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Job Rotation and Its Impact on Administrative Employees Performance in UNRWA – Gaza Field Office

التدوير الوظيفي وأثره على أداء العاملين الإداريين في وكالة الغوث – مكتب
غزة الإقليمي

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"قُلْ إِنَّ صَلَاتِي وَنُسُكِي وَمَحْيَايَ وَمَمَاتِي لِلَّهِ رَبِّ الْعَالَمِينَ"

(الأنعام: 162)

"يَقْلَبُ اللَّهُ اللَّيْلَ وَالنَّهَارَ إِنَّ فِي ذَلِكَ لَعِبْرَةً لِّأُولِي الْأَبْصَارِ"

(النور: 44)

صدق الله العظيم

Dedication

I would like to dedicate this research to my beloved parents whom I wish a healthy life .

I would also dedicate this research to my wife , who had supported and encouraged me all this long journey ; and to my daughter Janaa .

To my wonderful , supportive family , brothers and sister : Hazem , Yasir , Mohammad , Moataz , Diaa and Raghad .

To the soul of my grandmother and my uncle and all the Muslims all over the world .

To the great educational institution , Islamic University – Gaza , that pursues admirable quality and ethical Knowledge .

To my UNRWA colleagues ; wishing this research would help us all to achieve a more productive , inspiring and innovative work environment towards excellence .

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The researcher

Isam Fayez Ibrahim Alquraan

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Abstract

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 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.

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 . The following are the most important results :

1. There is approval by 75% that job rotation has a positive impact on the employees performance in UNRWA – Gaza Field Office
2. There is a strong positive relationship between the requirements of job rotation and job performance of employees at the UNRWA .
3. A very good level of performance were showed among the employees in the UNRWA .
4. There is no statistical differences at a significant level 0.05 in the views of respondents towards the impact of requirements of job rotation on the employees performance attributed to (gender – age – educational level – job level)
5. There is a statistical differences at a significant level 0.05 in the views of respondents towards the impact of requirements of job rotation on the employees performance attributed to (years of service) .

The most important recommendations were :

1. UNRWA is recommended to pay special attention to the UNRWA administration to all requirements of job rotation as an important variable contributing to the impact on the performance of the employees, which will lead to higher skills , Knowledge , enthusiasm and aspiration .
2. UNRWA is recommended to focus on training and competences development as a very helpful strategy for the employees to develop their skills and abilities who can carry the tasks on the right way , and to facilitate the process of rotation .
3. 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 .

4. UNRWA is recommended to concern with the qualifications, competencies and capabilities enjoyed by the staff in the UNRWA , as well as the long experience of many members to reach the high performance needed .
5. 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.
6. 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 .

ملخص الدراسة

تسعى هذه الدراسة إلى التعرف على التدوير الوظيفي وأثره على الأداء الوظيفي للعاملين الإداريين في وكالة الغوث الدولية - مكتب غزة الإقليمي . حيث كانت متطلبات التدوير الوظيفي هي "التدريب وتطوير القدرات"، "تصميم الوظائف"، "إستراتيجية التطور الوظيفي"، "النظم والإجراءات" . وقد هدفت الدراسة إلى التعرف على مدى وجود فروق ذات دلالة إحصائية في اتجاهات العاملين نحو تأثير متطلبات التدوير الوظيفي على الأداء الوظيفي تعزى للخصائص الديموغرافية لأفراد مجتمع الدراسة . وقد تم جمع بيانات الدراسة باستخدام استبانته مؤلفة من (51) فقرة، تم توزيعها عشوائياً على (230) موظفاً وموظفة من العاملين الإداريين بالوكالة . وقد أمكن جمع 199 استبانته صالحة للتحليل، وبلغت نسبة الاستجابة من مجموع الاستبيانات الموزعة 86.5% . وقد تم التوصل إلى النتائج التالية :

1. أظهرت الدراسة توجهاً عاماً بنسبة 75% على وجود تأثير إيجابي للتدوير الوظيفي على أداء العاملين الإداريين في الوكالة - مكتب غزة الإقليمي .

2. هناك علاقة إيجابية قوية بين متطلبات التدوير الوظيفي وأداء العاملين الإداريين في الوكالة .

3. بينت الدراسة مستوى جيد من الأداء الوظيفي للعاملين الإداريين في الوكالة .

4. عدم وجود فروق ذات دلالة إحصائية عند مستوى معنوية $\alpha = 0.05$ في آراء أفراد العينة حول درجات تأثير متطلبات التدوير الوظيفي على الأداء الوظيفي للعاملين الإداريين تعزى للجنس ، العمر ، المؤهل العلمي ، المستوى الوظيفي .

5. هناك فروق ذات دلالة إحصائية عند مستوى معنوية $\alpha = 0.05$ في آراء أفراد العينة حول درجات تأثير متطلبات التدوير الوظيفي على الأداء الوظيفي للعاملين الإداريين تعزى إلى الخبرة .

وقدمت الدراسة عدة توصيات أهمها:

1. ضرورة أن تولي إدارة الوكالة اهتماماً خاصاً بجميع متطلبات التدوير الوظيفي باعتباره متغير هام يساهم في التأثير على الأداء الوظيفي للعاملين، مما سيؤدي إلى زيادة المعرفة والحماس والطموح .

2. أهمية أن تركز الوكالة على التدريب وتطوير القدرات كإستراتيجية تساعد في تحسين وزيادة القدرات لدى الموظفين لتحمل الأعباء على الوجه الصحيح وتسهيل عملية التدوير الوظيفي .

3. على إدارة الوكالة أن تهتم بالهيكل التنظيمي والتصميم الوظيفي للوظائف لتكون أكثر مرونة وتقوي من استخدام الممارسات التطويرية مثل التدوير الوظيفي ولتسهيل عملية نقل المهارات والخبرات .

4. ضرورة أن تهتم الوكالة بالقدرات والمؤهلات والخبرات الخاصة التي يتمتع بها العاملون وتطويرها في ظروف العمل المتغيرة للوصول للأداء المطلوب .
- 5 . ضرورة أن تسمح الوكالة لعدد أكبر من الموظفين بممارسة فن الإدارة في المجالات المختلفة كالإشراف والإدارة والقيادة
- 6 . ضرورة أن تهتم الوكالة بعملية متابعة ومراقبة التدوير الوظيفي وهذا يتطلب الاهتمام بالتصميم الوظيفي الذي يشمل (تحديد الأداء المطلوب ، أنواع النشاطات المطلوبة ، حجم المسئوليات ، الأدوات المستخدمة ، طبيعة العلاقات ، ظروف العمل والبيئة المحيطة) .

Chapter One

Research Framework

1) Introduction

Modern society, as shaped by universal economy has entered a phase where knowledge is a competitive advantage for those that can acquire it .One of the many strategies that businesses adopt in order to remain competitive is life-long training . However, the criticism on the training offered nowadays is that it only slightly improves the employees' qualifications. In addition many employers are unwilling to invest in training , for fear that it will interfere with their production and service (Karen A. 2009 , p.87) . Organisations need to realize that positive training and development for their workforce is a way of helping to attract and retain the best people by recognizing and responding to the needs of individual employees they will get the best out of them. More effective guidance will assist the development of a knowledge economy and benefit individuals, employers and society at large. It will, however, require a cultural shift in management behaviour in organizations towards self-management (Irene F. , 2009 , p99) . Personnel do not always have to leave an organization in order to find a different, more fulfilling, or more satisfying position. Many human relations processes such as job enlargement, enrichment, restructuring, and rotation can be a means to an end. Whichever method or combination of methods is chosen depends on both the management and the staff of the organization. (Richard M. , 2009 , p.674) .

Numerous firms have used job rotation as a tool to motivate employees by providing task variety and enhancing employee socialization (Jonsson , 2008 , p.65). Job rotation also gives the employer the flexibility to adjust to the client needs and to achieve many different human resource objectives . The value of job rotation has long been espoused in promoting employee learning ,career satisfaction and interpersonal collaboration effectiveness . Job rotation is the movement of workers between different jobs .It requires workers to move between different “jobs”, or more usually workstations, usually at fixed times. Job rotation increases the variety of tasks built into the job which may involve taking on more duties and usually adds variety to a person's job (Harvy , 2004 , p96) . Benefits included offering increased social interaction and collegiality between workers, variability and a break from monotony, and the opportunity to increase skills and versatility, potentially making workers more valuable marketable, and hence more secure in their job. Job rotation can also offer physical benefits to workers. These included decreasing the amount of time on physically demanding jobs different jobs offer changes, and gives workers the perception of physical relief. (Miller , 2004 , p.34)

Job rotation provides an opportunity for staff to work in different areas of the office, gaining valuable insight into the diverse work . It is also an opportunity to improve staff motivation and morale, particularly for those who have worked in one position for a long period of time, or whose job has repetitive or stressful elements. Job rotation opportunities will only be available to permanent members of staff . Rotations also improve relationships across the office, leading to more efficient and effective exchanges of information and expertise (Marshall , 2006 , p122) . Job rotation is just one of the many workplace learning tools (Malinski, 2002 , p.9). While there have been many definitions of the practice (Earney and Martins, 2009 , p.35). There is agreement that rotations occur among employees at the same level of responsibility within an organization for a fixed period of time. Job rotation schemes are often used with new graduate employees, especially in medium to large sized organizations ‘ in preparation for appointment to a substantive post (Bennett, 2003, p.7). Job rotation can be seen to promote employee learning (in that it makes employees more versatile) as well as employer learning (employers learn about individual employees’ strengths through rotation) (Eriksson and Ortega, 2006 , p.13).

2) The Problem of the Study

During his tenure with UNRWA , and from the literature review , the researcher realized the impact of job rotation among other factors on employees performance . Therefore , the research main problem could be formulated in the following main question .

"What is the impact of job rotation on employees performance in the UNRWA ?

3) The Hypotheses of the Study

The study includes the following hypotheses :

1. There is a statistical relationship at a significant level 0.05 between the requirements of job rotation , namely,(Training and competences Development - job design - Career development strategy – system and procedures) and the employees performance .

Which is divided into the following hypotheses :

1.1 There is a statistical relationship at a significant level 0.05 between training and competences development , and the employees performance .

1.2 There is a statistical relationship at a significant level 0.05 between job design and the employees performance .

1.3 There is a statistical relationship at a significant level 0.05 between Career development strategy and the employees performance .

1.4 There is a statistical relationship at a significant level 0.05 between the system and procedures , and the employees performance .

2. There is a statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to the following demographic factors : Gender - Age - Qualification - years of service - job level .

4) The Variables of the Study

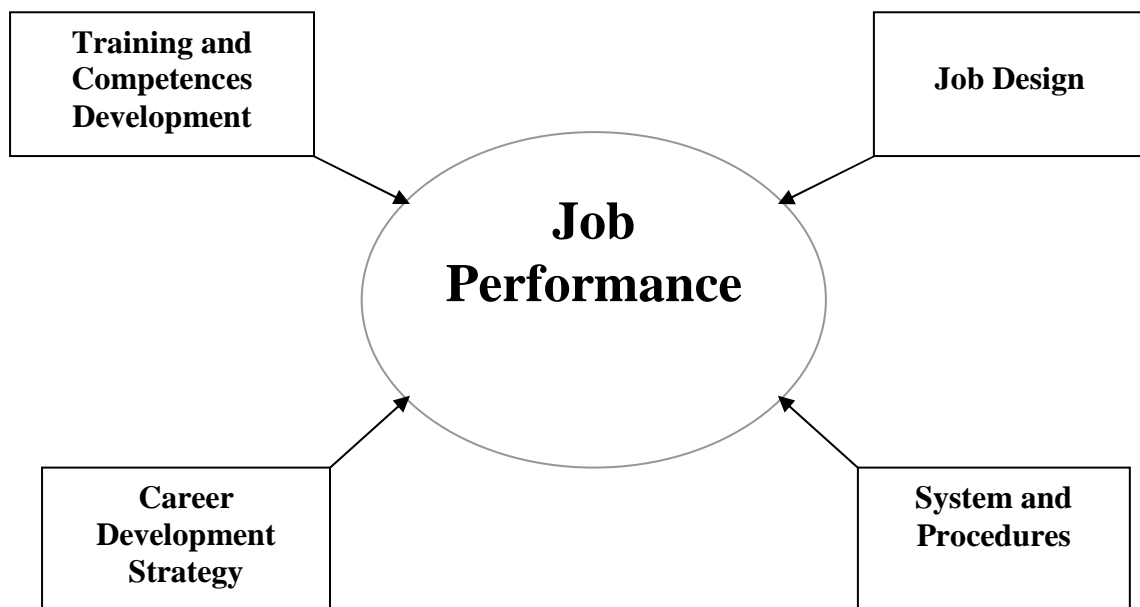
The study included the following variables :

Dependent variable: Employees performance in UNRWA

Independent variable: Requirement of job rotation , including :

1. Training and Competences Development
2. Job Design
3. Career Development Strategy
4. System and Procedures

Figure (1): Research Variables



Source : Articulated by the researcher

5) The Objectives of the Study

This study aims to achieve the following:

1. Determining the relationship between job rotation and employees performance and try to come up with recommendations to develop and improve a good procedures of job rotation among workers in UNRWA .
2. Analyzing the relationship of UNRWA employees demographic characteristics correlation with the job rotation , and employees performance .
3. Identifying obstacles and problems that impact negatively on implementation of job rotation to workers in UNRWA .
4. Determining the factors affecting the employees performance among the sample of the study.
5. Recognizing the level of actual performance among employees of the UNRWA .

6) The Importance of the Study

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 employees to use in enhancing the strengths and minimizing the negative aspects of the system leading to the further improvement of employees 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 UNRWA with beneficial indicator of performance and with information about job rotation .

Chapter Two
Literature Review

Section One

Job Rotation

1) Introduction

The shift towards recognizing the importance of human capital in industrial age has led companies , and organizations , to change their paradigm about people management . Most organizations no longer see employees as a resource whose primary function is to provide goods and services , but rather are seen as critical to their capability of providing quality services and their ability to grow and evolve continuously . (Farzad , 2006 , p.12)

The need for organizations to pass on the structural knowledge from experienced staff and managers to new members is critical. Of the many techniques that might be chosen to assist in this transfer are such techniques as coaching, mentoring, training, and job rotation . The value of job rotation as one of the important techniques in succession-planning and the development of managers .The business world sees the importance of such activities as job rotation in providing a dynamic, productive, and satisfied staff. Collinson compares Japanese and UK firms and notes how the transfer of research and development knowledge to the front lines can be enhanced by tactics such as job rotation. (Collinson , 2001 , p.15)

Modern society, as shaped by universal economy, has entered a phase where knowledge is a competitive advantage for those that can acquire it. One of the many strategies that businesses adopt in order to remain competitive is life-long training. However, the criticism on the training offered nowadays is that it only slightly improves the employees' qualifications. In addition many employers (especially in small enterprises) are unwilling to invest in training, for fear that it will interfere with their production. Unemployed individuals, on the other hand, are rarely immediately operational to fulfill the needs of a company and generally, their training is often insufficient or irrelevant to the production procedures of many established companies. In order to assist companies to overcome these obstacles and proceed to re-skilling their employees, as well as to help unemployed individuals enter the labor market, the job rotation can be the solution. The Job Rotation model is a matching tool that replaces departing trainees with unemployed individuals who have stated an interest. The model is accompanied by a search and advice module that matches the needs of the company with the proper vocational training offered . (Malinski , 2002 , p.13).

Job rotation can be seen to promote employee learning (in that it makes employees more versatile) as well as employer learning (employers learn about individual employees' strengths through rotation) (Eriksson and Ortega, 2006, p653). However, it has been suggested that rotation is better at building some skills over others ; for example , it improves knowledge about the organization more than technical expertise . (Campion, M. & others , 1994, p. 523)

2) Definition of Job Rotation

Job rotation is just one of the many workplace learning tools (Malinski , 2002 , p.10). While there have been many definitions of the practice . There is agreement that rotations occur among employees at the same level of responsibility within an organization for a fixed period of time (Earney & Martins, 2009 , p.9) . Job rotation schemes are often used with new graduate employees, especially in medium to large sized organizations , in preparation for appointment to a substantive post . (Bennett, 2003, p.7) . Job Rotation is a tool that promotes both training and labor market activities. It provides employees with paid leave to participate in supplementary training, while they are being replaced in their jobs by unemployed people, who in turn receive a period of on-the-job training . (Janssens, 2001, p.15) . Job rotation is as " the process of switching a person from job to job " which increases an employees capability and value to an organization . (Edwards , 2005 , p.74)

Job rotation can be defined as the performance by an employee of a new assignment on a temporary basis for an agreed period of time . Job rotation is position-oriented , with management determining the need for a specific job to be done . An employee selected for job rotation will normally possess the requisite skills and be paid for work-out-of-class if the assignment is in a higher salary range than that corresponding to the employees usual classification (Waterman & Collard , 2004 , P.50) .Job rotation comes in many forms and in useful situations . Job rotation is the systematic movement of employees from one job to another .How this movement is accomplished depends on the purpose that you wish to achieve and how dramatic move you are willing to take . (Malinski , 2002 , p.2)

Job rotation is an alternative to specialization . It is a way to reduce employee boredom and it also facilitates more of an understanding about the organization . Job rotation is moving from one job to another . Jobs can be rotated that are very similar or different . For example , a person who is in charge of accounts receivable could change with a person who is in charge of accounts payable . An employee could work as a marketer for a year and then work as a

selling agent for a year. (Cosgel & Miceli , 2008 , p10) . Two different forms of job rotation are defined: Development Job Rotation : The opportunity for an employee to develop new skills .The employee shall not be expected to initially perform the full range of duties of the position or class , but shall be expected to develop the skills necessary to perform them during the rotation .Career Enrichment Job Rotation : The opportunity for an employee to use existing skills in a different setting . The employee shall be expected to satisfactorily perform essentially the full range of duties of the assignment from the beginning of the career enrichment job rotation . (Jonsson , 2001: p.17)

Job rotation is a more "sophisticated form of cross training which usually involves extended periods (from one month to six months) . With job rotation , the employees role is of a different nature . He is not considered as trainee , but is responsible over certain job functions , for which he has to prove himself ." (Campion et al., 2004, p.23)

There has been different terminologies and definitions depending on how job rotation is conducted :

External secondment which is a fixed term placement that usually occurs between organizations , with the expectation that the person concerned will return to the parent organization . This placement can be either into or out of organization . Internal secondment which is a fixed term placement that usually occurs between business units , teams or branches , with the expectation that the person concerned will return to the parent business unit , team or branch (Miller ,2004 , p.27) . Rotation which is a placement within an organization that is usually permanent. The difference between a secondment and a rotation is the understanding that a secondee will return to the original position . This understanding does not exist for a rotation. (Marshall, 2006 , p.19)

Considering all related definition to job rotation , the researcher may propose that job rotation means taking on similar or different tasks in a different organizational unit within the same organization. It always involves transferring into a different organizational unit, i.e. team , department, division. It is not job rotation if the tasks change but the position remains the same. In order to use the term job rotation , the employee must move from one organizational unit into another.

