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ماجستير إدارة الأعمال

Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among Large Scale of Administrative Staff in Nonprofit Organizations

**أثار التدوير والإجهاد الوظيفي على الرضا والالتزام الوظيفي
على الموظفين الإداريين في المؤسسات غير الربحية**

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إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among Large Scale of Administrative Staff in Nonprofit Organizations

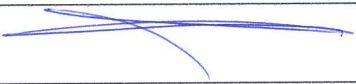
أثار التدوير والإجهاد الوظيفي على الرضا والالتزام الوظيفي على الموظفين الإداريين في المؤسسات غير الربحية

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أثار التدوير والإجهاد الوظيفي على الرضا والالتزام الوظيفي على الموظفين الإداريين في المؤسسات غير الربحية

Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among Large Scale of Administrative Staff in Nonprofit Organizations

وبعد المناقشة العلنية التي تمت اليوم السبت 20 جمادي الثاني 1438هـ، الموافق 2017/03/18م

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واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق،،

نائب الرئيس لشئون البحث العلمي والدراسات العليا

أ.د. عبدالرؤف علي المناعمة



Abstract

This study aims to identify the effects of job rotation and role stress on job satisfaction and organizational commitment among large scale of administrative staff in non-profit organizations, especially United Nations Relief and Works Agency (UNRWA), Islamic University of Gaza (IUG), Al Azhar University and Al Aqsa University.

To fulfil this goal, the researcher adopted the descriptive analytical method and she designed a questionnaire to collect the required data. In addition to the respondents' information, it dealt with other four sections as; job rotation, role stress, job satisfaction and organizational commitment. Study sample consisted of large scale of the administrative staff in the abovementioned organizations; the researcher distributed 400 questionnaires and she retrieved 336.

The study c for the following main results:

- Job rotation could have an effect on job satisfaction and organizational commitment. Also, role stress among employees exercises negative influences on JS and OC. As a practical strategy, the organization could promote the benefits of JR to both individuals and the organization.
- The researcher reached for large agreement that job rotation is a useful tool for the employees in order to develop their skills and capacities. However, despite its significance, the staff believes that the organization does not involve them in the decision of job rotation
- The current study expands organizational commitment and job satisfaction research by substantiating statistically significant relationship between organizational commitment of the administrative employees and their overall job satisfaction. In addition, it strengthens the evidence that the more committed employees are to their organizations, the more effective and productive they would be in their organizations. Improved job satisfaction and retention may result in improved client satisfaction too.

The most important recommendations are:

- Fair evaluation for the employees, notify them of job fairness and give them material and moral incentives that suit their competency and skills in order to achieve job satisfaction. This happens through having clear and reasonable standards to evaluate performance, identify the right level of administrative staff sufficiency in which incentives will be given and facilitate the process of assessing rotation.
- The organization should pay special attention to job rotation requirements as they represent a significant variable affects rotation and commitment, which then will reflect on performance and quality of services.
- Focus on organizational structure and job design to be more obvious and strong in using developing practices as job rotation. This guarantees right and organized planning for positions and specify the duties and qualifications needed.
- Limit the expected hindrances and disadvantages of job rotation via good planning and constant follow up, in addition to regular training.
- Not to utilize job rotation to cause harms to the employees.

الملخص

تهدف هذه الدراسة إلى التعرف على آثار التدوير والإجهاد الوظيفي على الرضا والالتزام الوظيفي للموظفين الإداريين في المؤسسات غير الربحية، بالتحديد وكالة الأمم المتحدة لغوث وتشغيل اللاجئين الفلسطينيين في الشرق الأدنى و الجامعة الإسلامية بغزة وجامعة الأزهر وجامعة الأقصى.

ولتحقيق هدف الدراسة، استخدمت الباحثة الأسلوب الوصفي التحليلي وقامت أيضاً بتصميم استبانة خاص لهذا الغرض لتوزع على عينة الدراسة لجمع البيانات اللازمة. اشتملت استبانة الباحثة على خمسة محاور رئيسية وهي: البيانات الشخصية والتدوير الوظيفي والإجهاد الوظيفي والرضا الوظيفي وأخيراً الالتزام الوظيفي للموظفين الإداريين. ضمت عينة الدراسة قطاع كبير من الموظفين الإداريين في الأربع مؤسسات المذكورة، حيث قامت الباحثة بتوزيع 400 استبانة وكان معدل الاسترداد 336 استبانة. أهم النتائج التي توصلت إليها الدراسة:

- بينت الدراسة أن التدوير الوظيفي له أثر ايجابي على الرضا والالتزام الوظيفي، والأثر السلبي للإجهاد الوظيفي على الرضا والالتزام الوظيفي. و أوضحت أن بإمكان المؤسسة تعزيز فوائد التدوير الوظيفي للأفراد والمؤسسة كاستراتيجية عملية يمكن إتباعها.

- توصل الباحث للتوصل إلى اتفاق واسع أن التدوير الوظيفي هو أداة مفيدة للموظفين من أجل تطوير مهاراتهم وقدراتهم. ومع ذلك، على الرغم من أهميتها، يعتقد الموظفون أن المنظمة لا تشركهم في قرار التدوير الوظيفي.

- الدراسة الحالية توسع نطاق البحث في مجال الالتزام والرضا الوظيفي حيث انها تثبت العلاقة ذات الدلالة الإحصائية بين الالتزام الوظيفي للموظفين الإداريين والرضا الوظيفي عموماً. وبالإضافة إلى ذلك، فإنها تقوي الدليل على أن الموظفين الأكثر التزاماً وولاء لمنظماتهم هم الأكثر فعالية وإنتاجية. تحسين الرضا الوظيفي و القدرة على الاحتفاظ بالموظفين قد يؤدي إلى تحسين رضا العملاء أيضاً

أهم التوصيات التي خرجت بها الدراسة:

- التقييم العادل للموظفين و اشعارهم بالعدالة الوظيفية، و منحهم الحوافز المادية و المعنوية، و التي تتلاءم وكفاءه الموظف و قدراته من اجل تحقيق الرضا الوظيفي، وذلك من خلال وضع معايير واضحه ومنطقية لتقييم الاداء، وتحديد المستوى الصحيح لكفاءة ومهاره الموظفين الاداريين والتي يمنح الحوافز بناءً عليها. وكذلك من أجل تسهيل عملية تقييم التدوير الوظيفي

- ضرورة أن تولي المؤسسة اهتمام خاصاً بمتطلبات التدوير الوظيفي باعتباره متغير هام يساهم في التأثير على الرضا والالتزام الوظيفي و الذي بدوره ينعكس على الاداء وجوده الخدمات المقدمة

- اخضاع الموظفون للتدريب وتطوير القدرات كأحد الاستراتيجيات التي تساعد في تحسين و زياده القدرات لدى الموظفين و التركيز عليه قبل تدويرهم عبر الوظائف في الاقسام الاخرى، حيث ان التدريب غالباً ما يكون بعد عمليه التدوير، و ذلك باستخدام وسائل وتقنيات مختلفة للتدريب وتطوير قدرات الموظفين لتهيئتهم للتعامل مع اي وظيفه أخرى، وعقد دورات تدريبية متخصصة لهم و الاهتمام بالقدرات والمؤهلات والخبرات الخاصة التي يتمتع بها العاملون وتطويرها

- الاهتمام بالهيكل التنظيمي والتصميم الوظيفي للوظائف لتكون اكثر وضوح وقوه في استخدام الممارسات التطويرية مثل التدوير الوظيفي حيث يتم التخطيط بشكل سليم ومنظم لتصميم الوظيفية وتحديد المهام و المؤهلات اللازمة لشغلها

- تعريف الموظفين بالتدوير واهميته لإيجاد قناعه لديهم لتقبل التدوير الوظيفي من خلال التدريب و تغيير الاتجاهات السلبية لديهم نحوه

- تحديد النظم والاجراءات التي من خلالها يمكن المساهمة في انجاح التدوير الوظيفي والعمل على جعلها اكثر مرونة لكي تلائم متغيرات المرحلة من خلال مراجعه شامله ودقيقه للإجراءات المتبعة داخل المؤسسة حيث تسمح للموظفين بإبراز قدراتهم ومهاراتهم في الوظائف التي يتم تدويرهم اليها

- محاوله الحد من السلبيات والمعوقات المتوقعة من التدوير من خلال التخطيط الجيد والمتابعة الدائمة للتدوير، اضافته الي التدريب المنظم

- عدم استغلال اسلوب التدوير لإلحاق الضرر بالموظف.

بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِیْمِ

يَرْفَعُ اللّٰهُ الَّذِیْنَ اٰمَنُوْا مِنْكُمْ
وَالَّذِیْنَ اُوْتُوْا الْعِلْمَ دَرَجَاتٍ

[المجادلة: 11]

Dedication

This research is dedicated to my beloved parents for whom I owe myself being and who I am today. I am eternally grateful to them for their encouragement and assistance.

Also, this thesis is dedicated to my husband who has been a great source of motivation and inspiration.

The dedication is also extended to my family members, brothers, sister, and my little princess my daughter

Finally, this thesis is dedicated to all those who believe in the richness of learning.

Acknowledgment

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Chapter 1

Study Framework

Chapter 1

Study Framework

1.1 Introduction:

Job rotation is considered one of the methods and techniques of job development and organizational change. It is one of the modern administrative styles practiced to allow large number of staff to do more than one organized task whether in technical and, administrative sides or supervision or management or leadership.

According to (Jorgensen et al, 2005) rotation is defined as working at different tasks or in different positions for set periods of time in a planned by transferring the employees in order to allow employees to acquire a new range of knowledge, skills and competencies and is also described as an on-the-job training technique (Gomez and Lorente, 2004).

Currently, job rotation is widely used in the developed countries. Even administrators have varied about this concept. Is it an administrative method or policy? Whatever the case maybe, job rotation means assigning the employee to different positions; executive, supervision, leadership or any other post that suits his capacities and specialty whether for the sake of his interest or the organization's in order to provide him with new skills.

Today, all officers and generally each organization wishes to have flexible, skilful, well trained and multi-skill staff. Such staff can run the work smoothly and accelerate the work process, save time and resources in activities. The most vital asset of any organization is its human resources. Quality and capabilities of human resources are the most important factors in the success of the organization.

The main question needs answer for today's challenges, how can we have such personnel's in organization? There are many ways to achieve this goal. One of them is individuals' job rotation. Due to this, individuals will gain more professions, have more diversity and job motivation will be enhanced inside them. Job rotation

not only increases professional knowledge and experiences, also individual's performance in different positions and responsibilities is the best criterion for evaluation and measurement of his capabilities (Esmaili, 1999).

1.2 Problem Statement:

In previous, management thought staff comes and work to gain money in order to secure their social, financial requirements. Despite of that, it is being noticed that in addition to economic objectives, staff also needs specific training opportunities and job satisfaction. Letting your staff to do the same tasks and duties everyday usually leads them feel bored and unsatisfied with their job. So, the importance of job rotation is introduced to reduce the physical and mental stresses on staff when working within the same job, year after year.

Job satisfaction is one of the most important factors in management and organization area generally, and in organizational behaviour specifically. Job satisfaction has significant relationship with organizational commitments; it is defined as a part of pleasure resulting in adopting an individual values for a certain job. Job satisfaction is the collection of feelings and beliefs in a current job, as a positive attitude that is believed leads to high performance or as a reflection of an employee's feelings about various aspects of a work. To study job satisfaction two aspects are notable: first, human side which is to treat employees fairly and respectfully; second, behavioural side that considering job satisfaction can affect employees performance, behaviour and organizational commitment (Mirkamaly,2010).

Stress is the pressure exerted upon a material object or person which resist these forces and attempt to maintain its original state. Stress is an adverse reaction that people experience when external demands exceed their internal capabilities (Waters & Ussery, 2007).

In the organization, the individual's role stress points out to "the stress composed by the mixed predictions of an individual's behaviour from all

dimensions." While facing role stress, an individual may re-act negatively to an organization, such as performance reduction, job collapse, and high retention, and this needs to be considered seriously.

Organizational commitment is an individual's ability to give efforts and loyalty to an organization. Individuals commit because they believe the cost of leaving an organization is so high, and make the decision to leave the organization is so difficult after considering the investment and sacrifice they made to the organization.

1.3 Study main question:

What are the effects of job rotation and role stress on job satisfaction and organizational commitment among the organization administrative staff? Case Study: large scale non-profit Administrative Staff (UNRWA, Islamic university of Gaza, Al Azhar University, Al Aqsa University).

1.4 Secondary questions:

Research Questions

Q1: What is the effect of job rotation and Job Satisfaction among the organization administrative staff?

Q2: What is the effect of job rotation and organizational commitment among the organization administrative staff?

Q3: What is the effect of role stress and job satisfaction among the organization administrative staff?

Q4: What is the effect of role stress and organizational commitment among the organization administrative staff?

1.5 Study Objectives:

There are two main objectives for the study, general and specific.

1.5.1 General objective:

The general objective is ‘To determine the impact of job rotation and role stress on staff job satisfaction, and organizational commitment among the organization administrative staff.

1.5.2 Specific objectives:

- a) To determine how job rotation can be successfully implemented to achieve results in the organization
- b) To find out the challenges of job rotation in the organization.
- c) To find out the benefits associated with job rotation in the organization
- d) To make appropriate recommendations on how to promote job rotation in the organization.
- e) To examine the relationship between job rotation practices and employees satisfaction
- f) To examine the relationship between job rotation practices, stress , employees satisfaction and organizational commitment
- g) To examine the mediating effects of stress in the relationship between jobs rotation practices towards employee job satisfaction.

1.6 Study Importance

The importance of the study belongs to:

1. The study looks for better utilization and optimal use of human resources not to be lost and not to transfer to other organization.
2. Increasing concern in human resources management to numerous researches in this subject.

3. Identifying problems that affect the implementation of job rotation for staff to use in enhancing the strengths and minimizing the negative aspects of the system leading to the further improvement of staff performance.
4. This research is a way to develop the skills of a researcher at the research skills and to improve his job career.
5. Providing the administration of large scale nonprofit organization with beneficial indicator of performance and with information about job rotation.

1.7 Study Hypotheses:

Hypothesis 1: Large scale nonprofit organization administrative staff job rotation has a positive influence on job satisfaction.

Hypothesis 2: Large scale nonprofit organization administrative staff job rotation has a positive influence on organizational commitment.

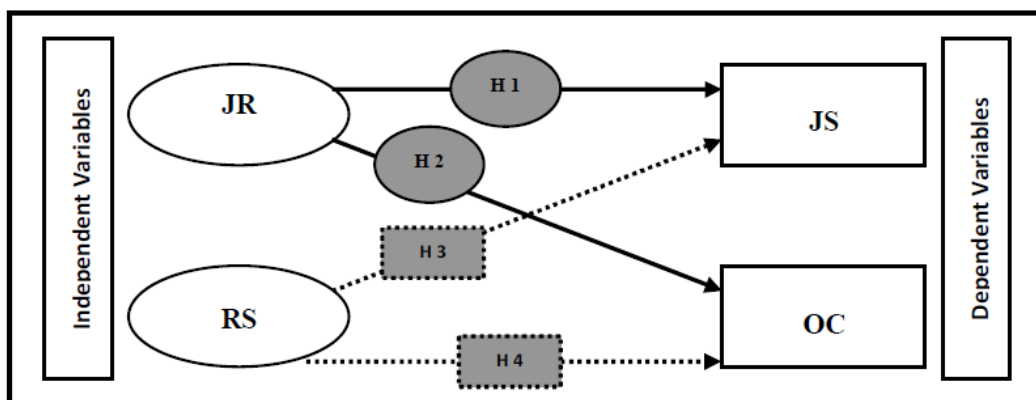
Hypothesis 3: Large scale nonprofit organization administrative staff job satisfaction has a positive influence on organizational commitment.

Hypothesis 4: Large scale nonprofit organization administrative staff role stress has a negative influence on job satisfaction.

Hypothesis 5: Large scale nonprofit organization administrative staff role stress has a negative influence on organizational commitment.

Research Model:

The Research Framework of the Relationship among the Research Variables



1.8 Study Variables:

1.8.1 Dependent:

Job Satisfaction (internal satisfaction, external satisfaction).

Organizational Commitment (value commitment, effort commitment, retention commitment).

1.8.2 Independent:

Job Rotation.

Role Stress (role ambiguity, role conflict, role overload).

1.9 Population and Sample of the Study

The population of the study is around 1040 administrative staff at 4 large scales NGO(UNRWA, Islamic university of Gaza, Al Azhar university and Al Aqsa university), a sample of 400 employees will be used in the research.

