaction and working lifetime of the staffs. As he suggests, the most important product of quality of work life is identification of professional aspects and workplace.

- Quality of work life is one of the techniques of organization's flourishing that tries to provide concurrently three factors of encouragement, satisfaction, responsibility, and commitment to work. Therefore, quality of work life is one of the techniques of organization's flourishing that is designed to improve an organization's functions through making the workplace more democratic and human in order to engage employees in making decisions [28].

- Quality of work life is a process by which all members of the organization engage through open channels in making the decisions which are of special impact on their workplace. Consequently, their professional participation and satisfaction is boosted and their work-induced neural pressure is reduced [10].

- Quality of work life is a term which is used to refer to better description of the factors related to a person's work-related issues. Quality of work life is not a unit, but a collaboration hierarchy which includes not only work-oriented factors such as job satisfaction, salary satisfaction, and inter-colleague relationships, but also a wide range of elements which reflect life satisfaction and feeling good about the status quo [29].

- Quality of work life is one of the organizational development factors which play a key role in improvement of organizational development. It is one of the most important subsets of organizational development [30].

Richard Walton is the most recognized and the first person who categorized working life quality improvement plans in eight classes. In his article presented to the Working Life Quality Conference, Walton offered a better description of an ideal working life quality. He clarified eight main categories as a framework for analysis of quality of work life, believing that expected advantages are as follows: improvement of efficiency and productivity spirits [31, 32]. These eight categories are as follows:

1. Fair salary: Is the full-time salary compatible with societal standards? Are payments compatible with other works?

2. Healthy and safe workplace: Are work conditions safe and sound? Are working hours logical?

3. Growth Opportunities and constant security: Is the job able to provide with the employees the possibility for their flourishing of capacities? Are there progress opportunities for application of new essential knowledge and skills? Are there any employment and income guarantees?

4. Rule of law in the organization: Are members able to secure their private affairs? Are members able to criticize top authorities without fearing from them? Are members fairly treated? Is there any suitable complaint system?

5. Social dependence of work life: How does the employee consider social responsibility of the organization? What are the positions of products, elimination of wastes, sales techniques and marketing, employment operations, relations with developing states, participation in political campaigns, attitudes to regulations, etc., in social responsibility of the organization?

6. General atmosphere of life: Does organization of works permit member to play other roles of their lives? How overtimes, journey requests, and geographical displacements are addressed?

7. Social integrity in the organization: Can one get free from orientation and bias? How much dependent to hierarchical structures is the organization? Is there upward mobility? Is there clarification and transparency among members and required supports thereof?

8. Development of human capabilities: Do works allow employees to make wide use of their skills? Do works allow for independence and autonomy? Is the information about subjects and concepts available? Do works allow members for planning? [32].

In his article named "Indices of Work Life Quality and Organizational Performance in the Workplace," Chib [33] investigated the relationship between quality of work life and also its relationship with performance in Indian governmental and private companies. Results of this study showed that quality of work life has a considerable relationship with employees' job satisfaction. Also, increase in the number of work life quality plans can be regarded as an incentive for employees and elevation of the organization's performance [33].

Marta et al. [7] conducted a study on the impact of institutionalizing ethics on quality of work life among Thai and American directors. They found that Thai directors are willing to pay more attention to ethics and its role in quality of work life than their American counterparts, since Thai culture is a collective culture, while American culture an individual one.

In their research, Sheel et al. [34] tried to investigate the relationship between quality of work life and growth of employees, finding that present-day economic world is directed toward employees' job satisfaction, in which high levels of their lives are important as for their employment and maintenance.

Following are the reasons why quality of work life is important for organizations:

1. As a culture, quality of work life creates a high level of commitment between the organization and its people, meaning that people would be committed to their organization's objectives and development, and the organization would be committed to its peoples' needs and maturity.

2. As an objective, quality of work life makes people more satisfied through creation of jobs as well as more effective and challenging workplaces.

3. As a process, quality of work life paves the way for achievement of objectives through actively engaging all members of the organization.

4. Quality of work life is a phenomenon that travels beyond the organizational boundaries and its impacts are observable in private lives of members of the organization [35].

### 3. METHODOLOGY OF THE RESEARCH

#### 3.1. Conceptual model of the research

In formulating the theoretical framework of this study, theoretical basics and theories which are taken from cultural grounds of organizations are used. In designating the variable quality of work life and its dimensions, Walton model was applied as it was the one with the most references thereto by both domestic and foreign studies. Consequently, the conceptual model (Fig. 1), which illustrates the relationship between job rotation and quality of work life, is designed and research's hypotheses are developed therefrom.

