

THE EFFECTIVENESS OF JOB ROTATION IN PROMOTING ORGANIZATIONAL CITIZENSHIP BEHAVIOR: ANALYTICAL DESCRIPTIVE STUDY IN ALREFAEI PUBLIC HOSPITAL, DHI-QAR PROVINCE-IRAQ

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ABSTRACT

This study presents the job rotation as an independent variable (with its four dimensions: Training, Job design, development Strategy and systematic progresses), by showing its effectiveness in promoting the organizational citizenship behavior (OCB), which represents the dependent Variable (with its five dimensions: helping behavior, sportsmanship, organizational loyalty, individual initiative, and civic virtue). The study tested Alrefaei Public Hospital in Dhi-Qar Province/ Iraq. The researchers used the analytical descriptive method to analyze the case, the sample of the study was (60), which distributed within Alrefaei Public Hospital that located in Dhi-Qar Province (south of Iraq). The researchers used the (SPSS) package for data analyzing through (Sarton, Standard Deviation, Spearman-Brown, value T). the study conclusions approved that the job rotation has a big impact on enhancing the OCB in the study community.

1ST TOPIC/ METHODOLOGY OF THE STUDY

1-1 Study problem:

The job rotation method is one of the most important methods and programs created by the organization to develop the awareness and effectiveness of the human resource by exposing the employee to multiple functional experiences by transferring him from one job to another, and to achieve the opportunity to know several works, whether technical or administrative or in the field of supervision or Management or leadership. With the changes in the organizations and the characteristics of their working members, they endeavored to use job rotation in order to transfer positive citizenship behavior among their members by transferring the values of effective organizational citizenship among the departments of the organization by this way, as well as providing the staff with experience in dealing within the organization, and facing the environmental changes that effect on the organizational culture.

In order for the problem to be more clear and precise, we will raise a number of questions as follows:

- 1- What is the extent of the effectiveness of job rotation on organizational citizenship behavior in Dhi-Qar healthcare centers?
- 2- What is the nature of job rotation and its dimensions Dhi-Qar Healthcare Centers?
- 3- How can we understand the concept of Organizational citizenship behavior in Dhi-Qar healthcare centers?

1-2 Study importance:

- 1- Draw the attention of officials of health care institutions about job rotation and its effectiveness in promoting organizational citizenship behavior in these institutions.
- 2- Showing the role of job rotation and the special represented by acquiring new skills and experiences.
- 3- The importance of investigated variables as an institutional variables affecting on the organizational performance.

- 4- The importance of the institution as one of the basic service institutions for citizens, which need to develop and modernize in order to provide an ideal service for citizens.

- 3- Know the employees' attitudes about job rotation.
- 4- Identify the concept of organizational citizenship behavior and to explain its dimensions and patterns.

1-3 Objectives of the study:

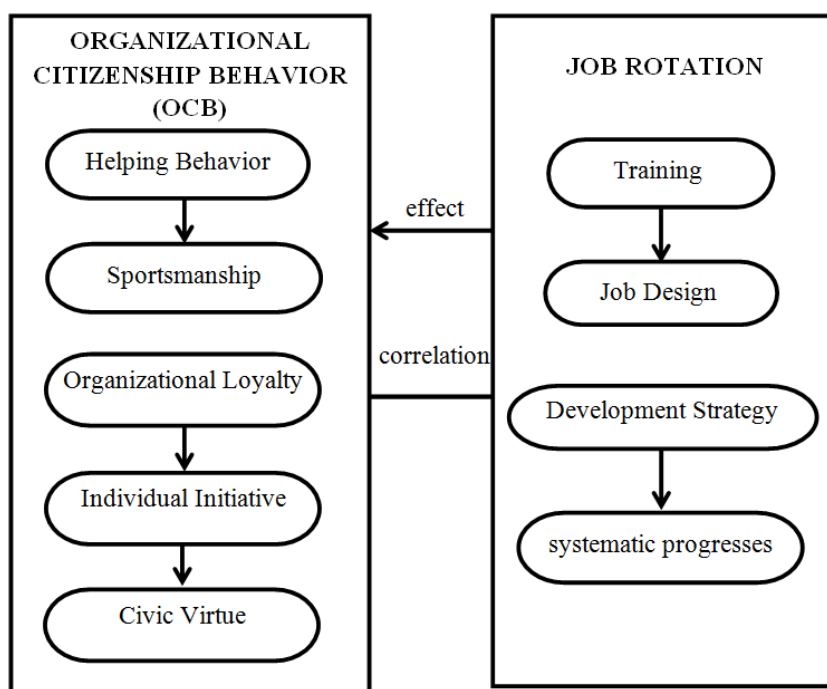
This study aims to achieve the following objectives:

- 1- Disclosure of the extent of the improvement of the organizational citizenship behavior of healthcare sector personnel in Dhi-Qar Province by using functional rotation.
- 2- Identify the application methods of job rotation in Dhi-Qar healthcare institutions.

1-4 Study model :

A hypothetical scheme of the study was developed, which gives a preliminary view of a set of correlation and influence relationships between the search variables. The two-way arrow refers to the correlation relationships. The one-way arrow indicates the relationships of influence and Figure No. (1).

Figure No.1 The model of the Study



Source: prepared by the researcher

1-5 The study hypothesis:

- 1- There is a statistical significant correlation between the adoption of job rotation and the promotion of organizational citizenship behavior.
- 2- There is no statistical significant correlation between the adoption of job rotation and the promotion of organizational citizenship behavior.
- 3- There is a statistical significant effect of job rotation in promoting organizational citizenship behavior.
- 4- There is no statistical significant effect of job rotation in promoting organizational citizenship behavior.

1-6 Study approach:

The study adopted descriptive analytical method in enriching the theoretical aspect and preparing the practical aspect. It is concerned with determining the status of the phenomenon or the investigated problem, as well as describing it in a way that depends on analyzing its apparent structure, and indicating the relations between its components.

1-7 Methods of data collection:

- 1- Literature review: The Literature review of the Study had been built through the study of Arabic and foreign books and periodicals. In addition to the information provided by the Internet of

articles, researches, and Theses related to the subject of study.

- 2- Practical side: A questionnaire was prepared for this purpose:
 - a. The first section covered the independent variable of the study (job rotation), including four dimensions based on the Zin scale (Zin,2003:2.9), with four questions for each dimension.
 - b. The second section covered the dependent variable of the study (organizational citizenship behavior), including five dimensions based on Podsakoff Scale (Podsakoff,2000:516), with four Questions for each dimension.

1-8 Statistical Methods:

The researcher used the ready-made statistical package (SPSS), where arithmetic mean, standard deviation, simple linear regression and Pearson correlation coefficient had been used.

1-9 The study population:

The study community represented by the personnel employees in Al-Rifai Hospital in Dhi-Qar Province. The (60) questionnaires had been distributed on the Hospital Staff, depending on the distribution of the work types and organizational structure. The returned forms reached (60) of the total personnel of the hospital (132) employees, which the sample represented 45% of the study community.

2ND TOPIC/ LITERATURE REVIEW

2-1 Job Rotation

Job rotation is one of the most recent methods that have been created by the modern management, through applying it on Employees for allowing them to practice more than one organized work, whether inside the organization or another organization.

Job rotation defined as "*the process of switching a person from job to job*", which means increasing the capabilities of Employees that leads the organizations for success (Edward,2005:75). Also the job rotation described as "*Exposure of the employee to multiple functional experiences through transferring him from one job to another for the purpose of identifying the functions and other employees and different work environments and activities, which helps the employee to acquire different skills in the work*" (Mahir, 2006:383). The other definition described the job

rotation as "*The performance of the individual on the basis of the allocation of new and temporary for a specific period of time, as the job rotation is determined by the job site and the administration needs to perform a particular job*" (Holle,2005:6). And (Martins,2009) offered similar definitions of job rotations: "*the lateral transfers of employees between jobs in an organization*" (Campion, Cheraskin, & Stevens, 1994, p. 1518), "*the planned movement of people between jobs over a period of time and for one or more of a number of different purposes*" (Bennett, 2003, p. 7), and "*a policy of periodically switching the work assignments of employees*" (Arya, 2004, p. 400).

