

The Role of Job Rotation in Enhancing Administrative Reform Processes: An analytical Study of The Views of Ssenior Managers at Al- Qadisiyah University

Khariya- A. Fathel Al-khalidi¹ Eman Obeid Jassim²

^{1,2} Al-Diwaniyah -Technical Institute/ Al-Furat Al-Awsat Technical University, Al- Diwaniyah, Iraq

Corresponding author: Al-khalidi, Khariya

khariya_abed@yahoo.com

Abstract: The aims of this paper is to investigate the relationship between job rotation and the administrative reform process at Al-Qadisiyah University. The research sample was identified, 129 questionnaire (deans, deputy of deans, and heads of departmental) forms were distributed to all faculties of Al- Qadisiyah University. Only (16) forms were rejected for non-validity and failure to meet the required conditions for answering the questionnaire. Thus, the total number of valid forms for study and analysis was 113 with an 88% retrieval rate. Data, analyzed using AMOS v.20 and SPSS v.24. The results proved the validity of the hypotheses and reached a set of conclusions, the most important of which was the contribution of work rotation to the development of performance and the strengthening of the capabilities of senior leaders, as well as to resisting change resulting from the belief that the job belongs to the employee. Moreover, one of the main reasons for the failure of the administrative reform process is that it dealt with administrative problems independently of the environmental surroundings that interact with. Influence and are affected by the administrative system. In the light of the conclusions reached by the research, some recommendations were formulated. The most important of these was the implementation of a law of periodic and permanent rotation to reduce the monotony and routine of work. which may generate boredom, and the application of the principles of fairness and fair administration in implementing this law. The organization's administration must show interest and conduct research into transparency, integrity, administrative accountability and administrative corruption programs to enhance the employee's sense of belonging to his job, as well as his commitment to a work ethic and values that reflect a high level of reform culture, loyalty and dedication.

Keywords: *Job Rotation, Human Capital Development, Administrative Reform*

1. Introduction

In rapidly changing times such as ours, universal challenges are directly or indirectly affecting all societies, and the direction of administrative reform is an urgent and wanted necessity facing management as long as organizations strive for survival. Considering the changes Iraq is witnessing, there seems to be a need for new and modern techniques, schemes and tools to activate the administrative reform process, including the use of the job rotation method, which one of the available strategies for improving individual and organizational performance. This comes as a result of the employee acquiring new experiences and skills, and at the same time pumping new blood into the organization [1] . This strategy aims to prepare the employee/manager/worker for practicing other jobs on a regular and scheduled basis according to a contemplated administrative plan and dedicating some years to practicing the new job, whether it is supervisory, managerial, leadership or technical. This means granting opportunities for employees to practice other activities on a regular basis over a definite number of years (3-4), then be transferred to other jobs after those years. The law of job rotation is issued as an embodiment of the principle of management honesty and is an urgent requirement to enhance sustainable development efforts and act as an anti-corruption policy in Iraq.

Thus, the present research sheds light on how the implementation of this law contributes to making changes in the environment in our local organizations, as well as its role in activating the reform process through introducing a new

theoretical and practical framework. The research applies this framework on a sample of top leaders in the faculties of Al- Qadisiyah University in Ad-Diwaniyah Governorate.

The research is divided into four sections: methodology and procedures, literature review on research variables (job rotation and administrative reform), the practical aspects of the study, and finally the conclusions and recommendations.

2. Methodology

There are negative elements of bureaucracy and routineness penetrating many organizations due to their keeping employees in the same positions/jobs for long periods. This might generate an adverse reaction that undermines the organization, for example by increasing corruption and rejecting change initiatives out of fear of losing position. Therefore, organizations need to make internal changes that provide opportunities for utilizing the capacities and talents of the human resources. These changes can be made by applying a modern approach (job rotation). Which can be used in any organization to realize its goals, enhance employee potential and activate the reform process, as reform needs to be conducted according to certain techniques and plans in order to make it successful. As such, the research problem in the present research is summarized by the following question: Can the application of job rotation in the sampled faculties play a role in enhancing and activating the administrative reform process?

In the sampled colleges, the following important questions are sought to be answered:

- 1) How can job rotation contribute to enhancing and activating the reform process in the sampled colleges?
- 2) Does job rotation play a role in making organizational changes in the sampled colleges?
- 3) What is the status of the administrative reform in the sampled colleges?
- 4) Are there any obstacles resulting from applying the job rotation method to activate the reform in the sampled colleges?

2.1 Research Importance

The importance of this research can be summarized as follows:

1. The importance of this research is derived from the importance of the variables studied, as job rotation is one of the techniques adopted to improve and develop human resources in organizations, i.e. to conduct administrative reform.
2. The contribution of this study is evident from its new additions to the relevant literature through the utilization of a mix that has not been taken into consideration by local studies, to the best knowledge of the researcher.
3. The study contributes to the scientific body of knowledge related to the topic of job rotation and administrative reform.
4. The study draws the attention of the officials to the importance of applying job rotation in the sampled colleges.
5. Other researchers can benefit from the results and recommendations of this study in their research endeavors, facilitating more comprehensive and sound research into the study variables.

1.3 Research Objectives

The research objectives can be summarized as follows:

1. Identifying the status of job rotation in the sampled colleges.
2. Identifying the status of administrative reform in the sampled colleges.
3. Identifying the relation between job rotation and administrative reform.
4. Presenting practical insight into the role of job rotation in activating the administrative reform.

5. Identifying the extent of job rotation's contribution to motivating employees, releasing their creative potential and allowing them to practice the skills and expertise they acquired through moving from one job to another.
6. Presenting some recommendations to help the sampled colleges realize the necessity of committing to executing job rotation practices.

1.4 Hypothetical Model of the Research

Figure 1- shows the hypothetical model of this study, which tackles the nature of the relationship between the Study variables.