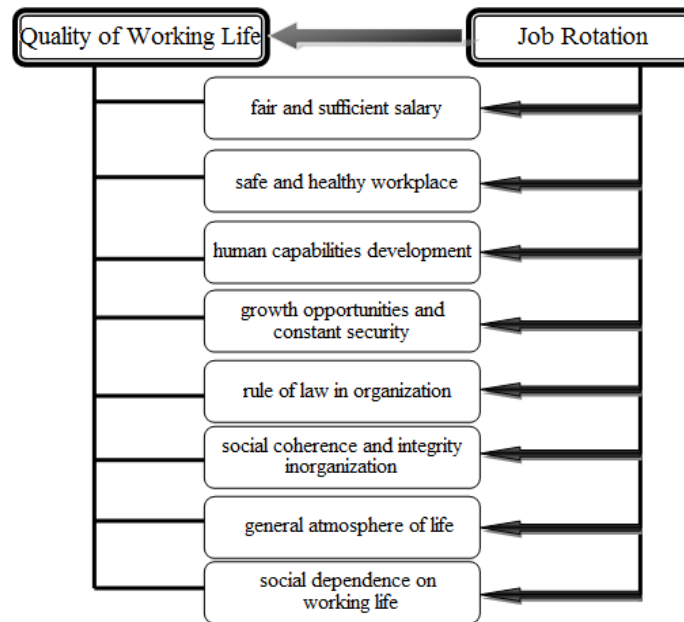


Fig 1. Conceptual model for impact of job rotation on quality of working life

#### 3.2. Hypotheses of the Research

##### 3.2.1. Main hypothesis

There is a significant relationship between employees' job rotation and their quality of work life in the Kerman Province Social Security Organization.

##### 3.2.2. Minor hypotheses

There is a significant relationship between employees' job rotation and fair and sufficient salary in Kerman Province Social Security Organization.

There is a significant relationship between employees' job rotation and safe and healthy workplace in Kerman Province Social Security Organization.

There is a significant relationship between employees' job rotation development of human capabilities in Kerman Province Social Security Organization.

There is a significant relationship between employees' job rotation and growth opportunities and constant security in Kerman Province Social Security Organization.

There is a significant relationship between employees' job rotation and rule of law in Kerman Province Social Security Organization.

There is a significant relationship between employees' job rotation and social coherence and integrity in Kerman Province Social Security Organization.

There is a significant relationship between employees' job rotation and general atmosphere of life in Kerman Province Social Security Organization.

There is a significant relationship between employees' job rotation and social dependence of work life in Kerman Province Social Security Organization.

#### 3.3. Research Method

The present study is intending to develop practical knowledge regarding quality of work life. Identification of situations of job rotation and its relationship with quality of work life as a survey study and delineation of the factors

impacting thereon are the bases for investigation of the interdependence among research's variables. The fact that data is collected in a certain period of time from statistical population has enabled a cross section-based research.

### 3.4. Population and Statistical Sample

Statistical population of this study is the employees holding academic degrees in staff insurance departments of Kerman Province Social Security Organization, who were numbered 510 in 2014. With regard to the fact that the number of samples should, according to the Cochran formula, be proportionate to the number of employees at all branches, sampling procedure was conducted using the following stratified randomized relation:

$$n = \frac{\frac{z^2 pq}{d^2}}{1 + \frac{1}{N} \left( \frac{z^2 pq}{d^2} - 1 \right)}$$

From this, for N=510, z=1.96, p=q=0.5, coefficient of confidence=95 percent, and d=0.05, a number of n=219 was obtained.

### 3.5. Tools to Collect Data

The instrument whereby data was collected was the author-made five-point Likert Scale questionnaire including 25 items to assess amount of employees' job rotation. Validity of the questionnaire was surveyed by 3 experts and specialists. Then, as for reliability of the questionnaire, coefficient of Cronbach's alpha was calculated by SPSS to be 93 percent. To evaluate quality of work life, Walton Standard Questionnaire including 32 items was utilized, according to which reliability coefficient of the questionnaire was reported to be %88. In order to determine validity of the questionnaire for quality of work life, five experts in management field were opined. After making required modifications using Cronbach's alpha method, reliability of the questionnaire for quality of work life was calculated to be %90. Amounts of these statistics show that questionnaires are of high reliability.

### 3.6. Method for Data Analysis

To analyze data, both descriptive and inferential statistical methods were applied (such as average, mean, SD, higher/lower amounts/ T-test, one-way variance analysis, chi-squared test, and Pearson's correlation coefficient) using SPSS software and MINITAB software. Stepwise regression was used to determine relationship among variables of employees' job rotation and quality of work life as well as identification of share of each above-said variable in prediction of employees' job rotation.

## 5. FINDINGS

### 5.1. Descriptive findings

Descriptive analysis of respondents' gender is shown in the Table 1.