From the above definition, the job rotation focused on the below items:

- 1- Employee acquisition of multiple skills.
- 2- Identify the technical and leadership abilities of the Employees inside the organization.
- 3- Planning for career replacement.

2-2 The objectives:

- 1- Reducing job Monotony: The first and most important goal of job rotation is to reduce monotony, repetition and participation in one job. It allows employees to experience a different type of function and motivate them to perform well at every stage of job replacement (Ali,2017:1172).
- 2- Develop a group of staff who can be placed on a high level when someone retires or leaves the organization. The idea is to create an immediate replacement for a high-value employee Within the organization (Azzam,2013:23).
- 3- The treatment of unexpected temporary changes in the tables or in the workflow, which may result in a shortage of fewer workers than the amount necessary to complete the work in a particular place or increase in number elsewhere (Al-Araji, Al-Shaikhli,1990:213).

2-3 The importance of job rotation:

job rotation will bring many advantages for organizations through, which can determined but not limited as below (Al-Qahtani,2011:57):

- 1- Creativity, innovation and acquisition of new staff skills.
- 2- Raise the morale of staff thus creating a state of functional commitment.
- 3- Minimize work pressures and reduce turnover rates and job expatriation.

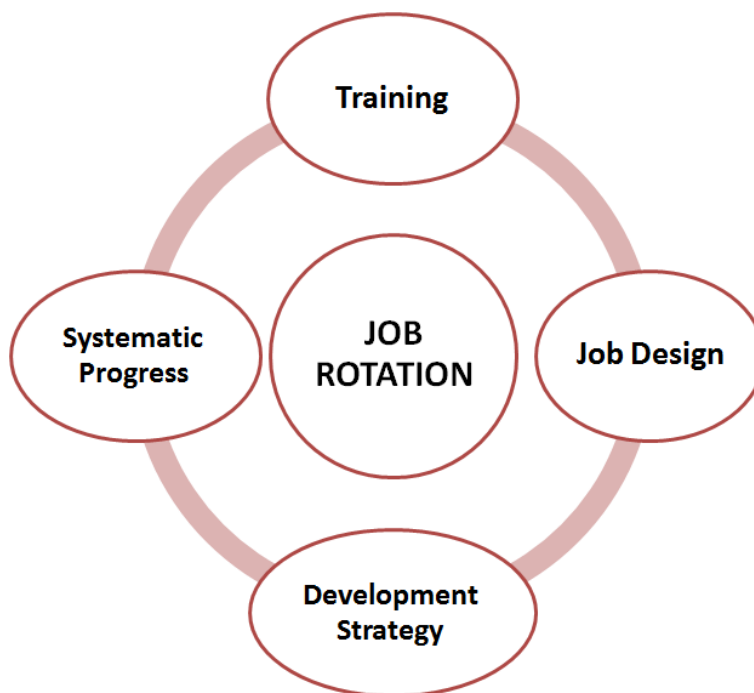
- 4- Achieve employee satisfaction and change their negative attitudes.
- 5- Reduce the financial costs associated with training as the job rotation is continuous training and part of the work at the same time.
- 6- Creating ethical competition among employees and achieving high productivity.

- 7- Prepare future leaders.
- 8- Renewing the work and minimizing the downsides of the job routine.

2-4 Job rotation Dimensions:

Job rotation classified for 4 dimensions as below figure:

Figure No. 2: Job rotation dimensions



Source: prepared by the researcher

2-4-1 Training and human resources development:

The training process is defined as "the systematic acquisition of skills, rules, concepts or attitude that will improve performance" (Goldstein,2002:68). Also Training is defined as "an instruction which emphasizes job-specific, near-transfer learning objectives, traditionally skills-based instruction, as opposed to education" (Wilson& Cole, 1993:19). Hence, it is clear that human resource training adopts ways to acquire the necessary knowledge, not to build a learning model without access to training outputs.

2-4-2 Job Design:

This dimensions describes the designing of the job after analyzing it, which identified as "A process of establishing job structures to improve organizational efficiency and create job

satisfaction among staff" (Fried, et al, 2005:145). Job design determines the contents of the jobs in order to meet the job requirements and meet the personal needs of the employees, thus increasing staff participation levels (Wall & Clegg,1998:265).