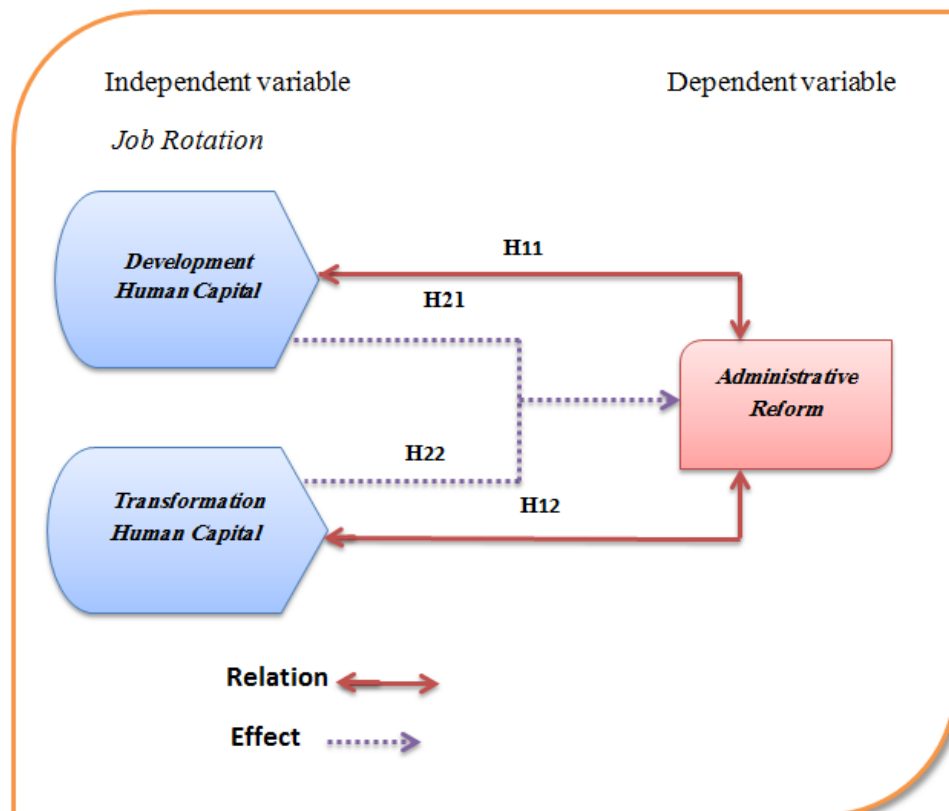


Figure 1.
Hypothesized model

1.5 Research Hypotheses

H1 : The dimensions of job rotation (development of human resources, transforming human resources) have significant positive correlation with administrative reform. This hypothesis has two sub-hypotheses:

Sub-H 1.1. After the development of human resources, the dimensions of job rotation will have a significant positive correlation with administrative reform.

Sub-H 1.2. After transforming human resources, the dimensions of job rotation will have a significant positive correlation with administrative reform.

H2: The dimensions of job rotation (development of human resources, transforming human resources) have a significant correlation with administrative reform. This hypothesis has two sub-hypotheses:

Sub-H 2.1. After the development of human resources, the dimensions of job rotation will have a significant correlation with administrative reform.

Sub-H 2.2. After transforming human resources, the dimensions of job rotation will have a significant correlation with administrative reform.

1.6 Measurement Tool

The measurement tool of this study consists of two parts :

Part one, the demographic and job data, and Part Two, the study variable.

1) The Independent Variable – Job Rotation

The study uses eleven items from the [29] to measure the job rotation variable according

To a Likert five-point scale (strongly agree – strongly disagree). The scale is divided into two dimensions as follows:

- a. Development of human resources, which has 6 items.
- b. Transforming human resources, which has 5 items.

2) The Dependent Variable – Administrative Reform

The study uses [6] with some minor modifications in order to make it suitable for the current work environment. This model has eleven items scored on the scale of “strongly agree – strongly disagree”.

1.7 Research Community and Sample

This research tested its hypotheses in the colleges of Al-Qadisiyah University in the following (faculties medicine, dentistry, pharmacy, law, engineering, nursery, science, computers and IT, physical education and athletic sciences, veterinary, education, administration and economy, historical heritage, education for girls, biotechnology, agriculture, fine arts, arts). The research sample includes the positions of the dean, dean's assistant, and departmental head in those colleges.

The researchers handed out 129 copies of the research questionnaire in the sampled colleges (18 colleges) as follows:

- 18 copies were given to the 18 deans of those colleges;
- 36 copies were given to the dean 's assistants.
- 75 copies were given to departmental heads.

Upon retrieval of the copies, 16 copies were excluded for being invalid in terms of response conditions.

Therefore, the number of valid copies available for -study and analysis was 133 (88% retrieved). To give a clear idea about the demographics and specialties of the sampled community, the relevant details are presented in Table 1 below.

Table 1: Characteristics of the Sampled Community

No.	Variables	Target categories	Fi	Relative
1	Gender	Male	102	%90
		Female	11	%10
		Total	113	%100
2	Age	26	-	-
		27-36	24	%21
		37 – 46	36	%32
		47 +	53	%47
		Total	113	%100
3	Years of service	10	3	%2.6
		11 – 20	32	%28
		21 – 30	63	%56
		31 +	15	%13
		Total	113	%100
4	Academic qualification	Ph.D.	88	%78
		M.A.	25	%22
		Total	113	%100
5	Scientific title	Prof.	23	%20.3
		Prof. Assis.	85	%75

6	Administrative position	Lecturer	5	%4.4
		Assis. Lecturer	-	-
		Total	113	%100
		Dean	14	%13
		Dean's Associate	31	%27
		Departmental Head	68	%60
		Total	113	%100

1.8 Statistical Techniques

The present research uses a number of appropriate statistical techniques to analyze the questionnaire responses as shown in Table 2 below.

Table 2: Statistical Techniques Used in the Research

Category	Statistical analysis	Program used, method or equation
Search Measurement Tool	Stability	Cronbach's Alpha
Statistical Description	Validity	Factor analysis assertive
	Mean	
	Std. Deviation	SPSS.V. 24
Testing Hypotheses	Relative significance	
	Simple correlation coefficient (Pearson)	SPSS.V. 24
	Multiple regression analysis	

Source: Developed by the researchers

2. Literature Review

2.1 Job Rotation

2.1.1 The Concept of Job Rotation

Job rotation is thought to be one of the most effective ways of developing employee comprehension. It is a means of designing jobs that enables employees to learn work skills and eases work fatigue that arises due to task repetition. This is done by changing the tasks required [28].