Chapter 2

Literature Review

Chapter 2

Literature Review

Section (1): Job rotation

2.1.1 Definition of Job Rotation

Job rotation requires transferring employees from one unit to another, so as to increase their certificates in all fields. It is prepared depends on the work practice, promotes the acquisition of new skills and qualifications and an increase in the output (Jaturanonda et al., 2006)

Job Rotation is a method for job designing in which employees gains job skills from different parts and by making some changes in tasks, the exhaustion and boredom resulted from repetitive job tasks would be reduced (Jorgensen et al, 2005).

Job rotation is a very effective training method as employees serves in different jobs positions and can earn more job skills. Job rotation could create a mutual trust between the staff and help them to improve their job (Bei, 2009)

However, high frequency of job rotation may cause to dissatisfaction and some factors should be taken into account when establishing it (Ho et al., 2009). It is important to understand the relation between the employee's job rotation and job satisfaction, considering that satisfaction is correlated with better performance, better organizational output and optimized services (Lu et al., 2011)

Job rotation is expressed as a useful tool for outstanding implementation of human resources strategy. It is about put employees at the right place where they can bring the best results. In today's highly competitive world, this can be proved as the best strategy to find the immediate replacement of an employee from the organization. Finding the most appropriate staff and shifting them to handle the responsibilities of a higher level is a hard task. Job rotation helps human resources

managers determine who can be replaced by whom and create a suitable and useful fit.

A well prepared and implemented job rotation process has an important role in reinforcement the situation of an association and assist it deal with unclear and uncertain outside environment.

Job rotation is also called cross-training, meaning an employee of a unit or department can learn varied job abilities in a particular period of time; it is also observed as a applied style to improve and enlarge job tasks (Seibert SE, Kraimer ML, Liden RC, 2001) Therefore, job rotation is also scheduled on-the-job training for future candidates of management by transferring a management trainee from one department to another to increase his or her understanding and skills in all fields (Jaturanonda C, Nanthavanij S, Chongphaisal P, 2006).

The main fear is to carefully identify how the administrative employees' stress can affect their job satisfaction and organizational commitment, and effectively use the job rotation system to strengthen and develop employee's job satisfaction and their organizational commitment in order to improve competitive advantages.

In addition, job rotation is also considered as a technique of job design that, on top of letting employees to acquire job skills from different divisions, reduces employee exhaustion caused by boring job duties by changing such tasks; the challenge of these new assignments can encourage an employee's enthusiasm, and advance employee ethical to increase output. When implementing job rotation for employees the quality of the employee's work experience should be considered instead of the quantity. Organizations should arrange the next rotation plan according to each employee's learning capability and adjustment time (Campion MA, Cheraskin L, Steven MJ, 1994). Consequently, high rate of job rotation may not be good; elements such as employee's background, learning status, and job awareness should be taken into consideration for frequency of job rotation.

One job rotation definitions refers to a professional job cross training plan that assists employees develop their job region while widening their working experience and skills, stimulating their working spirit and refining their interpersonal

relationships by shifting administrative personnel to different departments or units of the same department. In reality, job rotation means neither job promotion nor paid adjustment.

Job rotation recognized as an effective method of developing skills and providing motivation (Friedrich & Kabst, 1998)

Job rotation contains periodic shifting of employees from one task to another where each task requires different skills and responsibilities. Job rotation is the process through which an organization's staffs work as displacement at different similar levels (Olorunsula, 2000)

Job rotation is a chance for employee to acquire an appreciation of organizational goals, to generate a wider knowledge of different functional areas, to develop a network of organizational contacts and to enhance employee skills. (Lindback & Snower, 2000)

Job rotation is a job design method which is able to enhance motivation; to develop views and dual efficiency in humanized resources, to improve organization performance and individual levels by multi-skilled workers, well applied available capacities and providing new horizons for attitude, thought, capabilities and skills of workers (Soltani, 2000)

Job rotation is a planned replacement of employees among jobs in a period of time for one or more goals of earning skills and job independence; increasing motivation, job performance and productivity (Bennett, 2003)

Job rotation defined as working in diverse places or in different conditions at time periods which are classified based on a range of individual knowledge, skill and capability of employees (Gomez, et al., 2004).

Job rotation is reflected a practical method for improvement and development of jobs. Job rotation results in increased individual knowledge and experience and

decreased burnout and fatigue; this leads to rational development and innovation (Delpasand, et al., 2010)

Job rotation develops employee's problem-solving capabilities and shared understanding of the job, improves team efficiency and allows the employees to gain promotion chances after effective completion of job rotation programs (Faegrietal., 2010)

Job rotation indicates to a regular transformation of employee by shifting employee between different areas of responsibility on the premise to enhance employee experience in the job. From the view of human resource management, many researchers have described job rotation in broader perspective (Zin, et al., (2013)

2.1.2 Benefits of Job Rotation

The main objective of job rotation is shifting employees from a job to another to increase their motivation and enthusiasm.

The main important result of applying job satisfaction is the reduction of worker exposure stress. By rotating workers from workstation to workstation, the workers change their physical activity and the muscles used to perform the job. Rather than performing repetitive tasks for many hours throughout the day, job rotation allows for a change of body motions. This allows for recovery time for those muscles fatigued during the previous operation. Avoiding potential injuries decreases absence rate and avoids high turnover rates.

Job rotation within the same workplace inspires administrative employees to accomplish advanced performance, allowing continuous growing, development of new information and skills and increasing the job satisfaction and the organizational commitment.

In addition, job rotation helps to reduce mental stress. High levels of stress have an effect on employee's feelings. If the employee feels like they are under a great deal of pressure, they become more vulnerable to damages (Montante, 1999) Job rotation allows the individual to rotate between tasks that have high output demands and those that are not as taxing both physically and mentally.

Job rotation may help employees to acquire multiple capabilities and expand their vision, and reducing the risk of exhaustion. However, emotional pressure normally exists in a work environment where personal interactions are highly involved (Hsieh & Su, 2007)

Job rotation is designed to represent employees to a broader range of operations to assist officers explore the hidden ability. In the process, they are moved throughout different duties so that they can gain awareness about the actual working style of the organization and understand the problems that appear at every stage. During this process, managers identify what a specific employee is good at and consequently he or she is allocated to a particular task.

Job rotation helps individuals explore their interests, sometimes, employees are not aware of what would like to do until they have their hands on some specific job. If their job is rotated or they are exposed to different operations, they can identify what they are good at and what they enjoy doing. They get a chance to explore their interests and hidden potential.

Job rotation identifies knowledge, skills and attitudes; job rotation helps managers as well as individuals identify their KSA (Knowledge, Skills and Attitudes). It can be used in determining who needs to improve or upgrade his or skills in order to perform better. This helps in analysing training and development needs of employees so that they can produce more output.

Job rotation prompts employees to deal with new experiments, when employees are moved to different jobs or assigned new tasks; they try to do their best

by successfully dealing with the challenges. It encourages them to achieve better at every stage and verify that they are better than the others. This leads to a strong competition within the organization as everyone wants to do their best.

Job rotation increases satisfaction and decreases retention Rate, assigning employees to various tasks and duties increase their satisfaction level. Job variation reduces the boredom of routine work process. Additionally, it decreases exhaustion and retention rate in the organization. Employees will have a sense of belongingness towards the organization and stick to it till long.

Alignment of competencies with requirements is one of job rotation benefits which happen by directing the resources when and where they are required. It considers the employees and places them at a place where their skills, competencies and capabilities are used to the highest extent.

Job rotation is one method to reduce the boredom caused due to repetitiveness of tasks and revive their willingness to handle a job and challenges involved in it with same environment.

Workers become experienced in all of the skills that are needed to perform a task, which creates redundancy of functions. Redundancy of functions refers to the multi-availability of team members, with regards to knowledge, skills and abilities. This makes a team more flexible to adapt to changes, either within the team, or within its environment

2.1.3 Drawbacks of Job Rotation:

- Work is messed up as rotated employees take time to adjust to a new position.
- Training costs are increased.
- Not all the employees have the technical qualifications and skills to be transferred from one job to another job.

- The employees' job satisfactions will not change; unless the jobs are suitable and the employee's interested in it.
- A high frequency of job rotation may not be good, and elements such as experience, ability to learn and job familiarity should be taken into consideration when preparing rotation plan. In fact, job rotation means neither job promotion nor paid adjustment (Ho et al., 2009)

The narrow requirement determinants, exact job descriptions, and lack of initiative and courage are often cited as obstacles to job rotation. Other important obstacles are the attitudes of management, superiors and staff. Officers may be afraid of losing skilled professionals. On the other hand, the professionals' skills are not regularly measured (Järvi & Uusitalo, 2004)

2.1.4 Steps of Job Rotation

There are nine basic steps of job rotation noticed: (Dan & Eric, 2003 , p.43)

1. Hold a meeting with the employees to agree on their desire and involve them. A short brief about job rotation is needed. And to let the employee share in the rotation decision.
2. Be sure that the physical job needs are clear and accurate and updated for all jobs in the rotation plan.
3. Confirmation by the entire employee group in each department involved. For job rotations determined in step 2, apply a general review of logistics and compatibility to ensure that the requirements of the new rotation are secured and the rotation is reasonable.
4. Provide employees with training needed for any new tasks performed or equipment handled.
5. Offer employees with enough break-in time to ensure that they are fully qualified and physically trained to perform their new duties.
6. Implement job rotation plan.
7. Control the rotation plan to ensure elasticity and consideration for individuals that facing difficulty in performing new tasks. Give them further training, break-in, and/or accommodations can be made for these individuals.

8. Schedule follow-up meetings with employees to evaluate the job rotation process. Again, survey employees by using questionnaire before and after the rotation. Compare results. If results are positive then continue rotation. If results indicate a problem then decide if corrective action is needed or if rotation should be discontinued.
9. Track other actions such as injury rates, turnover, employee satisfaction, or workers compensation to determine effects of the job rotation.

2.1.5 Barriers to Job Rotation

There are many main barriers and difficulties with implementing job rotation, the following are some of them:

- Not all positions and departments are a well fit for job rotation.
- Short-term efficiency losses and quality issues.
- The rotating employee would be hesitant to return to their original job after experience new ideas or responsibilities. (MacLeod & Kennedy , 1993 , p.201)
- Staff is not interested in rotation as they have an “easier job”.
- Employees are not interested to change their jobs or to have new tasks for a variety of reasons.
- Employees don't want to give up “their job” to others.
- Employees are not qualified for some jobs due to restrictions or ability.
- Union or other workplace policies related to job bidding and compensation.
- Officers are not persuaded that the benefits are more than the costs.
- Officers see that processing and managing job rotation is very difficult.
- It is also not easy to recognize suitable post for each people in the association in the rotation process. On the other hand, rotation costs are usually high, for both material-and non-material costs, such as changes in the environments, traditions and cultures, especially for the employees (MacLeod & Kennedy , 1993 , p.212)
- Group leaders and trainers tend to focus on the short term costs rather than the long-term benefits, and perceive that the costs are too high for them verses the benefits.

In general, job rotation is most useful for those jobs and workstations that require short, repetitive tasks. For those operations that require long, multi-sequential steps job rotation may actually cause confusion and slow down production. Therefore, the processes must be reviewed and the need for a job rotation schedule must first be identified. Job rotation should not be viewed as a universal solution, but rather as a solution suitable for certain applications.

As mentioned before, training all workers on all jobs and workstations requires a considerable amount of time. Therefore, training needs to be viewed as a long-term investment that will repay in due time. Many times though workers are unwilling to learn new jobs.

They are "comfortable where they are" and are unwilling to endure the training process. This attitude is often visible in workers with longer service time. In addition, some workers do not want others to use their equipment and "mess everything up". Certain studies even argue that by rotating employees, knowledge of specialized tasks is diminished and quality and productivity are degraded (Cosgel and Miceli, 1998).

Section (2)

Role stress

Stress is become a very widespread trend of practice life, and an obligatory result of the methods in which society has changed. This change has occurred in terms of skills and expertise, manufacturing growth, modernization, and computerization on one hand; and a growing population, joblessness, and stress on the other. The term “stress” was first used by Selye (1936) in the literature, describing stress as “the force, pressure, or strain exerted upon a material object or person which resist these forces and attempt to maintain its original state.” Stress can also be described as an unpleasant reaction that people experience when external requirements exceed their internal abilities.

Work is an important source of stress, staff workloads and professional deadlines increase the stress. These advancements have created stress among employees in the form of occupational stress, which Sauter, Lim, and Murphy (1996) define as “the harmful physical and emotional responses that arise when the demands of a job do not match the worker’s abilities, resources, or needs”. Occupational stress is further described as a circumstance arise from the communication of people and their jobs, and characterized by changes within people that force them to deviate from their normal functioning

The reading of the effects of stress on an individual has changed. Stress is not always negative in nature, and, if positive, can prove one of the most important factors in improving productivity within an organization (Spielberger, 1980) If not positive, stress can create a number of physical and psychological disorders among employees, and can lead for disappointment, and job dissatisfaction. As a result, the lack of work may cause complacency within the organization. Stress is, therefore, has several dimensions, and its outputs depend on whether employees see it as a problem or a solution.

Several studies have sorted job related stress in terms of real environment; role stressors, organizational structure, job characteristics, professional relationships, career development, and work-versus-family conflict (Burke, 1993), in addition, management's role, and achievements. Based on these complexities, stressors can be classified into two main categories: (i) job-related stressors, and (ii) individual-related stressors.

According to Cooper and Marshall's five sources of stress are

- (1) Intrinsic to the job, including factors like bad physical working conditions, work overload or time pressures.
- (2) Organizational role, including role ambiguity and role conflict.
- (3) Career development, consists of job insecurity and under/over promotion.
- (4) Work relationships, including weak relationships with your supervisor or workmates, an extreme component of which is bullying in the workplace (Rayner and Ho el, 1997).
- (5) Organizational structure and environment, including less participation in decision-making and office politics.

According to one definition of stress, stress is the incapability to handle with the pressures in a job, because of a poor fit between someone's abilities and his work demands (Holmlund-Rytkönen & Strandvik, 2005)

Stress contain expected loss of job, and security, sitting for long periods of time or heavy lifting, lack of protection, difficulty of repetitiveness and lack of independence in the job. It is caused by lack of resources and equipment; work schedules and organizational environment are considered as factors to employees stress (Christo & Pienaar,2006).

Stress is measured to be an individual's internal reaction to stressors and is characterized by provocation and irritation. The long-term effect of stress includes psychological outcomes such as anxiety and depression (Kumar & Pragadeeswaran, 2011)

There are three types of role stress. They are role ambiguity, role conflict, and role overload (Piko, 2006; Chang, et al., 2009)

Role Conflict is described as the coincident occurrence of two (or more) groups of pressures that fulfilment with one would make more difficult compliance with the other.

Role Ambiguity is defined as the degree of ambiguity, vagueness, or in clarity in desired expectations that creates difficulties for a person to accomplish requests. Role Ambiguity occurs when a person does not have access to sufficient information to perform his role as a service employee adequately.

Role Overload is defined as the degree to which time and resources show inadequate to meet expectations of commitments and obligations to do a role.

Stress is the pressure applied upon a material object or person which defy these forces and attempt to maintain its original state. Stress is an unpleasant response that people face when external demands exceed their internal capabilities (Waters & Ussery, 2007)

Stress is one of the most popular topics for research in psychology, and in the broader areas of social and medical sciences. Stress has become one of the most serious health problems in the present world (Lu, et al. 2003)

Stress is an important topic for a number of reasons: (1) stress has destructive psychological and physiological effects on employees, (2) stress is a major reason of employee turnover and absence, (3) stress practised by one employee can affect the security of other employees, and (4) by supervising dysfunctional stress, individual and organization can be monitored more effectively (Jayashree, 2010)

Stress is more common in employees at lower levels of organization hierarchies, where they have less control power over their work condition (Plattner & Mberengwa, 2010)

Frequently role ambiguity is strongly connected with role conflict, and the two topics are analysed together. Role ambiguity is often perceived as an overstatement factor for role conflict. Ambiguity is defined as a type of insufficiency where obvious information is not available and communication is poor. According to (Rizzo et al. 1970) role ambiguity is the extent to which obvious information is lacking regarding the expectation associated with a role. Ambiguous role expectations (subjective) are linked with greater stress and less job satisfaction than clear role expectations (Vandenberghe, Panaccio, Bentein, Mignonac, & Roussel, 2011)

Stress results from a mixture of different individual characteristics (such as age, achievement need, type of personality) and organizational stressors (role conflict, role ambiguity). There was an important—but negative—relationship between job stress and job satisfaction, despite of the subject's genders, marital status, education, and experience. However, occupational stress was negatively correlated with job involvement and the high job involvement group was more satisfied with their job than the low job involvement group. Rodgers, Hunts, and Rogers said that the literature of different types of management programs says that effective program installations depend on the level of top management commitment: The stronger commitment, the greater the potential for program success.

