

Impact of Job Rotation on Employee Engagement and Career Growth in Banking Sector

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Abstract

In the contemporary banking industry, human resource practices play a critical role in enhancing workforce productivity and sustaining organizational competitiveness. Among these practices, job rotation has gained increasing attention as a developmental strategy designed to expose employees to diverse roles and responsibilities within an organization. By allowing individuals to work across different functional areas, job rotation is believed to strengthen employees' competencies, broaden their organizational understanding, and contribute to greater professional satisfaction. The present study examines the influence of job rotation on employee engagement and career growth within the banking sector. A descriptive research approach was adopted, and primary data were gathered from 100 banking employees using a structured questionnaire. Statistical techniques such as descriptive analysis, reliability testing, correlation analysis, and regression analysis were applied to evaluate the relationships among the study variables. The findings indicate that job rotation has a significant positive association with both employee engagement and career development. Employees who experience rotational assignments demonstrate higher levels of motivation, involvement in organizational activities, and opportunities for skill enhancement. In addition, the results suggest that exposure to varied job roles supports employees in developing broader capabilities that contribute to long-term career progression. The study concludes that systematic implementation of job rotation programs can strengthen employee engagement while simultaneously supporting career advancement, thereby contributing to improved organizational effectiveness in the banking sector. These insights offer valuable implications for human resource managers seeking to design effective talent development strategies.

Keywords

Job Rotation, Employee Engagement, Career Growth, Banking Sector, Human Resource Management, Job Satisfaction

JEL Code: M12, J24, M54, G21

Introduction

The banking sector has experienced substantial transformation in recent years due to technological advancements, regulatory changes, and increasing competition within financial markets. In this evolving environment, banking institutions are required not only to improve operational efficiency but also to develop effective human resource practices that support employee performance and long-term organizational sustainability. Employees in the banking industry play a critical role in delivering quality services, managing customer relationships, and ensuring organizational stability. Consequently, organizations are increasingly focusing on workplace strategies that enhance employee motivation, commitment, and professional development.

One such strategy is job rotation, which refers to the planned movement of employees between different roles, functions, or departments within an organization. This approach enables employees to acquire diverse work experiences, expand their knowledge base, and develop multiple competencies. By exposing employees to varied tasks and responsibilities, job rotation helps prevent job monotony and promotes greater adaptability in the workplace. Furthermore, it allows employees to gain a broader understanding of organizational operations, which can improve collaboration and decision-making within banking institutions. Previous studies have highlighted that job rotation contributes to improved skill development and organizational learning (Campion, Cheraskin, & Stevens, 1994).

Employee engagement represents another important factor influencing organizational performance. Engaged employees demonstrate higher levels of enthusiasm, dedication, and involvement in their work, which can positively influence productivity and service quality (Kahn, 1990). In addition, opportunities for career growth are considered a major determinant of employee satisfaction and retention. When employees perceive that their organization supports their professional advancement, they are more likely to remain committed to their roles and contribute effectively to organizational objectives.

Given the importance of these factors, this study aims to examine the impact of job rotation on employee engagement and career growth within the banking sector. By analyzing employees' perceptions and experiences, the research seeks to provide insights into how structured job rotation practices can enhance workforce development and strengthen organizational effectiveness.

Literature Review

Kahn (1990) introduced the concept of employee engagement and described it as the psychological connection individuals experience when they invest their physical, emotional, and cognitive energies into their work roles. The study emphasized that workplace conditions, including meaningful tasks and supportive organizational practices, strongly influence engagement levels. When employees feel valued and involved in their work, they are more likely to demonstrate higher productivity, commitment, and motivation within the organization.

Campion, Cheraskin, and Stevens (1994) examined the organizational and career-related outcomes of job rotation within firms. Their findings indicated that rotational assignments provide employees with exposure to varied responsibilities, helping them develop broader professional competencies and organizational understanding. The study also highlighted that job rotation enhances employee commitment, work involvement, and satisfaction by introducing task variety. Additionally, it contributes to career development by enabling employees to build diverse experience and networks within the organization.

Denton (1994) examined the impact of job rotation within service organizations and found that rotating employees across different roles can reduce stress and improve job satisfaction. The study highlighted that employees who perform varied tasks experience lower levels of work fatigue and higher levels of motivation. By providing opportunities to perform different activities, organizations can maintain employees' interest in their work and encourage greater participation in organizational processes.