Descriptive statistical indices obtained for job rotation and quality of work life variable and dimensions thereof are exhibited in the Table 2.

According to the Table 2, this is understandable that most respondents consider fair and sufficient salaries paid by this Organization to be in good conditions, while rule of law being lower than other factors. Moreover, conditions of job rotation in the Organization show that they are in average and upward status.

**Table 1.** Frequency of respondents as for their gender

Gender	Fr.	Percentage
Male	116	53
Female	103	47
Total	219	100

**Table 2.** Central indices and dispersion of research variable

Variables	Average	Mean	Mode	SD
Job rotation	3.40	3.50	3.50	0.513
Quality of work life	3.45	3.53	3.81	0.52
Fair and sufficient salary	4.03	4	5.25	0.73
Safe and healthy workplace	3.53	3.50	3.50	0.69
Growth Opportunities and constant security	3.41	3.50	3.25	0.78
Rule of law in organization	3.01	3.00	3.00	0.64
Social dependence of work life	3.29	3.25	3.50	0.67
General atmosphere of life	3.31	3.25	3.50	0.63
Social coherence and integrity in organization	3.51	3.50	3.50	0.83
Human capabilities development	3.50	3.50	3.25	0.81

## 5.2. Findings of Inferential Statistics

### 5.2.1. Investigation of Normality of Data

To investigate the hypothesis of normality of the variables under study, Kolmogorov-Smirnov Test was used whose results are shown in the Table 3.

According to the Table 3, since level of significance of variables is larger than 0.05, all variables are normally distributed.

**Table 3.** Results of the test for normality of job rotation and quality of work life data

Variables	Level of significance	Error
Job rotation	0.972	0.05
Fair and sufficient salary	0.575	0.05
Safe and healthy workplace	0.491	0.05
Growth Opportunities and constant security	0.279	0.05
Rule of law in organization	0.394	0.05
Social dependence of work life	0.625	0.05
General atmosphere of life	0.905	0.05
Social coherence and integrity in organization	0.781	0.05
Human capabilities development	0.625	0.05
Quality of work life	0.578	0.05

**Table 4.** Pearson's correlation test to determine relation between job rotation and quality of work life

Variable	Job rotation	
	Correlation amount	Level of significance
Quality of work life	0.622	0.000
Fair and sufficient salary	0.409	0.000
Safe and healthy workplace	0.413	0.000
Growth Opportunities and constant security	0.503	0.000
Rule of law in organization	0.614	0.000
Social dependence of work life	0.434	0.000
General atmosphere of life	0.429	0.000
Social coherence and integrity in organization	0.673	0.000
Human capabilities development	0.649	0.000

### 5.2.2. Findings of Research's Hypotheses

According to the statistics of the tests and significance level shown in the Table 4, there is a correlation among variables of job rotation and quality of work life, the relationship which is positive, direct, and meaningful in the level of 99 percent. Moreover, highest and lowest correlations are related respectively to social coherence and integrity in organization and fair and sufficient salary.

To investigate impact level in fitness manner, regression model was analyzed, whose results are indicated in the Table 5.

**Table 5.** Indices of efficiency of quality of work life

Correlation	Coefficient of determination	Modified coefficient of determination	SD of error	Durbin-Watson statistic
0.622	0.386	0.384	0.488	1.882

According to the statistics at the Table 5, this is to indicate that amount of multiple correlation coefficient is calculated to be 0.622 between indicator variables inserted into the model and criterion variable. Determined coefficient shows that 0.386 is described from changes of criterion variable by variables inserted into the model. Here, job rotation accounts for 38.6 percent of changes in the variable quality of work life. With respect to the fact that Durbin-Watson statistics is equal to 1.882 (between 1.5 and 2.5), independence of remnants is concluded.

According to the Table 6, level of significance calculated for this statistics is equal to 0.000, and significance of model in the level %99 is affirmed.

**Table 6.** Regression model of job rotation and quality of work life

Source of changes	Sum of squares	Degree of freedom	Average of squares	F-statistics	Level of significance
Regression impact	38.790	1	38.790	143.667	0.000
Remnant	58.989	218	0.270		
Total	97.779	219	-		

Regression model of job rotation and quality of work life is shown in the Table 7 indicating that raising of each one unit of job rotation shall result in an increase of 0.759 unit in quality of work life.

**Table 7.** Regression model of job rotation and quality of work life

Model		Non-standard coefficient		Beta standard coefficient	t	Sig.
		$\beta$	Std. Error			
1	Fixed value	0.803	0.183	-	4.380	0.000
	Job rotation	0.759	0.60	0.622	12.574	0.000

$\alpha$ :dependent variable (quality of work life)

To prioritize components of quality of work life, Friedman test was applied, whose results are exhibited in the Table 8. It shows that fair and sufficient salary (coefficient: 6.66) is the first priority and rule of law in organization (coefficient: 2.76) the last one.