Role Stress is an important part of organization that combines an individual with the organization, the role assigned to him/her within the overall structure of the organization (Aziz, 2004)

Section (3)

Job satisfaction

Despite its usage in scientific research, as well as in everyday life, there is still no general agreement regarding what job satisfaction is. In fact there is no final definition on what job represents. Therefore before a definition on job satisfaction can be given, the kind and significance of work as a global human activity must be considered.

Job satisfaction is a key condition to enhance organizational functioning. These days, managers design strategies with a view to raise the employees' job satisfaction, and gain better results in terms of their creativity, commitment and productivity (Castro et al., 2011)

Job satisfaction relies on the difference between what a person actually gets from his/her job and what he/she expects (Castle, Engberg, and Anderson 2007)

Job Satisfaction is important that its absence often leads to laziness and reduced organizational commitment. Offended employees are more likely to quit their jobs or be absent than satisfied employees (Ilhami & Bektas 2012)

Job satisfaction is an attitude, emotion or feeling resulting from the professionals' estimate (in comparison with the other employees) of the different dimensions of satisfaction based on their own expectations and taking all their development into consideration. It results from the achievement of specific results or rewards. It affects the workers' quality of life, health and behaviours, with an impact on the individual and also on the collective level through the organization (Graça, 1999).

Job Satisfaction is one of the most repeatedly measured organizational variables in both research and applied settings and that has been vastly studied in organizational behaviour and organizational psychology (Eric et al, 2007)

According to the researches, high levels of job satisfaction translate into high levels of quality of care, and a periodic estimate of the professionals' job satisfaction is substantial for monitoring organizational quality.

The workers' expectations play a key role in the traditional model of job satisfaction which is related to execution (Lu et al., 2011)

Job Satisfaction is a pleasurable emotional state resulting from the evaluation of one's job and job experiences. job satisfaction is a result of employee's perception of how good his job supplies these things that are viewed as important, job satisfaction is a range to which one feels positively or negatively about the intrinsic and extrinsic sides of one's job. JS is about how employees feel about different aspects of the job. JS include co-workers, appreciation, benefits, job conditions, pay, promotion, supervision, and organization's policies (Spector, 1997)

Job satisfaction is a worker's sense of success on the job. It is usually perceived to be directly linked to productivity as well as to personal well-being. Job satisfaction means doing a job one enjoys, doing it well and being rewarded for one's efforts. Job satisfaction further implies enthusiasm and happiness with one's work. Job satisfaction is the key ingredient that leads to recognition, income, promotion, and the success of other goals that lead to a feeling of fulfilment (Kaliski,2007)

Job satisfaction can be described also as the range to which a worker is content with the rewards he or she gets out of his or her job, especially in terms of intrinsic motivation (Statt, 2004)

The term job satisfactions state to the attitude and feelings people have about their work. Positive and good attitudes towards the job indicate job satisfaction. Negative and bad attitudes towards the job indicate job dissatisfaction (Armstrong, 2006).

Job satisfaction is the group of feeling and views that people have about their current job. People's levels of degrees of job satisfaction can range from extreme

satisfaction to extreme dissatisfaction. Furthermore having attitudes about their jobs as a whole, people also can have approaches about several sides of their jobs such as the kind of work they do, their colleagues, supervisors or assistants and their salary (George et al., 2008)

Job satisfaction is a multifaceted concept which can mean many things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as incentive. Job satisfaction is more of an attitude. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative (Mullins, 2005)

Job satisfaction represents a feeling that looks as a result of the awareness that the job enables the material and psychological needs (Aziri, 2008)

The following are sources of Administrative' job satisfaction:

- Functioning conditions;
- Communication;
- Relationships with customers,
- colleagues,
- Supervisors and work itself;
- Workload; staffing,
- Scheduling and shifts;
- Challenging work,
- routine
- Task requirements (abilities, skills, etc.)
- Psychological job demands;
- Self-growth and promotion;
- Professional training,
- Opportunities of improvement,
- Job upgrading and personal achievement;
- Psychological rewards (praise, recognition and encouragement);

- Control and responsibility,
- Autonomy,
- Participation in the decision-making process and establishment of their working conditions;
- Job security;
- Leadership style and organizational policies

The following factors are strongly related to Administrative employee's job satisfaction: job stress; organizational commitment; depression; structural empowerment; organizational citizenship behaviours; job rotation; role stress; and respect (Lu et al., 2011). Rotation seems to have a positive impact on both job satisfaction and organizational commitment. On the other hand, employee's role stress has a negative influence on job satisfaction and organizational commitment (Ho et al., 2009).

Job Satisfaction could contain detailed connections related to affective behaviours including: pay, promotion, supervision, fringe benefits of employment, contingent rewards, operating conditions, colleagues, nature of work, and communication (Hallock, et al, 2004).

Locke and Lathan (1976) provide a wide-ranging definition of job satisfaction as pleasurable or positive emotional state resulting from the assessment of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are observed as important. According to (Mitchell and Lasan, 1987) it is generally known in the organizational behaviour field that job satisfaction is the most significant and frequently studied attitude. While Luthan (1998) suggested that there are three important dimensions to job satisfaction:

- Job satisfaction is an emotional response to a job situation. As it cannot be seen, it can only be inferred.
- Job satisfaction is usually determined by how well outcome meet or exceed expectations. For instance, if association members feel that they are working

much harder than others in the department but are receiving fewer incentives they will have a negative attitudes towards the work, the supervisor and or colleagues. On the other hand, if they feel they are being treated very well and are being paid equitably, they are likely to have positive attitudes towards the job.

- Job satisfaction represents numerous related attitudes which are most important characteristics of a job about which people have effective response. These to Luthans are: the work itself, pay, promotion opportunities, supervision and coworkers.

There are two dimensions of Job satisfaction. They are internal satisfaction and external satisfaction (Judge & Bono, 2001; Best & Thurston, 2004)

Internal Satisfaction: the opportunities to determine abilities, sense of achievement obtained from work, ethical values of the work, opportunities to provide services.

External Satisfaction: job content, salary, clear channels for promotion, work environment and equipment.

Job Satisfaction relates to an individual's insights of a job, and this perception is in turn influenced by their conditions, including requirements, morals and expectations (Sheykhshabani & Beshlideh, 2011)

2.3.1 Measurement of Job Satisfaction

Most researchers recognize that job satisfaction is a common notion that is comprised of, or indicated by, several facets. The most typical categorization is five sides of job satisfaction: pay, promotions, co-workers, supervision, and the work itself. More researchers added a few other sides: recognition, working conditions, and company and management. Also, it is common for researchers to separate job satisfaction into intrinsic and extrinsic elements whereby pay and promotions are considered extrinsic factors and co-workers, supervision, and the work itself are considered intrinsic factors.

2.3.2 Factors of Job Satisfaction

Job satisfaction is under the influence of a series of factors such as: The nature of work, Salary, Advancement opportunities, Management, Work groups and Work conditions.

A somewhat different approach regarding the factors of job satisfaction is provided by Rue and Byars

Figure Determinants of Satisfaction and Dissatisfaction (Rue and Byaes, 2003)



Figure (2.1): Determinants of Satisfaction and Dissatisfaction

Everyone from managers, retention agents to human resources need to get a handle on employee loyalty and satisfaction – how committed is the workforce to the organization and if workers are really contented with the way of things for gauging their likelihood to stay with the company. One of the main aspects of Human

Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service.

Through review of literature, variables can be classified in mainly 2 broad categories namely

1. Organizational Variables including the following sub factors:

- Organization Development
- Policies of Compensation and Benefit
- Promotion and Career Development
- Job Satisfaction
- Job Security
- Working Environment & Condition:
- Relationship with Supervisor:
- Work Group:
- Leadership Styles:

2. Personal Variables:

The personal determinants also help a lot in maintaining the motivation and personal factors of the employees to work effectively and efficiently. Employee satisfaction can be related to psychological factors and so numbers of personal variables determine the employee satisfaction of the employees as following:

- Personality: some factors that determine the satisfaction of individual and his psychological conditions is perception, attitude and learning, competencies.
- Expectation: 1. If one receives more outcome than expected then he will be highly satisfied and vice-versa
- Age: Young employees tend to have high energy level which reflects their satisfaction and their ability to accept rotation, changes and new techniques.
- Education: education develops and improves individual wisdom and evaluation process. The highly educated employees can understand the situation and assess it positively as they possess persistence, rationality and thinking power. Highly educated employees possess rationality and thinking power
- Gender Differences: Generally women are more likely to be satisfied than men.

2.3.3 Importance of employee satisfaction

Why is employee satisfaction important? Importance of employee satisfaction can understand For Organization:

- Enhance employee retention.
- Increase productivity.
- Increase customer satisfaction
- Reduce turnover, recruiting, and training costs.
- Enhance customer satisfaction and loyalty.
- More energetic employees.
- Improve teamwork.
- Higher quality products and/or services due to more competent, energized employees

For Employee:

- Employees will believe that the organization will be satisfying in the long run
- They will care about the quality of their work.
- They will create and deliver superior value to the customer.
- They are more committed to the organization.
- Their work is more productive

Section (4)

Organizational Commitment

Organizational Commitment has a significant part in the study of organizational behaviours since the studies have found relations between organizational commitment, and behaviours in the workplace

Organizational Commitment is a feeling of commitment to one's employing organization, ability to work hard for that manager, and the intention to stay with that organization (Meyer & Allen, 1991).

Organizational Commitment is the relation strength of an individual's recognition with a participation in a specific organization and is characterized by three factors: (1) ability to apply considerable effort on behalf of the organization; (2) a strong belief in and acceptance of an association's goals and values; (3) a strong wish to keep membership in the association (Savery & Syme, 1996)

Organizational Commitment might have an effect on behaviours such as replacement and absence. The personnel, who show more commitment, will have more attention to their job and stay longer time with more work (Morhead & Griffin, 1998)

Organizational Commitment is a standpoint toward staff faithfulness toward the association and a continuous process that by individuals' cooperation in organizational decisions shows their attention to the organization (Moghimi, 2001).

Organizational Commitment reflects the beliefs of employees toward the organizations they work (Silverthorne, 2004).

There are three components of organizational commitment as follows affective commitment, continuance commitment, and normative commitment (Meyer & Allen, 1990; 1991).

Affective Commitment is defined as the affective bond an individual feels toward the organization, characterized by recognition and participation with the organization as well as enjoyment in being a member of the association.

Affective or moral commitment occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved with the organization and feel personally responsible for the organization's level of success. These individuals usually demonstrate high levels of performance, positive work attitudes, and a desire to remain with the organization

Continuance Commitment is described as the degree to which a person wants to stay with the organization, due to the costs of abandon benefits associated with an individual's investments in the organization.

Continuance or calculative commitment occurs when individuals base their relationship with the organization on what they are receiving in return for their efforts and what would be lost if they were to leave (i.e., pay, benefits, associations). These individuals put forth their best effort only when the rewards match their expectations.

Normative Commitment is the extent to which a person is forced to stay with the organization. Normative commitment is the employee's sense of obligation.

Normative commitment occurs when employees stay with an organization based on expected standards of behaviour or social norms. The employees value obedience, carefulness, and procedure.

Zangaro (2001) advise that an additional type, alternative commitment, may also present. He writes that this occurs when individuals feel they have little or no control or impact, and would like to leave their jobs. These employees usually demonstrate low levels of performance.

Allen and Meyer (1990) found, however, that these three classifications of commitment are conceptually and separable. Even though there seems to be some overlap between affective and normative commitment, both were found to be

relatively independent of continuance commitment. Therefore, they can be measured separately. Over the years, two basic approaches have been used to study organizational commitment: commitment-related attitudes and commitment-related behaviours.

According to Mowday, Steers and Porter (1979, p. 225) attitudinal commitment represents a state in which an individual classifies with a particular organization and its goals and wishes to keep membership in order to facilitate these goals. The commitment-related behaviour approach focuses on a behavioural outline guided by internalized normative pressures to act in a way that meets organizational goals and interest (Wiener, 1982)

Wiener and Gechman (1977) argued that the outline of behaviour resulting from commitment should possess the following characteristics:

- 1- Reflect personal sacrifices made for the organization;
- 2- Show persistence that is, the behaviours should not depend primarily on environmental controls such as reinforcements or punishment
- 3- Indicate a personal concern with the organization, such as devoting a great deal of personal time to organization-related actions and thoughts.

A wide range of explanations and measure of organizational commitment exist. Becker, Randal, and Riegel (1995) defined it in a three dimensions:

- 1- A strong wish to remain a colleague of a particular organization;
- 2- A willingness to exert high levels of efforts on behalf of the association;
- 3- A define belief in and acceptability of the values and goals of the association.

To Northcraft and Neale (1996) commitment is an attitude reflecting a worker's faithfulness to the association, and an on-going process through which organization members express their worry for the association and its continued success and wellbeing. Organizational commitment is determined by a number of factors, including personal factors; organizational factors; non-organizational factors.

Guest (1991) concludes that high organizational commitment is associated with lower turnover and absence, but there is no clear link to performance. It is probably wise not to expect too much from commitment as a means of making a direct and immediate impact on performance. It is not the same as motivation. Commitment is a broader concept and tends to withstand transitory aspects of an employee's job. It is possible to be dissatisfied with a particular feature of a job while retaining a reasonably high level of commitment to the organization as a whole. When initiating a commitment strategy, Armstrong, 1999 asserts that "it is difficult to deny that it is desired for supervision to have defined strategic goals and values. And it is similarly desirable from supervision perspective for employees to behave in a way that support those strategies and values." Creating commitment contains communication, education, training programmes, and creativities to increase participation and ownership and the improvement of performance and reward management systems.

Studies on commitment have provided strong evidence that affective and normative commitment is positively related and continuance commitment is negatively connected with organizational results such as performance and citizenship behaviour (Hackett, Bycio, and Handsdoff, 1994; Shore and Wayne, 1993).

Section (5)

previous studies

2.5.1 Introduction

This Chapter presented the previous studies related to the current study in reverse order, from the recent to the old; the tools of study, the sample will be chosen well after presenting the previous studies and come up with results and recommendations.

2.5.2 Previous studies:

1. **(Rezaeizadeh, Naserpour, 2015): The Effect of Job Rotation (shift work) on employee's performance through psychological empowerment in the Central Bank of the Islamic Republic of Iran**

Objective: The aim of this study was to investigate the effects of job rotation (displacement work) on the performance of staff of the Central Bank of the Islamic Republic of Iran through psychological empowerment.

Problem and statistical approach: the researcher used the descriptive (retrospective) style, population of the study included all 4,000 employees of the Central Bank that a sample size of 351 subjects was selected based on Cochran formula. Research tools in addition to the literature review were three questionnaires:

- Esprithzer (psychological empowerment)
- Hersey and Goldsmith (performance)
- Questionnaires (job rotation).

The reliability of the questionnaire was determined 0.86 based on Cronbach's alpha coefficient. To analyse the data, descriptive and inferential statistics, as well as structural equation modelling and statistical software LISREL and SPSS were used.

Findings and recommendations

- Job Rotation influences on psychological empowerment of employees.

- Psychological Empowerment does not have significant impact on performance.
- Job Rotation (displacement work) has a positive effect on employee performance.
- Job Rotation and dimensions of the central bank is not desirable
- Increase the turnover of employees through the transition to a more active part in the work place and the job through job displacement among employees in an office at specified intervals

2. (Nasser A modraa, 2014): Job rotation and its relationship with the staff's performance, survey study on the staff at General directorate of administrative and financial affairs – Ministry of interior in Riyadh

Objective: The study aimed to identify the following:

- The reality of job rotation at General directorate of administrative and financial affairs from the point view of the respondents.
- The advantages and disadvantages of the job rotation form point view of the respondents.

Problem and statically approach: the problem of the study is forming in the following question:

What is the relationship between the job rotation and the staff's performance?