3) Benefits of Job Rotation

Traditionally job rotation has been linked to some obvious advantages . As suggested: “Job rotation is certainly one of the most important learning methods , to my mind the most important single one.” (Olsen ,2002 , p.19) . To date, job rotation programs can help a company meet the challenges of a highly competitive environment and a flattening management structure . At the organizational level , as empathy and understanding develop among the various positions, job rotation program helps to bring about a durable outcome of the commitment of each employee to the firm’s value base . (Arogyaswamy & Simmons, 2003 , p.55)

At the departmental level, management might use a developmental rotation to reward good performance by employees, especially the plateau employee instead of a promotion or raise (Campion et al., 2004, p.33) . At the group level, job rotation makes members of a work group interdependent and thus encourages teamwork. Everyone in the group is held responsible for carrying out essential job functions of the group or team (Rothwell & Kazanas, 2001 , p.22) . At the individual level, most importantly, job rotation is a major enabler when employers and employees enter into what called ‘a new covenant’ under which employers give individuals the opportunity to develop greatly enhanced ‘employability’ in exchange for better productivity. In other words, what matters to employees is having the competitive skills required to find another job whenever it becomes necessary. The focus should be on employability instead of a traditional focus on employment. (Waterman & Collard , 2004 , P.50)

A number of studies address the positive impact of variation and pauses during work, but few studies have dealt with actual job rotation (Jonsson , 2001, p. 267). However, several job rotation case studies were found in the literature . These studies came from the United States, Japan, and Sweden and covered a variety of industries. The following benefits were noted among them :

1. Companies instigate job rotation to decrease exposure to certain forces, positions, and situations. The premise is that rotation reduces a target tissue’s cumulative exposure levels by increasing variability within an occupational situation . (Jonsson , 2001: p.108)
2. Job rotation implementation has been linked to numerous psychological and psychosocial benefits. These benefits are claimed to include: increased feelings of equality between workers, job satisfaction, motivation, innovation, and morale. Also reported are reductions in boredom, monotony and work stress . (Marshall, 2006 , p.60)
3. With respect to the work organization , claimed bonuses of job rotation implementation include : increases in production and worker retention, decrease absenteeism, and

discretionary break periods, a cross trained workforce, insurance against a labor shortage , low implementation costs, and quick application . (Jonsson , 2001: p.109)

These are some other benefits of job rotation which are to: (Dan M. & Eric K. , 2003 , p.45)

1. Reduce boredom and work stress of involved employees
2. Increase productivity of involved departments
3. Reduce absenteeism and turnover of involved departments
4. Involve and further educate employees
5. Increase innovation in the design of jobs, workload balance, and department boundaries
6. Increased free time activity

Job rotation produces two beneficial effects .First , an employee who rotates accumulates experience more quickly than an employee who does not rotate . Hence job rotation is mentioned as an effective tool for career development . Second, an employee who rotates accumulates experience in more areas than an employee who does not rotate . Hence , if an employee rotates more frequently , it is easier to train him to become a generalist . (Eriksson & Ortega , 2004 , p3)

Benefits to the Australian Defense Force , are for officers to gain generalist skills early in their careers in order to provide a pool from which future commanders and policy leaders could be drawn . This makes officers competent in skills that are not necessarily performed in their normal duties making them more responsive when change is necessary . Rotation also contributes to career satisfaction by sharing the "good" and "bad" assignments , and provides the organization the ability to rapidly fill vacancies . (Jans & Frazier-Jans, 2001 , p.48)

Job rotation produces innovation by improving a firms ability to generate and respond to change .Process style innovations are produced because of workers knowledge of the overall relationship among tasks , allowing workers to apply their knowledge of one task to the improvement of others" (Cosgel & Miceli , 2008 , p3) .Job rotation provides an organizational overview , encourages interdepartmental cooperation , brings fresh viewpoints to otherwise stagnant sections of the organization , and it promotes flexibility . (Rohr , 2000 , p.20)

4) Steps of Job Rotation

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

1. First Step: Hold an employee meeting to determine interest and gain involvement and input. During this meeting it would be appropriate to have a short presentation on job rotation . The purpose here is to build upon the ergonomics training already received and further it by discussing the relationship between it and job rotation.
2. Second Step: Insure that the physical job requirement are accurate and up-to-date for all jobs being considered for rotation .
3. Third Step: Verification by the entire employee group within each department affected. For job rotations determined in step 2, apply a common sense review of logistics and compatibility to ensure that:
 - a. The logistics of the proposed rotation are suitable
 - b. The job rotation seems reasonable
4. Forth Step: Provide employees with any training that is required for any new tasks performed or equipment handled.
5. Fifth Step: Provide employees with adequate break-in time to ensure that they are fully qualified and physically conditioned to perform their new tasks.
6. Sixth Step: Begin job rotation.
7. Seventh Step: Monitor the new rotation to ensure flexibility and consideration for individuals that are having difficulty in performing new tasks. Assess if further training, break-in, and/or accommodations can be made for these individuals.
8. Eighth Step: Hold follow-up meetings with employees to evaluate the job rotation. Again, survey employees using the job rotation questionnaire. Compare results to the initial survey. If results are favorable then continue rotation. If results indicate a problem then decide if corrective action is needed or if rotation should be discontinued.
9. Ninth Step: Track other measures such as injury rates, turnover, employee satisfaction, or workers compensation to determine effects of the job rotation.

5) Barriers of Job Rotation

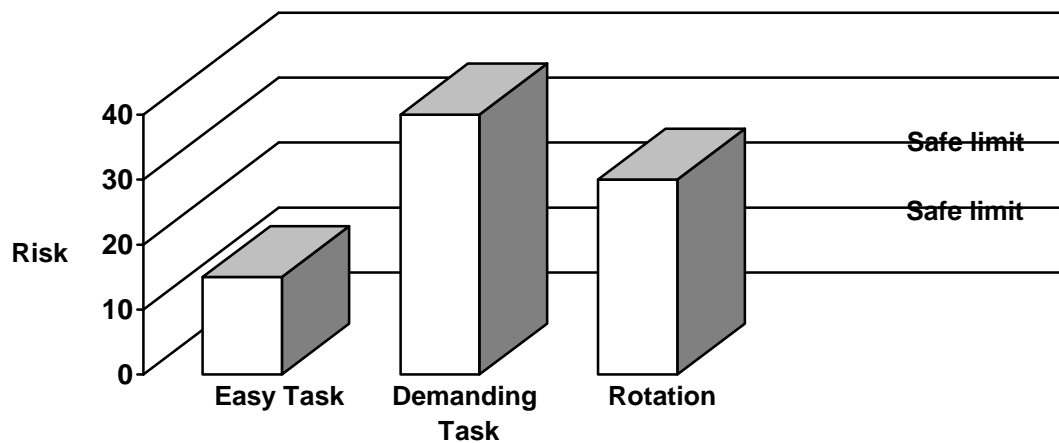
Several case studies noted difficulties in implementing job rotation. Most of these difficulties came from the challenge of changing the work structure and not from the job rotation itself.

The following problems were noted: (Jonsson ,2001, p.30)

1. Experienced workers not wanting to learn new types of work
2. The rotating employee would be reluctant to return to their original position after exposure new ideas or responsibilities . (MacLeod & Kennedy , 1993 , p.201)
3. Machine operators not wanting to "lend" their machines to others
4. Practical problems of physically getting from one job to the next
5. Unsuitable wage forms
6. Education and training of workers for new jobs
7. Difficulties in finding appropriate jobs to rotate to
8. Inappropriate use of job rotation by management
9. Differences in skill levels among staff may be significant resulting in additional expense in upgrading staff or loss of productivity for some period . (Jonsson , 2008 , p. 105)
10. A unionized environment may prohibit job rotation or restrict job rotation within particular job classifications .
11. It stated that through a learning process, individuals are likely to have a developed behavioral strategy that protects them from the apparent hazards of the job. Thus, rotation of unskilled workers into a biomechanical stressful job increases the risk of injury with each rotation . (Steven A. , 2003 , P.757)
12. Job rotation has close relations with the work structure, workplace relation and culture, and employees' behaviors. As usual, experienced employees do not want to do new types of jobs or handover their currently good conditions or share their knowledge and experiences of working to newcomers. (Cosgel & Miceli , 2008 , p170)
13. It is also very difficult to identify appropriate job for each people in the organization in the process of rotating. On the other hand, there are usually not small costs of rotating, including both material-and non-material costs, such as changes in the living environments, customs and cultures, especially for the employees' side . (MacLeod & Kennedy , 1993 , p.212)

Job rotation alone does not change the risk factors present in a facility. It only distributes the risk factors more evenly across a larger group of people . Thus, the risk for some individuals will be reduced, while the risk for others will be increased. However, there will be no net change in risk factors present. This can be thought of as described in the following example :

Figure (2) Job Rotation and Risk



Source: Dan M. & Eric K. ,2003 , p.10 "Job Rotation System ", National Safety Congress. Chicago.

This graph depicts the "averaging" effect of job rotation. Note that the resulting rotation job, which is the average of the light and demanding job, may be safe or it may be dangerous depending on where the actual safe limit is .When employees rotate between two jobs the risk exposure can be thought of as being "averaged". Job rotation may drop the average to within a safe level, or raise the whole group in excess of safe limits. Unfortunately, it is not possible with current knowledge to determine what the safe limit is. For this reason it is critical to select job rotations which minimize the exposure level . In this example, the two jobs being rotated have very different total risks; if the jobs had similar risk then the benefit of risk reduction would be lost. Thus, rotation among jobs that are similar is not appropriate. Jobs best able to benefit from job rotation are those of a dynamic character, which require more real variation in muscular load . (Dan & Eric , 2003 , p.15)

This highlights the importance for complete training and break-in periods before an employer begins a job rotation program. The training and break-in period enables the employee to develop those behavioral strategies needed to limit the risk factors. This also suggests that the number of jobs included in a particular rotation should be kept to a minimum, perhaps two or three, allowing the employees to become "experts" at each task . (Jonsson , 2008 , p. 108)

Studying the cost and benefit of job rotation, there are also discussions concerning the issue of job matching. In the job matching studies, jobs and employees should be matched in the best way possible because of the job specificity of human capital. However, the proficiency of employees in different jobs could be only known if they actually try such jobs. Therefore, job rotation would be an effective instrument for optimally allocating labor forces in case of asymmetric information in the labor market. Looking at each employee performing different jobs, the employer would find the job that is most suitable for him. Concerned the aspect of job specificity of human capital, there are also some striking arguments that job rotation would improve productivities of working more than specialization (Miller, 2004, p.73).

Considering job rotation as a learning mechanism in a clear theoretical framework of the job specificity of human capital. Job rotation would be assignment policy, and also showed as a better learning mechanism than specialization when there is little prior information about the relative profitability of different jobs/ works. Relative gains from job rotations are higher than specialization when the initial uncertainties about employees and technologies become larger. Empirical works also support the view that firms using new technologies are likely to use job rotations. (Ortega, 2001, p.45)

To realize the beneficial aspects of job rotation it is necessary to establish definitive guidelines which insure consistency of application and at the same time allow for restricting employees from rotating into jobs they can not perform. Job rotation can mean that a worker performs two or more different tasks in different parts of the day (i.e.. switching between task "A" and task "B" at 2-hour or 4-hour intervals). The important consideration is to ensure that the different tasks do not present the same stress to the same parts of the body and the same requirements. (Lance H. et al, 2002, p. 29).

6) Requirements of Job Rotation Used in the Study

There is absence of some kind of consensus on the number of dimensions or requirements of job rotation. According to (Kardimas & Papastamatiou, 2010, p.15), he determined two essential factors of job rotation which are training and development, career development strategy. Also, some other researchers focused on different factors like (Lazim, 2003, p.19) chose system and procedures, and job design as factors to job rotation. So, there are a number of elements suitable with the study which are (Training and Competencies Development - Job Design – Career Development Strategy - System and Procedures)

1. Training and Competences Development

Training is the planned and systematic modification of behavior through learning events, activities and programs which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Gordon , 2002 , p.235).

The recognition of the importance of training in recent years has been heavily influenced by the intensification of competition and the relative success of organizations where investment in employee development is considerably emphasized .They add that technological developments and organizational change have gradually led some employers to the realization that success relies on the skills and abilities of their employees, and this means considerable and continuous investment in training and development. (Beardwell and Holden , 2004 , p.95)

It goes without saying therefore that the training and competences development of employees is an issue that has to be faced by every organization. However, the amount, quality and quantity of training carried out vary enormously from organization to organization. Factors which influence the quantity and quality of training and development activities include; the degree of change in the external environment, the degree of internal change, the availability of suitable skills within the existing work-force and the extent to which management see training as a motivating factor in work. (Cole , 2002 , p.329)

The purpose of training is mainly to improve knowledge and skills, and to change attitudes or behavior. It is one of the most important potential motivators which can lead to many possible benefits for both individuals and the organization. Changing technology requires that employees possess the knowledge, skills and abilities needed to cope with new processes and production techniques. (Cole , 2002 , p.295)

Training can achieve:

1. High morale: employees who receive training have increased confidence and motivation .
2. Lower cost of production : training eliminates risks because trained personnel are able to make better and economic use of material and equipment thereby reducing and avoiding waste .
3. Lower turnover: training brings a sense of security at the workplace which reduces labor turnover and absenteeism is avoided .

4. Change management : training helps to manage change by increasing the understanding and involvement of employees in the change process and also provides the skills and abilities needed to adjust to new situations .
5. Provide recognition : enhanced responsibility and the possibility of increased pay and promotion
6. Give a feeling of personal satisfaction and achievement and broaden opportunities for career progression .
7. Help to improve the availability and quality of staff . (Cole, 2002 , p.150)

Training is therefore a key element for improved organizational performance; it increases the level of individual and organizational competences. It helps to reconcile the gap between what should happen and what is happening between desired targets or standards and actual levels of work performance. Although many employers continue to have reservations about the cost and extent of tangible business returns from training, the development of skills has been identified as a key factor in sharpening competitiveness. (Irene F. , 2009 , p.35)

It is particularly important for an organization concerned about its future success to be preemptive in its development and alignment of abilities, working habits, and skills of Individuals. Thus, a strategy for future competitiveness necessitates that the top managers of an organization concern themselves with the organization's core competencies . (Hamel & Prahalad , 2004 , p.22)

At the level of the individual worker, commitment to the organization – feeling that one is part of a bigger mission and that one's contribution is important – is a major factor in productivity and innovation. A significant factor in engendering the commitment of the staff to the organization and its products is visible and meaningful management commitment to the staff and to the competencies they represent. Two central aspects of maintaining the competencies that reside in an organization entail (1) the nurturing and development of the existing competencies that support the current mission and innovation for the future, and (2) the existence of an internal working environment that contributes to the staff's preference to work there rather than for some other company. (Harvey , 2004 , p.80)

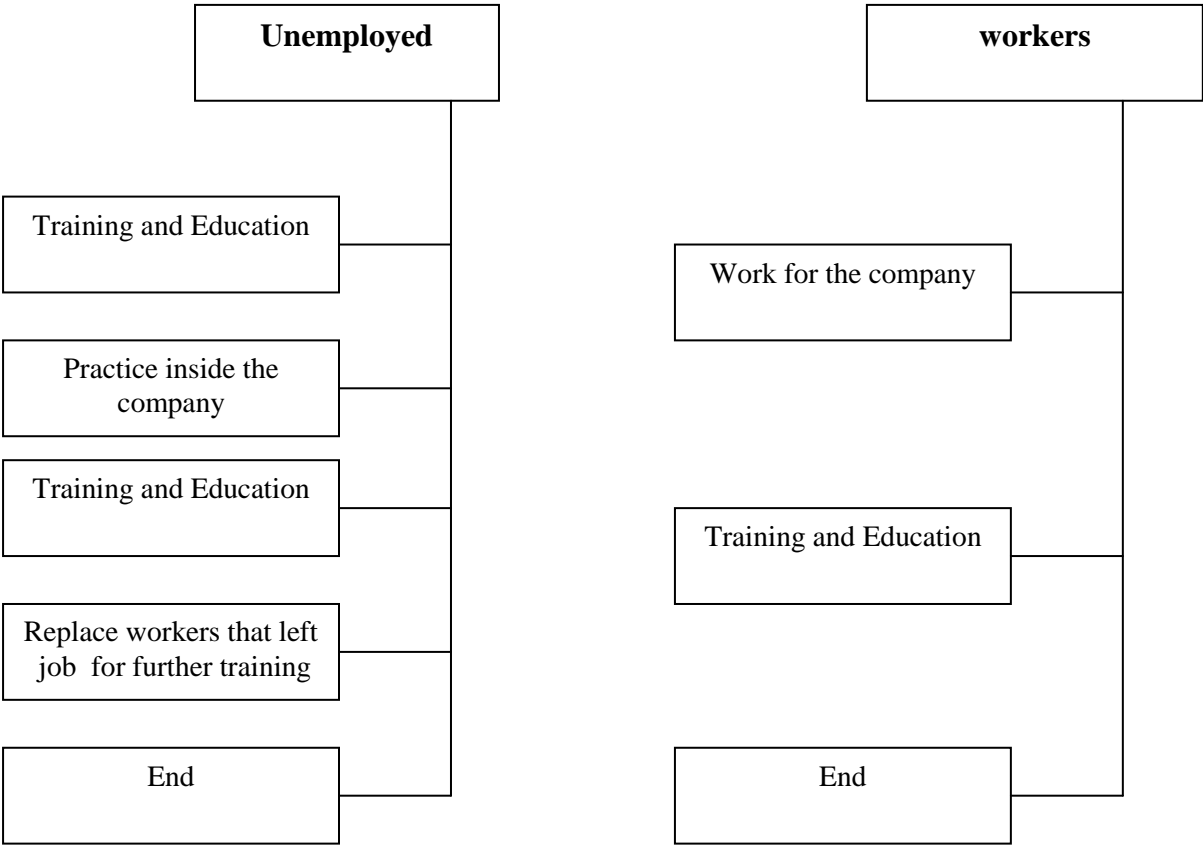
The success of a training program depends more on the organization's ability to identify training needs and the care with which it prepares the program so that if the trainees do not learn what they are supposed to learn, the training has not been successful. They further

indicated that training experts believe that if trainees do not learn, it is probably only because some important learning principle had been overlooked. (Sherman et al , 1996 , p.13).

This highlights the importance for complete training and break-in periods before an employer begins a job rotation program. The training and break-in period enables the employee to develop those behavioral strategies needed to limit the risk factors. This also suggests that the number of jobs included in a particular rotation should be kept to a minimum, perhaps two or three, allowing the employees to become "experts" at each task . (Jonsson , 2008 , p. 108)

Job Rotation is a tool that promotes both training and labor market activities. It provides employees with paid leave to participate in supplementary training , while they are being replaced in their jobs by unemployed people , who in turn receive a period of on-the-job training . (Janssens, 2001 , p.20) .