The job rotation concept emerged in the 1950s as an administrative tool developed by Toyota Production System to enable employees to work in different jobs. The term 'job rotation', coined after this production system, refers to an alternative temporary tool assigning work activities in order to improve labor agility and qualification. This practice includes systematic rotation with preset goals and schedules for the participants in the process [25].

In 1980, job rotation was used in various ways to satisfy the needs of developing and training organizations and employees without interrupting production, on the basis that job rotation is the alternative to job specialization and in order to alleviate the state of boredom among employees and facilitate increased understanding of the organization itself. Job rotation also enables employees to face challenges in new tasks by encouraging them to be motivated and enhancing their job morale [3]. While applying job rotation in the organization, management should focus on the quality of the individual's work expertise instead of work quantity. Management should then arrange a job rotation plan according to employee learning ability and scheduling demands [18].

Job rotation allows employees to learn practical and important aspects of all processes, rather than one task. According to Benton, McCarthy and Tucker (2002), work without rotation becomes boring, routine, and aimless. Task changing allows employees to be part of the overall organizational process. In addition, job rotation provides employees with a feeling of ownership and belonging in their organizations, as it grants them the opportunity to learn more about various steps in the production process [30]. As such, job rotation can be defined as a tool for designing jobs to allow employees to learn work skills from different departments and reduce work stress caused by repeating the same job

task(s) (Richard & Thackray, 1981), Bennett (2003) describes job rotation as a plan to substitute employees into various jobs over a period of time in order to improve their skills and job independence, which leads to strengthened job motivation, job performance and job productivity [11].

Gomez et al., (2004) define job rotation as working in different locations or situations in certain time periods, which are arranged according to the individual knowledge, skills and competences of the employees. Edward (2005) further defines job rotation as the process of transferring an employee from one job to another to enhance their competence and value to the organization, job rotation also refers to new task performance by the employee on a temporary basis for a previously approved period of time [3].

Zin et al., (2013) define job rotation as a systematic change in employees by transferring them through and among various areas of responsibility with the aim of enhancing job experience [23].

Moreover, Saravani and Abbasi (2013) define job rotation as working in different locations, situations and intervals, which are set according to the employee's individual package of knowledge, skills and competences [28].

Accordingly, this research defines job rotation as the process of rotating employees among administrative and technical positions within an organization for a specified time and at scheduled intervals, thus enabling them to acquire expertise, skills, competences and work know-how to be used within their careers and improve overall organizational performance.

From the literature review in the paragraphs above, it can be concluded that job rotation is an effective tool to transfer tacit knowledge within an organization. The research of Ortega (1999) and of Weichel et al., (2010) asserts the potential of using job rotation to improve knowledge (expansion or depth) and integration. When this strategy is adopted, it would be expected that the new knowledge will be coded and all aspects of organizational knowledge resources will be integrated [29]. This idea is further supported by Lu and Yang (2015), who state that job rotation is one of the tacit knowledge transfer methods as it provides actual learning. At the same time, tacit knowledge transfer through job rotation takes two directions, as Figure 2 shows [16].

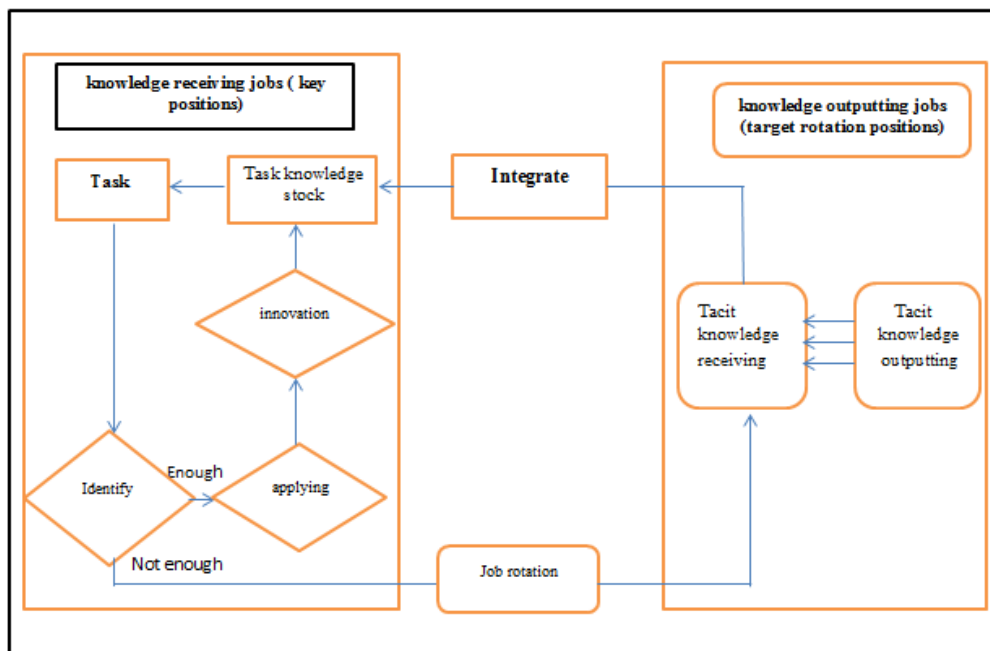


Figure 2: Directions of Tacit Knowledge Transfer through Job Rotation

Source : [16].

2.1.2 Types of Job Rotation

Bennett (2003) suggests two types of job rotation [3] :

- 1- Job rotation within the same level: this means that rotation occurs among jobs within the same responsibility level, among similar jobs, or within the same operational or functional area.
- 2- Job rotation among different levels: this means job transfer among different parts of the organization for a certain period of time. However, instead of rotating employees among similar and tightly linked tasks, the new employee is rotated among several jobs in different departments. This method provides new employees with development opportunities. This technique can also be used by the organization to collect data about the skills, interests and potential of the new employees.

2.1.3 Dimensions of Job Rotation

This study, in assessing job rotation, adopted the research of Tarus (2014), which suggested two dimensions of job rotation: development of human capital and transferring of human capital.

Job rotation represents a training approach that an organization can use to develop and improve its human resources in various departments, to providing employees with learning opportunities to acquire diverse job skills for a certain period of time. Moreover, job rotation is a practical approach to enrich and expand job tasks for employees. as its attempts to develop human capital can enable the organization to face the inevitable competition with other organizations [24].