The researcher used the descriptive method, and the questionnaire was adopted as an instrument to collect the data. Questionnaire were distributed among 360 employees and the returned questionnaire were 295 subjected to the statistical analysis (SPSS)

Findings and recommendation: The study showed that the respondents agree on the reality of job rotation with a high mean of 3.68 out of 5, and also they agree on the staff performance with a high mean 3.76 out of 5. Also agree on the positives of the job rotation on the level of performance with and intermediate mean of 4.11 out of 5

Apply the job rotation on the departments in the ministry and pay more attention to adopt a strategy of job rotation to improve the staff performance

3. (Alejandro Orgambdez-Ramos, Yolanda Borrego-Alés, Isabel Mendoza-Sierra, , 2014): Role Stress and Work Engagement as Antecedents of Job Satisfaction in Spanish Workers

Objective: according to the Job Demands-Resources model, engagement and job satisfaction may be produce by two types of working conditions: job demands (i.e. role stress) and job resources (i.e. self-efficacy). This research studies the role of role stress and work engagement as significance for job satisfaction in a sample of Spanish workers.

Problem and statically approach: this study comprised a sample of 435 Spanish workers. A cross sectional study was used to examine the relationship between role stress, work engagement and job satisfaction. Data were gathered based on personal administered questionnaires.

Findings and recommendations: hierarchical multiple regression models have discovered that job satisfaction was significantly forecasted by role stress and work engagement. Results support job demands resources model by presenting that positive outcomes, such as job satisfaction can be predicted by motivational process and job demands.

4. (Wageeh A. Nafei, 2014): Do Job Rotation and Role Stress Affect Job Attitudes? A Study from Egyptian Banks.

Objective: the purpose of this study was to investigate how Job Rotation and Role Stress affect the Job Attitudes of employees at the Egyptian commercial banks.

Problem and Statistical approach: the problem is stated in the following questions Do Job Rotation and Role Stress Affect Job Attitudes?

In this study population was all staffs at the Egyptian commercial banks. Determination of respondent sample size was calculated using the formula (Daniel, 1999), so the number of samples obtained by 382 employees at the Egyptian commercial banks. A survey-based descriptive research design is used. The questionnaire included three pages. A covering letter was attached to the questionnaire, explaining the instructions for completing the questionnaire. It included four questions, relating to recognizing job rotation, role stress, job attitudes and biographical information of employees at Egyptian commercial banks. The questionnaires were completed anonymously during group administration. Multiple follow-ups yielded 320 statistically usable questionnaires. Survey responses were 83%.

Findings and recommendations: the results showed that job rotation has the advantage of increasing job satisfaction and organizational commitment. The findings reveal that role stress exercises negative influences on job satisfaction indicating that role stress among employees negatively influences job satisfaction. The results support that role stress exercises negative influences on organizational commitment. Banks could promote the benefits of job rotation while implementing it periodically and fairly

**5. (Jianwu Zhou, Michel Plaisent, LiliZheng, Prosper Bernard, 2014):
Psychological Contract, Organizational Commitment and Work Satisfaction
Survey of Researchers in Chinese State-Owned Engineering Research
Institutions.**

Objective: this research analysed the effect of knowledge workers' psychological contract on organizational commitment and work satisfaction.

Problem and statistical approach: Data was collected by using a questionnaire survey given to 517 randomly selected Chinese knowledge workers in two state-owned engineering research institutions. The questionnaire contained items about the demographic profile of the respondents, psychological contract,

organizational commitment and work satisfaction. The last three items were answered using a Likert rating scale ranging from 1 to 5 (strongly disagree to strongly agree). Descriptive statistics of the information on demographics was done together with reliability analysis, Pearson correlation and multiple regressions of the data on the last three items on the questionnaire.

The two dimensions of psychological contract were found to have a significant positive correlation with organizational commitment and work satisfaction. The three dimensions of organizational commitment were found to have a significant positive correlation with work satisfaction.

Findings and recommendations: It finds that: the satisfaction of knowledge employees' psychological contract will increase the organizational commitment; also, the increased knowledge employees' commitment to organizations will cause the increased work satisfaction; lastly, the satisfaction of knowledge employees' psychological contract will increase their work satisfaction through increased organizational commitment. Hereafter, Chinese companies should be concerned about effective communication with knowledge employees regarding psychological contract. Especially, firm's human resources departments and direct managers of knowledge employees should provide support to enhance the satisfactory implementation of the psychological contract and communicate the firm's expectations to knowledge workers.

6. (YaseminBal, SerdarBozkurt, EsinErtemsir, 2014): Determining the influence of Human recourses management on increasing organizational commitment: an empirical research from Turkey.

Objective: The purpose of the study is to determine the relationship between human resources management practices and organizational commitment of employees. Another purpose of the study is to expose the relationship between the dimensions of organizational commitment and human resources management practices.

Problem and statistical approach: Employees who are working in private companies from different sectors participated to the research (n = 88). The method of the research sampling is “convenience sampling” (Balçı, 2005). The research has been designed as a descriptive research which aims to determine the relationship between HRM practices and organizational commitment of employees. Two scales were used in the questionnaires as measurement instrument of the research. The first scale developed by Demo, Neiva, Nunes & Rozzett (2012) has 6 dimensions (recruitment and selection; involvement; training, development and education; work conditions; performance appraisal and compensation and rewards) and 38 items that measure human resources management practices. The scale was translated to Turkish by the researchers and an academic at Foreign Language Faculty and then the two translations were compared with each other.

The second scale developed by Allen & Meyer (1990) has 3 dimensions and 17 items that measure organizational commitment and the scale was translated to Turkish by Boylu, Pelit & Güçer (2007).

The questions about social demographic qualifications such as gender, education, seniority, position and age were included to the items and the questionnaire form was developed. The questionnaires were sent to employees via e-mail and collected by the same way. Questionnaires were sent to employees who are working in different sectors.

Findings: it has been found that there is a strong relationship between “affective commitment” dimension of organizational commitment and “involvement” dimension of human resources management and there is no relationship between “affective commitment” dimension of organizational commitment and “compensation and rewards” dimension of human resources management. It has been found that there is no relationship between “continuance commitment” dimension of organizational commitment and human resources management practices. The results of the research can be seen as parallel with the related empirical results of the researches in the literature.

7. (SANALI, BAHRON, DOUSIN, 2013): Job Rotation Practices, Stress and Motivation: An Empirical Study among Administrative and Diplomatic Officers (ADO) in Sabah, Malaysia,

Objectives: This study is aimed to achieve three objectives: 1) To study the relationship between job rotation practices and employee motivation; 2) To study the relationship between job rotation practices and stress 3) To study the mediating effects of stress in the relationship between job rotation practices towards employee motivation

Problem and statistical approach: the problem of the study is described in the following questions Do job rotation practices among ADOs have effects towards their motivation? 2) Do job rotation practices have any effect on stress level among ADOs? 3) Does stress mediates the relationship between job rotation practices and ADOs motivation level?

This study was conducted in 37 federal departments in Kota Kinabalu, Sabah and Labuan region. The respondents of this study were among Administrative and Diplomatic Officers (ADOs). Considering the organizational rules, a convenient sampling technique was used to distribute 150 survey questionnaires to employees through contact persons (e.g., secretary of department heads, assistant managers and/or human resource managers) in organization. A total of 115 usable questionnaires were returned to the researchers, yielding a 77 % response rate. The number of this sample exceeded the minimum sample of 30 % participants as required by probability sampling technique to allow for the data to be analyzed using inferential statistics (Sekaran, 2000). Data were collected using survey questionnaires.

Findings: The outcome of linear regression analysis confirms that there was a significant positive relationship between job rotation practices and motivation but a significant negative relationship between job rotation practices and stress. The hierarchical regression analysis unsuccessfully reveals the mediating effect in the relationship

8. (Rashki, Hasanqasemi , Mazidi, 2013): The study of job rotation and staff performance in customs organization of Golestan and Mazandaran Provinces,

Objective: This research was done in 2012-13 in order to study the relation between job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces.

Problem and Statistical approach: The research method is correlative in which Pearson correlation coefficient and multiple linear regressions are used for testing the hypotheses. Statistical population includes all official staff, 161 individuals, working in Customs organization of Mazandaran and Golestan Provinces that according to

Morgan's table 114 individuals were selected as sample. In order to collect required data two standard questionnaires (job rotation and staff performance questionnaires) were utilized.

According to calculations, reliability coefficient of questionnaire was estimated 95%. Also, this amount was calculated with both software SPSS and Cronbach's test which is desirable coefficient and indicates high reliability of measurement tool.

Findings: This research displayed that there are significant relationships between importance of job rotation and staff performance, management style in organization and staff performance, organization goals of job rotation and staff performance and also, satisfaction with job rotation and staff performance in Customs organization of Golestan and Mazandaran Provinces.

Recommendations: Healthy organization generates dynamic leadership which is both task-oriented and relation oriented. Such association protects staff, guides them and maintains higher performance standards. Furthermore, manager is independent in is thought and action. When staff performance is increased, they work eagerly and satisfied and enjoy working in their workplace. Staff is committed to

continue education and learning. They like each other, trust each other, they are responsible to their job and are proud of their organization. So, crew is suggested to utilize appropriate combination of different styles in work environments in order to use advantages and capabilities of various styles and also as individuals with different thinking styles consider multiple aspects of relationship with customers, they can achieve better results beside each other.

9. (DORA ADJEL, 2012): The impact of job rotation on employee's performance, a case study: UTRAK financial services limited,

Objective: This research aims to know the impact of job rotation on employee's performance

Problem and Statistical approach: This thesis attempted to examine when employee are allowed to perform the same transactional duties over many years, they feel bored and unsatisfied by doing the same kind of work over time.

An examining and descriptive design was adopted aimed at assessing the impact of job rotation on employees' performance. Questionnaires were administered to head office staff from the operations, Customer Service and Accounting departments. Structured interview was also employed to collect data.

Findings: The study discovered that job rotation is an important programme for allowing employees to obtain new skills, improve staff productivity, create new relationships across the firm and gain skills needed for future career advancement. However, respondents complained of not been made part of the implementation process. They also tell that, the major challenges upsetting the programme were; resistance from superiors; resistance from employees and lack of adequate training before employee is moved to a new department. The contributors in the job rotation programme who were interviewed expressed a high level of satisfaction with the programme. The study revealed that the respondent's appreciate the effectiveness of job rotation programme in their organization.

Recommendation: The researcher concludes by making recommendations to involve employees in the implementation process, use the programme to develop employees to increase their performance level. Also it is recommended that the programme must benefit both the employer and employee in the organization.

10. (Alquraan, 2011): Job Rotation and Its Impact on Administrative Employees Performance in UNRWA. Gaza Field Office

Objective: The study also aims to identify differences with statistical coefficients in the employees attitudes towards the effect of the job rotation requirements on job performance resulted from the demographic characteristics of the study population.

Problem and statistical approach: This research investigates the effects of job rotation requirements on the performance of administrative employees in UNRWA, Gaza Field Office. Job rotation includes "training and competences development", "job design", "career development strategy", and "system and procedures". The data of the study was collected by a questionnaire (51 paragraphs) which was distributed to 230 employees (males- females) in the UNRWA. A number of 199 questionnaires were valid for analysis; the response percentage was 86.5% out of the total distributed questionnaires.

Findings:

- There is approval by 75% that job rotation has a positive impact on the employee's performance in UNRWA. Gaza Field Office
- There is a strong positive relationship between the requirements of job rotation and job performance of employees at the UNRWA.
- A very good level of performance was showed among the employees in the UNRWA.
- There is no statistical difference at a significant level 0.05 in the views of respondents towards the impact of requirements of job rotation on the employee's performance attributed to (gender. age. educational level. job level)

- There is a statistical difference at a significant level 0.05 in the views of respondents towards the impact of requirements of job rotation on the employee's performance attributed to (years of service).

Recommendations

- UNRWA is recommended to concern with the organizational structures and the design of jobs in order to be more flexible and able strengthen the use of developmental practices like job rotation and to facilitate the skills and experience transfer.
- UNRWA ought to allow greatest number of employees in the exercise, whether in art or administrative or in the field of supervision, management or leadership.
- UNRWA should contribute in the process of monitoring and follow-up of rotation. That means UNRWA should concern to a good extent in job design and intend to design jobs by determining how is the performance of work could be , the type of activities and tasks to be performed, the size of responsibilities, tools used in the performance, and the nature of relationships in the job, working conditions and form of surrounding environment .

11. (Fallata, 2011): Job rotation of administrative leaderships and its reflections on the Morale of the employees in the Armed forces Hospital at Riyadh

Objective: this study aim to know the effect of job rotation of administrative leaderships on the morale of the employees in the armed forces at Riyadh.

Problem and statistical approach: Study Problem can be pointed out in the following primary question: what are the reflections of job rotation status for the administrative leaderships on the Morale of the employees in Armed Forces Hospital at Riyadh. Study population consists of the employees of Armed Forces Hospital at Riyadh whose number reaches 3000 male and female employee who are speaking Arabic Language. The researcher has selected a simple random sample for all the Study Population in order to determine the suitable minimum of the Sample's size, so the researcher has selected 295 of the study population to present the study's sample.

The researcher has used the descriptive method and he used the questionnaire as a tool for collecting the study data

Findings:

- The results have revealed that the individuals of study's sample are indifferent in their acceptance on the reflections of job rotation for leaderships.
- The results have revealed that the individuals of study's sample are agreed on the positives which the job rotation.
- The

Recommendations

- The importance of developing the job belonging's feelings of employees in Armed forces Hospital at Riyadh.
- Rationing the process of job rotation for leaderships and proving it according to the need of organizations according to well-structured work's plan which participate in decreasing its negatives.
- Concerning with following administrative regulations and instructions by the employees.

12. (Al-Qahtani, 2011): Job Rotation and its contribution in human resources development, a survey study on the working officers in the General Directorate of Civil Defense in Riyadh

Objective: this study aims to figure out the contribution of job rotation in human resources development.

Research Problem and Statistical approach: the problem of the study can be sum up in the following key question: What is the extent of the job rotation contribution in human resources development from the viewpoint of the working officers at the General Directorate of Civil Defense in Riyadh?

The study population consists of all the working officers at the General Directorate of Civil Defense, with overall number (357) officers, the researcher used

the comprehensive survey approach, where 357 questionnaires were distributed on the study population, while the number of questionnaires that have been retrieved were (288) questionnaires, between them the researcher found (287) valid questionnaire for the statistical analysis. Research Methodology and Tools: The researcher used the descriptive approach (the introduction to the social survey), due to the nature of the study and objectives that seeking to be achieved, where the questionnaire has been approved to be the tool for data collection.

Findings:

- The study members exactly agree on the importance of applying the method of job rotation in human resources development through the anticipated positives for applying it which is the most important for sharing in granting the opportunity for gaining new experiences and skills and helps the workers to have a whole knowledge of the organization tasks..

Recommendations:

- Holding seminars and lectures for senior leadership to familiarize them with the modern techniques in the development of human resources, including the method of functional recycling.
- Identifying the functional path for the General Directorate of Civil Defense employees to assist in applying the method of job rotation.
- Passing and amending some of the regulations and professional panels to support the method of job rotation within the general directorate of Civil Defense

13. (Chang C, 2009): Effects of Job Rotation and Role Stress among Nurses on Job Satisfaction and Organizational Commitment

Objective: The aim for this study was to examine how role stress among nurses could affect their job satisfaction and organizational commitment, and whether the job rotation system might encourage nurses to understand, relate to and share the vision of the association.

Problem and Statistical Approach: questionnaires were only distributed to those nurses who had had job rotation experience. 650 copies of the questionnaire in two large and influential hospitals in southern Taiwan were distributed, among which 532 valid copies were retrieved with a response rate of 81.8%. Finally, the SPSS 11.0 and LISREL 8.54 (Linear Structural Relationship Model) statistical software packages were used for data analysis and processing.

Findings: Job rotation among nurses could have an effect on their job satisfaction.

Recommendations: As a practical and excellent strategy for manpower utilization, a hospital could endorse the benefits of job rotation to both individuals and the hospital while implementing job rotation occasionally and fairly. The ultimate goal is to increase nurses' job satisfaction and encourage them to stay in their career. This would avoid the nasty circle of high turnover, which is wasteful of the organization's valuable human resources

Comments on the previous studies:

Through reviewing the previous studies in job rotation, role stress, job satisfaction and organizational commitment, the researcher noticed the very strong lack of studies about the four factors, however few studies illustrated these factors independently and only one research studies them all in a very limited society.