Figure (3) Very Simple Example of a Job Rotation Model



Source : Janssens J. , 2001, P.15 “Innovations in lifelong learning: Capitalizing on ADAPT”, Office for Official Publications of the European Communities , Luxembourg .

Job Rotation is a simple concept. It proposes that unemployed people should be trained with the skills necessary for a specific job in a specific company. They then join that company for an agreed length of time and take over the job of an employed person. The employed person is then able to take time for training and up-skilling. At the end of the period the employer can decide either to dismiss or retain the unemployed person. employees also need to change and adapt to keep up. Job rotation encourages employers to recognize this. It also provides a means for support agencies to target their own activities which can be directed at priority sectors, occupations or regions. By working with employers in these priority areas, special training packages can be developed which meet their needs and those of the funders or training agencies, as well as those of people being trained. The result is that skill levels are raised in priority sectors, occupations or regions.

(Hutchinson J. , 1999 , p.175)

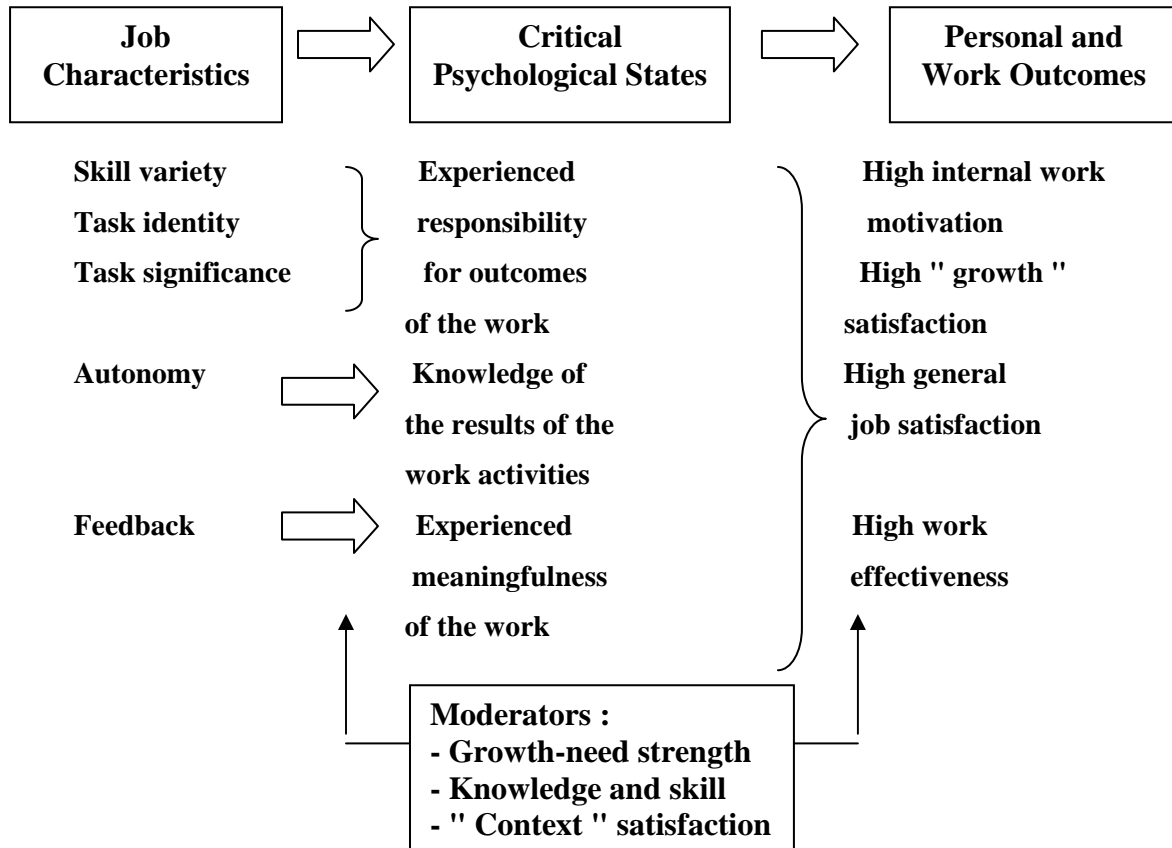
Job Rotation also provides practical means to enable employers to release people for ongoing training by creating time for them to undertake learning. This is a key barrier for between 24 to 50 per cent of people not participating in learning. Job Rotation attempts to meet the learning needs of employees and those seeking employment. By demonstrating that learning does work, it lays the foundations for a longer-term response to industrial change. (Beattie, 1997 , p.95)

Most managers have little difficulty saying that the people in the organization are their most important asset, but considerable difficulty demonstrating that this is true. Too many organizations think of staff in terms of what they cost rather than what their value is to the organization's output. Organizations that see their portfolios of technical competencies as central to their current and future success will want to engage actively in broadening ,deepening ,or reconfiguring these competency holdings. (Stewart , 1997 , p.43)

2. Job Design

Job design is concerned with the characteristics of jobs .Hackman and Oldham's Job Characteristics Model is the most widely used model for job design (Schalk & Van R. , 2007) . Job design constitutes a set of work characteristics that contribute to employees behaviour. The relationship between work design and employee performance has studied a lot, several conceptual models have been developed that concentrate on the influence of job design on the performance of employees (van et al , 2005 , p.27) . The Job Characteristic Model (JCM) Theory, which is shown in Figure (3) is considered to be the most influential in guiding research on the nature or characteristics of jobs . (Hackman & Oldham , 1980 , p.55)

Figure (4) Job Characteristic Model (JCM)



Source : Hackman & Oldham's , 1980 , p.55: Work redesign. Reading , MA : Addison-Wesley

The JCM by Hackman and Oldham incorporates five core job dimensions that contribute to certain critical psychological states which in turn, lead to a number of beneficial personal and work outcomes. The links between the job dimensions and psychological states, and between the psychological states and the outcomes, are moderated by three individual difference variables namely knowledge and skill, growth need strength, and “context” satisfaction. The core job characteristics are summarised below:

1. Skill variety : This refers to the extent to which the job requires the use of various skills and talents of the employee.
2. Task identity : This refers to the degree to which the job involves completing a whole, identifiable piece of work rather than simply a part. That is, doing a job from beginning to end with a visible outcome.
3. Task significance : This involves the importance of the task. It involves both internal significance (e.g. how important the task is to the organisation) and external significance (e.g. how proud employees are to tell their relatives, friends, and neighbors what they do and where they work).

4. Autonomy : This refers to whether the job provides substantial freedom, independence and discretion to the employee in carrying out the work ; how much freedom and control employees have to perform their job, for example, schedule their work, make decisions or determine the means to accomplish the objectives.

5. Feedback : This refers to objective information about progress and performance that can come from the job itself, from supervisors or from other sources.

Work organisation and design is a controversial dimension of employment in organizations . Organizational approaches allow for high levels of standardization and scripting of texts , which can raise call handling efficiencies . However , employees frequently complain of boredom or stress from high levels of routinisation and repetition . (Holman , et al , 2002 , p.22)

The design of organizational programs and processes can be a major factor in sustaining competencies .Organization design includes the processes by which responsibility is allocated, roles are defined, control and accountability are established, and decision-making authority is delegated. Communication can be designed to ensure that each individual has a clear understanding of what should be done, as well as why the tasks identified are important so all of these elements play a big role in the job rotation of employees . (Quinn et al. ,1996 , p:73)

During and immediately after the second world war American writers , particularly , were questioning the relationship between job and organization design and productivity . It was being recognized that difficulties arise in the selection of personnel if only those able to tolerate and work well in simple , highly repetitive jobs are to be recruited . As early as 1950 in the USA job rotation and job enlargement were being both advocated and tested as a means for overcoming boredom at work with all its associated problems . The Work System-Index aims to measure the opportunity of workers to participate in substantive decision-making and the degree of autonomy of workers concerning the way they perform their job. The index is based on four main components: the autonomy of an individual in decision-making, the degree of horizontal and vertical communication, team-work, and a job design that involves job rotation. (Buchanan , 1979 , p60)

This innovative job design provide non managerial employees with the opportunity to participate in decision-making, to work in self-managed teams, to enhance their skills through job rotation ,and give them greater autonomy over the way they perform their tasks. These

systems of job design are further associated with a higher level of communication with co-workers, employees outside the work groups and sometimes with customers. It is often assumed that employees value these new opportunities, leading to a direct increase in overall job satisfaction. (Berg & Kalleberg , 2000 , p.4)

Job design can have a significant effect on motivation. One technique designed to enhance motivation and, consequently, job satisfaction and performance, is job rotation. This approach consists of “moving employees from one specialized job to another.” The goal is to increase interest and motivation as employees gain a broader and more complete understanding of the organization. Research on the effects of this approach is largely inconclusive, however. In work experience, employees who have worked in a job rotation system found that after a promotion, they experienced a heightened awareness, desire to learn, and general attitude towards the new position, as well as towards the organization overall. This effect would eventually taper off, however, as they would gain the basic skills needed to perform the new position and would lose the motivated state that accompanied the promotion. When working at a retail store, however, they were able to work in a system where they would perform the stock duties only on some days, and selling duties only on other days. In comparison with the first example of promotion effects, they found that the job rotation did limit their boredom of any one particular job, due to the variety of their workdays. The trade-off, however, was that they felt that their skills were somewhat diminished after any extended (several days or more) layoff from one task. This is not to say, however, that job rotation is ineffective, as other factors such as which days of the week were devoted to which task could have also contributed to their individual experience. Also, their job itself may have played a similar role. Job rotation, in theory, sounds like an effective approach to motivation. It certainly appears, though, that further investigation must be undertaken to determine more precisely its benefits and drawbacks. (Karen , 2009, p.23)

3. Career Development Strategy

The meaning of career planning and management depends very much on whether an individual or organizational perspective is taken. Many observers have viewed career management as a process by which individuals develop ,implement and monitor career goals and strategies (Arnold , 2001 , p.22) .Much of the literature on careers has indeed focused on the individual view. However the focus of career development has shifted radically from the individual to the organization (Cascio , 2000 , p.43). Still the pendulum seems to be shifting back to an individual orientation of managing careers, which follows a general trend of the modern

age that emphasizes individualism rather than collectivism , in particular in Western societies. (Stewart , 1997 , p.63)

There are two main reasons for paying attention to the career development issues of employed people: one is for people and businesses to realize their full potential, and the other is to enable people and businesses to manage change in the structure of employment opportunities. As well as making people aware of learning, work, civic and leisure opportunities, career guidance helps to build confidence and empower individuals (Arnold , 2001 , p.35). Organizations need to realize that positive career development for their workforce is a way of helping to attract and retain the best people: by recognizing and responding to the needs of individual employees they will get the best out of them. More effective guidance will assist the development of a knowledge economy and benefit individuals, employers and society at large. It will, however, require a cultural shift in management behaviour in organizations towards self-management . (Hackman, 1986 , p.65)

Understanding how to motivate employees, and workers knowledge in particular, is likely to be a critical factor for organizational success. Paying attention to the career development of individuals will be vital not only for skill development but also to help motivate superior performance at work by giving people a clearer sense of direction and purpose. This will mean that career professionals will need to think in new ways about how they: (Hackman , 1986 , p.68)

1. Organize and provide career support;
2. Work effectively with partners from other professional groups;
3. Use informal career support mechanisms;
4. Equip managers and others to give career support more effectively.

Career development has strong implications for individuals and employers as follow :

1. Individuals : Changes in the way of work is structured and organized, together with the growth of the knowledge-based economy, will require a reconceptualisation of what a career means to people (Arnold & Jackson, 1997 , p. 427). For much of the 20th century, the term ‘career’ was used primarily to describe the occupational choice and work history of managers and professionals. It was often linked to ideas of progression up an organizational hierarchy. While many people continue to pursue this kind of organizational career, many others will be leading very different working lives (Arthur, 1994 , p.295) . Career across traditional boundaries, such as across organizations (i.e. not within a single organisation), or across functional or job boundaries – recognize that

career has a subjective component: the sense that people make of their own career, their personal histories, and the skills, attitudes and beliefs that they have acquired. (Arnold and Jackson, 2001 , p.27)

2. Employers: Effective career development support is important not only for individuals but also for the organizations that employ them. For both of them it is part of a strategy of achieving resilience to handle change more effectively.

The business argument, as point out, that careers are also: (Hirsh & Jackson , 2004 , p.45)

1. How higher-level and business-specific skills and knowledge are acquired, through employees undertaking a sequence of work experiences which progressively improve those skills. Key writers on careers in organizations see careers and learning as inextricably linked ;

2. How skills and knowledge are deployed and spread within organizations by employees moving from one job to another, in response to where they are needed. Such deployment and knowledge-sharing is critical to organizational flexibility;

3. Career movement is how culture and values – the ‘glue’ of the organisation – are transmitted, and how personal networks are extended and strengthened. Corporate culture and networks are often key to rapid and effective action;

4. Career development is a major tool for attracting, motivating and retaining good quality employees. (Tamkin & Hillage , 1999 , p.35)

In organizations applying the system of job rotation, employees are usually not remained in the same jobs positions permanently but are to be transferred to do other jobs/positions at some frequencies. They usually do not return to former jobs. There are many arguments on the merits and demerits of job rotation. Regarding to the merits of job rotation, most of the studies concern theories of industrial organization and management system in the aspect of relationship between rotation and career development. Studies on career development have recognized the importance of work experiences that the career motivation can be influenced by experiences gained through rotation . (Morrison & Brantner , 2001 , p.34)

4. System and Procedures

Top managers play critical roles in managing employees to innovate product and service. In other words, firms that deliberately invest in building strategic routines, skills and mindsets of their employees are more likely to have dynamic or learning capabilities that supports change and innovation (Selden & MacMillan , 2006 , p108). There are two systems of human resource

management practices –innovative and traditional– which until now have been used primarily to understand productivity of workers : **(Osterman , 2006 , p.187)**

1. Innovative System : The innovative system of human resource management practices includes problem-solving teams, incentive pay plans, careful recruitment and selection, extensive labor-management communication, flexible job assignment, and employment security **(Gant et al. , 2002 , p.289)**. Researchers vary in the practices they consider as forming part of the innovative system. However, several practices cut across studies: team-based job design, team-based incentive pay, and job rotation. In my model team-based job design is cross-functional team-based job design formed for performing tasks whose accomplishment requires the involvement of employees from different functions .Team-based incentive system is cross-functional team-based compensation, meaning that individuals are rewarded based on cross-functional team performance. (**Osterman , 2006 , p.52**)

The practices used within the innovative system help to achieve psychological safety. Having cross-functional team-based job design and reward based on such team performance reduces evaluative pressure. The pressures are diffused across the team rather than being concentrated on a single individual. If they are under less pressure, individuals are more likely to experiment with novel ideas for new products. Additionally, cross-functional job rotation helps create the psychological safety needed for individuals to experiment with new knowledge that could be useful for creating distinct products. It allows individuals to gain some shared knowledge with others in other departments, which builds trust . **(Madhavan & Grover , 1998 , p.12)**

The innovative system of practices helps employees to achieve the perspective-taking capability needed for efficiency. The ability of individuals to take the viewpoints of others can be acquired through direct experience in job rotation. For example, **(Parker & Axtell , 2001 , p.32)** suggest that in large established multinational companies managers who have been rotated to different subsidiaries as part of their career development gained knowledge about the perspectives of other subsidiaries facilitating knowledge integration across them.

2. Traditional System : In contrast to the innovative system, the traditional system includes an individual-based incentive system, individual-based job design, and no job rotation. An individual-based incentive system refers to individuals being rewarded based on their individual performance. Individual-based job design refers to tasks that are specifically designed for employees to perform individually. No job rotation exists when individuals are

expected to perform the same narrowly defined tasks repeatedly within the same function. This system is referred to as traditional because it has been used since the 1960s by many U.S. firms (Ichniowski & Shaw , 2003 , p.155) . In organizations where individuals feel fearful of speaking up because they are afraid of being punished, embarrassed or rejected, employees are less likely to extend themselves beyond expectations. Individuals that are under higher evaluative pressure tend to be more risk averse, and individual-based incentive system creates this type of pressure. they are being evaluated individually and the type of reward they will receive for their individual performance. In such firms, individuals may be punished if new ideas fail; therefore, they will not experiment . (Schein ,1992 , p.37)

The traditional system of practices also does not provide employees with the ability to take the perspective of the people working in other functions. By not providing cross-functional job rotation, people are not managed to have the necessary knowledge and skills about the viewpoint of people in other functions, which is the basis for the ability to take the perspectives of employees in other functions. Without this ability, cross-functional knowledge integration is difficult to achieve, since miscommunication and misunderstanding will occur . (Boland & Tenkasi , 1995 , p.55)

Section 2

Employees Performance

1) Introduction

Performance is defined as “observable things people do (i.e., behaviors) that are relevant for the goals of the organization” . Performance is a critical concept because, “the major contribution of an employee’s worth to the organization is through work behavior and ultimately performance”. One can argue that performance will not lose its popularity in the years to come because it is the major contribution to organization made by the employees(Arvey & Murphy, 1998, p. 142) . Knowing details of the concept of job performance is important because it is a central construct in today’s work settings and by this way in the research settings. It shows the strengths and weaknesses of employees, and training programs are designed and placement decisions are given depending on these strengths and weaknesses. (Viswesvaran and Ones , 2000 , p.61)

It certainly highlights the importance of how the productivity is managed in all sectors as a factor for economic and social progress, which reflects the performance management in the science of management. And this importance has made organizations look to define the concept of productivity management or performance management as one of the most important duties of the management. If the improved productivity is a fundamental goal, the level of performance of the administration controls significantly the possibility of achieving this requirement. The methods of effective management is considered as an input to creative institutions which contribute in achieving economic and social development. (Alshagawi , 2004 , p. 14)

Organizations look to define the concept of performance management as one of the most important duties of management . It is focused in the research and the application to identify the fact of performance and the factors that influence it in order determine the problem to correct it and achieve the performance levels required. Since the performance of their departments is a reflection of individual performance within it . (Al-Shanti , 2006 , p34)

In this study, the researcher shows the second dimension of the theoretical framework (job performance) , where it shows : The concept of job performance - Elements and determinants of job performance – Environmental factors affecting the performance - Performance appraisal and its goals - Characteristics of effective performance appraisal system - Methods of appraising performance – Performance outcomes - Job rotation and its impact on employees performance .