Ortega (2001) investigated job rotation as a learning mechanism within organizations and argued that rotational practices serve as an effective method for enhancing employee learning and skill acquisition. According to the study, moving employees across different roles increases their exposure to varied operational processes, which improves their ability to solve problems and adapt to organizational changes. The research concluded that job rotation strengthens employees' knowledge base and plays a key role in workforce development strategies.

Hsieh and Chao (2004) analysed the effect of job rotation on employee burnout and job satisfaction. Their research indicated that employees performing repetitive tasks are more likely to experience fatigue and reduced motivation. However, job rotation helps minimize monotony by providing task variety, which increases engagement and motivation levels among employees. The study concluded that rotation programs contribute to improved work satisfaction and help employees develop multiple capabilities.

Schaufeli and Bakker (2004) explored the concept of work engagement and its relationship with job resources. Their research suggested that resources such as skill development opportunities, autonomy, and supportive management contribute to higher levels of engagement among employees. The study demonstrated that engaged employees display enthusiasm, dedication, and persistence in their work, which ultimately enhances organizational performance and employee well-being.

Eriksson and Ortega (2006) explored the adoption of job rotation in organizations and found that it is commonly used as a strategy for employee development and performance improvement. Their research indicated that employees who participate in job rotation programs often gain broader skills and improved adaptability. The study emphasized that organizations implement rotation to identify employees' capabilities, enhance career progression opportunities, and build a more flexible workforce capable of handling multiple responsibilities.

Saks (2006) examined the antecedents and consequences of employee engagement and highlighted that organizational support and development opportunities significantly influence employees' level of engagement. The study concluded that employees who perceive opportunities for learning, growth, and career advancement are more likely to exhibit stronger engagement with their work. The research also emphasized that engaged employees tend to display improved job performance and organizational commitment.

Li and Yan (2007) explored the relationship between job rotation and employee performance. Their research demonstrated that employees who undergo structured rotational programs gain greater exposure to organizational processes and develop stronger problem-solving capabilities. The study highlighted that job rotation enhances employees' learning experiences and improves their performance by enabling them to apply knowledge gained from multiple work functions.

Faizan et al. (2012) examined the relationship between job rotation and employee commitment. Their findings suggested that job rotation can positively influence employee involvement and motivation by reducing repetitive work routines. Employees who experience different job roles tend to develop broader skills and gain confidence in performing multiple tasks. The study concluded that job rotation can serve as a practical strategy for enhancing employee commitment and job satisfaction.

Reilly, Nyberg, and Maltarich (2014) examined the relationship between internal labor mobility and employee performance. Their research emphasized that employee movement across departments contributes to knowledge transfer and skill development. The study suggested that job rotation facilitates collaboration among employees and enhances organizational learning by allowing individuals to gain experience in different functional areas.

Tarus (2014) examined the influence of job rotation on employee performance and organizational efficiency. The findings revealed that job rotation enables employees to gain experience across multiple tasks, which enhances their competence and productivity. The study also highlighted that employees who participate in rotational assignments develop a better understanding of organizational processes and demonstrate stronger commitment to their roles, which contributes positively to organizational effectiveness.

Verma and Sharma (2017) analyzed job rotation as a human resource development strategy using secondary data sources. Their descriptive study showed that job rotation improves skill development, enhances organizational knowledge, and increases employee motivation. The findings also suggested that job rotation supports career advancement and employee engagement. However, poorly structured rotation programs may lead to temporary productivity challenges and employee adjustment difficulties, emphasizing the importance of careful program design and implementation.

Asfaw (2018) investigated job rotation in the Commercial Bank of Ethiopia using a quantitative approach with 298 employees. The findings revealed that job rotation enhances employee motivation and job involvement by reducing monotony and facilitating skill development. However, the study also identified challenges such as limited staffing, weak communication, and inadequate monitoring of rotation programs, highlighting the importance of structured and well-managed implementation.

Khan, Chongcharoen, and Ulhaq (2019) investigated the relationship between job rotation, employee learning, and career development in the banking sector. The results demonstrated that job rotation significantly contributes to employees' career advancement by enhancing their learning experiences and exposure to different functions within the organization. The study also highlighted that employee learning partially mediates the relationship between job rotation and career growth, emphasizing the importance of training and skill development opportunities.