Build on previous study valuable results and recommendations, the researcher designed this study to examine the job rotation which differentiates from others that it spots the light on a very specific sector of targets which is the large scale nonprofit organization administrative staff. It is considered one of the most effective organizations in the Gaza Strip. Thus, this is an attempt to study the effects of job rotation, role stress on employee satisfaction and organizational commitment from different sides. Due to the lack of Arab studies which deals with job rotation, the researcher depends on foreign studies overall. The other studies dealt with the factors from different point of view.

Some of them focused on job rotation and its impact on job performance, other discussed job rotation reflection on the morale of the employees. Other studies showed the relation of job rotation and its contribution in human resources development.

The studies that illustrate the role stress, job satisfaction and organizational commitment are very limited but at the end all the studies conclude the job rotation has a significant effect on the job performance, satisfaction and organization commitment. It's clear that the perspective for every researcher was his interesting in a specific part of science and the researcher focused on job rotation and performance, and it formed a distinctive view for the researcher according to the differences in experience and the region. Although, the previous studies in this field are few and the experiences are different, it's obvious that there is difference in the development of this field due to several factors. These previous studies add information and ideas assisted in clearing the picture of the study problem and the main question and determining the tools used in collecting the data .This study will add to the previous studies a Palestinian study which could be a very beneficial addition to the researcher, the library in Palestine, and the Arabic studies.

The following table will address the summary of the previous studies related to this research:

Table (2.1): Summary of the previous studies

S/N	Researchers	Year	Variables	Most important result	Most important recommendation
1.	Rezaeizadeh, Naserpour	2015	Job Rotation Employee's performance	Job Rotation has (displacement work) influences on psychological empowerment of employees and has a positive effect on employee performance.	Increase the turnover of employees through the transition to a more active part in the work place and the job through job displacement among employees in an office at specified intervals
2.	Nasser A modraa	2014	Job rotation Staff's performance	The study showed that the respondents agree on the reality of job rotation	Apply the job rotation on the departments in the ministry and pay more attention to adopt a strategy

S/N	Researchers	Year	Variables	Most important result	Most important recommendation
					of job rotation to improve the staff performance
3.	Orgambdez-Ramos, Borrego-Alés, Sierra	2014	Role Stress Work Engagement Job Satisfaction	The study discovered that job satisfaction was significantly forecasted by role stress and work engagement	Try to decrease the stress on the employees
4.	Wageeh A. Nafei	2014	Job rotation Role stress Job attitudes	The study shows that job rotation has the advantage of increasing job satisfaction and organizational commitment and supports that role stress exercises negative influences on job satisfaction and organizational commitment	Banks could promote the benefits of job rotation while implementing it periodically and fairly
5.	Zhou, Plaisent, Bernard	2014	Psychological contract Organizational commitment Work Satisfaction	The satisfaction of knowledge employees' psychological contract will increase the organizational commitment; also, the increased knowledge employees' commitment to organizations will cause the increased work satisfaction	Trying to increase the employees commitment
6.	YaseminBal, SerdarBozkurt, EsinErtemsir	2014	Human recourses management Organizational commitment	There is a strong relationship between "affective commitment" "involvement" dimension of human resources management and there is no relationship between "affective commitment" dimension of organizational commitment and	Trying to increase the employees commitment

S/N	Researchers	Year	Variables	Most important result	Most important recommendation
				“compensation and rewards” dimension of human resources management	
7.	Sanali, Bahron, Dousin	2013	Job rotation practices Stress Motivation	There was a significant positive relationship between job rotation practices and motivation but a significant negative relationship between job rotation practices and stress	Apply the job rotation on the departments
8.	Rashki, Hasanqasemi Mazidi	2013	Job rotation Staff performance	There are significant relationships between importance of job rotation and staff performance,	Apply the job rotation on the departments
9.	Dora Adjei	2012	Job rotation Employee’s performance	The study discovered that job rotation is an important programme for allowing employees to obtain new skills, improve staff productivity, create new relationships across the firm and gain skills needed for future career advancement	To involve employees in the implementation process, use the programme to develop employees to increase their performance level. Also it is recommended that the programme must benefit both the employer and employee in the organization
10.	Alquraan	2011	Job rotation Employees performance	Job rotation has a positive impact on the employee’s performance	More concern with the organizational structures and the design of jobs in order to be more flexible and able strengthen the use of developmental Practices like job rotation and to facilitate the skills and experience transfer.
11.	Fallata	2011	Job rotation Morale of the employees	The study revealed that the individuals of study's sample are indifferent in their acceptance on the reflections of job	The importance of developing the job belonging's feelings of employees in Armed forces Hospital at Riyadh.

S/N	Researchers	Year	Variables	Most important result	Most important recommendation
				rotation for leaderships	
12.	Al-Qahtani	2011	Job rotation human resources development	The study agrees on the importance of applying the method of job rotation in human resources development	Holding seminars and lectures for senior leadership to familiarize them with the modern techniques in the development of human resources, including the method of functional recycling.
13.	Chang C	2009	Job rotation Role stress Job satisfaction Organizational commitment	Job rotation among nurses could have an effect on their job satisfaction. Role stress has negative effect on job satisfaction and organizational commitment	Hospital could endorse the benefits of job rotation to both individuals and the hospital while implementing job rotation occasionally and fairly.

Chapter 3

Research Methodology

Chapter 3

Research Methodology

3.1 Introduction:

This chapter describes the methodology that was used in this research. The adopted methodology to accomplish this study uses the following techniques: the information about the research design, research population, questionnaire design, statistical data analysis, content validity and pilot study.

3.2 Research Design

The first phase of the research thesis proposal included identifying and defining the problems and establishment objective of the study and development research plan.

The second phase of the research included a summary of the comprehensive literature review. Literatures on claim management were reviewed.

The third phase of the research focused on the modification of the questionnaire design, through distributing the questionnaire to pilot study, The purpose of the pilot study was to test and prove that the questionnaire questions are clear to be answered in a way that help to achieve the target of the study. The questionnaire was modified based on the results of the pilot study.

The fourth phase of the research focused on distributing questionnaire. This questionnaire was used to collect the required data in order to achieve the research objective.

The fifth phase of the research was data analysis and discussion. Statistical Package for the Social Sciences, (SPSS) was used to perform the required analysis. The final phase includes the conclusions and recommendations. 380 questionnaires were distributed to the research population and questionnaires are received

Figure (3.1) shows the methodology flowchart, which leads to achieve the research objective.

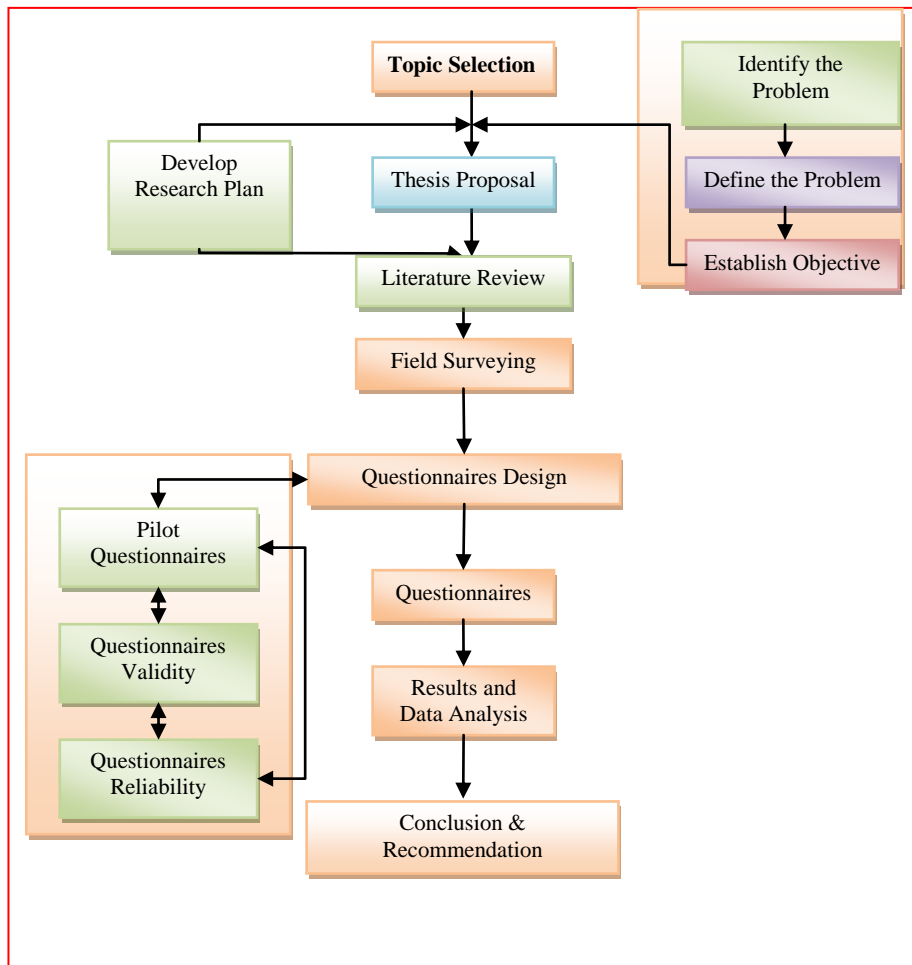


Figure (3.1): illustrates the methodology flow chart.

3.3 Data Collection Methodology:

In order to collect the needed data for this research, we use the secondary resources in collecting data such as books, journals, statistics and web pages, in addition to preliminary resources that not available in secondary resources through distribute questionnaires on study population in order to get their opinions about the Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among non-profit large scale organization Administrative Staff.

Research methodology depends on the analysis of data on the use of descriptive analysis, which depends on the poll and use the main program (SPSS).

3.4 Population and sample size:

The population will include the administrative employees in 4 of the large scale non-profit organization, UNRWA, the Islamic University of Gaza, Al Azhar University and Al Aqsa University.

Table (3.1): The number of administrative employees targeted in the population is defined as below:

Organization	Number of population targeted	Number of selected sample
UNRWA- GFO office (from grade 7 and above)	600	230
Islamic university of Gaza (the secretly positions only)	200	77
Al Azhar university (the secretly positions only)	150	58
Al Aqsa university (the secretly positions only)	90	35
Total	1040	400

Determination of respondent sample size was calculated using the formula as follows

Sample Size

$$n = \left(\frac{Z}{2m} \right)^2 (1)$$

Where:

Z = Z value (e.g. 1.96 for 95% confidence level)

m = confidence interval (margin of error), expressed as decimal (e.g., .05 = ±5)

Correction for Finite Population

$$n_{\text{corrected}} = \frac{nN}{N + n - 1} (2)$$

Where: N = Population size

Using Equation (1), the sample size is:

$$n = \left(\frac{1.96}{2 \times 0.05} \right)^2 \cong 384$$

Suppose that the population size is 1040, the corrected sample size using equation (2) is:

$$n_{\text{corrected}} = \frac{384 \times 1040}{1040 + 384 - 1} \cong 352$$

Therefore, the minimum sample size required is at least 254.

Pilot Study

A pilot study for the questionnaire was conducted before collecting the results of the sample. It provides a trial run for the questionnaire, which involves testing the wordings of question, identifying ambiguous questions, testing the techniques that used to collect data, and measuring the effectiveness of standard invitation to respondents.

3.5 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1, 2, 3, 4, 5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Table (3.2): Measurement scale

<i>Item</i>	<i>Strongly agree</i>	<i>Agree</i>	<i>Do not Know</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Scale	5	4	3	2	1

3.6 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measuring. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity.

3.6.1 Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 40 questionnaires through measuring the correlation coefficients between each item in one field and the whole field.

Table (3.3) clarifies the correlation coefficient for each item of the “Job Rotation” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (3.3): Correlation coefficient of each item of “Job Rotation”

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I believe job rotation is a type of job training.	.681	0.000*
2.	Job rotation broadens my knowledge and skill in other fields	.768	0.000*
3.	I am willing to accept job rotation now	.779	0.000*
4.	Before job rotation, the organization seeks my consent	.576	0.000*
5.	I believe job rotation is an excellent system.	.686	0.000*
6.	It provides administrative staff with experience due to variety of workplaces and getting introduced to different fields	.711	0.000*
7.	It provides the ability to innovate at work as a result of obtaining diverse knowledge	.787	0.000*

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
8.	It gives administrative staff the chance to show their hidden skills and capabilities	.775	0.000*
9.	Employees have the feeling of comfort	.782	0.000*
10.	It contributes in organizational development and change	.801	0.000*
11.	It helps to increase employees' spirits	.691	0.000*
12.	It helps to achieve job satisfaction	.712	0.000*
13.	It contributes in changing employees' negative tendencies	.771	0.000*
14.	It bridges the gap in the skills of distinct specialties	.757	0.000*
15.	It contributes in fighting administrative corruption and limits misuse of authority	.745	0.000*
16.	It lessens work pressures	.590	0.000*
17.	It improves relations with workmates	.762	0.000*
18.	It helps to be familiar with the organization duties	.828	0.000*
19.	It contributes in enhancing punctuality	.558	0.000*
20.	It decreases leave off work rates	.657	0.000*
21.	It contributes in reducing financial costs of training	.633	0.000*
22.	It provides better opportunity for promotion	.588	0.000*
23.	It helps to create professional competitiveness among staff	.792	0.000*

* Correlation is significant at the 0.05 level

Table (3.4) clarifies the correlation coefficient for each item of the “Role Stress” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (3.4): Correlation coefficient of each item of “Role Stress”

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I do know how to utilize my time appropriately.	.481	0.000*
2.	I have an idea of what I have to do every day.	.581	0.000*
3.	I have a clue of what the organization expectations of my job are.	.484	0.000*
4.	I often did some unnecessary work.	.570	0.000*
5.	Sometimes the tasks the organization assigned to me were too difficult or too complicated.	.806	0.000*
6.	My everyday workload is too much for me to finish.	.752	0.000*
7.	My assignments seem to become more and more complicated.	.698	0.000*
8.	I am in charge of many duties and tasks at the same time, which are too much for me to handle.	.780	0.000*

* Correlation is significant at the 0.05 level

Table (3.5) clarifies the correlation coefficient for each item of the “Job Satisfaction” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (3.5): Correlation coefficient of each item of “Job Satisfaction”

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	My job provides me the chance to fulfill my ability.	.742	0.000*
2.	I can derive a sense of achievement from my job.	.864	0.000*
3.	I am satisfied with my self-development from my job.	.746	0.000*
4.	I am competent to do my present job.	.553	0.000*
5.	I find my job meaningful.	.738	0.000*
6.	I am satisfied with my present job's environment and facilities.	.793	0.000*
7.	Compared with other personnel, I am content with my salary.	.459	0.001*
8.	My present job provides me a chance for promotion.	.475	0.001*
9.	I get along well with my colleagues.	.559	0.000*
10.	I would get complimented when I do well on my job.	.603	0.000*

* Correlation is significant at the 0.05 level

Table (3.6) clarifies the correlation coefficient for each item of the “Organizational commitment” and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at $\alpha = 0.05$, so it can be said that the items of this field are consistent and valid to be measure what it was set for.

Table (3.6): Correlation coefficient of each item of “Organizational commitment”

No.	Item	Pearson Correlation Coefficient	P-Value (Sig.)
1.	I have a strong sense of belonging to the organization.	.865	0.000*
2.	I am willing to serve this organization	.835	0.000*
3.	I am proud to be a part of this organization	.846	0.000*
4.	I care about the future development of the organization	.817	0.000*
5.	I am willing to put extra effort to achieve the goals of my job.	.822	0.000*
6.	I try my best to overcome the difficulties of my job.	.751	0.000*
7.	I am willing to pass on my working experience to new staff.	.660	0.000*
8.	I actively help my colleagues to solve problems in their work.	.629	0.000*
9.	I feel I will have a promising future if I stay in this organization	.602	0.000*
10.	With the present working environment and system, I am willing to stay in this organization.	.701	0.000*
11.	If I leave this hospital, I will have guilt feelings.	.439	0.002*

* Correlation is significant at the 0.05 level

3.7 Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the

whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

Table (3.7) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at $\alpha = 0.05$, so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

Table (3.7): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value(Sig.)
1.	Job Rotation	.897	0.000*
2.	Role Stress	.650	0.000*
3.	Job Satisfaction	.855	0.000*
4.	Organizational commitment	.677	0.000*

* Correlation is significant at the 0.05 level

3.8 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring (George and Mallery, 2006). The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (George and Mallery, 2006). To insure the reliability of the questionnaire, Cronbach's Coefficient Alpha should be applied.

Cronbach's Coefficient Alpha

Cronbach's alpha (George D. &Mallery P, 2006) is designed as a measure of internal consistency, that is, do all items within the instrument measure the same thing? The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (3.8) shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.804 and 0.945. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.940 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire.