2) The Concept of Job Performance

The concept of performance is related to the behavior of the individual and the organization . It occupies a special place in any organization as a final output of all activities at the level of individual , organization and the State . Definitions of researchers to performance are varied . Job performance refers to the outcome of human behavior in the light of the procedures and techniques that guide the work towards Achieving the desired objectives. (AlRubiq , 2004 , p.58)

Job performance consists of the observable behaviors that people do in their jobs that are relevant to the goals of the organization. Job performance is of interest to organizations because of the importance of high productivity in the workplace. Performance definitions should focus on behaviors rather than outcomes, because a focus on outcomes could lead employees to find the easiest way to achieve the desired results, which is likely to be detrimental to the organization because other important behaviors will not be performed . (Murphy, 1998 , p.120)

The concept of the job performance expresses the "net effect of the efforts of the individual starting from competencies and awareness of the role or tasks which then refers to the degree of achievement and completion of tasks . (Sultan , 2004 , p.219)

Some researchers believe that the performance is closely linked to the nature of the work done by the individual , and to understand the various processes of the work in order to reach the desired achievement . Therefore , performance is the outcome of human behavior in the light of procedures and techniques that guide the work towards achieving the desired objectives .In spite of the differences between researchers in the definition of performance, but there are factors combine these definitions as follow :

1. Employer : who possesses knowledge , skills , values , attitudes and motives .
2. Job : with all its requirements , challenges and opportunities for work .
3. position: The organizational environment which includes the business climate , supervision , administrative systems and organizational structure . (Alsagheer , 2002 , p.32)

The researcher summarizes that the concept of job Performance means the activity (duties, functions and responsibilities) , the workers must do all in there jobs , and optimal performance is to carry out the duties, functions and responsibilities at a high range .For the purpose of this study job performance will be considered as "the outcome of the effort made by the staff of the UNRWA to achieve a particular goal."

3) Elements and Determinants of Job Performance

Determining the level of individual performance requires to know the factors that determine this level and the interaction between them . Due to the multiplicity of these factors and the difficulty of knowing the degree of impact of each one on performance , the different results of previous studies on this subject were noticed . The researchers are faced with several difficulties in identifying the factors affecting the performance and the extent of interaction between them.

Performance is affected by some factors . The worker who possesses knowledge , skills , desires , interests , values and motives is a key in determining the level of performance . The job and its required tasks , duties , challenges and opportunities for career growth is also a major key in determining the level of performance . The position which includes organizational environment , material resources , flexible or rigid organizational structure and styles of leadership is also a major key in determining the level of performance. (Mursy and Sabbagh , 1988, p.28)

A range of management scientists have tried to develop a model of performance determinants , as presented by Porter and his colleague Lawler based on three main factors (the outcome of the effort, personal characteristics, and individual recognizing for his role in job) . The effort in the work reflects the degree of enthusiasm , the individual previous experience . Individual awareness of his role is represented in his personal conduct during the performance and affected by his perceptions and impressions on the way of doing his role in the Organization. (Ashour, 1986 , p. 38-39) .

It is considered that the performance is not determined by the availability or unavailability of some of the determinants , but is the result of the outcome of the interaction between three determinants which are : (Suleiman , 1992 , p.42)

1. Individual motivation : The extent of desire existing in an individual to work and that can be shown through his enthusiasm.
2. Business climate : gratification provided by the internal work environment which expresses the sense of satisfaction from his work after he achieves his objectives , desires and all his needs.
3. The ability of an individual to perform the work : This ability can be achieved by individual education , training , experience and specialized skills and knowledge of work .

It could be argued that the determinants of performance based on three variables : (Harbi, 2003: p. 56)

1. Work effort : It reflects the degree of individuals enthusiasm to perform the work and the extent of his motivation towards the performance.
2. Capabilities and individual characteristics: the individual abilities and past experiences , which depends upon the effort.
3. Individual's awareness of his role : The individual's behavior during the performance of personal perceptions and impressions in the Organization .

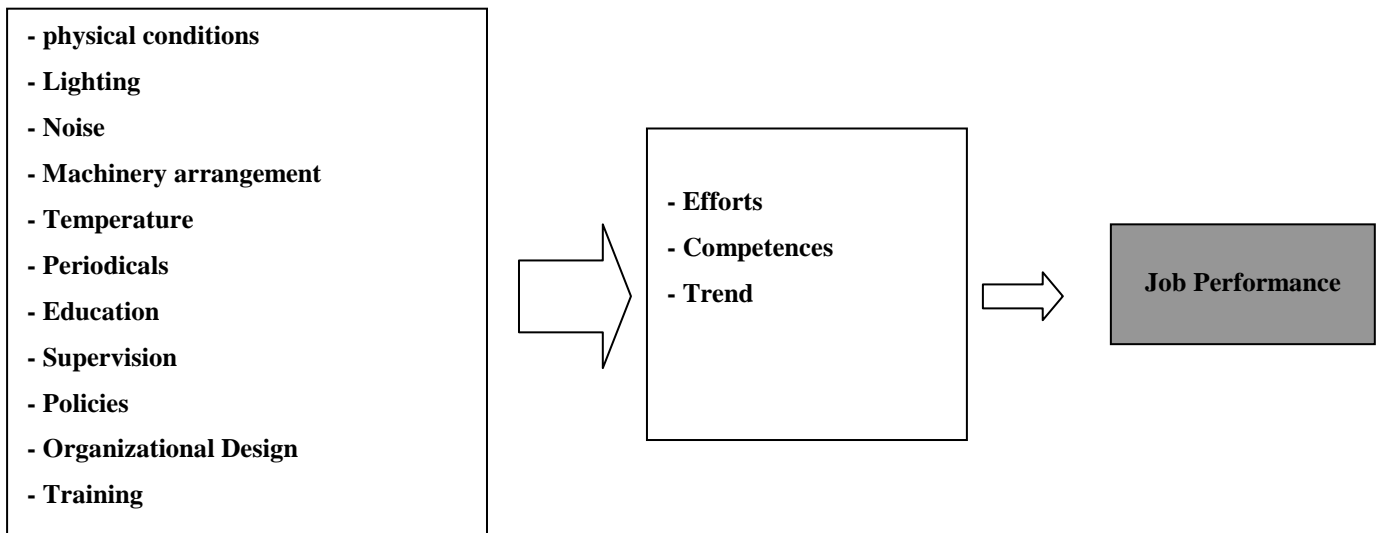
Due to the difficulty of deal management scholars and researchers in the control performance is not on the determinants of certain control performance so they warn that link to generalize the results of these studies and to identify the factors that govern the performance is not easy because of the following reasons: (Harbi , 2003 : p.161)

1. The determinants of the performance of a particular class is not the determinants of the performance of another one .
2. The determinants of performance of individuals working in a particular organization is not necessarily the same determinants of performance of individuals working in other organizations
3. The external environmental factors have a positive or negative impact in identifying the determinants of performance .

4) Environmental Factors Affecting the Performance

There are some factors outside the control of the individual and that can affect the level of performance, and despite the fact that some of these factors may be taken as excuses, but they must be taken into account because it is the fact that already exist, and figure below shows the environmental factors that modify and affect job performance . (Mohammad , R. , 2001 , p.212)

Figure (5) Environmental factors that influence the performance



Source : Mohammad , Rawia (2001) , p.212 . HR Management , Future View , Cairo

5) Performance Appraisal and its Goals

Performance appraisal can be a primary source of information and feedback for employees which is essential to their future development. The output of performance appraisal can be useful in different human resource functions. In assessing a firm's human resource, data must be available that describes the promotability and potential of all employees ,especially key executives. Management succession planning is a key concern for all firms. A well designed appraisal system provides a profile of the organization's human resource strengths and weaknesses to support this effort . (Mondy & Noe , 2005 , p.29)

Performance appraisal should point out an employee's specific needs for training and development. For instance, reporting jobs require skills in technical writing and the evaluation of employee who occupies this post reveals a deficiency in this factor, he/she may need additional training in this aspect. By identifying deficiencies that adversely affect performance, human resource and line managers are able to develop training and development programs that permit individuals to build on their strengths and minimize their deficiencies. An appraisal system does not guarantee properly trained and developed employees. However, determining training and development needs is more precise when appraisal data are available . (Mondy & Noe , 2005 , p.17)

When supervisors identify the weaknesses, potentials, and training needs of employees through performance appraisal feedback, they can inform employees about their progress,

discuss what skills they need to develop, and work out development plans. The manager's role in such a situation is like that of a coach. The coach's job is to reward good performance with recognition, explain what improvement is necessary, and show employees how to improve. After all, people do not always know where they could improve, and managers really cannot expect improvement if they are unwilling to explain where and how improvement can occur. (Jawahar, 2007, p.17)

Career planning and development may be viewed from either an individual or an organizational viewpoint. In either case, performance appraisal data are essential in assessing an employee's strengths and weaknesses and in determining the person's potential. Managers may use such information to counsel subordinates and assist them in developing and implementing their career plans. (Mondy & Noe, 2005, p.23)

6) Characteristics of Effective Performance Appraisal System

An effective performance appraisal system has a strategic importance to the organization. Clearly, the organization must monitor the extent to which it is conducting its performance appraisals effectively, adequately, and appropriately. As with selection, performance appraisal must be free from bias and discrimination. Also, regardless of which performance appraisal approach is used, an understanding of what performance management is supposed to do is critical. When performance appraisal is used to develop employees as sources, it usually works. When management uses performance appraisal as a punishment or when raters fail to understand its limitations, it fails. The key is not which form or which method is used, but whether managers and employees understand its purposes. In its simplest form, a performance appraisal is a manager's observation. (Jawahar, 2007, p.97)

An effective performance management system will be:

1. consistent with strategic mission of the organization,
2. beneficial as a development tool,
3. useful as an administrative tool,
4. legal and job-related,
5. viewed as generally fair by employees, and
6. useful in documenting employee performance

Most systems can be improved by training supervisors, because conducting performance appraisals is a big part of a performance management system. Training should focus on minimizing errors and providing a frame of reference on how raters observe and recall information. Organizationally, there is a tendency to distill performance into a single number that can be used to support pay raises. Systems based on this concept reduce the complexity of each person's contribution in order to satisfy compensation-system requirements . (Sims, 2002 , p.67).

In an appraisal discussion, five fundamental areas need to be covered: (Maddux , 2000 , p.73)

1. The measurement of results of the employee's performance against goals and standards.
2. Recognition of the employee's contributions.
3. Correction of any new or ongoing performance problems.
4. Training and personal development needs for both current and future applications.
5. The establishment of goals and/ or standards for the next appraisal period .

7) Methods of Appraising Performance

Usually organizations determine the method by which the employees' performance will be measured. Although there are four general measures of output: quality, quantity, cost, and timeliness , different methods for appraising the employees' performance exist. (Grote, 2002 , p.80)

1. Graphic Rating Scale Method

Rating scale is a form on which the manager simply check s off the employees level of performance . This is the oldest and most widely method used for performance appraisal . The scales may specify five points , so a factor such as job knowledge might be rated 1 (poorly informed about work duties) to 5 (has complete mastery of all phases of the job) . The content of appraisal could be the quantity of work (volume of work under normal working conditions) , quality of work (neatness , thoroughness , and accuracy of work knowledge of job) , dependability (thorough , reliable , accurate with respect to attendance , relief lunch breaks , etc.) , judgment , attitude (Exhibits enthusiasm and cooperativeness on the job) , cooperation (willingness and ability to work with others to produce desired goals) and initiative . (Mondy , 2002 , p.85)

Rating scales can include five elements as follows : (Jawahar, 2007 , p.98)

- a. Unsatisfactory
- b. Fair
- c. Satisfactory
- d. Good
- e. Outstanding

The advantages of the rating scales are as follows: (Thomason , 1988 , p.70)

- a. Graphic rating scales are less time consuming to develop
- b. They also allow for quantitative comparison

The disadvantages of the rating scales are as follows: (Thomason , 1988 , p.70)

- a. Different supervisors will use the same graphic scales in slightly different ways .
- b. One way to get around the ambiguity inherent in graphic rating scales is to use behavior based scales , in which specific work related behaviors are assessed .
- c. More validity comparing workers ratings from a single supervisor than comparing two workers who were rated by different supervisors .

2. Critical Incidents

In the critical incidents method, the manager keeps written record of both highly favorable and unfavorable actions in an employee's performance. When a "critical incident" involving an employee occurs, the manager writes it down. A list of critical incidents is kept during the entire rating period for each employee .With this method, the appraisal is more likely to cover the evaluation period and not focus in the last few weeks on months . (Mathis, 2007 , p.60)

The critical method also has its unfavorable aspects :

- a. What constitutes a critical incident is not defined in the same way by all supervisors.
- b. Producing daily or weekly written remarks about each employee's performance can take considerable time.
- c. Employees may become overly concerned about what the superior writes and begin to fear the manager's "black block" . (Jawahar , 2007 , p102)

3. Essay

In the essay method, the rater simply writes a brief narrative describing the employee's performance. This method tends to focus on extreme behavior in the employee's work rather than routine day-to-day performance. The rater is usually given a few general headings under which he is requested to categorize comments. Ratings of this type depend heavily on the evaluator's writing ability. Because of their excellent writing skills, some supervisors can make even a marginal worker sound like a top performer. Comparing essay evaluations might be difficult because no comment criteria exist . (Mondy , 2002 , p.87)

4. Checklist Appraisal

A checklist appraisal contains a series of questions about an employee's performance. A supervisor answers yes or no to the questions. Thus, a checklist is merely a record of performance, not an evaluation by a supervisor. The HRM department has a key for scoring the items on the checklist; the score results in a rating of an employee's performance. The following are typical checklist statements: can be expected to finish work on time; seldom agrees to work overtime; is cooperative and helpful; accepts criticism; and, strives for self-improvement . (Jawahar, 2007 , p.103)

The checklist can be modified so that varying weights are assigned to the statements or words. The results can then be quantified. Usually the weights are not known by the rating supervisor because they are tabulated by someone else, such as a member of the HRM department. While the checklist appraisal is easy to complete, it has several disadvantages. The words or statements may have different meanings to different raters. The checklist can be difficult to prepare, and each job category will probably require a different set of questions. Also, a rating supervisor has no way to adjust the answers for any special circumstances that affect performance. Additionally, raters do not assign the weights to the factors. These difficulties limit the use of the information when a rater discusses the checklist with the employee, creating a barrier to effective development counseling . (Sims , 2002 , p.70)

5. Work Standards

The work standards method compares each employee's performance to a predetermined standards or expected level of output. Standards reflect the normal output of an average worker operating at a normal pace. Work standards may be applied to virtually all types of jobs, but they are most frequently used for production jobs. Several methods may be utilized in determining work standards, including time study and work sampling. An obvious advantage of using standards as appraisal criteria is objectivity. However, in order for employees to perceive that the standards are objective, they should understand clearly how the standards were set. It follows that the rationale for the any changes to the standards must also be carefully explained . (Mondy , 2002 , p.89)

6. Forced Distribution

Forced distribution is a method that requires managers to assign employees into predetermined groups according to their performance, potential and promotability (Grote, 2002 , p.83). As an example employees in the top 10 percent are placed in the highest group, the next 20 in the next group, the next 40 percent in the middle group, the next 20 percent in the second –to-lowest group, and the remaining 10 percent in the lowest category. This approach is based in the questionable assumption that all groups of employees will have the same distribution of excellent, average and poor performance. In short, this method makes no sense unless employees have been selected randomly. If a department has done an outstanding job in selecting people with the result that 20 percent should be rated in the top group, the 10 percent left out will probably become unhappy at best and leave for greener pastures at worst. Further, among the drawback of the forced distribution is the difficulty that may arise when the rater must explain to the employee why he or she were placed in one group and others were placed in other higher groups . (Jawahar, 2007 , p.104)

7. Ranking

The ranking method consists of listing all employees from highest to lowest in performance. For example, the best employee in the group is ranked highest, and the poorest is ranked lowest. This procedure is continued until all employees are ranked . (Jawahar, 2007 , p.105) . The primary drawback of the ranking method is that the size of the differences among employees is not well defined. For example, there may be little difference in performance between those ranked third and fourth. This drawback can be overcome to some extent by assigning points to indicate the size of the gap. Ranking also means that some one must be last. It is possible that the last-ranked individual in one group would be the top employee in a different group. Further, ranking becomes very unwieldy if the group to be ranked is very large .(Jawahar,2007 , p.105)

8. Management by Objectives

Management by objectives (MBO) represented an advantage on previous approaches to defining tasks and providing a basis for assessment. It is applied in two distinct phases, one concerned with the setting of objectives and the other with appraisal of performance (Thomason , 1988 , p.78). MBO specifies the objective goals that an individual hopes to attain within an appropriate length of time. The objectives that each manager sets are derived from the overall goals and objectives of the organization, although MBO should not be

disguised means for a superior to dictate the objectives of individual manager or employee. No management tool is perfect, and certainly MBO is not appropriate for all employees or all organizations. Jobs with little or no flexibility are not compatible with MBO. For example, an assembly-line worker usually has so little job flexibility that performance standards and objectives are already determined. The MBO process seems to be most useful with managerial personnel and employees who have a fairly wide range of flexibility and control over their jobs. When imposed on a rigid and autocratic management system, MBO may fail. Extreme emphasis on penalties for not meeting objectives defeats the development and participative nature of MBO. (Jawahar, 2007, p.105)

9. Behaviorally Anchored Rating Scale (BARS)

The behaviorally anchored rating scale combines elements of traditional rating scales and critical incident method. In this method, various performance levels are shown along a scale with each described in terms of an employee's specific job behavior. In evaluating a group of employees working as interviewers, for example, suppose the factor chosen for evaluation is Ability to absorb and interpret policies. On the very positive end of this factor might be this interviewer could be expected to serve as an information source concerning new and changed policies for others in the organization. On the very negative end of this factor might be even after repeated explanations, this interviewer would be unable to understand new procedures. There might several levels in between the very negative and the very positive. Rather than have the raters judge the quality of a subordinate's performance, the rater is able to determine more objectively how frequently the employee performs in each defined level (Mondy and Noe, 2005).

Regardless of apparent advantages of BARS, reports on its effectiveness are mixed, and it does not seem to be superior to other methods in overcoming rater errors or in achieving psychometric soundness. A specific deficiency is that the behaviors used are activity oriented rather than results oriented. Also, the method may not be economically feasible since each job category requires its own BARS. On the positive side, because the system is job related, it is relatively invulnerable to legal challenges (Mondy et al, 2002).

8) Performance Outcomes

Good performance always is considered the main objective which should be SMART (Specific, Measurable, Achievable, Realistic and Timely) every organization seek to attain, and these are some outcomes of good performance : (Irene F. , 2009 , p.78)

1. Provide Specific information to employees : Employees performance should provide specific information to employees about their performance problems and ways they can improve their performance.
2. Career Planning and development: Organizational career planning involves matching an individuals career aspirations with the opportunities available in the organization. Career pathing is the sequencing of the specific jobs that are associated with these opportunities.
3. Motivation and Morale: Motivation generally seeks to boost employees morale to work hard and thus increase productivity. Morale on the other hand increases productivity indirectly by reducing absenteeism, accidents, employee turnover and grievances.
4. Enrich job experience: Most employee development occurs through job experiences. Development is most likely to occur when there is a mismatch between the employee skills and past experiences, and the skills required for the job.
5. Improve interpersonal relationships: An interpersonal relationship is another way for employees to develop skills, increase knowledge about the organization and its clients by interacting with a more experienced member.

9) Job Rotation and its Impact on Employees Performance

Every organization has a unique ways and approaches and has specific requirements of job rotation as a tool of training . In short , the researcher wants to highlight on the very important and fundamental requirements of job rotation which leads to satisfying the employees needs , then to reaching the motivation of engaging in job rotation and to what extent affects the productivity and job performance .