2-4-3 Job development strategy:

The job development strategy is "the process of designing and implementing goals, plans and strategies in order to satisfy the desires of working human resources, and achieve their aspirations for job advancement" (Alaki,2014:164). The best development strategies that associated with achieving the purpose of job rotation is the organizational approach. This approach focuses on following planned management methods such as training, transportation, promotion and job rotation in order to put the right employee in the right position. This is the key element in the

precise identification of the organization's staffing needs (Lenz&Lyles,1986:66).

2-4-4 Systematic Progress:

It means the detailed steps and stages of the administrative process from start to finish (Allawzi,2002:65). The process of carrying out systematic administrative procedures is in accordance with a structured organizational strategy that ensures the achievement of

organizational goals in high quality in terms of time, cost and performance. This is based on methods derived from systems theories, value chain analysis and time management.

2-5 Organizational citizenship behavior Dimensions:

Organizational citizenship behavior dimensions classified to five dimensions as shown in below figure.

Figure No.3: Organizational citizenship behavior dimensions



Source: prepared by the researcher

2-5-1 Helping behavior:

Helping behavior defined as "the human behavior that is easily diagnosed through specific indications" (Zubairy,2017:24). Also it defined as "An act of interest by a person to assist another person in a form of donation, emergency intervention, or assisting him in the work, this act is self-initiating and not contrived" (Aljaff,1992:60). Helping behavior is voluntary behavior that is not formally required from the individual in the workplace, it often can't predictable. It's logically to expect to find a kind of volunteer performance in the behavior of organizational citizenship, which attributed to the nature of individual personality (Organ,1994:466).

2-5-2 Sportsmanship:

Sportsmanship refers to the "individual's desire to carry out the tasks required of him without complaining, as well as the extent the employee contributions to resolve the conflicts that may happen in the organization in a constructive

manner, as well as the willingness of the individual to accept some of the frustrations and organizational harassment and tolerance" (Aldahabi, 2014:109). The sporting spirit is manifested in the employee's readiness to tolerate minor and temporary harassment and work duties without grievances, complaints, appeals or protests, thus saving organizational energies to accomplish the task and reducing the managers workloads.

2-5-3 Organizational loyalty:

Organizational loyalty is described as "a serious commitment to perform additional tasks outside the agreed contract, and conforming with the group that he belongs, even if it requires sacrificing with some personal interests, thereby violating legal and moral duties" (Martensen &Grnholdt,2006:94). It is also known as "the group of behaviors that appear to the labors, including: the effective performance that shows pride and support for the organization, defending

it against any criticism from abroad, and spreading the positive features of the organization, with a marked decrease in the level of internal complaints" (Jauhari & Singh, 2013:262).

2-5-4 Individual initiative:

An individual initiative is defined as "voluntary behavior related to the achievement of tasks within the organization, in a way that exceeds the minimum required by the labor in his work, and stands out through deliberate actions, creativity and innovation in order to improve performance in the organization" (Nadir,2013:79). The purpose of the study of individual initiative behavior is to measure scientific knowledge related to job principles. The existence of a sub-initiative means showing self-spontaneous behavior, proactive behavior and overcoming obstacles. Individual entrepreneurial behavior was initially studied as a form of employee performance, but is currently being studied as a sophisticated organizational theory (Glaub, et al, 2014:365).

2-5-5 Civic virtue:

Civil virtue means "constructive and responsible participation by employees in the management of

the affairs of the institution and attention to its destiny" (Manasiriya & Khatto, 2015:223), through attending important informal meetings, maintaining change, reading the organization's memoirs and announcements, and performing the work in a way that helps to maintain the reputation of the institution. Moreover, civil virtue is a reflection of the spirit of interest and loyalty to the organization and its interests, such as ensuring the property of the organization, such as carrying out maintenance of office equipment or security or health systems, as well as effective initiatives that serve the organization and achieve its objectives effectively (Noah, 2015: 27).

3RD TOPIC/ RESEARCH METHODS

3-2 Community and sample description:

Al-Rifai General Hospital, which located in Dhi-Qar Province had been selected as a site for the current research. The research topic is related to the functional duties inside the hospital and the level of skills related to human resources management. (60) individuals from the research community of (132) and coverage rate (45%) of the research community and the percentage of residual questionnaires by the sample was (100%).