Table (3.8): Cronbach's Alpha for each field of the questionnaire

No.	Field	Cronbach's Alpha
1.	Job Rotation	0.945
2.	Role Stress	0.804
3.	Job Satisfaction	0.842
4.	Organizational commitment	0.905
	All items of the questionnaire	0.940

Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

3.9 Test of normality

The One-Sample Kolmogorov-Smirnov test procedure compares the observed cumulative distribution function for a variable with a specified theoretical distribution, which may be normal, uniform, Poisson, or exponential. The Kolmogorov-Smirnov Z is computed from the largest difference (in absolute value) between the observed and theoretical cumulative distribution functions. This goodness-of-fit test tests whether the observations could reasonably have come from the specified distribution. Many parametric tests require normally distributed variables. The one-sample Kolmogorov-Smirnov test can be used to test that a variable of interest is normally distributed (Henry, C. and Thode, Jr., 2002).

Table (3.9) shows the results for Kolmogorov-Smirnov test of normality. From Table (3.9), the p-value for each variable is greater than 0.05 level of significance, then the distributions for these variables are normally distributed. Consequently, parametric tests should be used to perform the statistical data analysis.

Table (3.9): Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Job Rotation	0.607	0.855
Role Stress	0.829	0.498
Job Satisfaction	1.239	0.093
Organizational commitment	0.686	0.735
All items of the questionnaire	0.572	0.899

3.10 Statistical analysis Tools

The researcher used data analysis both qualitative and quantitative data analysis methods. The Data analysis made utilizing (SPSS 24). The researcher utilizes the following statistical tools:

- 1) Kolmogorov-Smirnov test of normality.
- 2) Pearson correlation coefficient for Validity.
- 3) Cronbach's Alpha for Reliability Statistics.
- 4) Frequency and Descriptive analysis.
- 5) Multiple linear regressions.
- 6) Parametric Tests (One-sample T test and Analysis of Variance (ANOVA)).

T-test is used to determine if the mean of an item is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance, $\alpha = 0.05$, then the mean of an item is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance $\alpha = 0.05$, then the mean an item is insignificantly different from a hypothesized value 3.

The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents toward the Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among UNRWA Administrative Staff due to (age, Marital Status, Qualification, Number of admins who have been dealing with them during the previous five year, Years of Experience and Number of movements in the organization during the service period).

Chapter 4

Characteristics of the sample

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Characteristics of the sample

4.1 Introduction:

The following analysis was used to attain deeper understanding for Job rotation, role stress, job satisfaction and organizational commitment. In this part of analysis the trend among respondents would be illustrated, that would reflect some facts about the current situation of Job rotation in the organization. The findings will be then compared to and contrasted against those of the reviewed studies cited earlier.

4.2 Personal data

1. Age

Table No.(4.1) shows that 8.3% of the sample is Less than 25 years, 39.3% of the sample are of "26-35 years ", 37.5% of the sample are of "36-45 years " and 14.9% of the sample are of " More than 45 years ".

The dominating percentage is 25-35 and it represents 39.3% of the sample; this normal and logical depending on the distribution of population in Gaza Strip in 2016

Table (4.1): Age

Age	Frequency	Percentage
Less than 25 years	28	8.3
26-35 years	132	39.3
36-45 years	126	37.5
More than 45 years	50	14.9
Total	336	100.0

2. Marital status

Table No.(4.2) shows that 13.7% of the sample is single, 82.1% of the sample is married and 4.2% of the sample are other status.

The researcher considers the previous distribution as normal; the main explanation is that the study group belongs to a conservative society. In addition, nearly 40% of the sample is youth over the age of 25.

Table (4.2): Marital status

Marital status	Frequency	percentage
Single	46	13.7
Married	276	82.1
Other	14	4.2
Total	336	100.0

3. Qualification

Table No.(4.3) shows that 13.7% of the sample are " Diploma" holders, 60.1% of the sample are " Bachelor" holders, 24.4% of the sample are " Master " holders and 1.8% of the sample are " PhD " holders .

As the highest percentage was for the population from 26 to 35 so generally Bachelor is the most common certificate population hold, also the nature of the administrative work in the organization is operational and serving sector which need less PHD certificates unlike the academic sectors.

Table (4.3): Qualification

Qualification	Frequency	percentage
Diploma	46	13.7
Bachelor	202	60.1
Master	82	24.4
PhD	6	1.8
Total	336	100.0

Number of admins who have been dealing with them during the previous five year

As the highest percentage for the experience is 10 years and more, three supervisors is an acceptable number of rotations.

Table (4.4): number of admins who have been dealing with them during the previous five year

Number of admins	Frequency	percentage
One supervisor	46	13.7
Two	100	29.8
Three	102	30.4
Four and more	88	26.2
Total	336	100.0

1. Years of Experience

Table No.(4.5) shows that 8.3% of the sample have experience " Less than 3 years", 19.6% of the sample have experience "3 – Less than 6 years", 25.0% of the sample have experience "6- less than 10 years " and 47.0% of the sample have experience " 10 years and more " .

Table (4.5): Years of Experience

Years of Experience	Frequency	percentage
Less than 3 year	28	8.3
3 – Less than 6 year	66	19.6
6- less than 10 years	84	25.0
10 years and more	158	47.0
Total	336	100.0

Number of movements in the organization during the service period.

2. Service intervals

Table (4.6): number of transfers between jobs within the organization during

Number of transfers	Frequency	percentage
Never happened	102	30.4
From 1 to three times	160	47.6
From four to six times	50	14.9
Seven times and more	24	7.1
Total	336	100.0

4.3 Analysis for each field

1. Job Rotation

Table (4.7): Means and Test values for “Job Rotation”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	I believe job rotation is a type of job training.	3.45	1.06	69.05	5.53	0.000*	11
2.	Job rotation broadens my knowledge and skill in other fields	3.76	0.92	75.21	10.69	0.000*	1
3.	I am willing to accept job rotation now	3.49	1.12	69.88	5.71	0.000*	9
4.	Before job rotation, the organization seeks my consent	3.14	1.15	62.86	1.61	0.055	23
5.	I believe job rotation is an excellent system.	3.53	1.00	70.67	6.87	0.000*	7
6.	It provides administrative staff with experience due to variety of workplaces and getting introduced to different fields	3.66	0.96	73.29	8.94	0.000*	4
7.	It provides the ability to innovate at work as a result of obtaining diverse knowledge	3.68	0.99	73.57	8.91	0.000*	2
8.	It gives administrative staff the chance to show their hidden skills and capabilities	3.57	0.99	71.31	7.41	0.000*	6
9.	Employees have the feeling of comfort	3.21	1.05	64.19	2.59	0.005*	22
10.	It contributes in organizational development and change	3.40	0.94	68.10	5.56	0.000*	15
11.	It helps to increase employees' spirits	3.28	0.99	65.63	3.68	0.000*	19
12.	It helps to achieve job satisfaction	3.23	1.00	64.70	3.04	0.001*	21
13.	It contributes in changing employees' negative tendencies	3.30	1.04	66.07	3.80	0.000*	17
14.	It bridges the gap in the skills of distinct specialties	3.46	0.99	69.22	6.04	0.000*	10
15.	It contributes in fighting	3.65	0.9	73.10	8.62	0.000*	5

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
	administrative corruption and limits misuse of authority		8				
16.	It lessens work pressures	3.27	1.01	65.48	3.52	0.000*	20
17.	It improves relations with workmates	3.40	1.02	68.10	5.13	0.000*	15
18.	It helps to be familiar with the organization duties	3.67	1.00	73.33	8.63	0.000*	3
19.	It contributes in enhancing punctuality	3.42	0.99	68.43	5.51	0.000*	13
20.	It decreases leave off work rates	3.30	1.05	65.90	3.64	0.000*	18
21.	It contributes in reducing financial costs of training	3.42	1.11	68.31	4.84	0.000*	14
22.	It provides better opportunity for promotion	3.44	1.13	68.81	5.07	0.000*	12
23.	It helps to create professional competitiveness among staff	3.50	1.07	69.94	6.01	0.000*	8
	All items of the field	3.44	0.71	68.87	8.06	0.000*	

* The mean is significantly different from 3

Table (4.7) shows the following results:

- The mean of item #2 “Job rotation broadens my knowledge and skill in other fields” equals 3.76 (75.21%), Test-value = 10.69, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to this item.
- The mean of item #4 “Before job rotation, the organization seeks my consent” equals 3.14 (62.86%), Test-value = 1.61, and P-value = 0.055 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this item is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to this item.

- The mean of the field “Job Rotation” equals 3.44 (68.87%), Test-value = 8.06, and P-value= 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to field of “Job Rotation”.

2.Role Stress

Table (4.8): Means and Test values for “Role Stress”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	I do know how to utilize my time appropriately.	2.42	0.98	48.33	-7.75	0.000*	7
2.	I have an idea of what I have to do every day.	2.28	0.97	45.51	-9.68	0.000*	8
3.	I have a clue of what the organization expectations of my job are.	2.46	0.91	49.28	-7.57	0.000*	6
4.	I often did some unnecessary work.	3.20	1.07	64.07	2.45	0.015*	2
5.	Sometimes the tasks the organization assigned to me were too difficult or too complicated.	3.01	1.14	60.24	0.14	0.892	5
6.	My everyday workload is too much for me to finish.	3.26	1.04	65.24	3.27	0.001*	1
7.	My assignments seem to become more and more complicated.	3.07	1.13	61.31	0.75	0.453	4
8.	I am in charge of many duties and tasks at the same time, which are too much for me to handle.	3.19	1.08	63.71	2.21	0.028*	3
	All items of the field	2.86	0.55	57.26	-3.23	0.002*	

* The mean is significantly different from 3

Table (4.8) shows the following results:

- The mean of item #6 “My everyday workload is too much for me to finish” equals 3.26 (65.24%), Test-value = 3.27 and P-value = 0.000 which is smaller

than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to this item.

- The mean of item #2 “I have an idea of what I have to do every day” equals 2.28 (45.51%), Test-value = -9.68, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this item is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to this item.
- The mean of the field “Role Stress” equals 2.86 (57.26%), Test-value = -3.23, and P-value= 0.002 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is negative, so the mean of this field is significantly smaller than the hypothesized value 3. We conclude that the respondents disagreed to field of “Role Stress”.

Role stress was measured by utilizing the Spanish version of the Role Stress Scale (Rizzo et al., 1970). The Role Stress Scale consists of 11 items distributed into two sub-scales: role ambiguity (six items) and role conflict (five items). Responses to all items were made on

3. Job Satisfaction

Table (4.9): Means and Test values for “Job Satisfaction”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	My job provides me the chance to fulfill my ability.	3.34	0.96	66.75	4.54	0.000*	8
2.	I can derive a sense of achievement from my job.	3.53	0.98	70.60	6.99	0.000*	5
3.	I am satisfied with my self-development from my job.	3.45	1.00	68.97	5.75	0.000*	6
4.	I am competent to do my present job.	3.94	1.05	78.79	11.47	0.000*	1
5.	I find my job meaningful.	3.80	1.02	76.02	10.16	0.000*	4

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
6.	I am satisfied with my present job's environment and facilities.	3.37	1.06	67.35	4.48	0.000*	7
7.	Compared with other personnel, I am content with my salary.	3.28	1.20	65.66	3.04	0.001*	9
8.	My present job provides me a chance for promotion.	3.12	1.19	62.41	1.30	0.097	10
9.	I get along well with my colleagues.	3.89	0.88	77.83	13.04	0.000*	2
10.	I would get complimented when I do well on my job.	3.87	0.99	77.47	11.35	0.000*	3
	All items of the field	3.56	0.72	71.18	10.03	0.000*	

* The mean is significantly different from 3

Table (4.9) shows the following results:

- The mean of item #4 “I am competent to do my present job” equals 3.94 (78.79%), Test-value = 11.47, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to this item.
- The mean of item #8 “My present job provides me a chance for promotion” equals 3.12 (62.41%), Test-value = 1.30, and P-value = 0.097 which is greater than the level of significance $\alpha = 0.05$. Then the mean of this item is insignificantly different from the hypothesized value 3. We conclude that the respondents (Do not know, neutral) to this item.
- The mean of the field “Job Satisfaction” equals 3.56 (71.18%), Test-value = 10.03, and P-value= 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to field of “Job Satisfaction”.

Study results indicated that there is average level of job satisfaction among the organization staff and it is noticed that salary dissatisfaction and the lack of promotion occupied the first place. In the second one, we found dissatisfaction with the way the employers treat their employees, and finally we had dissatisfaction with the capacities.

The percentage is rational especially in the light of the hard economic conditions that the Palestinians experience including low wages and lack of equipment and capacities provided by the organization.

5. Organizational commitment

Table (4.10): Means and Test values for “Organizational commitment”

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	I have a strong sense of belonging to the organization.	3.78	1.08	75.57	9.33	0.000*	8
2.	I am willing to serve this organization	3.90	1.08	78.08	10.85	0.000*	3
3.	I am proud to be a part of this organization	3.89	1.16	77.84	9.97	0.000*	6
4.	I care about the future development of the organization	3.87	1.06	77.37	10.57	0.000*	7
5.	I am willing to put extra effort to achieve the goals of my job.	3.93	0.93	78.67	12.96	0.000*	2
6.	I try my best to overcome the difficulties of my job.	4.02	0.90	80.48	14.65	0.000*	1
7.	I am willing to pass on my working experience to new staff.	3.90	0.97	78.07	12.03	0.000*	4
8.	I actively help my colleagues to solve problems in their work.	3.90	0.88	78.07	13.30	0.000*	4
9.	I feel I will have a promising future if I stay in this organization	3.65	1.05	72.93	7.98	0.000*	10
10.	With the present working environment and system, I am willing to stay in this	3.77	1.02	75.45	9.77	0.000*	9

	Item	Mean	S.D	Proportional mean (%)	Test value	P-value (Sig.)	Rank
	organization.						
11.	If I leave this organization, I will have guilt feelings.	3.54	1.17	70.78	5.98	0.000*	11
	All items of the field	3.83	0.79	76.67	13.62	0.000*	

* The mean is significantly different from 3

Table (4.10) shows the following results:

- The mean of item #6 “I try my best to overcome the difficulties of my job” equals 4.02 (80.48%), Test-value = 14.65, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this item.
- The mean of item #11 “If I leave this organization, I will have guilt feelings” equals 3.54 (70.78%), Test-value = 5.98, and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this item is significantly greater than the hypothesized value 3 . We conclude that the respondents agreed to this item.
- The mean of the field “Organizational commitment” equals 3.83 (76.67%), Test-value = 13.62, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. We conclude that the respondents agreed to field of “Organizational commitment ”.

Resulting from the data analysis conducted in the present study realized with a view to measure the “organizational commitment” of the personnel working in the organization, it has been concluded that implementation of certain practices is necessary in order to increase the organizational commitment. It has been found out that those working for long time have stronger commitment in the organization. The

basic reason for this is the fact that the monthly income of the personnel working in this group is much better than others in other organization and has more stability. Moreover, the revision of the wage regime and other facilities in the organization might contribute to the elimination of the less organizational commitment.

4.4 Research Hypothesis

1) There is a statistical significant correlation at $\alpha \leq 0.05$ between job rotation and " job satisfaction and organizational commitment" .

Table (4.11) shows that the correlation coefficient between job rotation and job satisfaction equals .546 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We conclude that there is positive significant relationship between job rotation and job satisfaction.

Table (4.11) shows that the correlation coefficient between job rotation and organizational commitment equals .437 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We conclude that there is positive significant relationship between job rotation and organizational commitment.

The results were similar to Al Qaran's (2011), Al Qahtani (2011) and Fallata (2011) study in which they pointed on the importance of focusing on job rotation and highlighted that the organization systems and procedures, which were the scope of the research, are helpful in embracing job rotation as a tool for career development.

These findings were compatible with Al Qaran's (2011) where he illustrated the importance and goals of job rotation and the expected advantages. On the other hand, this study tackled other positives like connect implementation of job rotation with psychological treats; such as increase of equality feelings among the staff, fulfill job satisfaction and motivation, create innovation, raise level of spirit and decrease boredom and job stresses.

Job Rotation is a very effective strategy to improve employee prospects and empower them which is considered as the most important effective factor mediated by job satisfactions and skill diversity on performance and effectiveness of organizations. According to questionnaires of studied organization, there is positive and significant relationship between job rotation, job satisfaction and organizational commitment. The study has provided additional insight into the relationship between job rotation, job satisfaction and organizational commitment among employees at the organization. The present study has managed to provide empirical evidence that some benefits of job rotation can effect job satisfaction and organizational commitment.