Development happens through education, training, health and expanding the range of the choices available for the human resources [14]. Later comes the transformation of the knowledge acquired by the human resources, enabling these resources to use this knowledge creatively in line with the optimum use of all economic resources [21].

2.1.4 Benefits of Job Rotation

There are several benefits that can be derived from job rotation, some of these benefits can be acquired by the individual, while others acquired by the organization as a whole. Jaime (2000) mentions that job rotation enhances the psychological and physical health of employees by creating positive situations and conditions through the intensification of work diversity, by which work boredom can be reduced and aspects of the job can be seen from a new perspective [29]. Studies like those of Robbin (1996) and Adomi, (2006) have revealed that job rotation can reduce work boredom and strengthen work motivation by increasing the diversity of employee activities. Job rotation is considered the most guaranteed approach for keeping employees away from work boredom and routine. It is difficult for employees to stay focused on a certain job for an extended period of time, as human beings have the tendency to multitask though learning and experiencing for varying periods. As the human brain can be motivated by a diversity of challenges, this is a guaranteed tool for helping employees to advance their creative instincts and uplift both individual and organizational performance [27].

Moreover, job rotation contributes to creating organizational efficiency, promoting new techniques for job design to facilitate adaptation to environmental and technological changes, improving accountability for stakeholders' needs, and increasing employee work motivation [28].

Job rotation consists of three components: individual learning, externally-sourced knowledge and substitutional working among employees. As such, it is an excellent driver to improve the utilization of external learning resources, therefore, it is said to be an organizational strategy aimed at improving employee performance and productivity [29].

Plowman (2010) emphasizes that when a job rotation strategy is implemented in accordance with organizational objectives and HR strategies, it helps to motivate the human brain through the diversification of tasks [29]. Moving from one department to another helps employees manage their current position by means of knowledge and skills acquired from previous experiences in other places [10].

2.2 Administrative Reform

2.2.1 The Concept of Administrative Reform

Reform is a legitimate project that every person seeks to realize. Every organization and society seeks to achieve reform while considering two aspects [5] :

- a- Treating current weaknesses, restoring the balance between operation and performance of the management entity, and treating current deficiencies.
- b- Treating conditions related to unjust distribution of revenues and returns to confirm and support change efforts.

In order to achieve the objectives of the reform efforts, three conditions must be present :

- 1) Reform must be fundamental.
- 2) Reform must be inclusive.
- 3) Reform must be independent.

The discussion of administrative reform as a scientific field is not new, this field has long been associated with continuous attempts to improve administrative systems [7]. The global trend toward administrative reform gained traction in the early 1950s as it included the basic components of the development process. Caiden (1973) stated that administrative delays and obsolescence reveal a need for administrative " surgery " and treatment of the relevant problems worldwide [12].

Subsequently, many organizations around the world have witnessed rapid and profound change, which has led to the introduction of advances in their work. The emergence of administrative reform in the 1970s saw some preliminary attempts to treat organizational weaknesses through organizational restructuring and improving organizational effectiveness [17].

Later, administrative reform activities became common practice in modern organizations, as they were taken for deliberate attempts to make changes to the organizational configuration, as well as to provide administrative solutions to these problems that targeted changes to the official organizational structure, rearranged the current departments, established new departments or abrogated old ones [9].

The concept of administrative reform is given several definitions according to the academic literature . In this regard, the researchers note that in spite of the multitude of definitions of the concept of administrative reform, such definitions differ in form but are similar in content. All these definitions agree that administrative reform is a process that primarily requires the presence of organizational systems, dedicated to general activity, for the purpose of defining and characterizing the multiple responsibilities in coordination with the rest of the general administration systems relevant to the reform program, this is provided, however, that this system is responsible for securing qualified human frames that are, on one hand, preserved by the reform, but that on the other hand also create a suitable climate on the ground for the acceptance of the reform program and its execution through collaborative forms in all parts of the administrative system [4].

El-Ghaziri (2005) defines administrative reform as the implementing of a systematic improvement of the operational performance [6].

Administrative reform is also said to be a tool for struggling to find new, reliable means of activating growth in the global competitive environment [15]. Administrative reform has also been defined as all organized, deliberate and purposeful processes for improving the levels of job performance and services, both in quality and quantity, in the various administrative systems, as well as optimally utilizing the available human and material resources to achieve overall and sustainable development [20].

Additionally, administrative reform is defined as any political, management and social efforts designed to make changes to the areas of weakness in public administrative systems in order to improve the system's capacities and potential and facilitate achieving its goals with high efficiency and effectiveness [1]. Al-Zubeidi also defined administrative reform as a continuous and ongoing process imposed by the variables of life with the aim of making overall or partial change to the existent system by developing the macro (government) or micro (organization) infrastructure [6].

Accordingly, the present research defines administrative reform as the process of making changes and –positive improvements to all or part of an organization, undertaken by qualified individuals with the potentials, knowledge and expertise to achieve the organization 's key objectives.

2.2.2 The Importance of Administrative Reform

Administrative reform is considered one of the most important and effective methods of handling administrative issues. It consists of efforts aimed at improving the administrative experience of the managers (and employees) through training the available staff, introducing changes to the employment procedures and focusing on administrative skills, making efforts to introduce advanced information systems to facilitate effective decision - making processes, and using standards to assess the administrative performance [13].

Administrative reform has played a very important role in the experiences that many countries worldwide have had in facing and remedying deficiencies in their administrative systems, e.g during the Great Recession in 2007 and the financial crisis in 2008 in the USA, when the global economy had shrunk significantly . Thanks to administrative reform, such crises were addressed on strong, long-term bases in order to improve the international competitive capacity [15].

On the subject of drastic economic events, Vietnam's experience was pioneering. Considering that it was a developing country, and when compared to the developed countries with their dynamic economy, agile management and ability to face challenges in the competitive world, Vietnam was able to make economic and administrative changes some years ago to build a strong, democratic, technocratic state [6].

The interest in administrative reform in the Arab world started in the 1950s following the independence of most of the Arab countries after WWII. The Arab countries at that time were aiming toward building governments. Administrative reform in the Arab world since then has become a surreal topic, a slogan and a dream for which conferences were held, political and technical committees were formed, and expertise and capacities were provided, However, the reality is still failing to failing to meet expectations, as the huge efforts and resources dedicated to the reform process the past half a century are met with more reluctance in terms of governmental performance [19].