Al-Romeedy (2020) investigated the role of job rotation in improving employee performance and organizational behavior. The research concluded that job rotation enhances employees' professional capabilities by providing exposure to different responsibilities and work environments. The study also indicated that employees who participate in rotational programs develop stronger adaptability and communication skills, which positively influence both individual performance and organizational productivity.

Akter et al. (2021) reviewed research on employee engagement in the financial sector and identified several factors influencing engagement, including job design, organizational culture, and leadership support. Their review highlighted that development opportunities and supportive work environments play a crucial role in strengthening employee engagement. The study also emphasized the need for further research exploring engagement drivers within the financial industry.

Cheri et al. (2025) examined job rotation within the Yobe State Civil Service through qualitative methods, including interviews and focus group discussions. The results indicated that job rotation contributes to skill diversification, knowledge sharing, and increased employee motivation. Nevertheless, the study also reported issues such as disruption of work processes, reduced specialization, and employee frustration. The authors emphasized the need for transparent and well-defined job rotation policies to enhance employee commitment and organizational productivity.

Research Gap

Although job rotation has been widely recognized as a strategic human resource practice, its multidimensional impact within the banking sector remains underexplored. Prior scholarship has predominantly emphasized outcomes such as performance improvement, skill diversification, and organizational adaptability, yet the dual influence of job rotation on employee engagement and career progression has received comparatively little attention. Much of the existing evidence is drawn from manufacturing and general service industries, where operational structures differ substantially from the highly regulated and customer-centric environment of banking. Furthermore, earlier studies often examine engagement or career development in isolation, overlooking the interdependence between these constructs. Limited empirical work has also been conducted in emerging economies, where institutional contexts and employee expectations may diverge from those in developed markets. Addressing these gaps, the present study investigates the integrated effects of job rotation on engagement and career growth in banking, offering context-specific insights.

Objectives of the Study

- To examine the impact of job rotation practices on employee engagement within the banking sector.
- To analyse how job rotation influences employees perceived career growth and professional development in banking organizations.

Hypothesis

H1: Job rotation practices have a significant positive impact on employee engagement among banking sector employees.

H2: Job rotation has a significant positive influence on employees perceived career growth opportunities in the banking industry.

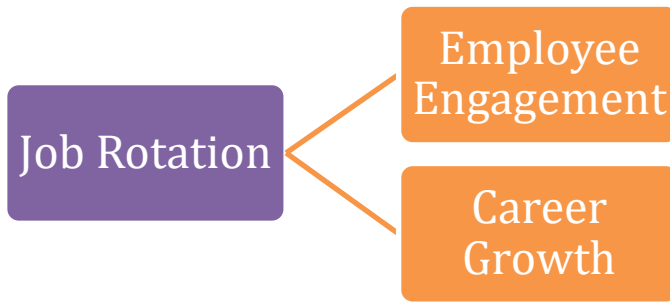


Figure 1. Framework Model of the study

Methodology

This study adopts a quantitative research design to examine the impact of job rotation on employee engagement and career growth in the banking sector. The quantitative approach is appropriate as it enables systematic measurement and statistical evaluation of relationships among variables. The research is based on both primary and secondary data sources to ensure a comprehensive understanding of the topic.

Primary data were collected through a structured questionnaire administered to employees working in selected banks. The questionnaire was designed to capture respondents’ perceptions of job rotation practices, their level of engagement, and career growth opportunities. All items were measured using a five-point Likert scale ranging from “strongly disagree” to “strongly agree,” allowing for standardized responses and facilitating quantitative analysis. Secondary data were obtained from academic journals, research articles, and relevant publications to support the theoretical framework and provide context for the study.

The sample size for the research consists of 100 banking employees including both public and private sector institutions. A non-probability convenience sampling technique was employed to select respondents based on accessibility and willingness to participate. Although this method may limit the generalizability of the findings, it is widely used in organizational research due to practical constraints.

The collected data were analysed using appropriate statistical techniques. Descriptive analysis was used to summarize the demographic profile and general response patterns. Reliability testing, using Cronbach’s alpha, was conducted to assess the consistency of the measurement scales. Furthermore, correlation analysis was applied to examine the relationships among job rotation, employee engagement, and career growth. Finally, regression analysis was used to determine the extent to which job rotation influences employee engagement and career growth, providing meaningful insights into the study objectives.