Table No.(1):Demographic data of the research sample at Al-Rifai General Hospital

No.	Item	Description	Number	Percentage
1-	Gender	Male	48	80%
		Female	12	20%
Total			60	100%
2-	Age group	21-30	28	46.66%
		31-40	14	23.33%
		41-50	13	21.66%
		More than 51	5	8.33%
Total			60	100%
3-	Job status	Head of the Department	2	3.33%
		Director of Division	4	6.66%
		Chief of Working Group	9	15.00%
		Employee	45	75.00%
Total			60	100%
4-	Type of work	Medical and healthcare	40	66.66
		Engineering and technical	4	6.66
		Administrative	6	10.00
Total			60	100%

5-	Academic achievement	PhD. Degree (or Board)	8	13.33%
		Master Degree	12	20.00%
		Higher Diploma	2	3.33%
		Bachelor	30	50.00%
		Institutional Diploma	8	13.33%
Total			60	100%

3-2-1 Gender:

It is clear from the classification by gender that the male category is the most, with the highest percentage (80%) and the female percentage was (20%). This indicates that the staff at Al-Rifai General Hospital is the majority of males.

3-2-2 Age:

The table shows that the largest group of employees is the first age group, which ranged in age from 21-30 to 28, and the percentage was 46.66%.

3-2-3 Job Status:

By looking at the table, we find that the largest percentage of employees is (75%), which located(45) employees. While the lowest percentage was the heads of department by (3.33%) and amounted to (2).

3-2-4 Type of work:

The highest percentage of work type concentrated on medical and healthcare works (66.66%), distributed between Doctors, nurses, pharmacists and therapists. The lowest percentage was for Engineering and technical employees (6.66%).

3-2-5 Academic achievement:

The highest percentage of employees with bachelor's degree (50%) and sample (30). which indicates to the ability of study sample to deal with the questionnaire accurately, as well as the ability to provide answers based on scientific and academic experience, which enhances the research results and leads to obtaining a good amount of information with high credibility.

3-3 Reliability of Questionnaire

Split-half method had been used for measuring the consistency of the questionnaire, The information is

available, which is to find the correlation coefficient between the single question scores and the marital question scores within the questionnaire. The correlation coefficient is corrected using the Spearman-Brown formula, If the coefficient of stability (0.67) according to the equation, it is sufficient for research that depends on the questionnaire tool. When the researcher applied this method, he found that the correlation coefficient of the questionnaire was (0.83), which means that it has different standards of good stability and can be adopted at different times and for individuals Themselves and give the same results. (Alpha Cronbach) was extracted for the purpose of verifying the stability coefficient of the questionnaire. It was valued at 0.96, which clearly indicates a good degree of stability of the questionnaire.

3-4 Analyzing result for the independent variable (Job rotation):

The independent variable dimensions showed the below results:

3-4-1 Training:

According to the research model, the training was adopted as one of the dimensions of job rotation. Table (2) shows the arithmetic mean and the standard deviation of these responses. The mean was (4.27) with a high level and the standard deviation was 0.54. This confirms a high homogeneity in the responses of the sample. Also the table shows that all the section arithmetic means were higher than the default mean (3), which indicates that the hospital has a clear vision of the importance of training human resources with a high level.

Table No. 2 Training Dimension results

No.	Sections	Mean	Std. D.
X1	Staff are trained before performing a job rotation	4.20	0.514
X2	Training helps staff to recognize other job requirements	4.35	0.481
X3	After training, the employee will be able to adapt to any job being transferred to	4.18	0.676
X4	The hospital provides the necessary training requirements	4.37	0.520
Total scale of the dimension		4.27	0.547

3-4-2 Job Design :

As shown in Table (3), it is noted that the overall index of the arithmetic mean (4.16) is higher than the default arithmetic mean (3), which indicates the great attention given by the study sample to this dimension and the total standard deviation reached (0.501). Which confirms the existence of high homogeneity in the responses of the study sample, and that reflects the high interest in job design within the hospital.