Most of the experiences the world's countries have faced have proven the fundamental importance of administrative reform in treating crises and problems. Administrative reform also relates to organizational ideologies, such as finding new ways of understanding an organization' s role and purpose or introducing new concepts to the organizational environment. Sometimes, the changes made by administrative reform have their own value, for example, such changes may introduce structures, processes or more democratic ideologies. In other cases, these changes aim at improving organizational production or outcomes by, (for example) developing efficiency or adapting to the ever-changing preferences of the market at large [9].

2.2.3 Limitations to Administrative Reform

Reform is a method by which organizations can change, yet it is, not always very effective, Some reforms make little change, if any ,while some administrative changes in organizations are not part of any reform. Some researchers argue that reform can be said to be a part of organizational stability, not organizational change, Reforms are often introduced as profound one-time change. However, reform in most cases is a repetitive and standardized activity.

Reforms in this sense are routine procedures, not intervals in the organizational life. Several studies (e.g., Hanf & Scharpf, 1978; Pressman & Wildavsky, 1973) have pointed out that reform is not an easy task [9].

In spite of the importance of the administrative reform process, there are often a number of obstacles in the way of achieving reform. Some of these are as follows [22]; [19]; [26];[6] :

- 1) *Administrative limitation, such as a* lack of qualified leadership, innovation, or overall planning.
- 2) *Social limitations, such as a* lack of awareness, or an accumulation of expertise that goes unutilized.
- 3) *HR limitations such as* unlinking compensation and performance, or the spread of administrative corruption.
- 4) *Material resource limitations, such as* unavailability of necessary materials, or lack of the preliminary characterization of developmental work priorities.
- 5) *Legislative limitations, such as* obsolete laws inconsistent with global advances.

3. The Practical Framework

3.1 Testing Measurement Tool

Testing the validity of the study measures is an important step towards gaining precise results. To achieve this, two criteria are required: reliability and validity.

This study uses a number of measurement tools drawn from previous management literature that are highly reliable and valid. Construct consistency of the measurement tool in this study is verified through deriving the consistency coefficient of the tools using the Cronbach Alpha correlation in SPSS. 24, as shown in Table 3.

Table 3 shows that all values were between (0.78 - 0.88), which is statistically acceptable in management and behavioral researches as they are above (0.75) . This means that the tools used in the study are consistent.

Table 3: Cronbach Alpha Coefficients for Study Variables

Variable	Cronbach's Alpha for Variable	Dimension	Cronbach's Alpha for dimension
<i>Job Rotation</i>	0.88	<i>Development Human Capital</i>	0.78
		<i>Transformation human capital</i>	0.80
<i>Administrative Reform</i>	0.85		

As for validity, the study uses confirmation factor analysis by means of Amos V.20 to assess construct validity, as in Table 4 for the job rotation variable and Table 5 for the administrative reform variable.

Table 4: Results of job rotation analysis

Items	Dimension	Estimate
1	<--- DCH.	.854
2	<--- DCH.	.789
3	<--- DCH.	.788
4	<--- DCH.	.951
5	<--- DCH.	.794
6	<--- DCH.	.655
1	<--- TCH.	.679
2	<--- TCH	.765
3	<--- TCH	.644
4	<--- TCH	.665
5	<--- TCH	.791

According to Hair et al., (2010), the results in Table 4 are all above the minimum required for the analysis, which is .50, This means that the job rotation variable data is valid for more statistical analyses, as in Figure 3.

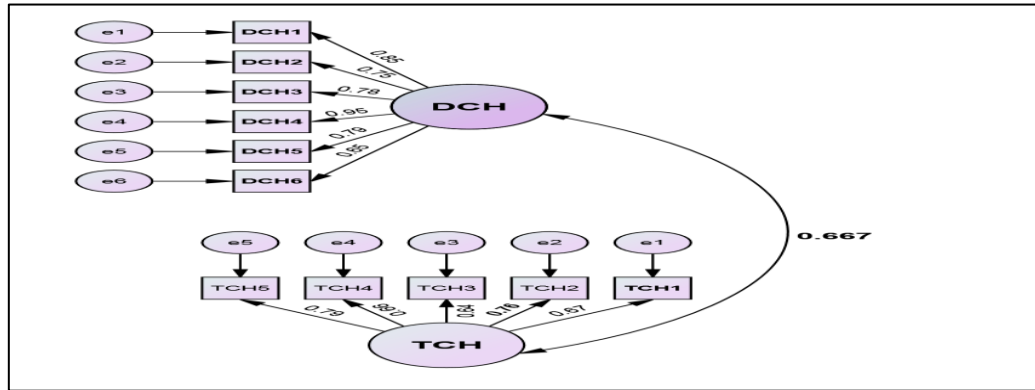


Figure 3. Hypothesized measurement model for job rotation

Again, according to Hair et al., (2010), the results in Table 5 (below) are all above the minimum required for the analysis, which is .50, this means that the administrative reform variable data is valid for more statistical analyses, as in Figure 4.

Table 5: Analysis results of administrative reform variable

Items	Dimension	Estimate
1	<--- AR.	.852
2	<--- AR	.898
3	<--- AR	.911
4	<--- AR	.919
5	<--- AR	.798
6	<--- AR	.823
7	<--- AR	.725
8	<--- AR	.864
9	<--- AR	.795
10	<--- AR	.756
11	<--- AR	.844