**Table 8.** Friedman Test regarding prioritization of quality of work life

Variables	Average of rankings
Fair and sufficient salary	6.66
Safe and healthy workplace	4.91
Growth Opportunities and constant security	4.44
Rule of law in organization	2.76
Social dependence of work life	3.96
General atmosphere of life	4.00
Social coherence and integrity in organization	4.67
Human capabilities development	4.61

Also, this test is significant with value of 328,159 according to the Table 9.

**Table 9:** Significance of Friedman test regarding prioritization of aspects of work life quality

No.	219
Chi-square	328.159
Degree of freedom	7
Level of significance	0.000

The level of significance, i.e., 0.000, indicates that there is significant difference among components of work life quality respecting possession of privileges as viewed by respondents.

## 6. CONCLUSIONS

Job rotation is suitable for employees whose jobs are similar in their contents, methods, and required skills. This is to be applied when an impermanent change in jobs of two or more employees will not result in increased disorder, organizational inefficiency, and damages to an organizational department. In this manner, job rotation will come with several benefits for the organization [36]. According to the correlation analysis of research's hypotheses, there is a positive and significant relation between job rotations and working life quality of employees in the Kerman Province S.S.O., i.e., the higher the job rotation rates, the higher the working life quality of employees would rise.

With regard to the averages obtained from respondents' replies, this is concluded that conditions of job rotation and quality of work life in the Kerman Province S.S.O. departments are in average and upward situations. Based on the results, moreover, fair salary and rule of law had respectively the highest and lowest scores, the results which were aligned with Schermenhorn [26] and Wyatt and Yue [27].

The variable job rotation accounts for a considerable percentage of changes in quality of work life. With regard to broad scope of S.S.O. activities, this is safe to indicate that relevant officials have paid special attention to the issue job rotation. The results are aligned with Origo and Pagani [1], Olorunsola [2], Marta et al. [7], Gayathiri and Ramakrishnan [8], Gupta [29], Chib [33], and Sirgy et al. [35].

According to the results, job rotation has the highest correlation with the dimension social integration and coherence, showing that there is cooperation and interaction among the Organization's employees. Therefore, execution of job rotation can bring about an atmosphere whereby employees can be more engaged in their organizational affairs and decision making processes. In addition, socialization of employees is hereby improved and people learn how to take part in the organization as an effective member and follow organizational norms.

Since fair and sufficient salary could attract the highest attentions by respondents, while had the lowest correlation, this is concluded that performed job rotations could not bring about substantial financial satisfaction, being conducted only by coercion, lack of human resources in target positions, rotation to positions with lower incomes, or purposeless translocations. Such issues need to be paid more attention to by relevant managers and officials. The results are aligned with Daud [25], and Brayan and Norman [24].



Since job rotation among the employees at the S.S.O. will create staffs with the ability to work in all existing units and departments, higher levels of customer satisfaction would be resulted. Thus, according to present-day turbulent and changing environments, effectuation of job rotation projects seems to be necessary for identification, development, and flourishing of employee capacities.

### 7. Suggestions

Although job rotation can bring about multi-expertise employees, increased work knowledge, procurement of experienced human resources from within the organization, and reinforcement of employees' morale, job rotation always comes along with its own challenges, uncertainties, and insecurities. Job rotation, therefore, should always be completed with complete consent of intended employees in order to cause the least problems. To do so, volunteer employees are better to be singled out for job rotation purposes to incur the least possible expenses. Based on the research's findings, job rotation is one of the factors in elevation of work life quality of personnel, since the organization's management can regulate it to reach at its organizational objectives and enhance personnel satisfaction. Since strengthening of skills held by S.S.O. directors is essential for them to gain complete knowledge of their organization's conditions, this appears important to undertake to train more such directors.

Since the Social Security Organization is a popular institution in which customer satisfaction is a primary objective and for its diversified plans and continuous innovations, it should have employees who are multi-expertise and able to quickly respond to customers' needs. Therefore, attention paid by relevant officials can be effective in elimination of many such problems. Sometimes, some employees are ineffective despite their high academic degrees. Such persons can be rotated in order to get insight into their abilities and capabilities in different sections of an organization. Since the dimension general atmosphere of life from the variable working life quality is not in suitable conditions and many studies have demonstrated its important role in enhancement of quality of employees' working life, the Organization's directors are required to make needed balance between their employees' working life and their other responsibilities. Additionally, working environment of employees should be designed so as to enable them to freely express their ideas and emotions, and grounds for their intellectual and practical engagements are provided aimed at enhancement of quality of their working life.

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