Table No. 3 Job design Dimension results

No.	Sections	Mean	Std. D.
X5	The diversity of functional skills helps achieve the goal of job rotation	4.27	0.482
X6	Job rotation policy is taken into consideration when jobs are designed	4.15	0.481
X7	Limits are identified in each function to overcome them	4.15	0.547
X8	The performance criteria are clear for each job to be evaluated accurately after the completion of the job rotation	4.08	0.497
Total scale of the dimension		4.16	0.501

3-4-3 Job development Strategy:

With regard to this dimension, the overall index of the mean (4.21), which was higher than the default mean (3), indicating that the sample of the study gives great attention to this dimension. While the standard deviation was (0.564), which confirms the existence of high homogeneity in the responses of the sample of the study, and this confirms that the management of the hospital is going on significantly in the implementation of job development strategies and achieve success in achieving the strategic goals.

Table No. 4 Job development Strategy Dimension results

No.	Sections	Mean	Std. D.
X9	Job rotation is one of the management development methods in the hospital	4.28	0.585
X10	Job rotation gives the employee the opportunity to grow and acquire different functional skills	4.20	0.485
X11	Technological development and the use of modern technologies in the hospital require a push towards job rotation	4.27	0.710
X12	Development strategy helps to fill the vacancy by using job rotation	4.10	0.477
Total scale of the dimension		4.21	0.564

3-4-4 Systematic progress:

By looking at Table (5), we find that the overall index of the mean is (4.13), which is higher than the default mean of (3), which proves the interest of the study sample in this dimension. The standard deviation was (0.589), which confirms the existence of high homogeneity in the responses of the sample of the study, which proves that the procedures and administrative systems in the hospital at a high level of accuracy and liquidity, and that the symptoms facing administrative procedures are weak due to the applicable administrative regulations.

Table No. 5 Systematic progress Dimension results

No.	Sections	Mean	Std. D.
X13	Job rotation is one of the systematic procedures that had been taken in consideration and development in the hospital	4.22	0.585

X14	Hospital systems and procedures allow staff to highlight their abilities in their jobs they are transferred to.	3.98	0.651
X15	Systems and procedures define methods and mechanisms that can be used in job rotation	4.22	0.585
X16	The systems and procedures that developed by the Ministry encourage the use of job rotation in the hospital.	4.13	0.536
Total scale of the dimension		4.13	0.589

3-5 Analyzing result for the dependent variable (Organizational citizenship behavior):

The dependent variable dimensions showed the below results:

3-5-1 Helping behavior:

This dimension is represented by paragraphs (Y1) to (Y4). By looking at the results of the diagnose and statistical analysis of the dimension of helping behavior of that shown in Table 6, we find that the mean was 4.12, which is higher than the default arithmetic mean 3, the standard deviation was 0.646, This explains the importance of providing a spirit of assistance within the work teams and a great reason for the successful completion of the work efficiently and providing good service to the customer as a result.

Table No. 6 Helping behavior Dimension results

No.	Sections	Mean	Std. D.
Y1	I intervene to help others work without hesitation.	4.10	0.511
Y2	I do not mind being a substitute for the work of others.	3.78	0.691
Y3	I give up my leave to give to others when needed.	4.25	0.773
Y4	I intervene between co-workers to fix the conflict between them to avoid problems.	4.37	0.610
Total scale of the dimension		4.12	0.646

3-5-2 Sportsmanship:

Sportsmanship was described in four paragraphs beginning with (Y5) and ending with (Y8). Table (7) shows that the mean of the dimension was (4.08), higher than the default arithmetic mean (3), and the total standard deviation was (0.525) which confirms the existence of high homogeneity in the responses of the study sample. This proves that the mathematical spirit is dominant in the field of work, and there is no grumbling about the work. The effect of the independent variable was clear in influencing this dimension. That career rotation was the basis for positive relationships between employees as a result of their acquaintance during the period of mobility between the functional units, so that the workers become a harmonious working family among them.