The research results support the theory that job rotation practices have a positive effect on motivation. From this aspect, we can easily express that job rotation decrease boredom and moving from one department to another increase ethics and cause motivation. This is also a result in doing different tasks in different processes. Job rotation practices in another way increase personal competencies. Taking responsibilities in more than one unit increase technical, managerial knowledge and skills. Enough knowledge and skill will make it easier to solve routine problems in specific jobs, develop usual methods in doing jobs and this make managers be more productive and motivated in different working conditions.

Table (4.11) Correlation coefficient between job rotation and " job satisfaction and organizational commitment"

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between job rotation and job satisfaction	.546	0.000*
Relationship between job rotation and organizational commitment	.437	0.000*

* Correlation is statistically significant at 0.05 level

2) There is a statistical significant correlation at $\alpha \leq 0.05$ between role stress and “job satisfaction and organizational commitment”.

Table (4.12) shows that the correlation coefficient between role stress and job satisfaction equals -.221 and the p-value (Sig.) equals 0.002. The p-value (Sig.) is

less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We conclude that there is negative significant relationship between role stress and job satisfaction.

Table (4.12) shows that the correlation coefficient between role stress and organizational commitment equals $-.228$ and the p-value (Sig.) equals 0.001. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at $\alpha = 0.05$. We conclude that there is negative significant relationship between role stress and organizational commitment.

In this particular study, the rotation between units did not influence the overall satisfaction, but rather some specific extents. For a more in-depth study of this phenomenon and considering the employee's verbal expressions of dissatisfaction with the rotation system, a qualitative or mixed study carried out to understand the association between the employee's job satisfaction and job rotation and identify the factors that have a greater influence on the employee's satisfaction. As it is explained earlier.

The previous research indicates that the factors influencing satisfaction are similar in several countries, despite the different social and workplace settings. The existing empirical evidence reveals a continuous need for development of the employee's working conditions. In this context, the lack of a descriptive model reflecting the restraining factors involved in the worker's job satisfaction delays the development of involvements to increase the professionals' retention in the institutions. The promotion of the factors that affect satisfaction would increase this retention. However, the current human resource cutbacks demand more and more from the employees, leading to stress and decreased quality of the professional relationships, which are important for job satisfaction and influence the professionals' commitment to the organization.

Regardless of ongoing research on the employee's satisfaction, the dissatisfaction is still present. The employees' supervisors play a key role in the employees' level of satisfaction through a positive leadership and role modeling and by understanding the issues affecting the employees. The coping strategies include

positive reinforcement and promotion of resilient behaviors among the professionals. Consequently, and considering this specific study, the head of the employees should identify and take into account the employee's needs in order to maximize their satisfaction and optimize the rotation system and its gains

Due to the fact that the organization depends on employees' work to operate and it takes tremendous time and effort to train employees' talent, retaining excellent employees and stimulating them to do their best to serve the organization and take on future challenges are crucial issues for organization to stay competitive in today's environment.

Analysis of the sample data confined the hypotheses that role ambiguity is inversely related to both overall job satisfaction and organizational commitment. It is likely, therefore, that job satisfaction and organizational commitment will be adversely affected in situations in which employees perceive that they lack knowledge concerning their rights and duties, or the relevant activities required to meet their responsibilities, or the consequences of role performance/non-performance. Also consistent with expectations, role conflict was negatively associated with overall job satisfaction and employees organizational commitment.

The results were similar to Nafei (2014) and Mohsan, Mnawaz and Sarfraz khan (2012) study in which they pointed on the importance of focusing on job rotation and highlighted that the job rotation, role stress have the advantage of increasing job satisfaction and organizational commitment, and negative relation between role stress, job satisfaction and organizational commitment

Table (4.12): Correlation coefficient between job rotation and "role stress and organizational commitment"

	Pearson Correlation Coefficient	P-Value (Sig.)
Relationship between role stress and job satisfaction	-.221	0.002*
Relationship between role stress organizational commitment	-.228	0.001*

* Correlation is statistically significant at 0.05 level

3) There is a statistical significant effect at $\alpha \leq 0.05$ for " Job Rotation and Role Stress" on Job Satisfaction.

Table (4.13) show the flowing results:

- The Multiple correlation coefficient $R = 0.597$ and $R\text{-Square} = 0.356$. This means 35.6% of the variation in Job Satisfaction is explained by all of the independent variables together " Job Rotation and Role Stress " .
- The Analysis of Variance for the regression model. $F=45.119$, $\text{Sig.} = 0.000$, so there is a significant relationship between the dependent variable Job Satisfaction and the independent variables " Job Rotation and Role Stress " .

For the variable " Job Rotation ", the $t\text{-test} = 8.825$, the $P\text{-value (Sig.)} = 0.000$, which is smaller than 0.05, hence this variable is statistically significant. Since the sign of the test is positive, then there is significant positive effect of Job Rotation on Job Satisfaction.

For the variable " Role Stress", the $t\text{-test} = -3.849$, the $P\text{-value (Sig.)} = 0.000$, which is smaller than 0.05, hence this variable is statistically significant. Since the sign of the test is negative, then there is significant negative effect of Role Stress on Job Satisfaction.

The regression equation is:

$$\text{Job Satisfaction} = 2.516 + 0.563* (\text{Job Rotation}) - 0.315* (\text{Role Stress})$$

Table (4.13):Result of multiple linear regression analysis

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	2.516	7.907	0.000*	.597	0.356	45.119	0.000**
Job Rotation	0.563	8.825	0.000*				
Role Stress	-0.315	-3.849	0.000*				

* The variable is statistically significant at 0.05 level

** The relationship is statistically significant at 0.05 level

4) There is a statistical significant effect at $\alpha \leq 0.05$ for “Job Rotation and Role Stress” on Organizational commitment.

Table (4.14) show the flowing results:

- The Multiple correlation coefficient $R = 0.501$ and $R\text{-Square} = 0.251$. This means 25.1% of the variation in Organizational commitment is explained by all of the independent variables together “Job Rotation and Role Stress “.
- The Analysis of Variance for the regression model. $F=27.438$, $\text{Sig.} = 0.000$, so there is a significant relationship between the dependent variable Organizational commitment and the independent variables " Job Rotation and Role Stress ".
- For the variable “Job Rotation ”, the $t\text{-test} = 6.592$, the $P\text{-value (Sig.)} = 0.000$, which is smaller than 0.05, hence this variable is statistically significant. Since the sign of the test is positive, then there is significant positive effect of Job Rotation on Organizational commitment.
- For the variable “Role Stresss”, the $t\text{-test} = -3.623$, the $P\text{-value (Sig.)} = 0.000$, which is smaller than 0.05, hence this variable is statistically significant. Since the sign of the test is negative, then there is significant negative effect of Role Stresss on Organizational commitment.

The regression equation is:

$$\text{Organizational commitment} = 3.141 + 0.493 * (\text{Job Rotation}) - 0.352 * (\text{Role Stress})$$

Table (4.14): Result of multiple linear regression analysis

Variable	B	T	Sig.	R	R-Square	F	Sig.
(Constant)	3.141	8.361	0.000*	.501	0.251	27.438	0.000**
Job Rotation	0.493	6.592	0.000*				
Role Stress	-0.352	-3.623	0.000*				

* The variable is statistically significant at 0.05 levels

** The relationship is statistically significant at 0.05 level

5) There are significant differences among respondents at ($\alpha=0.05$) towards the Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among UNRWA Administrative Staff due to personal data (age, Marital Status, Qualification, Number of admins who have been dealing with them during the previous five year, Years of Experience and Number of movements in the organization during the service period).

This hypothesis can be divided into the following sub-hypotheses:

- There are significant differences among respondents at ($\alpha=0.05$) towards the Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among UNRWA Administrative Staff due to age.

Table (4.15) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the fields "Job Rotation and Role Stress", then there is insignificant difference among the respondents toward this fields due to age. We conclude that the personal characteristics' age has no effect on this fields.

For the other fields, the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then there is significant difference among the respondents toward these fields due to age. We conclude that the personal characteristics' age has an effect on the other fields.

For the other fields, The mean for the category " More than 45 years " respondents have the highest among the other age category, then we conclude that

the category " More than 45 years " respondents is agreed much more than the other age category.

Table (4.15): ANOVA test of the fields and their p-values for age

No.	Field	Means				Test Value	Sig.
		less than 25 Year	26-35 years	36-45 years	More than 45 years		
1.	Job Rotation	3.16	3.41	3.46	3.64	1.443	0.232
2.	Role Stress	3.10	2.80	2.89	2.84	1.245	0.295
3.	Job Satisfaction	3.18	3.49	3.57	3.96	4.212	0.007*
4.	Organizational commitment	3.48	3.71	3.89	4.22	3.578	0.015*
	All items of the questionnaire	3.24	3.47	3.55	3.80	3.176	0.026*

* The mean difference is significant a 0.05 level

- **There are significant differences among respondents at ($\alpha=0.05$) towards the Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among UNRWA Administrative Staff due to marital status.**

Table (4.16) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to marital status. We conclude that the personal characteristics' marital status has no effect on each field.

The current study expands organizational commitment and job satisfaction research by substantiating statistically significant relationship between organizational commitments of employee's overall job satisfaction. In addition, the current study strengthens the evidence that the more committed employees are to their organizations, the more effective and productive they would be in their organizations.

Table (4.16): ANOVA test of the fields and their p-values for marital status

No.	Field	Means			Test Value	Sig.
		Single	Married	Other		
1.	Job Rotation	3.32	3.48	3.20	0.872	0.420
2.	Role Stress	2.97	2.84	2.88	0.487	0.615
3.	Job Satisfaction	3.39	3.59	3.50	0.755	0.471
4.	Organizational commitment	3.59	3.89	3.60	1.716	0.183
	All items of the questionnaire	3.40	3.56	3.33	1.154	0.318

- **There are significant differences among respondents at ($\alpha=0.05$) towards the Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among UNRWA Administrative Staff due to educational level.**

Table (4.17) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to educational level. We conclude that the personal characteristics' educational level has no effect on each field.

Table (4.17): ANOVA test of the fields and their p-values for educational level

No.	Field	Means			Test Value	Sig.
		Diploma	Bachelor	Master & PhD		
1.	Job Rotation	3.21	3.48	3.49	1.461	0.235
2.	Role Stress	2.93	2.79	2.99	2.215	0.112
3.	Job Satisfaction	3.40	3.60	3.56	0.728	0.485
4.	Organizational commitment	3.93	3.89	3.66	1.416	0.246
	All items of the questionnaire	3.38	3.56	3.53	0.835	0.436

- **There are significant differences among respondents at ($\alpha=0.05$) towards the Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among UNRWA Administrative Staff due to numbers of supervisors during the last five years.**

Table (4.18) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to numbers of supervisors during the last five years. We conclude that the personal characteristics' numbers of supervisors during the last five years has no effect on each field.

Table (4.18): ANOVA test of the fields and their p-values for numbers of supervisors during the last five years

No.	Field	Means				Test Value	Sig.
		One supervisor	Two	Three	Four and more		
1.	Job Rotation	3.22	3.46	3.32	3.68	2.934	0.035
2.	Role Stress	2.99	2.90	2.77	2.85	0.936	0.425
3.	Job Satisfaction	3.50	3.49	3.59	3.63	0.403	0.751
4.	Organizational commitment	3.80	3.76	3.87	3.90	0.305	0.822
	All items of the questionnaire	3.41	3.50	3.47	3.69	1.614	0.188

* The mean difference is significant a 0.05 level

- **There are significant differences among respondents at ($\alpha=0.05$) towards the Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among UNRWA Administrative Staff due to years of experience.**

Table (4.19) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for the fields “Job Rotation and Role Stress”, then there is insignificant difference among the respondents toward this fields due to years of experience. We conclude that the personal characteristics' years of experience has no effect on this fields.

For the other fields, the p-value (Sig.) is smaller than the level of significance $\alpha = 0.05$, then there is significant difference among the respondents toward these fields due to years of experience. We conclude that the personal characteristics' years of experience has an effect on the other fields.

For the other fields, The mean for the category " 6- less than 10 years " respondents have the highest among the other years of experience category, then we conclude that the category " 6- less than 10 years " respondents is agreed much more than the other years of experience category.

Table (4.19): ANOVA test of the fields and their p-values for years of experience

No.	Field	Means				Test Value	Sig.
		Less than 3 year	3 – Less than 6 year	6- less than 10 years	10 years and more		
1.	Job Rotation	3.03	3.53	3.56	3.42	2.162	0.095
2.	Role Stress	3.05	3.02	2.78	2.81	2.125	0.099
3.	Job Satisfaction	3.01	3.54	3.66	3.61	3.254	0.023*
4.	Organizational commitment	3.28	3.84	3.80	3.94	2.937	0.035*
	All items of the questionnaire	3.08	3.59	3.60	3.54	3.079	0.029*

* The mean difference is significant a 0.05 level

- **There are significant differences among respondents at ($\alpha=0.05$) towards the Effects of Job Rotation and Role Stress on Job Satisfaction and Organizational Commitment among UNRWA Administrative Staff due to number of movements in the organization during the service period .**

Table (4.20) shows that the p-value (Sig.) is greater than the level of significance $\alpha = 0.05$ for each field, then there is in significant difference among the respondents toward each field due to number of movements in the organization during the service period. We conclude that the personal characteristics' number of movements in the organization during the service period has no effect on each field.

Table (4.20): ANOVA test of the fields and their p-values for number of movements in the organization during the service period

No.	Field	Means				Test Value	Sig.
		Never happened	From 1 to three times	From four to six times	Seven times and more		
1.	Job Rotation	3.32	3.48	3.55	3.51	0.752	0.523
2.	Role Stress	2.90	2.83	2.87	2.92	0.263	0.852
3.	Job Satisfaction	3.45	3.64	3.48	3.65	0.916	0.434
4.	Organizational commitment	3.82	3.85	3.70	4.06	0.568	0.637
	All items of the questionnaire	3.44	3.56	3.53	3.65	0.615	0.606

Chapter 5
Results,
Recommendations and
limitations

Chapter 5

Results, Recommendations and limitations

5.1 Introduction

This chapter provides a summary of the most important findings of the research and some recommendations in light of these findings, hoping that the research achieved its purpose in drawing a portrait of available job rotation in the organization and in identifying topics of interest for other researchers to further investigate these findings

5.2 Conclusions of the research

- The researcher reached for large agreement that job rotation is a useful tool for the employees in order to develop their skills and capacities. However, despite its significance, the staff believes that the organization does not involve them in the decision of job rotation.
- Additionally, the researcher saw that job rotation gives new and distinguished opinions and stances concerning other positions and their requirements. This drives the organization to adopt it as a strategy to create strong cadre capable to handle tasks and continue on the right path, besides equipping the employees with the ability to realize the requirements of other jobs and overcome any difficulties they might face.
- The researcher also found that the results related to the advantages of job rotation show positive attitudes from the respondents. They believe that job rotation has lots of merits starting from fighting administrative corruption, restricting misuse of authority as the directors stay for limited term and then move to other positions, giving the chance for large number of employees to acquire new experiences, creating sense of innovation at work, reducing job routine, providing platform for the new and young staff's capacities to emerge and ending by achieving job satisfaction.
- Job rotation is achieved with complete preparation for realizing organizational goals and by referring to this point that job rotation makes staff tired of repetitive

tasks, in such a way they can't do their tasks along with the organization's goals. Therefore, job rotation not only leads to staff's commitment towards the association in an acceptable level and helps them to do assigned tasks but also it can increase their skills to do tasks.