1. Impact of Training and Competences Development on Employees Performance

productivity is related to employee training and competencies development and the impact of such higher skills on the performance of the individual employees. This focus is founded on the basis that employees will not perform well at work no matter how hard they try and regardless of how much they want to until they know what they are supposed to do and how they are supposed to do it . (Zaccarelli , 1997 , p.49)

Productivity relates to output per unit of input, for instance, output per labor hour. It is measured in terms of effectiveness and efficiency of an effort. The sources of productivity gains include : (Schiller, 2002 , p.97)

- Higher skills – an increase in labor skills
- More capital – an increase in the ratio of capital to labor
- Improved management – better use of available resources in the production process
- Technological advancement – the development and use of better capital equipment

Thus, it is the knowledge and skills acquired for the job that makes employees effective and efficient. Training is the means by which such skills, knowledge and attitudes are imparted to employees to enhance efficiency and effectiveness. In measuring the impact of training and development on worker performance and productivity . (Irene F. , 2009 , p.58)

So the researcher sees that the quality of employees and their development through training are major factors in determining long-term profitability and optimum performance of organizations. To hire and keep quality employees , it is good policy to invest in the development of their skills, knowledge and abilities so that individual and ultimately organizational productivity can increase. Traditionally, training is given to new employees only .This is a mistake as ongoing training for existing employees helps them adjust rapidly to changing job requirements. On an organizational level, competencies are those activities the organization has the capability of effectively executing and the knowledge and skills required to do it. Identifying required competencies at an organizational level enables employers to develop a profile of the general knowledge and skills needed to perform a job. The construction employer should review the performance rating for each of the job tasks and identify those tasks that are below expectations. Construction employers may also focus on any tasks that meet expectations but would benefit from additional training. They should examine the ratings for, and comments from workers, for each task and decide which job task(s) created the most difficulty and why. This can then be compared with workers' tasks, identifying what knowledge, skills and behaviors are required to be successful in different positions. (Marcelo G. , 2003 , p.13)

2. Impact of Job Design on Employees Performance

Job design is concerned with the content of the job that an individual or group undertakes, i.e. the roles and tasks they fulfill, as well as the methods that they use to complete their work . (Holman, D. et al , 2002 , p.87)

Job performance is one of the outcomes in job design research . Job performance was affected by job design or work characteristics . Job design doesn't alone affects job performance but job demands , control and social support appear to have an impact on performance, influencing employee motivation and effort. Restructuring the design of job offers opportunities to enact full scopes of practice, minimize role ambiguity and role tension, optimize work satisfaction and work motivation, foster high quality work performance and promote efficiency. (Beehr et al. , 2000 , p.90)

3. Impact of Career Development Strategy on Employees Performance

One of a managers most important jobs is to manage the employee development of an employee which includes his/her personal growth and career development .In previous business environments, career planning was handled in the main by the organization which employed an individual, who was likely to be in that organizations employment for life. However, nowadays the work environment is rapidly changing with increasing work mobility bringing about alternatives and potential for almost any worker . (Linda , M. , 2001 , p.95)

Career development is an organized approach used to achieve employee goals with the business needs of the agency workforce development initiatives. According to the author, the purpose of career development is to : (Irene F. L. , 2009 , p.27)

- a. Enhance each employees current job performance
- b. Enable individuals to take advantage of future job opportunities
- c. Fulfill agencies goals for a dynamic and effective workforce

4. Impact of System and Procedures on Employees Performance

High involvement culture is a way to unleash the talent and energy of employees at every level of the organisation . This can have positive effects on key performance variables such as: labor productivity, turnover, absenteeism, greater output and increased flexibility . Positive performance effects arise in part from the creation of more co-operative labor management systems, which induce employees to work harder and share ideas in the pursuit

of “mutual gains” with employers . High performance work systems increased the rewards in terms of both earnings and working conditions . (Rodgers & Ferketish, 2005 , p.37)

“High performance work systems elicit discretionary effort from workers. The more participatory work organization in a high performance work system draws on the latent knowledge of workers to reduce waste, to solve problems more quickly, and to balance the workload and regulate the production process. Effective effort per hour of work in a high performance work system is higher than traditional workplaces because workers have the opportunity to work smarter”. (Appelbaum et al. , 2000 , p. 229)

Section 3

UNRWA Overview

1) Establishment

Immediately after the Arab-Israeli hostilities of 1948, emergency assistance to Palestine refugees was provided by international organizations such as the International Committee of the Red Cross, League of Red Cross Societies and the American Friends Service Committee. In November 1948, the United Nations established the United Nations Relief for Palestine Refugees (UNRPR) to extend aid and relief to Palestine refugees and coordinate efforts of NGOs and other UN bodies such as the United Nations International Children's Emergency Fund (UNICEF), World Health Organization (WHO) and Food and Agriculture Organization (FAO) and the International Refugee Organization. The United Nations established the United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) under UN General Assembly Resolution 302 (IV), of 8 December, 1949, as a subsidiary organ of the United Nations. UNRWA's mandate has been renewed every three years since 1949, and is expected to continue to be renewed pending a just settlement to the refugee problem. (UNRWA website, 2011)

Since its establishment, the Agency has delivered its services in times of relative calm in the Middle East, and in times of hostilities. It has fed, housed and clothed tens of thousands of fleeing refugees and at the same time educated and given health care to hundreds of thousands of young refugees. UNRWA is unique in terms of its long-standing commitment to one group of refugees and its contributions to the welfare and human development of four generations of Palestine refugees. Originally envisaged as a temporary organization, the Agency has gradually adjusted its programs to meet the changing needs of the refugees. Today, UNRWA is the main provider of basic services-education, health, relief and social services - to over 4.5 million registered Palestine refugees in the Middle East. (UNRWA website, 2011)

UNRWA was mandated " to carry out direct relief and works programs in collaboration with local governments," to "consult with the Near Eastern governments concerning measures to be taken preparatory to the time when international assistance for relief and works projects is no longer available" and to plan for the time when relief was no longer needed. UNRWA's mandate has been repeatedly renewed by the UN General Assembly. The current mandate runs till 30 June, 2011, wherein the UN General

Assembly has expressed its awareness of the “continuing needs of Palestine refugees throughout the occupied Palestinian territory and in other fields of operation” and noted that the "functioning of the Agency remains essential in all fields of operation" . (UNRWA website , 2011)

2) Funding

Most funding comes from voluntary contributions of donor states. UNRWA's largest donors are the United States, European Commission, the U.K and Sweden. Other major donors include the Gulf Arab States, Scandinavian countries, Japan and Canada. A small portion comes from non-governmental organizations and concerned individuals. The United Nations Secretariat finances 110 international staff posts from its regular budget and UNESCO and WHO provide assistance in the staffing of the education and health programs . (UNRWA website, 2011)

The European Commission was the largest donor in 2007, followed by the USA. However ,in terms of donations relative to population size and GDP per capita, the Scandinavian countries top the list .When UNRWA was established as a temporary agency the United Nations and member states thought it would be in the interest of both UNRWA and the refugees if the Agency was able to collect voluntary contributions of any amount from member states. However , the United Nations finances all international staff posts from its regular budget .Donor countries strongly support UNRWA's work, and the Palestine refugees. In their eyes, UNRWA provides important human development for Palestine refugees in the region, crucial emergency assistance in times of need, and a measure of stability in an often volatile environment . (UNRWA website, 2011)

In terms of national currencies, contributions are increasing. UNRWA's budget is dollar-based and UNRWA expenditures are in dollars. In recent years, Agency income and expenditure have increased as a result of the falling US dollar. However, despite the overall growth in contributions, funding is not keeping pace with the growth of the refugee population nor with increased refugee needs. This has led to worrying erosion in the quality of UNRWA services. The number of registered refugees in the oPt, Syria, Lebanon and Jordan has increased by more than 100,000 between June 2006 and June 2007 . (UNRWA website, 2011)

UNRWA's regular cash and in-kind budget for 2007 is US\$ 505 million, although expenditure is likely to be less because of forecast shortfalls in donation income. Due to the humanitarian crisis in the occupied Palestinian territory caused by the conflict and Israeli closures, UNRWA has launched repeated emergency appeals for emergency food employment and cash assistance. In 2007 the Agency is asking for an additional \$246 million to cover these emergency needs. More than half of UNRWA's budget is spent on the education program, which in 2007 was budgeted to receive \$277.2 million. The health program was forecast to receive \$95.9 million while the relief and social services program were to receive \$43 million. Operational and common services were to receive \$89 million combined. (UNRWA website, 2011)

3) Beneficiaries

For operational purposes, UNRWA has defined Palestine refugee as any person whose "normal place of residence was Palestine during the period 1 June 1946 to 15 May 1948 and who lost both home and means of livelihood as a result of the 1948 conflict." Palestine refugees eligible for UNRWA assistance, are mainly persons who fulfill the above definition and descendants of fathers fulfilling the definition. In May, 1951, UNRWA inherited a list of 950,000 persons from its predecessor agencies 'the United Nations Relief for Palestine Refugees, the International Committee of the Red Cross and the American Friends Service Committee. In the first 4 months of operations, UNRWA reduced this list to 860,000 persons, based on "painstaking census efforts", "fraudulent claims" and a desire to "remove undeserving individuals from its relief rolls. (UNRWA website, 2011)

The 1948 registered refugees and their descendants now number over 4.5 million, and mainly reside in the West Bank, Gaza, Jordan, Lebanon or Syria. These are the refugees covered under UNRWA's mandate. It should be noted that UNRWA's definition of refugees is necessarily restricted to those eligible to receive its aid, as the definition explicitly states that the refugee must have lost both home and means of livelihood to be eligible for registration with UNRWA. Thus, for the purposes of repatriation or compensation, as envisaged in UN General Assembly (UNGA) Resolution 194 (III) of December 1948, the term "Palestine refugee" is used with a different, much less restrictive meaning as compared to UNRWA's need-based definition. (UNRWA website, 2011)

UNRWA services are available to all Palestine refugees, over 4.5 million, who are registered with the Agency in the Area of Operations (Jordan, Lebanon, Syrian Arab Republic, the West Bank and Gaza Strip). Not all Palestine refugees opted to register with UNRWA and not all those who opted to register were eligible to receive service. There are many Palestinian refugees who are not registered with UNRWA or who reside outside UNRWA's areas of operation, and are therefore unable to have access to UNRWA services . The UN General Assembly has asked on an annual basis the Commissioner-General of UNRWA "to continue to provide humanitarian assistance, as far as practicable, on an emergency basis, and as a temporary measure, to persons in the area who are currently displaced and in serious need of continued assistance as a result of the June 1967 and subsequent hostilities . (UNRWA website, 2011)

There have been times when UNRWA's assistance has been extended to persons who do not fall within the standard definition of a Palestine refugee. For instance, in 1988, from the outbreak of the first Intifada and based on the urging of the UNGA, UNRWA pledged to provide "as far as practicable, humanitarian assistance on an emergency basis, and as a temporary measure, to non-refugees in the occupied territories who are in serious need ." During the second Intifada in the West Bank and Gaza, which began in 2000, UNRWA also provided some food assistance to non-refugees suffering from Israeli closures in isolated areas of the West Bank . (UNRWA website, 2011)

4) UNRWA Programs

UNRWA helps Palestine refugees through four main programs: Education, Health, Relief and Microfinance and Micro-enterprise Program .

1. Education

The Palestine refugee community has traditionally placed great emphasis on education as the key to a better future. Despite often difficult circumstances, Palestinians are one of the most highly educated groups in the Middle East. This achievement has been made possible in large part by the contribution of UNRWA in educating three generations of refugees .UNRWA operates one of the largest school systems in the Middle East and has been the main provider of basic education to Palestine refugees for nearly five decades. The Agency provides primary and junior secondary schooling free of charge for all Palestine refugee children in the area of operations. Vocational and technical training courses are given in the eight UNRWA vocational training centers. The Agency also runs an extensive

teacher-training program, and offers university scholarships to qualified refugee youth . UNRWA aims to give Palestine refugee pupils a basic education comparable to that provided in government schools in the region, so that they are on an equal footing in gaining access to educational and employment opportunities. Consequently, UNRWA schools use the same curricula and textbooks as the host government/Authority schools , and pupils sit, wherever applicable, for national exams at each stage of the education cycle . (UNRWA website, 2011)

2. Health

UNRWA's health program aims to protect, preserve and promote the health of Palestine refugees and to meet their basic health needs. Since its establishment, the Agency has been the main health care provider for the Palestine refugee population, providing the following health services : (UNRWA website, 2011)

- a. Primary health care
- b. Nutrition and supplementary feeding
- c. Assistance with secondary health care
- d. Environmental health in refugee camps

3. Relief and Social Services

UNRWA aims to ensure a minimum standard of nutrition and shelter for Palestine refugees and the Agency's relief and social services program supports the poorest refugee families who are unable to meet their own basic needs. The program also facilitates longer-term social and economic development for refugees and their communities without prejudice to their rights as refugees recognized in United Nations General Assembly resolutions. This program comprises two main activities : (UNRWA website, 2011)

A. Relief Services

- Refugee families in special hardship case
- Food aid
- Cash assistance
- Emergency relief
- Shelter rehabilitation

B. Social Services

- Poverty alleviation
- Community development

C. Microfinance and Microenterprise Program

UNRWA launched its microfinance and Microenterprise program (MMP) in the West Bank and Gaza Strip in June 1991. This initiative was taken in response to rapidly deteriorating economic conditions marked by high unemployment and spreading poverty following the outbreak of the first Intifada in 1987 and the Gulf War. After 1993 the program intensified its activities in support of the peace process through UNRWA's Peace Implementation Program. The MMP is now organized around four revolving loan funds in Gaza and two in the West Bank. These make loans to, small-scale enterprises in Gaza and the West Bank (the Small-Scale Enterprise product), to women organized in groups in Gaza only (the Solidarity Group Lending product), to Micro-enterprise in Gaza and the West Bank (the Micro-enterprise Credit product), and to workers and low-paid professionals (Consumer Lending product). (UNRWA website, 2011)

At the end of 1996 the Agency had set a target date of 31 December 1999 for the program to be fully self-sufficient. However, this target date had to be brought forward due to the budget crisis facing the Agency and the program started to meet its operational costs from 1 January 1998 (a year ahead of the original schedule). However, by the end of 2001 the program was covering 88.5 percent of its operational costs from interest income; the future cost recovery of the program depends on the loosening of the recessionary pressures – primarily the trade constraints imposed by the closure. (UNRWA website, 2011)

5) Job Rotation in UNRWA

The adequacy of the UN field presence is particularly effected by the quality of the staff mobilized as much as quantity. Towards the end of the 1990s and since then, many efforts have been made by UN organizations to better prepare their personnel to meet the changing demands placed on the system, in particular the need for greater coordination and to handle issues at the policy level, in the field. Comprehensive organizational learning and staff development strategies were implemented to re-shape technical, office management and general competencies. For example, UNRWA has invested in management training, which contributed to improved integration of operations and programme functions and increased inter-sectoral collaboration. Staff rotation was systematized and mobility encouraged, not only within the same organization but also between organizations. (Ricardo S. , 2003, p.8)

The researcher conducted a structured interview with the director of human resources services at the UNRWA , who responded to a number of questions prepared by the researcher on the subject of job rotation. He confirmed that job rotation is applied at a wide in all departments of UNRWA , and supported by the UNRWA's policy in all departments . Job rotation is considered as a mean of training and development with a set of procedures. He also confirmed job rotation can be among the managers and among the administrative staff . In addition , there is a set of goals contained in the application of job rotation, such as the transfer of expertise, skills, and avoid many of the problems at work. He pointed to the existence of some obstacles in the way of the application of job rotation , such as the degree of job specialization, the pressure of work, training and others. In some cases , job rotation can be implemented with verbal assignment with guidance of supervisor . It could be for the existed staff or for the new staff from UNRWA vocational training centre . Job rotation is a tool for enhancing the skills and to avoid break down in sudden absence . Of course , in emergency seasonal work pressure , its easy to make movement of employees . For example , employees from other supervision departments could be moved to work in pressure departments like recruitment to fill the gap . Work pressure , specialized jobs , training , special access rights can be obstacles and problems in using job rotation . (**Alshatali , 2011**)

Another interview was conducted with the Admin. officer of RSSP who confirmed also that job rotation is applied in his department by shifting relief officers and employees and the plan is left for every one of them . Job rotation is used to exchange the experience between the employees . He referred to some problems like some employees don't accept change and they want enough time to master the tasks and qualifications of the job . (**Khalaf , 2011**)

In this environment staff training and development become more important, and computer based systems need to be easier to use to enable people to become more effective as economic statisticians more quickly. Staff rotation also helps people to broaden their knowledge . The adequacy of the UN field presence is particularly effected by the quality of the staff mobilized as much as quantity. Towards the end of the 1990s and since then, many efforts have been made by UN organizations to better prepare their personnel to meet the changing demands placed on the system, in particular the need for greater coordination and to handle issues at the policy level, in the field. For example, to better equip its staff to function in a changing environment, UNRWA introduced general management principles for staff at all levels . (**UNRWA website, 2011**)

Chapter Three

Previous Studies

1) Introduction

This Chapter presented the previous studies related to the current study's variables " Job Rotation " and " Job Performance " . The tools of study , the sample will be chosen well after presenting the previous studies and come up with results and recommendations . In fact , there are few empirical studies of job rotation in the literature – especially which increases the understanding of a little studied topic related to job rotation .While listing these studies , the researcher kept in mind that knowledge is a cumulative art . The current study would benefit from these previous studies , however , its distinctive addition was considered. It is imperative that these previous studies will constitute yardsticks to compare the current study's results with, in attempt to see where they match and where not , opening avenues for future research .

2) Previous Studies

1. Kardimas & Papastamatiou (2010) , " Tools for Job Rotation Integrating Access to Vocational Training "

This study presents a Job Rotation management tool and the method in which the architecture of Grid/Web Services can compose a knowledge Grid to facilitate access to vocational training courses and in this way, provide an integrated solution for both employers and employment seekers. The Job Rotation tool is implemented as an on-line e-service that brings together training policies and employment policies. This tool not only assists businesses in finding employee training resources but it also helps them by filling in the positions of the employees who are being trained. The data layer has been developed in the Microsoft SQL Server 2000. SQL Server 2000 is an integrated RDBMS providing management of many different types of data (structured information , binary large objects etc.) . Changes to the data are made by stored procedures , which ensure that no unsafe changes are made . Microsoft IIS with web classes is used to organize the presentation of the data selecting what to display , creating the HTML pages , and invoking stored procedures according to command conveyed by the user .

Findings : The Job Rotation service is a positive and effective way for all parties concerned that:

- Offers companies the ability to educate their employees lifelong, replacing them with suitable trained unemployed (re-skilling).
- Provides employees with the time margin and the means to be educated without disturbing their personal lives and work relations (Life long learning).
- Facilitates access to information on vocational training courses from heterogeneous sources.