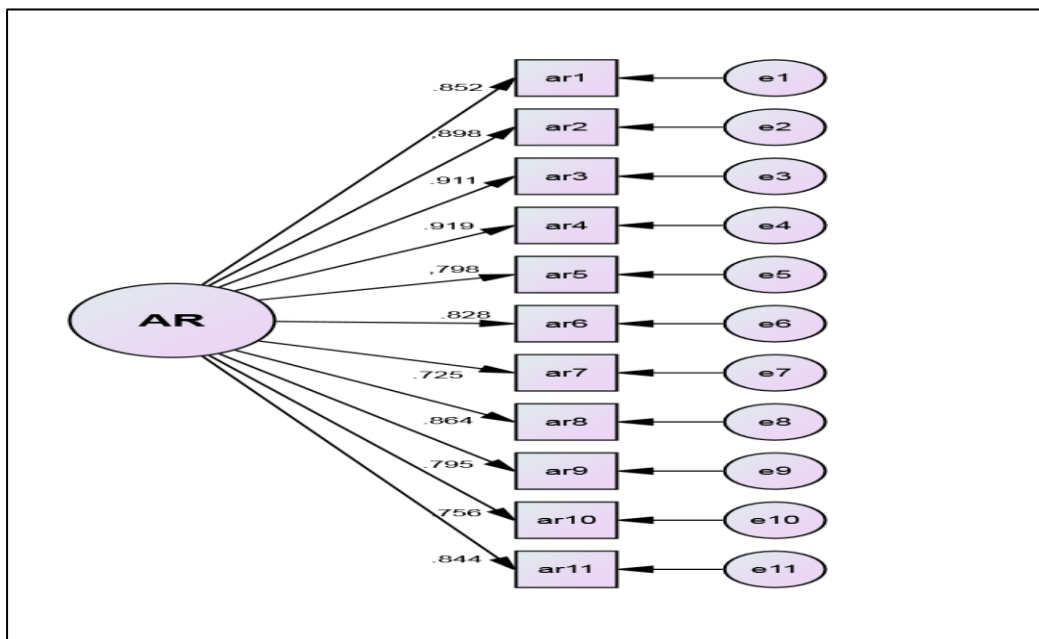


Figure 4. Hypothesized measurement model for Administrative Reform

3.2 Statistical Description

This section deals with the matter of the statistical description of the applied study results, as well as their interpretation. Here, we have two basic aspects: discussing the job rotation variable, with its dimensions (developing human capital and transforming human capital) and discussing the administrative reform variable. Both aspects include detailing the means, deviations and relative significance of the tool's items.

The study defined the extent of the responses in light of these means by specifying which category each mean belongs to. The means are then compared in Table 6 below.

Table 6: Value of the analysis means

Estimate the answer	1 – 1.80	1.81 – 2.60	2.61 – 3.40	3.41- 4.20	4.21 – 5.0
Level answer	very low	Low	Moderate	high	very high

3.2.1 Job Rotation

Table 7 shows means, standard deviations, response levels and relative significance for the responses of the study sample community in regard to the dimensions of the job rotation variable.

Table 7: Means, Standard Deviations and Relative Significance of job rotation variable (N=103)

Independent variable (<i>Job Rotation</i>)					
First. <i>Development Human Capital</i>					
No.	Items	Mean	Std. Deviation	Level answer	Relative significance
1	DHC1	4.25	0.89	very high	3
2	DHC2	3.98	1.25	High	5
3	DHC3	3.99	1.58	High	4
4	DHC4	4.55	0.87	very high	2
5	DHC5	4.75	0.79	very high	1
6	DHC6	3.54	0.78	High	6
	Average	4.176	1.027	High	First
Second. <i>Transformation human capital</i>					
1	THC1	4.01	0.82	High	2
2	THC2	4.57	0.78	very high	1
3	THC3	3.86	1.438	High	3
4	THC4	3.24	1.321	Moderate	4
5	THC5	3.12	1.287	Moderate	5
	Average	3.760	1.129	High	Second

As Table 7 shows, the dimension of developing human capital comes out on top according to the responses of the sampled community, as it had the highest mean (4.176) with a standard deviation of 1.027).

The individuals in the study sample have gained expertise, knowledge and skills due to practicing job rotation, according to the interpretation of the analytical results, through item 5 being of the highest mean with a very high response level. Moreover, the application of job rotation procedures provided effective outcomes for the colleges, as this item scored the highest mean among the items of the transforming human capital dimension with an equivalent on the response scale of "very high".

3.2.2 Administrative Reform

Table 8 shows that the means, standard deviation and relative significance of the responses regarding administrative reform are variable. It is obvious from the responses that the college seeks to train and develop the staff to uplift their performance level, increasing their acquired skills and experiences and utilizing them in the administrative reform process. This item scored the highest mean (4.980) with standard deviation of (0.792) . Item 2 (employees are involved in making and executing decisions), on the other hand, scored the lowest mean (3.870) with SD of (1.163).

Table 8: Means, Standard Deviations and Relative Significance off Administrative Reform variable (N=103)

Dependent variable (<i>Administrative Reform</i>)					
No.	Iteme	Mean	Std. Deviation	Level answer	Relative significance
1	AR1	3.980	1.187	High	10
2	AR2	3.870	1.163	High	11
3	AR3	4.750	0.953	very high	4
4	AR4	4.890	0.90	very high	2
5	AR5	4.110	0.80	High	6
6	AR6	4.980	0.792	very high	1
7	AR7	4.020	0.898	High	9
8	AR8	4.78	0.89	very high	3
9	AR9	4.100	0.957	High	8
10	AR10	4.51	0.85	very high	5
11	AR11	4.101	0.88	High	7
	Average	4.371	0.933	High	

3.3 Hypotheses Testing

3.3.1 Correlation Hypotheses

Table 9 shows the correlation matrix between job rotation and administrative reform through the use of a Pearson simple correlation.

Table 9: Correlation matrix

Sub-hypothesis	The text of the hypothesis	Dimensions of Job Rotation	Administrative Reform	Result
H11	After development human resources, the dimensions of job rotation have significant positive correlation with the administrative reform.	<i>Human Capital Development</i>	0.784**	Support hypothesis
H12	After transforming human resources, the dimensions of job rotation have significant positive correlation with the administrative reform.	<i>Transformation human capital</i>	0.842*	Support hypothesis

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Results show that there is a strong, significant and positive correlation (at the 0.01 and 0.05 level) between the dimensions of the job rotation variable (developing human capital and transforming human capital) and the administrative reform variable, as the values are 0.842 and 0.784 respectively. This result supports the validity of the first hypothesis, meaning that the sampled organization believes there is a relationship between job rotation and administrative reform. When employees realize that their organizations care about their careers, they seek to introduce profound changes in to the administrative systems in their organizations that contribute to organizational reform.