Table No. 7 Sportsmanship Dimension results

No.	Sections	Mean	Std. D.
Y5	I respect those who give me advice and advice, and I accept to see who is better than me.	4.03	0.450
Y6	Non hesitate is existing in all employees, especially what concerns with the additional duties charged by the manager.	4.07	0.516
Y7	All Employees work strictly and take public interest in their consideration.	4.08	0.619
Y8	I accept criticism from my manager or work group staff positively.	4.15	0.515
Total scale of the dimension		4.08	0.525

3-5-3 Organizational loyalty:

Organizational loyalty Dimension had been defined in paragraphs from (Y9) to (Y12). By looking at Table (8), it is clear that the mean was (4.20), which is higher than the default arithmetic mean (3). as well as the standard deviation was (0.560). These results demonstrate that organizational loyalty plays a major role in improving performance within the hospital. The working staff trusts their organization and tries to make suggestions. Additionally, the labors are defending on organization's goals and reputation abroad.

Table No. 8 Organizational loyalty Dimension results

No.	Sections	Mean	Std. D.
Y9	As long as my thoughts are highly valued in this institution, this encourages me to participate in providing them for the development and improvement of performance.	4.28	0.524
Y10	I believe that submitting proposals for the management of the institution is necessary because I believe that it will be adopted.	4.18	0.537
Y11	When I see my colleagues wasting their time in side conversations, I urge them to work continuously for the benefit of the hospital and society.	4.18	0.624
Y12	I urge my colleagues to think deeply about the hospital's interest and leave their personal interests aside.	4.17	0.557
Total scale of the dimension		4.20	0.560

3-5-4 Individual initiative:

The individual initiative dimension is summarized in paragraphs (Y13) to (Y16). When looking at table (9), it is noted that the arithmetic mean (4.13) is higher than the default arithmetic mean (3). The standard deviation was (0.544), which means that the sample of the study agreed in their opinion. It is concluded that the personal behavior of employees in the organization is characterized by commitment and discipline at work. There is also respect for instructions and devotion to work as a humanitarian act with many lofty goals. Individual initiatives influenced the culture of the organization, as a result of the transfer of this culture among staff through job rotation, which combined positive ideas for employees within the hospital.

Table No. 9 Individual initiative Dimension results

No.	Sections	Mean	Std. D.
Y13	As long as my thoughts are highly valued in this institution, this encourages me to participate in providing them for the development and improvement of performance.	4.28	0.524
Y14	I believe that submitting proposals for the management of the institution is necessary because I believe that it will be adopted.	4.18	0.537
Y15	When I see my colleagues wasting their time in side conversations, I urge them to work continuously for the benefit of the hospital and society.	4.18	0.624
Y16	I urge my colleagues to think deeply about the hospital's interest and leave their personal interests aside.	4.17	0.557
Total scale of the dimension		4.20	0.560

3-5-5 Civic virtue:

The dimension of civil virtue is described in paragraphs (Y17) to (Y20). By looking at Table (10), the mean was (4.06), which is higher than the default arithmetic mean (3), the standard deviation was (0.535) which confirms the existence of high homogeneity in the answers of the sample of the study. This shows that civic virtue is influential on performance, because it creates an atmosphere of understanding between labors and creates an advanced civilization environment free of conflict and work pressures and create an individual self-assess. It was concluded that civil virtue is a kind of culture that must be institutionalized within the institution. reproducing of this culture among the workers is necessary. Therefore, the independent variable has a great role in transferring the culture of civil virtue among workers through job rotation.

Table No.10 Civic Virtue Dimension results

No.	Sections	Mean	Std. D.
Y17	Talk to others with pleasure about the benefits of working in our hospital.	3.98	0.537
Y18	I am aware of the impact my behavior leaves on others.	4.08	0.530
Y19	I talk about our hospital positively in society.	4.10	0.543
Y20	I respect my institution and do not agree with others about talking negatively about it even if I heard about the negative aspects a lot.	4.08	0.530
Total scale of the dimension		4.06	0.535

3-6 Analysis of correlation ratios for study variables:

The researcher used the (Pearson-Brown) coefficient to measure the correlation between the study variables according to the hypotheses, as follows:

As shown in table (11), a positive significant correlation had been found (0.907), while the correlation coefficient was (0.00). Here, it is clear that the correlation is significant at the level of significance (0.05), where the results in the table are reinforced by the first main hypothesis and rejected the second hypothesis, thus accepting the first hypothesis.