- Combats long-term unemployment by training unemployed in real production procedures (access to e-learning).
- Reduces the gap between the qualifications offered and the qualifications required in the market.

Recommendations :

- The Grid/Web services solution for Job Rotation e-services is a great opportunity to upgrade the role and efficiency of the Job Rotation model.
- It is also a great chance for the training organizations to promote their courses and provide training relevant to the real job-market needs.
- Future work that could utilize the advantages of the Job Rotation Grid can be identified in the fields of benchmarking vocational training courses, monitoring of the efficiency of vocational training .

2. Liz Walkley Hall (2010) , " job rotations as a workplace learning tool in the Flinders University Library Graduate Trainee Librarian Program "

This study examines the place of job rotations as a workplace learning tool in the Graduate Trainee Librarian Program at Flinders University Library, Australia. Specifically, it asks two questions: whether job rotation is an effective workplace learning tool for new librarians; and, whether the trainee experience contributed to the retention in the Library and career progression of those in the program. The findings indicate that while participants rate the trainee program very positively overall, their satisfaction with workplace learning in their placements was lower. The majority of former trainees have remained with the Library and have progressed in their careers.

Findings :

- Level one evaluation indicated that participants in the trainee program who were surveyed showed a high level of satisfaction overall with the program .
- The evidence shows that the majority of those who started as trainees are still working at the Library, and have progressed in their careers.
- Other indicators, such as career aspirations and participation in further study of respondents, point to further career progression of former and current trainees. This evidence shows that the Library's "return on investment" for the trainee program has been positive.

Recommendations :

- Flinders University Library could be incorporated into future traineeships .
- Flinders University Library would evaluate learning achievement (the knowledge and skills participants acquire from the program) and behavioral change (how participants apply what they learn)

3. Chang C. (2009) , " Effects of Job Rotation and Role Stress Among Nurses on Job Satisfaction and Organizational Commitment "

The motivation for this study was to investigate 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 organization, consequently increasing their job satisfaction and stimulating them to willingly remain in their jobs and commit themselves to the organization. With top managerial hospital administration's consent, 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 promote the benefits of job rotation to both individuals and the hospital while implementing job rotation periodically and fairly.
- The ultimate goal is to increase nurses' job satisfaction and encourage them to stay in their career.
- This would avoid the vicious circle of high turnover, which is wasteful of the organization's valuable human resources.

4. Earney & Martins (2009) , " Job rotation at Cardiff University Library Service: A pilot study "

This study presents case study research of a job rotation pilot involving six library assistants in Cardiff University Library Service (ULS). Firstly, it investigates whether job rotation improves motivation and secondly, whether there is an improvement in skills, both technical

and 'soft'. Following a review of the literature, semi-structured interviews took place with each of the 'rotatees', both immediately before and after the rotations. They completed daily reflective logs during their rotations which were also analyzed.

Findings :

- Rotations resulted in wide-ranging positive outcomes including an increase in motivation , technical skills and career development and also affected by career development strategy .
- Other positive outcomes included increased confidence, a sense of 'the bigger picture' and 'social capital'.

Recommendations :

- The study recommended that job rotation can be a positive and powerful tool for staff development and Cardiff University Library Service should focus on as a developmental tool of skills , knowledge and attitudes .

5. Chadwick C. (2007) , " Examining non-linear relationships between human resource practices and manufacturing performance "

It Studies the relationship between the intensity of the implementation of innovative human resource practices and their impact on organizational performance. It focuses on six human resource practices - self-managed teams, job rotation, quality meetings, intensive selection, average pay and formal training expenditure. It discusses the place that these practices have strategic human resource management. Hypothesizes that manufacturing establishment performance will increase as the intensity of the implementation of these practices rises from zero but that this relationship will reverse at the higher levels of implementation.

Findings :

- General support was found for the hypothesized relationships between the human resource practices and establishment performance .
- There are differences in the patterns for the different human resource practices looked at.

Recommendations :

- It may be a mistake to assume a linear relationship between strategic human resource practices and organizational performance.
- Understanding of the relationship between human resource management and organizational performance.

6. Adomi E. (2006) , " Job Rotation in Nigerian University Libraries "

To understand the impact of job rotation on Nigerian university libraries and in libraries in general. A survey of opinion in Nigerian university libraries undertaken and Professional librarians from seven university libraries were used as subjects for the study.

Findings

- That most of the respondents have spent an appreciable period of time working in the libraries .
- A majority of the respondents have been rotated .
- Most of the respondents see job rotation as opportunity to learn new skills followed by those who see it as opportunity to be acquainted with other operations/services of the library .
- Most of the respondents adjust to the new post by studying handover notes/files of new departments but a majority of them are of the view that job rotation is not regular enough in their libraries.

Recommendations :

- There is requirement to minimize the boredom felt by employees due to continued repetition of the same task over consecutive periods.
- It is recommended to increase motivation and provides staff with opportunities to increase their skills and job experience.
- The reaction to the idea of job rotation was positive and that staff felt that both employees and the library would benefit from its introduction .

7. Arya & Mittendorf (2006) , " Project Assignments When Budget Padding Taints Resource Allocation "

To demonstrate how project rotation programmes can be an effective response to concerns of employee budget padding. Employs a two-period model of resource allocation in order to explore how rotations programmes create a portfolio of assignments for each manager and how the resulting diversification can reduce the downside of resource rationing. Looks at how the production versus rents trade-off linked with adverse selection problems can be more efficiently carried out when the firm faces two managers with average information advantages, rather than one with a large advantage and one with a small advantage. Examines how the information asymmetry that naturally arises in decentralized organizations can influence assignment choice, with a focus on the principal's expected surplus under specialization and rotation.

Findings :

- Results demonstrate that gains from interdependent project decisions, as under memory-based contracts, can be amplified by the use of rotation programmes .
- And that memory-based contracts exploit agent uncertainty over second-period costs to confine production losses to tails of the total cost distribution .
- Diversification through rotation programmes serves to minimize this distortion by smoothing it across agents.

Recommendations :

- Extends the model to take into account early learning by the agents, additional information for the principal, and managerial skill.
- Suggests that job rotation is useful in situations where firms wish to spread information advantages across multiple employees, putting them on a level footing .
- Benefits from information garnered by rotation practices persist when employees can accelerate their learning or when a firm has other means of clamping down on employee budget padding.
- It also Contributes to the literature on project assignments, presenting a view of organizational design both as a means of parsing technology and as a means of parsing information.

8. Jaturanonda C. et al. (2006) , " A Survey Study on Weights of Decision Criteria for Job Rotation in Thailand: Comparison Between Public and Private Sectors"

To look at the factors influencing the practice of job rotation in Thailand. It undertakes to ascertain the importance of a number of criterion used to decide issues relating to employee job rotation and examines whether each weighted criteria is influenced by the organization type and/or the rotation purpose. Seeks to compare job rotation in public and private sector organizations and drawing on the relevant literature, identifies nine decision criteria believed to be common among Thai organizations. Presents a number of hypotheses that were tested on data collected from a questionnaire survey distributed to HR managers of medium- and large-sized Thai organizations (government agencies, autonomous public organizations and state enterprises).

Findings :

- Job rotation is a common management practice among organizations in the public and private sectors in Thailand .
- Job rotation was implemented to improve organizational performance and productivity.

- The nine decision criteria were found to be weighted differently depending on the type of organization and purpose of job rotation; puts forward how the criteria differed between public and private organizations .
- It is considered that there is no consensus among Thai organizations regarding the weights of job rotation criteria.

Recommendations :

- It is recommended to use the job rotation system in Thai organizations to improve the performance of employees and organization (public and private sectors) and to improve the productivity .
- Besides this general trend the study also shows that different practices play different roles in different dimensions of employee effort.

9. Eriksson & Ortega (2006) " The Adoption Job Rotation : Testing the Theories "

This paper tests three possible explanations for why firms adopt job rotation: employee learning (rotation makes employees more versatile), employer learning (through rotation, employers learn more about individual workers' strengths), and employee motivation (rotation mitigates boredom). This study merges information from a detailed survey of Danish private sector firms with linked employer-employee panel data, allowing firm characteristics, work force characteristics, and firms' human resource management practices to be included as explanatory variables.

Findings :

- The results reject the employee motivation hypothesis, but support the employee learning and, especially, the employer learning hypotheses.
- Firms allocating more resources to training were more likely to rotate workers ; rotation schemes were more common in less hierarchical firms and in firms with shorter average employee tenure; and both firm growth rates and firms' use of nation-wide recruitment were positively associated with rotation schemes.
- There is a negative relationship between job rotation and worker heterogeneity.

Recommendations :

- Rotation and the information transfer associated with it are more useful when employees have differing sets of knowledge.
- Job rotation schemes was positively associated with both firm growth rates and nation-wide recruitment practices but not associated with the practice of recruiting from within the firm or within the local labor market.

10. Jorgensen (2005) , " Characteristics of job rotation in the Midwest US manufacturing sector "

Job rotation has been advocated as a suitable intervention to control work-related musculoskeletal disorders. However, little is known regarding the prevalence of job rotation, methods used to identify jobs for rotation or the benefits or limitations of job rotation. A web-based questionnaire was developed to survey job rotation practices from Midwest US manufacturing companies.

Findings :

- Results indicated that 42.7% of the companies contacted used job rotation, where the median time for which they had used job rotation was 5 years.
- Job rotation was used mainly to reduce exposure to risk factors for work-related injuries and to reduce work related injuries, whereas supervisor decisions and ergonomic analyses were used to select jobs for the rotation scheme.

Recommendations :

- Major limitations to successful implementation of job rotation included system and procedures , rotation of individuals with medical restrictions, decreased product quality and lack of jobs to rotate to.
- These findings suggest that further study is needed to determine if exposure to risk factors is reduced through current efforts.

11. Visser et al. (2004) , " Effect of Job Rotation on Work Demands, Workload, and Recovery of Refuse Truck Drivers and Collectors "

Job rotation is often advocated to reduce workload, but its efficacy has seldom been investigated. The aim of this study is to compare the work demands, workload, and recovery among truck driving, refuse collecting, and rotating between these two jobs, between days and during the day. Three teams of 3 employees each participated in this study. Work demands were assessed by systematic observation of tasks and activities. Workload was quantified by means of heart rate, oxygen uptake, subjective ratings, and urinary excretion rates of catecholamines. Recovery was quantified by excretion rates of catecholamines after work.

Findings:

- Job rotation between driving and collecting is an effective measure to reduce physical workload as compared with collecting only and to decrease mental workload as compared with driving only.

- However, job rotation resulted in increased physical workload as compared with driving only.
- Job rotation did not increase mental workload as compared with collecting only.
- No effects were seen on recovery. No differences were found between rotating between days and during the day.

Recommendations:

- Actual or potential applications of this research include the recommendation that before job rotation is introduced, its efficacy be determined in terms of well-chosen workload measures because a reduction in work demands does not directly imply a reduction in workload. Therefore, job rotation might be less effective than expected.

12. Maija & Tarja (2004) , " Job rotation in nursing : a study of job rotation among nursing personnel from the literature and via a questionnaire "

The aim of this study is to obtain information on job rotation among nursing personnel from the literature and via a questionnaire. A nursing career no longer means a series of steps leading up a hierarchy. It has become more like a process of individual growth, involving improvement of employee expertise and skills. Describing job rotation by means of reference to literature, and studying a survey on attitudes of ophthalmic nurses ($n = 84$) to job rotation.

Findings:

- There has been little theoretical or empirical research on job rotation.
- In this study, one in three had participated in job rotation that was most often considered a positive experience.
- Self-development was related substantially useful, but fewer were interested in participating in various kinds of developmental activities.

Recommendations:

- Job rotation in connection with career development in a Finnish hospital is considered essential .
- Participating in job rotation is one requirement for newly vacant nursing posts
- Employee's motivation is the foundation of successful development activity, e.g. job rotation.

13. Jans & Frazer-Jans (2004) , " Career Development, Job Rotation, and Professional Performance "

Widespread job rotation is one of the most idiosyncratic features of the military profession in developed countries. Its effects are profound, both for the individual and for the institutional culture. So ingrained is the practice in the military institution that its benefits are taken for granted and adverse effects are rarely questioned. There are, however, a number of reasons to question the benefits of this long-practiced policy, at least in its current form. The data were gathered by three recent questionnaire surveys across a number of Australian Defense Force rank and career categories, then combined into a single database ($N=1,754$).

Findings :

- This study shows that job rotation can carry a cost in terms of foregone job performance and satisfaction at middle and junior career levels.
- The results suggest that, while high rates of job rotation may be justifiable for some career categories such as junior officers, commanders, and senior leaders, they are less viable for staff officers and for enlisted personnel.

Recommendations :

- This may negate at least some of the advantage gained from developing members by exposure to a variety of appointments and perspectives.
- A more thoughtful approach to using job rotation is needed .
- New work practices are associated to greater voluntary and involuntary mental effort, with a weaker link with involuntary physical effort.

14. Black S. et al. (2004) , " How workers fare when employers innovate "

Looks at whether high performance work practices, such as employee involvement, job rotation and self-managing teams, offer benefits to employees. Assesses the impact of high performance work practices on wages, wage inequality and employment using data drawn from the Educational Quality of the Workforce - National Employer Survey. It presents a summary of the workplace practices found in the establishments, looking at three high performance work practices (self-managing teams, profit sharing and job rotation) and the use of group meetings. Also looks at the level of education of the worker, the use of new technology and whether the establishment was unionized. Assesses the effect that the high performance work practices on wages, wage inequality and employment.

Findings :

- Concludes that this indicates the high performance work practices are associated with wage inequality.
- Also finds that some high performance work practices were associated with employment losses - self-managing teams being associated with higher employment reductions: job rotation less so.

Recommendations :

- Reports that some employees benefited from higher wages but that was not the case across establishments - non-production workers gaining a wage premium while the wages of production workers remained the same.
- Points out that employees in unionized workplaces were affected less than employees in non-unionized workplaces.

15. Hsieh A. & Chao H. (2004) , " A Reassessment of the Relationship Between Job Specialization, Job Rotation and Job Burnout: Example of Taiwan's High-technology Industry "

This study discusses the results of a study that revisited the relationship between job specialization, job rotation and job burnout Using data from 304 employees of high-tech firms in Taiwan .

Findings :

- In the past, job rotation was adopted to reduce the employee boredom and fatigue associated with job specialization
- In new, high-tech industries the nature of job specialization has changed (modern, high-tech industry is characterized by jobs that have a higher level of technical requirement and more diversified needs).
- Job characteristics change with increasing task variety, greater autonomy, more task completeness and improved feedback .

Recommendations :

The triangular relationship between job specialization, job rotation and job burnout now contains a different set of outcomes and job rotation no longer represents an effective solution to job burnout.

16. Lazim Z. (2003) , " The Relationship Between Job Rotation Practices and Employee Career Development Among Production Workers in Japanese Companies in Malaysia "

This study investigated the relationship between job rotation practices and employee career development prospects among production workers of Japanese electronic companies in Malaysia. It examines the extent to which job rotation practices are significant to career development outcomes that are career progression, knowledge and skill and career management. A model of job rotation developed by Campion, Cheraskin and Stevens (1994) was used as the premise to test the linear relationship between job rotation and employee career development in the workplace. This is done by analyzing survey-based data sets particularly obtained from samples of 209 production workers in Japanese electronic manufacturing companies in Malaysia .The Pearson Correlation was used to measure the association between the variables and to test the research hypotheses.

Findings:

- The results of the study found that there were significant correlation between job rotation practices and employee perception towards three career development outcomes, namely, career progression, knowledge and skill and job rotation benefits.
- Job rotation is considered as an important on-the job training and the emphasis on this practice should be made .
- Employees participating in the job rotation could enjoy various experiences, knowledge and skills valuable to their career development in the future.

Recommendations:

- Job rotation could be used as a means of employee career development, employee motivation and useful for downsized organisation .
- Job rotation might be particularly appropriate for some circumstances such as the problems of skill shortages and long-term unemployment.

17. Richard M. (2002) , " Job Rotation in an Academic Library: Damned if You Do and Damned if You Don't! "

This Article considers job rotation - the systematic movement of employees from one job to another-as one of the many tools within the organizational development tool kit. There is a brief consideration of useful print and Internet literature on the subject as well as a discussion of the pros and cons of job rotation. The application of job rotation methods in Ryerson University Library, a small academic library, concludes the article in order to illustrate process and insights through example.

Findings :

- The library-wide understanding that the whole operation has been changeable and that there was need for a continuous planning process.
- The development of a culture of change was instrumental in mobilizing the staff and especially the librarians to foster participation in the process and commitment to the goals.
- Communicating the culture of participation and collegiality was fundamental to allaying fears and to developing trust among the participants.

Recommendations :

- Encouraging everyone to play a part, to follow a personal development program, even to take courses if suitable to their development and even more so if it fit with the overall direction of the library.
- Continuing the assessment of library roles and responsibilities so that the units of equal workload stay that way is important for maintaining the continued buy-in of the participants.
- There is evidently a realization that this is more than just job rotation. It is a library development process with an overwhelming sense of community service that brings the additional benefits of personal job enrichment and job satisfaction .

18. Sundin E. (2001) , "Gender-determined Jobs and Job-rotation- Problems and Possibilities"

Investigates the outcomes of introducing job/work rotation into a Swedish retail company using a case-study approach. Provides background to literature of Swedish retail and workplace, including author's own studies (in Swedish) on which the article is based. Argues that much work in retail is gender-labelled (e.g. cashiers are female, butchers are male) and that, however rational management believes its decision-making and change management to be, that will not be enough to implement effective change. Presents case-study information of the Swedish retail company (data from 1997-98, situated in Stockholm) where men were introduced to female work and vice versa (a process called 'breaking').

Findings :

- It concludes that in such companies (where most employees are female, many part-time and over forty, and which operate in societies like Sweden where cultural stereotypes about work are conservative) .
- Difficulties will be experienced for managers introducing job rotation.
- It describes the resistance to changes to traditional roles, even where bosses are female.

Recommendations:

- Looks at the potential problems associated with job rotation as identified from the literature on the subject, and outlines how best to minimize them by designing job rotations which address them specifically.
- Proposes a model to show how the benefits can be attained, and describes the implications for both research and practice.
- Job rotation can be a step towards the recently recommended for the management.

19. Huang, H. J. (1999) , " Job Rotation from the Employees' Point of View"

It is hypothesized that the practice of job rotation affects employees' attitude toward their jobs. Using data obtained from twenty-one Taiwan's large companies, the author highlights the significant effects of job rotation on employees' job satisfaction and training evaluation. Implications of the findings are discussed . To measure the two dependent variables (i.e., job satisfaction and training evaluation), this study used scales similar to the questionnaire originally designed for a multinational research project of international human resource management practices .

Findings :

- The results provide strong support for the two hypotheses of this study. There is evidence that employees of large companies in Taiwan think highly of job rotation. Hence, the practicing of job rotation was associated with higher job satisfaction and higher training evaluation by the employees.
- Another variable that is worth our attention is education, which had negative and significant effects on both job satisfaction and training evaluation.
- The more educated employees were more likely to be unhappy in the work context and that they became more critical about the training effectiveness of the companies . The findings of this study indicated that job rotation might be part of the solution .