3.3.2 Effect Hypotheses

Table 10 shows the results of testing the effect hypotheses (there is a significant effect relationship between the job rotation dimensions (developing human capital and transforming human capital) and administrative reform variable). This hypothesis has two sub-hypotheses:

H21: The development of human capital dimension has a significant relation to administrative reform.

H22: The transforming human capital dimension has a significant relation to administrative reform.

Table 10: Variance analysis for the effect model of job rotation (with its dimensions) and administrative reform (N=103)

Model Summary					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	0.762 ^a	0.581	0.592	3.185	
a. Predictors: (Constant), DCH,TCH					
ANOVA ^b					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2478.204	1	2478.204	68.544	0.000 ^a
Residual	346.102	10	247.8		
Total	2824.306	11			
a. Predictors: (Constant), DCH,TCH					
b. Dependent Variable: AR					
Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.185	0.403		7.901	0.000
DCH	0.261	0.079	0.288	3.327	0.001
TCH	0.531	0.074	0.544	7.153	0.000
a. Dependent Variable: AR					

Results in Table 10 show the significance of the effect relation of job rotation, with its dimensions (development human capital and transforming human capital), on administrative reform. The value $F=68.544$ supports such significance in interpreting the effect between job rotation and administrative reform. Also, R^2 suggests that the independent variable explains about 0.581 of the ongoing change in the dependent variable. This accounts for more than half of the variance, meaning that job rotation is one factor affecting administrative reform. Therefore, the second hypothesis is acceptable.

4. Conclusions and Recommendations

4.1 Conclusions

4.1.1 Theoretical Conclusions

- 1) Job rotation helps enhance the abilities of the top management and reduces resistance to change due to the belief that the job is owned by the employee.
- 2) The purpose of job rotation is to renew attitudes to work and the work environment, as well as to terminate the sense of individuality and security that arises when someone holds a position for a long time.
- 3) Job rotation helps to provide employees with new experiences and skills and eliminates bureaucracy and routine in administrative and technical tasks.
- 4) Administrative reform can treat all weaknesses and shortages in the techniques, tools and skills of the administrative system.
- 5) Administrative reform makes changes on the organizational level in general, and on the functional level in particular, through eliminating problems and proposing suitable solutions that can be translated into reality.
- 6) Treating administrative issues in separation from the environment in which the system works, affects and is affected is one of the most significant reasons for the failure of administrative reform process.

4.1.2 Practical Conclusions

- 1) from the study results, it appears that the sampled colleges are very interested in developing their human capital by improving its potential and granting employees the opportunity to take over positions suited to their qualifications in order to produce outcomes that serve the educational process.
- 2) The sampled organization is interested in applying job rotation at the top management level, as the results show.
- 3) Results of the sample responses show that the college seeks to train and advance its teaching staff to uplift performance levels and provide skills and expertise to be used in the administrative reform process.
- 4) The results also show, a positive and significant correlation between job rotation and administrative reform. This suggests that if job rotation is applied in organizations, this could contribute to organizational administrative reform.
- 5) The Results prove that there is an obvious and significant effect of the dimensions of the job rotation variable on improving administrative reform.

4.2. Recommendations

- 1) The sampled colleges are urged to look after their teaching staff, especially excellent teachers who have potential, knowledge and competencies, by providing them with opportunities, and engaging them in the decisions involved in improving the university's status among others in the world.
- 2) Job rotation has to be conducted according to a well thought-out plan regarding the fulfillment of its conditions and instruction if it is to be a success.
- 3) The law of job rotation should be reinforced continuously and on a regular basis to reduce tardiness and routine, which gives way to boredom, the principles of justice and honest management should also be applied in the process.
- 4) Commitment to the decided period approved by the top leadership for executing job rotation, in order to give new blood the opportunity to express their talents and potential in their jobs.
- 5) Deploy administrative reform culture in the sampled colleges.
- 6) Maintain consistency between the organization and the environment so as to ensure the success of the administrative reform process, moreover avoid working away from the environment, as this is one reason for failure.
- 7) Focus on programs of transparency, honesty, administrative accountability and fighting administrative corruption to enhance employee attachment to the job and a commitment to work ethics that reflect high dedication.

8) Improve the status of the colleges through the use of advanced training programs inform the teaching staff about global advances in education.