Data Analysis

Demographic Profile of Respondents

Table 1: Demographic Characteristics of Respondents (N = 100)

Variable	Category	Frequency	Percentage (%)
Gender	Male	58	58%
	Female	42	42%
Age Group	21–30 years	46	46%

	31–40 years	32	32%
	41–50 years	15	15%
	Above 50 years	7	7%
Educational Qualification	Graduate	40	40%
	Postgraduate	45	45%
	Others	15	15%
Work Experience	Below 5 years	38	38%
	5–10 years	34	34%
	10–15 years	18	18%
	Above 15 years	10	10%
Type of Bank	Public Sector	52	52%
	Private Sector	48	48%

Source: Authors Calculation

The demographic profile of the respondents indicates a balanced representation of employees across different categories. A majority of respondents are male (58%), while female employees constitute 42% of the sample. In terms of age distribution, most participants fall within the 21–30 years category, suggesting a relatively young workforce in the banking sector. Regarding educational qualifications, a significant proportion of respondents are postgraduate, reflecting a well-qualified sample.

The work experience data shows that a large number of employees have less than 10 years of experience, indicating early to mid-career professionals. Additionally, respondents are almost evenly distributed between public and private sector banks, ensuring diversity in organizational perspectives. Overall, the sample provides a comprehensive representation suitable for analyzing job rotation, employee engagement, and career growth.

Descriptive Statistics

Descriptive statistics were used to summarize the overall responses of the participants regarding job rotation, employee engagement, and career growth in the banking sector. The mean and standard deviation values were calculated to understand the general perception of employees toward these variables.

Table 2: Descriptive analysis

Variable	N	Mean	Std. Deviation
Job Rotation	100	4.21	0.62

Employee Engagement	100	4.18	0.66
Career Growth	100	4.24	0.59

Source: Authors Calculation

The results presented in Table 1 indicate that the mean values for all three variables are above 4.0, which suggests that respondents generally hold a positive perception toward job rotation practices within their organizations. The mean score for job rotation is 4.21, indicating that employees perceive job rotation as a well-implemented practice in their organizations. Similarly, the mean score for employee engagement (4.18) suggests that employees feel motivated and involved in their work due to job rotation practices. The mean value for career growth (4.24) indicates that employees believe job rotation contributes positively to their professional development and future career opportunities. The relatively low standard deviation values further indicate that the responses are fairly consistent among the respondents.

Reliability Analysis

Reliability analysis was conducted to assess the internal consistency of the questionnaire items used to measure the constructs of job rotation, employee engagement, and career growth. Cronbach's alpha coefficient was calculated for each construct.

Table 3: Reliability Analysis

Construct	Number of Items	Cronbach Alpha
Job Rotation	5	0.82
Employee Engagement	5	0.85
Career Growth	5	0.87

Source: Authors Calculation

The results of the reliability analysis indicate that the Cronbach's alpha values for all three constructs exceed the acceptable threshold of 0.70. Specifically, job rotation recorded an alpha value of 0.82, employee engagement 0.85, and career growth 0.87. These values suggest that the measurement scales used in the study possess high internal consistency and reliability. Therefore, the questionnaire items are considered appropriate for measuring the constructs included in this research.

Correlation Analysis

Pearson correlation analysis was performed to examine the relationship between job rotation, employee engagement, and career growth among employees in the banking sector.

Table 4: Correlation Matrix

Variables	Job Rotation	Employee Engagement	Career Growth
Job Rotation	1	0.71**	0.74**
Employee Engagement	0.71**	1	0.69**
Career Growth	0.74**	0.69**	1

Source: Authors Calculation

Note: $p < 0.01$

The correlation results reveal that job rotation has a **strong positive relationship** with both employee engagement and career growth. The correlation coefficient between job rotation and employee engagement is **0.71**, indicating a significant positive association. This suggests that employees who experience job rotation are more likely to exhibit higher levels of engagement in their work. Similarly, the correlation between job rotation and career growth is **0.74**, which indicates a strong positive relationship. This implies that job rotation provides employees with opportunities for skill development and career advancement. The results therefore support the assumption that job rotation plays a significant role in improving employee engagement and career development in the banking sector.

Multiple Regression Analysis

Multiple regression analysis was conducted to determine the extent to which job rotation influences employee engagement and career growth among employees in the banking sector.