Recommendations :

- Job rotation appears to be a positive experience or a desirable system for the employees that should be recognized by management .
- Employees would think differently about a practice of job rotation if they refer to different kinds of job rotation .
- Employers should give individuals the opportunity to develop greatly enhanced 'employability' in exchange for better productivity. In other words, what matters to employees

is having the competitive skills required to find another job whenever it becomes necessary. The focus should be on employability instead of a traditional focus on employment .

20. Metin M. & Thomas J. (1998) , " On Job Rotation "

Some firms have been pursuing a practice called job rotation, which assigns each worker not to a single and specific task but to a set of several tasks among which he or she rotates with some frequency. We examine the practice of job rotation as a serious alternative to specialization, with three objectives. The first to examine the variety of contexts in which job rotation has been practiced. Second, to identify factors that make it the preferred organization of work.. As a third objective, we evaluate the benefits of job rotation with respect to the organizational form of firms, particularly remuneration schemes and worker participation in decision making.

Findings :

- The first is that these firms typically offer workers various combinations of attributes, along with job rotation, such as egalitarian sharing, lifetime tenure, and participation in decision making.
- Job rotation facilitates mutual monitoring in profit sharing firms, provides insurance against labor shortages in firms that offer lifetime employment, and increases the quality of worker input in participatory firms.
- Job rotating firms have been noted as innovative. We argue that, as workers rotate among tasks, they are able to initiate innovations by applying ideas from one task toward improving the tools or methods of other tasks as an unintended consequence.

Recommendations :

- An important point of the analysis is that not all benefits of job rotation necessarily accrue to all types of firms and every firm should construct a suitable job rotation practice .
- The emergence of rotation in equilibrium, therefore, requires a matching of firms and workers such that they enjoy mutual benefits from the practice.

21. Klaus S. (1998) , " Institutional and Financial Frame work for Job Rotation in Nine European Countries "

The research strategy of the study initially identifies the major key areas for job rotation projects, which can be deduced from the theory of transitional labor markets. Based on hypotheses about the necessary framework for success of job rotation we then confront these hypotheses with both quantitative and qualitative indicators in a third step. For example, the legal framework is compared on the basis of indicators on the existence of a right to further

training for the employed and unemployed, legal obligations or a levy on firms for further training of their employees, dismissal protection legislation in case an employee takes a longer leave as well as the potential use of already existing regulation of active labor market policies for job rotation project. We compare Denmark, Finland, France, Italy, Austria, Portugal, Sweden, United Kingdom and Germany.

Findings :

- Far-reaching legal or collectively agreed regulations regarding further training for the employed and practice-oriented training for the unemployed and for sections of the non-working population are a necessary precondition for a wider spread of job rotation .
- Functional regional policy networks are necessary in order to implement the projects on the interface between labor market policy and structural policy .
- job rotation could make a stronger contribution to the reduction of unemployment by at the same time reaching higher productivity.

Recommendations :

- Incentives for the substitution persons should be clearly positive and through an adequate reimbursement for substitution work, a sufficient increase in comparison to unemployment benefits needs to be assured .
- Costs incurred through job rotation projects should be ‘fairly’ distributed through a suitable co-funding structure in order to keep the so-called "deadweight" effects as low as possible .
- Incentives for employees to undergo further training must be guaranteed through the existence of appropriate regulations and leave of absence for the purpose of improving one’s skills must be flanked by secure dismissal protection legislation .

3) Commentary on Previous Studies :

Through reviewing the previous studies in job rotation , the researcher noticed the very strong lack of studies in job rotation particularly ; however , a few number of studies found shows a consensus on the importance of job rotation although everyone of them dealt with job rotation from different standpoint :

- 1) Some of them focused on the essential question why the organizations adopt job rotation in their cases Eriksson T. & Ortega J. (2006)
- 2) Some others dealt with job rotation as one of work practices like Chadwick C. (2007)
- 3) And the others dealt with job rotation problems and barriers like Sundin E. (2001) ; Black S. et al. (2004)

4) There is one comparison study (Jaturanonda C. et al. (2006)) between Public and Private sector using different criteria .

With reviewing the methodology of the studies , its very clear that most of the studies used the descriptive-analytic methodology . Questionnaire is used as a tool of study and was implemented on different samples according to the population of the study . However , this study used 230 questionnaire 30% of the study population 774 which is a lot relatively . The researcher used the random sample focusing on 10 basic departments in the UNRWA – Gaza Field Office .In fact , most of the referred researchers studied , in one way or another , job rotation related to another variables or one of the human management practice ; however , none of them had considered that as a specific subject and it has a relationship with employees performance from deferent sides . Also , reached to results dealing with different variables of job rotation from different point of views and they confirmed that there is importance of job rotation as a tool of job training and the top management should concern with this topic in organizations .

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 UNRWA staff. It is considered one of the most effective international organizations in the Gaza Strip . Thus , this is an attempt to study the effects of job rotation on staff performance from different sides . Due to the lack of Arab studies which deals with job rotation , the researcher depends on foreign studies overall .Its clear that the starting point 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 , its obvious that there is contrast in the improvement of this field due to many factors . These previous studies add information and ideas helped 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 .

4) The Most Distinctive Properties of this Study

- Its considered the first local study as thought by the researcher which talks about job rotation and its impact on job performance .
- Its also different in the time limitation that constructed in 2011
- It was different in the variable used in the research (Training and competences development – job design – career development strategy – system and procedures) . As have seen by the researcher that these factors play a very strong role in building a very clear picture about the job rotation and job performance in the UNRWA .

Chapter Four

Research Practical Framework

Section One : Methodology & Procedures

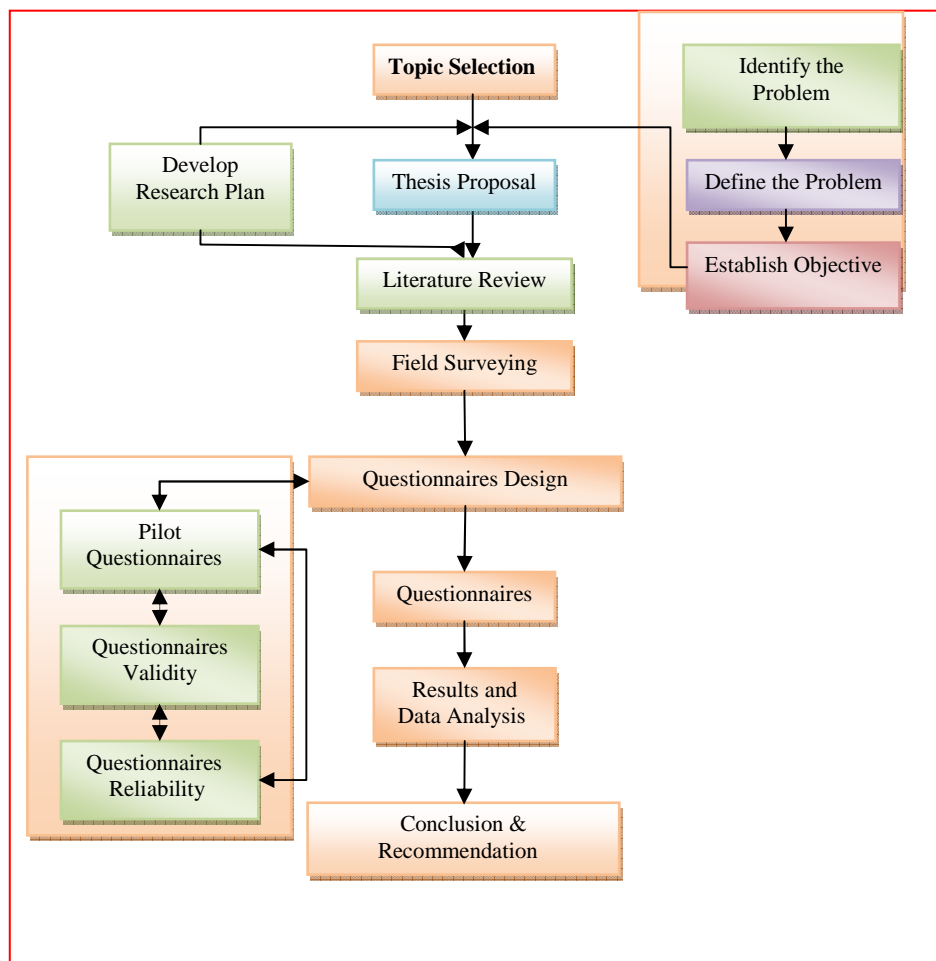
1) Introduction

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 methodology, sources of data, research population and sample , data collection tool, research design , research procedures and sample characteristics . The study follows the descriptive analytical approach through which the hypotheses are developed and then tested through the research strategy.

2) Research Methodology

The study follows the descriptive analytical approach through which the hypotheses are developed and then tested through the research strategy. The research approach will aim at depicting a picture of job rotation in UNRWA – Gaza field Office , trying to analyze relationships available between job rotation requirements and the job performance of employees . Research methodology depend on the analysis of data , the use of descriptive analysis and the use of the main program (SPSS).

Figure (6) The methodology flowchart



Source : Articulated by the researcher

3) Sources of Data

1. Secondary data: Secondary resources were used in collecting data such as books, journals, research papers and web pages on job rotation and the job performance of employees in organizations along with any report , case study document, or papers related to the topic.
2. Primary Data: Through distributing questionnaires on study population in order to get their opinions about the job rotation and its impact on the performance of employees in UNRWA – Gaza Field Office .

4) Research Population and Sample

The target population of the study consist of the administrative staff in UNRWA – Gaza Field Office only , who are 774 male and female employees with their different grades from grade 5 to grade 20 .

Random sample was selected with size 230 employees which is equivalent to 30 % from the population of the study . 230 questionnaires were distributed to the research sample and 199 questionnaires were received which is equivalent to 85 % from the sample of the study .

5) Data Collection Tool

The questionnaire was provided with a covering letter explaining the purpose of the study, the way of responding, the aim of the research and the security of the information in order to encourage a high response. The questionnaire included multiple choice question: which used widely in the questionnaire . The variety in these questions aims first to meet the research objectives, and to collect all the necessary data that can support the discussion, results and recommendations in the research. The sections in the questionnaire will verify the objectives in this research related to the Job rotation and its impact on the performance of employees in UNRWA as the following:

- First field: Training and Competencies Development consist from 10 questions
- Second field: Job Design consist from 9 questions
- Third field: Career Development Strategy consist from 8 questions
- Forth field: System and Procedures consist from 8 questions
- Fifth field: Job Performance consist from 16 questions

6) Research Procedures:

The following procedures were used :

1. Identifying and defining the problems and establishment objective of the study and development research plan.
2. A summary of the comprehensive literature review. Literatures on claim management was reviewed.
3. A field survey which was conducted with the Job rotation and its impact on the performance of employees in UNRWA – Gaza Field Office.
4. Upon designing the questionnaire, it was reviewed and modified by the thesis supervisor.
5. The modified copy was given to a number of six referees ,who have excellent knowledge and expertise in the area of the research topic.
6. The questionnaire was modified based on the referees' comments and a pilot sample of 30 questionnaires was distributed to help test the validity and reliability of the questionnaire.
7. Based on the pilot phase findings, final copy was ready for distribution.
8. A number of 230 questionnaires were then distributed to the research sample. A number of 199 questionnaires (86.5% of the total) were, accordingly, collected for analysis.
9. Results and data analysis are collected and then give the conclusion and recommendations .

7) Sample Characteristics :

The following characteristics were noticed :

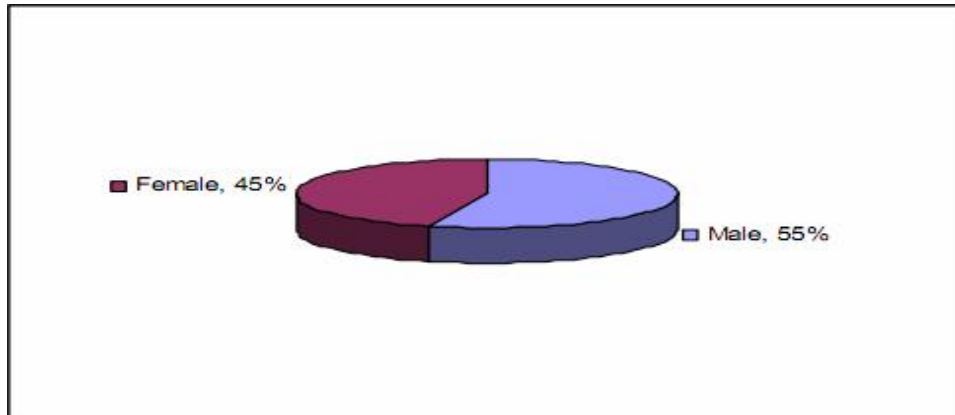
1. Gender

Table No.(1) - Gender

Gender	Frequency	Percentages
Male	109	54.8
Female	90	45.2
Total	199	100.0

This is depicting the policy of UNRWA in recruitment that there is equivalence in opportunity of work between male and female as UNRWA deal with service . This corresponds to the overall percentages of male and female working power in UNRWA , which arrived at the end of 2010 to about 55% male and 45 % female . Figure (7) provide visual representation of gender working power in UNRWA .

Figure (7) UNRWA Staffing by Gender



(Source : Generated by researcher , based on UNRWA staffing table , June , 2011)

2. Age

Table No.(2) - Age

Age	Frequency	Percentages
25 years old or less	46	23.1
from 26 to 35	83	41.7
from 36 to 45	52	26.1
46 years old and over	18	9.0
Total	199	100.0

The previous results indicate the variety of age that help in the research goals . It contributes in identifying the age levels of the sample corresponds with their expertise in order to know the impact of job rotation on the job performance in UNRWA . The biggest group are from (26- 35) , the youth group . That because people have great ambition in developing their performance through job rotation to help them reaching the high jobs and developing their job career. Ultimately , the researcher can conclude that the majority of the working power of UNRWA local staff sits under what is called " mature " staff .

3. Education Level

Table No.(3) - Education Level

Education level	Frequency	Percentages
Secondary	3	1.5
Diploma	57	28.6
Bachelor	116	58.3
Master/ PhD	23	11.6
Total	199	100.0

The results indicates to the variety of educational levels . The highest one reached 58.3 % who have bachelor degrees , that because they like to work in service organizations with good HR practices . In addition , This corresponds with the high percentage of male and female graduates from different universities in the Gaza Strip and also with UNRWA s' orientation to attract young educated professionals with high and suitable qualities .

4. Years of service

Table No.(4) - Yerars of service

Yerars of service	Frequency	Percentages
less than 3 years	41	20.6
from 3 to 6 years	48	24.1
from 7 to 10 years	43	21.6
11 years or more	67	33.7
Total	199	100.0

.The results show the availability of years of service factor among the respondents of the research population and that gives very accurate views – positive or negative – toward the job rotation in the UNRWA . The majority of the respondents have more than 11 years work experience which is positive for the results of the study as work experience qualifies them to know more about various scopes of work within their organizations, including job rotation .

5. Job level

Table No.(5) - Job level

Job level	Frequency	Percentages
From Grade 5 to Grade 7	70	35.2
From Grade 8 to Grade 12	87	43.7
From Grade 13 to Grade 16	38	19.1
From Grade 17 to Grade 20	4	2.0
Total	199	100.0

The researcher found that the majority are from grade 8 to grade 12 who are administrative support and specialist professionals 43.7% . That because there are a lot of departments which need secretary , administrative support and specialist professionalsetc .

Section Two

Testing of Research Tool

1) Introduction

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:

Level	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
Scale	5	4	3	2	1

2) Statistical Analysis Tests Used :

The research would use quantitative data analysis methods. The data analysis will be conducted utilizing (SPSS). The researcher would utilize the following statistical tools:

1. Frequency and Descriptive analysis
2. Alpha- Cronbach Test for measuring reliability of the items of the questionnaires
3. Person correlation coefficients for measuring validity of the items of the questionnaires. Calculating between each paragraph in one field and the whole filed.
4. Spearman –Brown Coefficient for measuring validity.
5. One sample t test was used to determine if the mean of a paragraph is significantly different from the hypnotized value .
6. Independent samples t test to test the differences between means of two groups
7. One way ANOVA to test the differences between means of three groups or more

3) 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 .

4) Validity of Questionnaire

Validity can be defined as a determination of the extent to which the instrument actually reflects the abstract construct being examined. "Validity refers to the degree to which an instrument measures what it is supposed to be measuring". High validity is the absence of systematic errors in the measuring instrument. When an instrument is valid; it truly reflects the concept it is supposed to measure. Achieving good validity required the care in the research design and sample selection .

1. External Validity of Questionnaire :

The amended questionnaire was reviewed by the supervisor and eight expertise in the tendering and bidding environments to evaluate the procedure of questions and the method of analyzing the results. The expertise agreed that the questionnaire was valid and suitable enough to measure the purpose that the questionnaire designed for and then the questionnaire was modified to its final format .

2. Statistical Validity of the Questionnaire

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measure the correlation coefficient between each item in the field and the whole field. The second test is structure validity test (Pearson 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 filed and all the fields of the questionnaire that have the same level of similar scale.

2.a. Internal Validity of the Questionnaire

Internal consistency of the questionnaire is measured by a scouting sample, which consisted of thirty questionnaires, through measuring the correlation coefficients between each paragraph in one field and the whole filed.

The researcher assessed the fields' internal validity by calculating the correlation coefficients between each paragraph in one field and the whole filed.

Table(6)

**The correlation coefficient between each paragraph in the field and the whole field
(Training and Competencies development)**

No.	Question	Pearson coefficient	p-value
1	In-service training in the UNRWA earns the employee skills and abilities that help in the rotation to any other job	0.691	0.000
2	Training in UNRWA helps to change and give positive attitudes towards other jobs	0.706	0.000
3	The employee feels after the training with the ability to adapt to any job to be rotated to	0.518	0.001
4	Staff members are subject to intensive training before rotation across jobs of the UNRWA	0.707	0.000
5	The UNRWA uses different tools and techniques for training and staff competencies development to prepare them to deal with any other job in the UNRWA	0.612	0.000
6	Every employee in the UNRWA needs training to acquire special technical competencies in each job to be rotated to	0.680	0.000
7	Investment in competences development is something important in the policy of job rotation in UNRWA	0.621	0.000
8	Training in UNRWA earns the staff the ability to know the requirements of other jobs and master it	0.578	0.000
9	Maintaining the existing and developing competences is a factor to the sustainability of rotation in the UNRWA	0.563	0.000
10	UNRWA is interested in determining the competences of each employee to make sure he can adapt to any other job	0.667	0.000

Table (6) clarifies the correlation coefficient for each Paragraph of the "Training and competences development" 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 paragraphs of this field are consistent and valid to be measure what it was set for.