References

- [1] Abood, Z. A. and Husein, D. N., "Administrative Reform for Sustainable Development", (2014), pp: 1-26.
- [2] Aboko, A. , Songotua V. & Abdul-Ganiyu A., "Determinants Of Job Rotation Among Administrative Staff Of Tamale Polytechnic, Ghana" , International Journal Of Management Excellence , Vol. 6 , No.3, (2016), pp: 708-715 .
- [3] Adjei, Dora, "The Impact Of Job Rotation On Employees' Performance A Case Study: Utrak Financial Services Limited", Thesis for master, School of Business, Knust, College of Art And Social Sciences, (2012).
- [4] Al-Adeeb, A. M., "The Psychological Basis for Administrative Reform", Al-Fath Magg., (2012), Vol.52, pp: 272-288.
- [5] Al-Beheri, S. M., "Administrative Reform Approaches", MA, London, (2011).
- [6] Al-Zubeiddi, S. A., "Administrative Transparency Supporting Administrative Reform", Al-Kut Mag. For Economic Sciences, (2016), 24, pp:1-32.
- [7] Arridf, A. A., "Critique Perspective of the Administrative Reform in Egypt in 1990s", (2008) pp: 1-31.
- [8] Azizuddin, Muhammad, "Administrative Reform in Bangladesh: An Overview of Political Dynamics", Nepalese Journal of Public Policy and Governance, (2011), Vol. xxviii, No.1, pp: 49-68.
- [9] Brunsson, Nils, "Administrative reforms as routines", Scand. J. Mgmt. (2006), 22, pp: 243-252.
- [10] Charity , Bett C. "Job Rotation: An Examination Of Its Effect On Employee Performance At Kcb Branches In The North Rift Region, Kenya" , International Journal Of Advanced Research In Management And Social Sciences , (2015) , Vol. 4 , No. 5, pp: 84-93 .
- [11] Dhanraj D. & Parumasur S. B. , "Perceptions Of The Impact Of Job Rotation On Employees, Productivity, The Organization And On Job Security" , Corporate Ownership & Control, (2014) , Vol.11, Issue 4, pp: 682-691 .
- [12] Ghimire, Bishwambhar And Ashraf, Muhammad, "Beleaguered Administration: A Study Of Administrative Reforms In Nepal", International Journal Of Development Research, (2016), Vol. 06, Issue, 05, Pp. 7966-7972.
- [13] Harding, April And Preker, Alexander, S., "Understanding Organizational Reforms The Autonomization And Corporatization Of Public Hospitals", In As Preker And A Harding. Eds. Innovations In Health Service Delivery: Volume I, The Corporatization Of Public Hospitals. World Bank: Washington, (2000).
- [14] Ibrahim, N., "The Role of the University in Developing Human Capital to Achieve Sustainable Development", Algeria, (2013).
- [15] Larouche, Thomas and Jacobzone, Stéphane, "Regulatory Reform For Recovery: Lessons From Implementation During Crises", Wesley Hitt/Getty Images, (2010),.
- [16] Lu H. & Yang C. , "Job Rotation: An Effective Tool To Transfer The Tacit Knowledge Within An Enterprise" , Journal Of Human Resource And Sustainability Studies , (2015) , 3 , Pp: 34-40 .
- [17] Malyshev, Nick, "The Evolution Of Regulatory Policy In Oecd Countries", The Evolution of Regulatory Policy in OECD Countries, (2002), pp:1-30.
- [18] Mohan K. & Gomathi S. , (2015) , "The Effects Of Job Rotation Practices On Employee Development : An Empirical Study On Nurses In The Hospitals Of Vellore Distric"t , Mediterranean Journal Of Social Sciences , Vol. 6 , No. 1, pp: 209-215.
- [19] Mohamed, M. A., "Control of the Federal Financial Monitoring on the Executive Agencies", (2013), pp: 1-12.
- [20] Mosa, A. A., "Administrative Reform in Palestinian Ministries", Al-Quds University, (2011).
- [21] Mosawi, M., "Investment in Human Capital for Economic Growth: Algeria (19970-2011)", Algeria, (2015).
- [22] Muneer, N. and Naema, B , "Administrative Reform and Administrative Corruption", Algeria, (2007), p: 15.
- [23] . Nafei , Wageeh, A. , "Do Job Rotation And Role Stress Affect Job Attitudes? A Study From Egyptian Context" , American International Journal Of Social Science , (2014) , Vol. 3 , No. 1, pp: 94-108 .
- [24] Noor, A., Qishi, D. and Qaraqish, J., "Intellectual Capital", Baghdad Economy Mag., (2010), 25, pp: 1-23.
- [25] Pinhatti E. D. G. , Vannuchi M. T. O. , Sardinha D. S. S. & Haddad M. C. L. , "Job Rotation Of- Nursing- Professionals Among The Sectors Of A Hospital: A Management Tool In Conflict Resolution" , Texto Contexto Enferm , (2017) , Vol. 26, No.2, pp:-.
- [26] Qaradaghi, K. M., "The Effect of Transparency and Honesty on Administrative Reform", (2011), Arbil, pp1-28.
- [27] Sanali-S. , Bahron-A. & Dousin-O. , "Job Rotation Practices, Stress And Motivation : An Empirical Study Among Administrative And Diplomatic Officers (Ado) In Sabah , Malaysia" , International Journal Of Research In Management & Technology , (2013), Vol. 3 , No. 6, pp: 2249-9563-.
- [28] Saravani S. R. & Abbasi B., "Investigating The Influence Of Job Rotation On Performance By Considering Skill Variation And Job Satisfaction Of Bank Employees" , Technical Gazette , (2013) Vol. 20 , Vol. 3 , Pp:473-478 .
- [29] Tarus, Benjamin K., "Effects Of Job Rotation Strategy Onhigh Performance Workplace, In Lake Victoria North Water Services Board, Kenya" , International Journal Of Business And Management , (2014), Vol. 9 , No.11, pp: 139-146.
- [30] Zanti , Giuseppina M. , "The Utilization Of Job Rotation To Increase Motivation In The Print Production Industry" , Thesis for master ,The School Of Technology University Of Central Missouri (2015).

Appendix I

1. Personal and Occupational Information

No.	Items				
1	Gender	Male		Female	
2	Age	26-	36 - 27	46 - 37	46+
3	Service years	10-	20 - 11	30 - 21	31+
4	Academic qualification	Ph.D.		MA	
5	Scientific title	Prof.	Prof. Assist.	Lecturer	Assis. Lecturer
6	Administrative position	Dean	Dean Assist.	Departmental head	

2. Items of the Study Variables

2.1. Job Rotation

2.1.1. Developing Human Capital

- 1) I am convinced that job rotation produces advanced learning.
- 2) I acquired a positive attitude toward learning since I was employed by the college.
- 3) I am confident that job rotation increases my learning effectiveness.
- 4) I am fully aware that job rotation is a tool for my career advancement.
- 5) I acquired considerable experience through job rotation.
- 6) Job rotation enhances interpersonal communication.

2.1.2. Transforming Human Capital

- 1) I think that job rotation has improved my job stability.
- 2) I am confident that the job rotation policy has achieved significant outcomes for the college.
- 3) I am confident that job rotation improved employee health in my college.
- 4) I am aware that job rotation did not achieve the outcomes and goals of my college.
- 5) I am confident that job rotation did not yield effective results.

2.2. Administrative Reform

- 1) Top management in the college is striving to facilitate work procedures to ensure prompt responsiveness.
- 2) Employees are engaged in making/executing decisions.
- 3) Top management in the college is working on achieving administrative decentralization.
- 4) Top management in the college adopts the stick-and-carrot principle to reward excellent employees and punish laggards.
- 5) The college administration adopts an effective scientific system for staff selection according to professional standards.
- 6) The college administration seeks to train and advance the staff to uplift performance and increase skills and expertise.
- 7) Top management in the college is working on making profound adjustments and improvements in performance appraisal techniques.
- 8) Top management in the college is working on deploying reform and improvement culture among college employees.
- 9) Top management in the college is preventing politicization and employees Conglomerates.
- 10) College administration applies the laws and regulations in a systematic way without misinterpretation.
- 11) Employees are held accountable and punished for non-commitment to the relevant laws and regulations.