Table 5: Model Summary

Model	R	R ²	Adjusted R ²	Std. Error
Job Rotation → Employee Engagement	0.71	0.5	0.49	0.47
Job Rotation → Career Growth	0.74	0.55	0.54	0.44

Source: Authors Calculation

The model summary indicates that job rotation explains 50% of the variance in employee engagement and 55% of the variance in career growth. This suggests that job rotation is a strong predictor of both employee engagement and career development within banking organizations.

Regression Coefficients

Table 6: Regression Coefficients

Dependent Variable	Predictor	Beta	t-value	Significance
Employee Engagement	Job Rotation	0.71	9.82	0
Career Growth	Job Rotation	0.74	10.45	0

Source: Authors Calculation

The regression coefficients indicate that job rotation has a significant positive impact on both employee engagement and career growth. The beta value of 0.71 for employee engagement suggests that an increase in job rotation practices leads to a corresponding increase in employee engagement levels. Similarly, the beta value of 0.74 for career growth indicates that job rotation significantly contributes to employees' perceptions of career advancement opportunities. The significance value ($p < 0.001$) confirms that these relationships are statistically significant.

Discussion

The findings of this study demonstrate that job rotation plays a constructive role in strengthening both employee engagement and perceptions of career advancement within the banking sector. Employees who experience diverse assignments report greater enthusiasm, stronger commitment, and a heightened sense of involvement in their work. This outcome can be linked to the variety introduced through rotational practices, which counteracts monotony and encourages active participation across different organizational functions. Exposure to multiple responsibilities fosters a deeper connection with the workplace, thereby reinforcing engagement levels.

These results resonate with prior scholarship that associates job rotation with skill enrichment and broader professional competencies. By navigating varied tasks, employees gain opportunities for continuous learning, which enhances their motivation and attachment to organizational goals. Importantly, the study also highlights career-related benefits: rotational experiences expand employees' understanding of institutional processes, build confidence, and prepare them for higher responsibilities. Such exposure enables individuals to recognize personal strengths and developmental needs, supporting long-term career planning.

From a practical standpoint, these insights underscore the strategic value of job rotation in banking institutions. In a sector where efficiency and service quality are paramount, cultivating a workforce that is both engaged and adaptable is essential. Structured rotation programs not only elevate individual performance but also contribute to organizational resilience by creating versatile employees capable of meeting evolving demands. Thus, job rotation emerges as a critical human resource practice that simultaneously nurtures engagement and career growth, reinforcing organizational sustainability.

Limitations of the Study

This investigation is subject to several constraints that should be acknowledged when interpreting the findings. The first limitation concerns the relatively modest sample size of 100 participants, which may not adequately reflect the diversity of employees across the wider banking sector. A larger and more varied pool of respondents could have yielded richer insights and enhanced the reliability of the conclusions.

Another limitation arises from the use of convenience sampling. While this method facilitated timely data collection, it carries the risk of selection bias, as participants were chosen based on accessibility rather than randomization. Consequently, the sample may not fully represent the broader population of banking professionals.

The geographical focus of the study also narrows its scope. Data were collected exclusively from banks located in the Vadodara region of Gujarat, which limits the generalizability of the results to other regions or national contexts where organizational practices and employee expectations may differ.

Finally, the reliance on self-reported data introduces the possibility of response bias. Participants may have provided answers that align with socially desirable norms rather than their genuine experiences, which could affect the accuracy of the findings.

Conclusion

This study underscores the pivotal role of job rotation in shaping both employee engagement and career development within the banking sector. The evidence suggests that employees who are regularly exposed to varied responsibilities demonstrate stronger motivation, deeper involvement, and greater organizational commitment. Rotational practices help break the monotony of routine tasks, while simultaneously broadening employees' skill sets and enhancing their understanding of institutional processes.

Beyond engagement, the findings reveal that job rotation positively influences employees' perceptions of career advancement by equipping them with diverse experiences that prepare them for future leadership roles. This dual impact highlights job rotation not merely as an operational tool but as a strategic human resource practice capable of fostering a dynamic, adaptable, and future-ready workforce. For banking institutions, integrating structured rotation programs can strengthen employee development and contribute to long-term organizational sustainability. In this way, job rotation emerges as a valuable mechanism for aligning individual growth with institutional success.

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