- As a practical strategy for manpower utilization, organizations could promote the benefits of job rotation while implementing it periodically and fairly. The findings reveal that job rotation could have an effect on job satisfaction and organizational commitment. Also, role stress among employees exercises negative influences on job satisfaction and organizational commitment. Overall; the findings have highlighted the importance of job rotation and role stress in affecting job satisfaction and organizational commitment. These findings are useful in highlighting the need for the organizations to develop appropriate strategies and human resource practices to reduce its role stress in the future. There may be a need for the organization to consider restructuring the work itself. For instance, a less repetitive work procedure can be introduced to make work more interesting. Job rotation may be adopted to reduce boredom among the employees.
- Job rotation applications are significant for employees considered as supervisor candidates. Qualified employees who are expected to be promoted as managers are required to have a broad view of the entire organization. The employees have experienced by rotating through different jobs, effectively learning several aspects of the organization from a supervisor point of view. Employees who have autonomy in decision making have the highest level of job satisfactions and lower job stress than other employees it is important that clear job descriptions are provided to employees so that they are fully aware of their roles and duties.
- The research results support the theory that job rotation practices have a positive effect on motivation. A decrease in boredom, an increase in knowledge, skills and competence and development of social relations in job rotation practices were determined as having a positive effect on motivation. From this aspect, we can easily express that job rotation applications decrease boredom and moving from one department to another increase morale and cause motivation. This is also a result in doing different tasks and contributing in different processes. Job rotation practices in another way increase personal competencies as said before. Taking

responsibilities in more than one unit increase technical, managerial knowledge and skills. Improving personal background in order to be successful when doing the job motivate human and also encourage continual improvement. Enough knowledge and skill will make easier to solve routine problems in specific jobs, develop usual methods in doing jobs and this make managers be more productive and motivated in different working conditions.

- The current study expands organizational commitment and job satisfaction research by substantiating statistically significant relationship between organizational commitment of the administrative employees and their overall job satisfaction. In addition, the current study strengthens the evidence that the more committed employees are to their organizations, the more effective and productive they would be in their organizations. Improved job satisfaction and retention may result in improved client satisfaction and quality care.

5.3 Recommendations:

Recommendation	Implementation mechanism
<p>The organization should pay special attention to job rotation requirements as they represent a significant variable affects rotation and commitment, which then will reflect on performance and quality of services.</p>	<p>By training of employees and developing their capabilities is one of the strategies that helps in improving skills; and it should be concentrated on before doing rotation in other departments, especially that training often occurs after rotation. It requires varied techniques and tools to train staff and prepare them to deal with any position, besides other specialized trainings</p>
<p>Fair evaluation for the employees to increase the job satisfaction and decrease the role stress</p>	<p>By Notify them of job fairness and give them material and moral incentives that suit their competency and skills in order to achieve job satisfaction. This happens through having clear and reasonable standards to evaluate performance, identify the right level of administrative staff sufficiency in which incentives will be given and facilitate the process of assessing rotation Use the appropriate reward system performance for increased staff motivation (desire of employees)</p>
<p>Limit the expected hindrances and disadvantages of job rotation</p>	<p>Via good planning and constant follow up, in addition to regular training.</p>
<p>Not to utilize job rotation to cause harms to the employees.</p>	<p>The Organization should contribute the employees in the process of implementing monitoring and follow-up of rotation</p>
<p>Create a save and healthy working environment to decrease the role stress and increase the organizational commitment</p>	<p>Focus on organizational structure and job design to be more obvious and strong in using developing practices and promotion plans. This guarantees right and organized planning for positions and specify the duties and qualifications needed.</p>

5.4 Limitations and Future Research

Some limitations of this study should be considered. First, this study examined the relationship between job rotation, role stress, job satisfaction and organizational commitment at the association. Second, the primary research tool was the questionnaire, which has a certain degree of validity and reliability. Since this study is descriptive and quantitative in nature, with the sole use of a questionnaire survey to obtain data regarding employee perception towards job rotation, role stress, job satisfaction and organizational commitment, which might not totally, cover the real feeling of the respondents. A combination of questionnaire surveys and a series of interviews are recommended in the future for gathering more data and to improve the overall findings of the study.

This research may have been limited by the number of participants who voluntarily completed the survey questionnaire.

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Appendixes

Appendix (I): Questionnaire for Research:



الجامعة الإسلامية - غزة

عمادة الدراسات العليا

كلية التجارة - قسم إدارة الأعمال

دراسة استقصائية حول آثار التدوير والإجهاد الوظيفي على الرضا والالتزام الوظيفي
للموظفين الإداريين في المؤسسات غير الربحية

أخي الموظف/ أختي الموظفة..... المحترم/ة

السلام عليكم ورحمة الله وبركاته

تهدف هذه الاستبانة إلى دراسة آثار التدوير والإجهاد الوظيفي على الرضا والالتزام الوظيفي
للموظفين الإداريين في المؤسسات غير الربحية.

كما وتأتي هذه الاستبانة في إطار إتمام متطلبات التخرج ضمن برنامج الماجستير الذي تشارك
به الباحثة ضمن كلية التجارة في الجامعة الإسلامية .

إنني أقدر جهودكم عاليا في الإجابة على أسئلة الاستبانة، حيث يستغرق تعبئتها مده لا تتجاوز
15 دقيقة، كما وأؤكد انه لا توجد إجابات صحيحة وإجابات خاطئة و أن تبقى معلوماتكم

الشخصية سريه ولا تستخدم إلا لغرض البحث العلمي .

لذا أرجو التكرم بالإجابة عليها بدقة وموضوعيه ولكم مني جزيل الشكر.

الباحثة/ إيمان سمير عليوة.

المحور الأول: البيانات الشخصية	
العمر	
<input type="checkbox"/> أقل من 25 عام	<input type="checkbox"/> أكبر 25 الى 35 عام
<input type="checkbox"/> أكبر 35 الى 45 عاما	<input type="checkbox"/> من 46 عاما فما فوق
الحالة الاجتماعية	
<input type="checkbox"/> عازب/أعزب	<input type="checkbox"/> متزوجة/ متزوج
<input type="checkbox"/> أخرى	
الموئل العلمي	
<input type="checkbox"/> دبلوم	<input type="checkbox"/> بكالوريوس
<input type="checkbox"/> ماجستير	<input type="checkbox"/> دكتوراه
عدد المدراء الذين تم التعامل معهم خلال الخمس سنوات السابقة	
<input type="checkbox"/> مدير واحد	<input type="checkbox"/> اثنان
<input type="checkbox"/> ثلاثة	<input type="checkbox"/> أربعة فاكتر
عدد سنوات الخبرة	
<input type="checkbox"/> أقل من 3 سنوات	<input type="checkbox"/> أكثر من 3 سنوات الى اقل من 6 سنوات
<input type="checkbox"/> أكثر من 6 سنوات الى اقل من 10 سنه	<input type="checkbox"/> أكثر من 10 سنه فاكتر
عدد التنقلات بين الوظائف داخل المنظمة خلال فترات الخدمة	
<input type="checkbox"/> لم يحدث	<input type="checkbox"/> من 1-3 مرات
<input type="checkbox"/> من 4-6 مرات	<input type="checkbox"/> 7مرات فاكتر
يرجى الإجابة على الأسئلة التالية باختيار الدرجة المناسبة بحيث يرمز رقم 5 الى أعلى درجة من الموافقة ورقم 1 أقل درجة من الموافقة	

5	4	3	2	1	المحور الثاني: التدوير الوظيفي
					أعتقد أن التدوير الوظيفي هو نوع من التدريب الوظيفي
					التدوير الوظيفي يوسع مداركي ومهاراتي في المجالات الأخرى
					أرغب في قبول التدوير الوظيفي الآن
					قبل التدوير الوظيفي، تحصل المؤسسة على موافقتي.
					أعتقد بأن التدوير الوظيفي نظام ممتاز
5	4	3	2	1	الإيجابيات التي يحدثها الدوران الوظيفي
					يوفر الخبرة للموظفين الإداريين نتيجة تعدد أماكن العمل والتعرف على مختلف المجالات
					يوفر القدرة على الإبداع في العمل نتيجة اكتساب المعارف والعلوم المتنوعة
					يعطي الفرصة لبروز المواهب والقدرات الكامنة لدى الموظفين الإداريين
					يوجد إحساس بالراحة لدى المرؤوسين
					يساهم في التطوير والتغيير التنظيمي
					يساعد على رفع معنويات العاملين
					يساعد في تحقيق الرضا الوظيفي
					يساهم في تغيير الاتجاهات السلبية لدى العاملين
					يسد النقص في المهارات ذات التخصصات النادرة
					يساهم في مكافحة الفساد الإداري و الحد من سوء استغلال السلطة
					يقلل من ضغوط العمل
					يحسن العلاقات بين الزملاء
					يساعد في الإلمام بمهام المنظمة
					يساهم في تعزيز الالتزام بمواعيد الدوام الرسمي
					يخفف من معدلات ترك العمل
					يساهم في تقليل التكاليف المالية للتدريب
					يتيح فرص أفضل للترقية
					يساهم في خلق المنافسة المهنية بين العاملين
5	4	3	2	1	المحور الثالث : الاجهاد الوظيفي (التباس الدور او الغموض)
					لا أعرف كيف أستفيد من وقتي بالشكل المناسب
					ليس لدي أي فكرة عما سوف أفعله كل يوم
					ليس لدي أدنى فكرة عن تطلعات المؤسسة من وظيفتي
					لدى الآخرين متطلبات متضاربة عن وظيفتي
					غالباً ما أقوم بأعمال غير ضرورية
					في بعض الأحيان، تكون المهام الموكلة إلي من قبل المستشفى صعبة جداً أو معقدة
					عبئي اليومي في العمل كبير جداً طي أنتهي منه
					يبدو أن واجباتي تتحول للتعقيد أكثر فأكثر

					أنا مسؤول عن واجباتي في نفس الوقت وهذا الشيء يمثل ضغط علي لتحمله
5	4	3	2	1	الرضا الوظيفي :المحور الرابع (Job Satisfaction)
					تزودني وظيفتي بالفرصة لتحقيق قدرتي.
					أستطيع الحصول على الشعور بالإنجاز من وظيفتي
					أنا راضٍ عن التطور الذاتي من خلال وظيفتي
					لدي الكفاءة للقيام بعملتي الحالي
					أجد أن وظيفتي ذات معنى/ هامة
					أنا راضٍ عن بيئة وتسهيلات وظيفتي الحالية
					بالمقارنة مع الطواقم الأخرى، أنا قانع براتبتي
					وظيفتي الحالية تزودني بالفرصة للتقدم
					أنسجم جيداً مع زملائي في العمل
					أرغب بالحصول على الإشادة عندما أقوم بعملتي بشكل جيد
5	4	3	2	1	المحور الخامس : الإلتزام الوظيفي
					لدي حس قوي من الانتماء للمؤسسة
					أرغب في خدمة هذه المؤسسة
					أنا فخورا بكوني جزء من هذا المؤسسة
					أهتم بالتطوير المستقبلي للمؤسسة
					أرغب في بذل مزيداً من الجهد لتحقيق أهداف وظيفتي
					أحاول بأقصى ما لدي للتغلب على مصاعب وظيفتي
					أرغب بنقل خبرتي المهنية للموظفين الجدد
					أساعد بهمة زملائي لحل مشاكلهم في العمل
					أشعر بأنه سوف يكون لي مستقبل واعد إذا ما بقيت في هذه المؤسسة
					مع وجود بيئة العمل والنظام الحاليين، انا مستعد للبقاء في هذه المؤسسة
					سيتولد لدي شعور بالذنب إذا ما تركت هذا المكان

شاكرون لكم حسن تعاونكم

Appendix (2): Questionnaire for Research (English):

The Islamic University of Gaza

Research and Postgraduate Affairs

**Faculty of Commerce – Business
Administration department**



**Effects of Job Rotation and Role Stress on Job Satisfaction and
Organizational Commitment among Large Scale of Administrative
Staff in Nonprofit Organizations**

Dear brother/sister,

This questionnaire aims to study the effects of job rotation and role stress on job satisfaction and organizational commitment among large scale of administrative staff in nonprofit organizations

It is also a partial fulfilment for the requirements of the researcher's master degree program at Faculty of Commerce in the Islamic University of Gaza.

I would appreciate filling the questionnaire as completing it will only take 15 minutes. I also confirm that there are no right or wrong answers and that your information will be confidential and only used for the purpose of academic research. Therefore, kindly answer the questions accurately and objectively.

Please accept my best regards.

Researcher: Eman Samir Elewa

Section One: Personal Information	
Age	
<input type="checkbox"/> More than 25 and less than 35	<input type="checkbox"/> Less than 25
<input type="checkbox"/> From 46 and more	<input type="checkbox"/> More than 35 and less than 45
Marital Status	
<input type="checkbox"/> Married	<input type="checkbox"/> Single
<input type="checkbox"/> Other	
Education Level	
<input type="checkbox"/> Bachelor	<input type="checkbox"/> Diploma
<input type="checkbox"/> PHD	<input type="checkbox"/> Master
Numbers of supervisors during the last five years	
<input type="checkbox"/> Two	<input type="checkbox"/> One supervisor
<input type="checkbox"/> Four and more	<input type="checkbox"/> Three
Years of experience	
<input type="checkbox"/> More than three and less than 6	<input type="checkbox"/> Less than 3 years
<input type="checkbox"/> Ten and more	<input type="checkbox"/> More than 6 and less than ten
number of movements in the organization during the service period	
<input type="checkbox"/> From 1 to three times	<input type="checkbox"/> Never happened
<input type="checkbox"/> Seven times and more	<input type="checkbox"/> From four to six times
Kindly answer the following questions by choosing the appropriate degree. Number (5) is the highest and number (1) is the lowest.	

Section two: Job Rotation	1	2	3	4	5
I believe that job rotation is a type of job training.					
Job rotation broadens my knowledge and skill in other fields.					
I am willing to accept job rotation now.					
Before job rotation, the organization seeks my consent					
I believe that job rotation is an excellent system.					
Job Rotation Advantages	1	2	3	4	5
It provides administrative staff with experience due to variety of workplaces and getting introduced to different fields.					
It provides the ability to innovate at work as a result of obtaining diverse knowledge.					
It gives administrative staff the chance to show their hidden skills and capabilities.					
Employees have the feeling of comfort.					
It contributes in organizational development and change.					
It helps to increase employees' spirits.					
It helps to achieve job satisfaction.					
It contributes in changing employees' negative tendencies					
It bridges the gap in the skills of distinct specialties.					
It contributes in fighting administrative corruption and limits misuse of authority.					
It lessens work pressures.					
It improves relations with workmates.					
It helps to be familiar with the organization duties.					
It contributes in enhancing punctuality.					
It decreases leave off work rates.					
It contributes in reducing financial costs of training.					
It provides better opportunity for promotion.					
It helps to create professional competitiveness among staff.					
Section Three: Role Stress	1	2	3	4	5
I do know how to utilize my time					

appropriately.					
I have an idea of what I have to do every day.					
I have a clue of what the organization expectations of my job are.					
I often did some unnecessary work.					
Sometimes the tasks the organization assigned to me were too difficult or too complicated.					
My everyday workload is too much for me to finish.					
My assignments seem to become more and more complicated.					
I am in charge of many duties and tasks at the same time, which are too much for me to handle.					
Section four: (Job Satisfaction)	1	2	3	4	5
My job provides me with the chance to fulfill my ability.					
I can derive a sense of achievement from my job.					
I am satisfied with my self-development from my job.					
I am competent to do my present job.					
I find my job meaningful.					
I am satisfied with my present job's environment and facilities.					
Compared with other personnel, I am content with my salary.					
My present job provides me with a chance for promotion.					
I get along well with my colleagues.					
I would get complimented when I do well on my job.					
Section five: (Organizational Commitment)	1	2	3	4	5
I have a strong sense of belonging to the organization.					

I am willing to serve this organization.					
I am proud to be a part of this organization.					
I care about the future development of the organization.					
I am willing to put extra effort to achieve the goals of my job.					
I try my best to overcome the difficulties of my job.					
I am willing to pass on my working experience to new staff.					
I actively help my colleagues to solve problems in their work.					
I feel I will have a promising future if I stay in this organization.					
With the present working environment and system, I am willing to stay in this organization.					
If I leave this organization, I will have guilt feelings.					

Appendix (3)

List of Jurors:

No	Juror Name	Working Place	Specialization
1	Dr. Wasim Elhabil	Islamic University of Gaza	Ph.D., Management
2	Dr. Sami Abu Al Roos	Islamic University of Gaza	Ph.D., Management
3	Dr. Akram Samour	Islamic University of Gaza	Ph.D., Management
4	Dr. Mohammed Migdad	Islamic University of Gaza	Ph.D., economics and political since
5	Dr. Yousef Ashour	Islamic University of Gaza	Ph.D., Management
6	Dr. Wael El Daya	Islamic University of Gaza	Ph.D., Management
7	Ashraf Mshms	Al Aqsa University - Gaza	Ph.D., Management
8	Dr. Adeeb Al Agha	Al Aqsa University - Gaza	Ph.D., Management
9	Abd El Rahman El Far	AL Azhar University- Gaza	MBA
10	Jaber El Dao'r	AL Azhar University- Gaza	MBA
11	Ali El Namee	AL Azhar University- Gaza	MBA