Table No.11 Correlation results

		Dependent Variable (Y)					
		Helping behavior	Sportsman-ship	Organizational loyalty	Individual initiative	Civic virtue	Dependent Variable (Y)
Independent Variable (X)	Training	0.949	0.906	0.177	0.866	0.257	0.908
		0.000	0.000	0.176	0.000	0.047	0.000
	Job design	0.866	0.772	0.180	1.000	0.137	0.845
		0.000	0.000	0.170	0.000	0.298	0.000
	Development Strategy	0.818	0.891	0.166	0.813	0.148	0.814
		0.000	0.000	0.204	0.000	0.260	0.000
	Systematic progress	0.333	0.182	0.253	0.280	0.327	0.387
		0.009	0.163	0.051	0.030	0.011	0.002
	Independent Variable (X)	0.912	0.843	0.238	0.907	0.269	0.907
		0.000	0.000	0.067	0.000	0.038	0.000

3-7 Analysis of effect ratios for study variables:

The tables No. 12 the results of regression analysis, indicating that the level of significance is (0.00) which is less than (0.05) and means that there is a significant effect at the level (0.05) of the independent variable on the dependent variable. The value of the beta coefficient was (0.907), which means that any change in the value of the independent variable (X) by one unit leads to a change in the value of the dependent variable (Y) by (0.907). The value of calculated T (16.389)Which shows the significance of the model, which rejects the fourth hypothesis and accepts the third hypothesis, which says (There is a significant impact of statistical significance of functional rotation on strengthening the behavior of organizational citizenship). The R² determination factor was (0.819), this means that the independent variable explains to us that the effect ratio was (81.9%) of the changes on the dependent variable and the other percentage belongs to other factors, while (Calculated F) was (268,591), which indicates the significance of the model, and the significance level of the calculated F (0.00), which is less than the level of significance (0.05), and this supports the validity and acceptance of the third hypothesis and rejection of the fourth hypothesis according to the following equation.

$$Y_i = 0.776 + 0.811 X_i$$

Tables No. 12 the effect results of analysis

Independent Variable	B Facts	Calculated T	Sig. T
Job rotation	0.907	16.389	0.000
	R ²	Calculated F	Sig. F
	0.819	268.591	0.000

4TH TOPIC / CONCLUSIONS AND RECOMMENDATIONS

4-1 Conclusions:

- 1- There is a strong correlation between job rotation and organizational citizenship behavior, where employee turnover enhances

the strength of organizational citizenship behavior.

- 2- There's impact the job rotation on the promotion of organizational citizenship behavior through the transfer of values of organizational citizenship among the employees in the hospital departments through the use of job rotation methods.

- 3- Most hospital employees aware of the importance of job rotation in developing their professional and behavioral skills in same time.
- 4- There are no statistically significant differences between hospital staff based on gender, academic attainment, or job position in relation to the research variables.
- 5- Demonstrate the relevance of job rotation in promoting the behavior of organizational citizenship within the hospital, and the transfer of values, professional ethics and positive behaviors through the transfer of staff among hospital departments.
- 6- Most staff at the hospital believe that the dimensions of job rotation are of great importance in the development of organizations, and that it helps to sustain the work of organizations effectively and renewably, especially in light of contemporary challenges.
- 7- The results of the sample in the hospital revealed the focus of the responses to (strongly agreed) and (agree). With a mean average of (3.86) of (5), which indicates the hospital's interest in job rotation and its dimensions. This percentage of the agreement contributes to enhancing the positive organizational citizenship behavior in the hospital.

4-2 Recommendations:

- 1- The possibility of generalizing the method of job rotation and its positive effects in the hospital to include different aspects of performance and not only to promote positive behavior.
- 2- The need to pay attention to the subject of organizational citizenship behavior in the organizations, and involve it in the training programs, as well as the dissemination of organizational citizenship behavior culture .
- 3- The researcher noted that the material and moral incentives have a significant role in enhancing the organizational citizenship behavior , so it is necessary to study the strengthening of organizational behavior by using incentives.
- 4- The need for organizations to update their systems related to job rotation, in a manner that achieves the modernity in application and the suitability of environmental changes in work. So

that there is no negative impression about job rotation.

- 5- Give high importance to the concept of career rotation and the behavior of organizational citizenship in the strategic planning of organizations, because it is the active factor in achieving the strategic goals of the successfully.

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