Table(7)

**The correlation coefficient between each paragraph in the field and the whole field
(Job design)**

No.	Question	Pearson coefficient	p-value
1	Diversity of job skills , designed in the UNRWA helps in the application of job rotation	0.679	0.000
2	Jobs in the department that I work in are characterized with good design, which helps in job rotation	0.793	0.000
3	There are sharing skills between jobs in which rotation of staff done through	0.434	0.009
4	The policy of rotation is taken into consideration in the design of any job in UNRWA	0.741	0.000
5	The policy of designing jobs of the UNRWA contributes in facilitating the process of monitoring and follow-up rotation	0.718	0.000
6	Obstacles in each job is identified to overcome them through Job rotation	0.764	0.000
7	Performance Criteria is clear for each job to facilitate the evaluation process after the completion of Job rotation	0.763	0.000
8	Jobs designed in UNRWA give employees the freedom and independence to act through the rotation to another job	0.628	0.000
9	Design of jobs allow for management to review the skills required for each job during Job rotation	0.594	0.000

Table (7) clarifies the correlation coefficient for each Paragraph of the "Job design" 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 paragraphs of this field are consistent and valid to be measure what it was set for.

Table(8)

**The correlation coefficient between each paragraph in the field and the whole field
(Career development strategy)**

No.	Question	Pearson coefficient	p-value
1	Strategy of career development provides climate, which encourages the job rotation in the UNRWA	0.600	0.000
2	Job rotation is considered as a method and technique of career development at the UNRWA	0.837	0.000
3	Job rotation grants the employee the opportunity for career growth and career development in the UNRWA	0.644	0.000
4	Career development strategy allow the UNRWA to modify the strategies and tools of job rotation	0.720	0.000
5	Career development strategy helps in filling vacancies by using job rotation	0.725	0.000
6	Tools and techniques of career development process in UNRWA supports job rotation	0.752	0.000
7	UNRWA convince in career development strategy helps to the success of job rotation	0.693	0.000
8	Staff always try to develop their career to reach senior positions in the UNRWA so they accept job rotation	0.600	0.000

Table (8) clarifies the correlation coefficient for each Paragraph of the "Career development strategy " 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 paragraphs of this field are consistent and valid to be measure what it was set for.

Table(9)

**The correlation coefficient between each paragraph in the field and the whole field
(System and procedures)**

No.	Question	Pearson coefficient	p-value
1	Systems and procedures allows staff in the UNRWA to show their skills in jobs that are rotated to	0.707	0.000
2	Systems and procedures of the UNRWA encourage to use job rotation as a policy	0.707	0.000
3	There are specific systems and procedures for rotation in the UNRWA	0.699	0.000
4	Job rotation is considered as one of systems and procedures that are focused on and developed in UNRWA	0.749	0.000
5	Systems and procedures at the UNRWA help in the use of job rotation as a tool for career development of staff	0.717	0.000
6	Systems and procedures of the UNRWA reduce the stress among the staff during rotation to other jobs	0.812	0.000
7	Systems and procedures of the UNRWA define the methods and mechanisms that can be used in job rotation	0.557	0.001
8	Systems and procedures don't help the employees to show their creativity in jobs that are rotated to	0.669	0.000

Table (9) clarifies the correlation coefficient for each Paragraph of the "System and procedures " 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 paragraphs of this field are consistent and valid to be measure what it was set for.

Table(10)
The correlation coefficient between each paragraph in the field and the whole field
(Job Performance)

No.	Question	Pearson coefficient	p-value
1	Workers are keen to achieve the overall goals of the UNRWA	0.417	0.013
2	Work is accomplished in the required time	0.738	0.000
3	There is ability for workers to take responsibility for the daily burden of work	0.678	0.000
4	There is commitment and compliance for the regulations and labor laws between employees	0.671	0.000
5	There is ability for workers to adapt in the event of emergency situations at work	0.633	0.000
6	There is coordination and cooperation with others to perform the work	0.528	0.002
7	Workers have the full knowledge of the requirements of the job performed by them	0.643	0.000
8	Workers have commitment to official working times	0.660	0.000
9	Administration's commitment to performance quality helps to improve the performance of employees	0.559	0.001
10	Workers have the ability to creativity, innovation and job Development	0.691	0.000
11	Employees have ability to correct errors resulting from the performance of their work	0.761	0.000
12	Direct supervision and constant follow-up of the managers improve the performance levels of employees	0.803	0.000
13	UNRWA staff have the desire and enthusiasm to complete the work	0.681	0.000
14	Workers make enough time to complete the work properly	0.596	0.000
15	Workers make enough effort to accomplish the work properly	0.737	0.000
16	Workers carried out orders and instructions issued by the direct manager for the work	0.810	0.000

Table (10) clarifies the correlation coefficient for each Paragraph of the "Job performance" 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 paragraphs of this field are consistent and valid to be measure what it was set for.

2.b. 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. The research assessed the fields' structure validity by calculating the correlation coefficients of each field of the questionnaire and the whole of questionnaire.

Table No. (11)
Structure Validity of the Questionnaire

No.	Section	Pearson correlation	p-value
		coefficient	
1	Training and Competencies development	0.755	0.000
2	Job design	0.858	0.000
3	Career development strategy	0.798	0.000
4	System and procedures	0.789	0.000
5	Job Performance	0.722	0.000

As shown in table No.(11), the significance values are less than 0.05 or 0.01, so the correlation coefficients of all the fields are significant at $\alpha = 0.01$ or $\alpha = 0.05$, 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

5) Reliability of the Research

Reliability of an instrument is the degree of consistency with which it measures the attribute it is supposed to be measuring . The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient. For the most purposes reliability coefficient above 0.7 are considered satisfactory. Period of two weeks to a month is recommended between two tests due to complicated conditions that the contractors is facing at the time being , it was too difficult to ask them to responds to our questionnaire twice within short period . The statistician's explained that, overcoming the distribution of the questionnaire twice to measure the reliability can be achieved by using Half Split Method and Cronbach's Alpha Coefficient Method through the SPSS software.

1. Half Split Method

This method depends on finding Pearson correlation coefficient between the means of odd rank questions and even rank questions of each field of the questionnaire. Then, correcting the Pearson correlation coefficients can be done by using Spearman Brown correlation coefficient of correction. The corrected correlation coefficient (consistency coefficient) is computed according to the following equation :

Consistency coefficient = $2r/(r+1)$, where r is the Pearson correlation coefficient. The normal range of corrected correlation coefficient $2r/(r+1)$ is between 0.0 and + 1.0 .

Table (12)
Split-Half Coefficient method

Number	Section	Person-correlation	Spearman-Brown Coefficient	Sig. (2-Tailed(
1	Training and Competencies development	0.6995	0.8232	0.000
2	Job design	0.7400	0.8506	0.000
3	Career development strategy	0.7721	0.8714	0.000
4	System and procedures	0.6979	0.8221	0.000
5	Job Performance	0.8431	0.9149	0.000
	Total	0.7154	0.8341	0.000

As shown in Table No.(12), all the corrected correlation coefficients values are between 0.8221 and 0.9149 and the general reliability for all items equal 0.8341, and the significant (α) is less than 0.05 so all the corrected correlation coefficients are significance at $\alpha = 0.05$. It can be said that according to the Half Split method, the dispute causes group are reliable and there is high relatively reliability in the main fields and paragraphs of the questionnaire .

2. Cronbach's Alpha Coefficient

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. 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.

Table (13)
Cronbach's Alpha for Reliability

Number	Section	No. of Items	Cronbach's Alpha
1	Training and Competencies development	10	0.8531
2	Job design	9	0.8576
3	Career development strategy	8	0.8539
4	System and procedures	8	0.8487
5	Job Performance	16	0.9125
	Total	51	0.8515

As shown in Table No. (13) the Cronbach's coefficient alpha was calculated for the first field of the causes of claims, the second field of common procedures and the third field of the Particular claims. The results were in the range from 0.8531 and 0.9125, and the general reliability for all items equal 0.8515. This range is considered high; the result ensures the reliability of the questionnaire which indicates an excellent reliability of the entire questionnaire. Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

Section Three

Data Analysis and Hypotheses Testing

1) Introduction:

The following analysis was used to attain deeper understanding for Job rotation (Training and competences development – job design – Career development strategy – system and procedures) and the employees performance in the UNRWA – Gaza Field Office . 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 UNRWA – Gaza Field Office . The findings will be then compared to and contrasted against those of the reviewed studies cited earlier in chapter three .

One Sample K-S test will be used to identify if the data follow normal distribution or not, this test is considered necessary in case testing hypotheses as most parametric Test stipulate data to be normality distributed and this test used when the size of the sample are greater than 50.

Table (14)
One Sample K-S

Number	Section	items No.	Statistic	P-value
1	Training and Competencies development	10	1.252	0.087
2	Job design	9	1.275	0.077
3	Career development strategy	8	1.244	0.090
4	System and procedures	8	1.040	0.230
5	Job Performance	16	1.165	0.132
	Total	51	0.876	0.427

Results test as shown in table (14) , clarifies that the calculated p-value is greater than the significant level which is equal 0.05 (p-value. > 0.05), this in turn denotes that data follows normal distribution, and so Parametric Tests must be used .

2) Analysis of the Questionnaire Paragraphs

In the following tables a one sample t test was used to test if the opinion of the respondent in the content of the sentences are positive (weight mean greater than "60%" and the p-value less than 0.05) or the opinion of the respondent in the content of the sentences are neutral (p-value is greater than 0.05) or the opinion of the respondent in the content of the sentences are negative (weight mean less than "60%" and the p-value less than 0.05)

1. Training and Competencies Development:

A one sample t test was used to test the opinion of the respondent about the training and Competencies development and the results shown in Table No. (15) as follows:

Table(15)
Training and Competencies Development

No.	Items	Mean	Standard deviation	Weight mean	T-value	P-value
1	In-service training in the UNRWA earns the employee skills and abilities that help in the rotation to any other job	4.29	0.782	85.83	23.296	0.000
2	Training in UNRWA helps to change and give positive attitudes towards other jobs	4.11	0.708	82.12	21.980	0.000
3	The employee feels after the training with the ability to adapt to any job to be rotated to	3.90	0.774	77.98	16.346	0.000
4	Staff members are subject to intensive training before rotation across jobs of the UNRWA	3.32	0.965	66.46	4.715	0.000
5	The UNRWA uses different tools and techniques for training and staff competencies development to prepare them to deal with any other job in the UNRWA	3.52	0.963	70.45	7.655	0.000
6	Every employee in the UNRWA needs training to acquire special technical competencies in each job to be rotated to	4.03	0.848	80.51	16.976	0.000
7	Investment in competences development is something important in the policy of job rotation in UNRWA	3.75	0.897	74.97	11.771	0.000
8	Training in UNRWA earns the staff the ability to know the requirements of other jobs and master it	3.83	0.833	76.68	14.119	0.000
9	Maintaining the existing and developing competences is a factor to the sustainability of rotation in the UNRWA	3.95	0.800	79.10	16.844	0.000

No.	Items	Mean	Standard deviation	Weight mean	T-value	P-value
10	UNRWA is interested in determining the competences of each employee to make sure he can adapt to any other job	3.39	1.076	67.77	4.946	0.000
	Total	3.81	0.530	76.23	21.615	0.000

Critical value of t at df "38" and significance level 0.05 equal 2.02

1. In item No. (1) the weight mean equal " 85.83% " and p-value equal " 0.000" which is less than 0.05, that means (In-service training in the UNRWA earns the employee skills and abilities that help in the rotation to any other job).
2. In item No. (2) the weight mean equal 82.12" % " and p-value equal " 0.000" which is less than 0.05, that means (Training in UNRWA helps to change and give positive attitudes towards other jobs).
3. In item No. (6) the weight mean equal " 80.51% " and p-value equal " 0.000" which is less than 0.05, that means (Every employee in the UNRWA needs training to acquire special technical competencies in each job to be rotated to).
4. In item No. (9) the weight mean equal " 79.10% " and p-value equal " 0.000" which is less than 0.05, that means (Maintaining the existing and developing competences is a factor to the sustainability of rotation in the UNRWA).
5. In item No. (3) the weight mean equal " 77.98% " and p-value equal " 0.000" which is less than 0.05, that means (The employee feels after the training with the ability to adapt to any job to be rotated to).
6. In item No. (8) the weight mean equal " 76.68% " and p-value equal " 0.000" which is less than 0.05, that means (Training in UNRWA earns the staff the ability to know the requirements of other jobs and master it).
7. In item No. (7) the weight mean equal " 74.97% " and p-value equal " 0.000" which is less than 0.05, that means (Investment in competences development is something important in the policy of job rotation in UNRWA).
8. In item No. (5) the weight mean equal " 70.45% " and p-value equal " 0.000" which is less than 0.05, that means (The UNRWA uses different tools and techniques for training and staff competencies development to prepare them to deal with any other job in the UNRWA).

9. In item No. (10) the weight mean equal " 67.77% " and p-value equal " 0.000" which is less than 0.05, that means (UNRWA is interested in determining the competences of each employee to make sure he can adapt to any other job).

10. In item No. (4) the weight mean equal " 66.46% " and p-value equal " 0.000" which is less than 0.05, that means (Staff members are subject to intensive training before rotation across jobs of the UNRWA).

For general the results for all items of the field show that the average mean equal 3.81 and the weight mean equal 76.23% which is greater than " 60%" and the value of t test equal 21.615 which is greater than the critical value which is equal 1.97 and the p- value equal 0.000 which is less than 0.05. The researcher thinks that there is a big amount of agree relatively that training in UNRWA add a very helpful tool for the employees to develop their skills and abilities and UNRWA gives great significance to training to facilitate the process of rotation . This result reveals that training is not only a developing tool in UNRWA , but also gives new , different and distinctive views and attitudes towards the other jobs and the requirements of them . That's why the UNRWA concerns with training and development as a strategy to create a very powerful staff who can carry the tasks on the right way. That means training in UNRWA earns the staff the ability to know the requirements of other jobs and master it , and means that training in UNRWA is a very essential point concerns with and it's a very important step to know the qualifications and abilities of employees ; and then to start the job rotation with confirmed knowledge and understanding not to walk randomly . These results are consistent with the research conducted by Kardimas N. (2010) who found that It is a great chance for the training organizations to promote their courses and provide training relevant to the real job-market needs to support job rotation . And also supported by Eriksson T. & Ortega J. (2006) who confirmed to the point of training before rotation schemes and its has a big effect on the policy of recruitment positively .

2. Job Design

A one sample t test was used to test if the opinion of the respondents about the Job design and the results shown in Table No. (16) as follows:

Table(16)
Job Design

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value
1	Diversity of job skills , designed in the UNRWA helps in the application of job rotation	3.69	0.971	73.77	10.002	0.000
2	Jobs in the department that I work in are characterized with good design, which helps in job rotation	3.39	0.975	67.88	5.685	0.000
3	There are sharing skills between jobs in which rotation of staff done through	3.67	0.906	73.33	10.272	0.000
4	The policy of rotation is taken into consideration in the design of any job in UNRWA	3.18	0.932	63.63	2.704	0.007
5	The policy of designing jobs of the UNRWA contributes in facilitating the process of monitoring and follow-up rotation	3.39	1.066	67.74	5.118	0.000
6	Obstacles in each job is identified to overcome them through Job rotation	3.23	1.041	64.65	3.142	0.002
7	Performance Criteria is clear for each job to facilitate the evaluation process after the completion of Job rotation	3.39	1.043	67.84	5.301	0.000
8	Jobs designed in UNRWA give employees the freedom and independence to act through the rotation to another job	3.65	1.048	72.96	8.727	0.000
9	Design of jobs allow for management to review the skills required for each job during Job rotation	3.47	0.882	69.39	7.492	0.000
	Total	3.45	0.684	69.03	9.311	0.000

Critical value of t at df "38" and significance level 0.05 equal 2.02

1. In item No. (1) the weight mean equal " 73.77% " and p-value equal " 0.000" which is less than 0.05, that means (Diversity of job skills , designed in the UNRWA helps in the application of job rotation).
2. In item No. (3) the weight mean equal " 73.33% " and p-value equal " 0.000" which is less than 0.05, that means (There are sharing skills between jobs in which rotation of staff done through).

3. In item No. (8) the weight mean equal " 72.96% " and p-value equal " 0.000" which is less than 0.05, that means (Jobs designed in UNRWA give employees the freedom and independence to act through the rotation to another job).

4. In item No. (9) the weight mean equal 69.39" % " and p-value equal " 0.000" which is less than 0.05, that means (Design of jobs allow for management to review the skills required for each job during Job rotation).

5. In item No. (2) the weight mean equal 67.88" % " and p-value equal " 0.000" which is less than 0.05, that means (Jobs in the department that I work in are characterized with good design, which helps in job rotation).

6. In item No. (7) the weight mean equal " 67.84% " and p-value equal " 0.000" which is less than 0.05, that means (Performance Criteria is clear for each job to facilitate the evaluation process after the completion of Job rotation).

7. In item No. (5) the weight mean equal 67.74" % " and p-value equal " 0.000" which is less than 0.05, that means (The policy of designing jobs of the UNRWA contributes in facilitating the process of monitoring and follow-up job rotation)

8. In item No. (6) the weight mean equal 64.65" % " and p-value equal " 0.002" which is less than 0.05, that means (Obstacles in each job is identified to overcome them through Job rotation).

9. In item No. (4) the weight mean equal " 63.63% " and p-value equal " 0.007" which is less than 0.05, that means (The policy of rotation is taken into consideration in the design of any job in UNRWA).

For general the results for all items of the field show that the average mean equal 3.45 and the weight mean equal 69.03% which is greater than " 60%" and the value of t test equal 9.311 which is greater than the critical value which is equal 1.97 and the p-value equal 0.000 which is less than 0.05 . This results reveal a positive opinion of the respondents that jobs in UNRWA have different and varied skills relatively and there are special tasks and requirements for each one . This is not by chance , but that reflects the good and systemized design of jobs in UNRWA by a group of powerful designers and experts in organizational structure . UNRWA would adopt heterogeneous human resource practices like job rotation , this make it necessary to have a very distinguished job design that facilitate the use of human resource practices like job rotation .Jobs in UNRWA are identified with a set of tasks grouped

together for a worker to perform and there are general skills required for all the jobs because more communication is needed during job rotation . The researcher thinks that because UNRWA understands an organization's staff are its greatest asset and it then seeks to create new jobs completely within the work unit, in which an effective work required and then there is a need to be changed . In such cases, management may decide to change the way they work in order to enable the work unit in a more efficient and effective case, and enable the UNRWA to use new HR practices like job rotation . That means the policy of designing jobs of the UNRWA contributes in facilitating the process of monitoring and follow-up rotation and means UNRWA concerns to a good extent in job design and intends to design jobs by determining how is the performance of work, the type of activities and tasks to be performed, the size of responsibilities, tools used in the arts and performance, and the nature of relationships in the job, working conditions and form of surrounding environment . The design of jobs in UNRWA has two goals : First, to meet the requirements of the organization for efficiency in providing service and operational efficiency and the quality of service . Second, to satisfy the needs of individuals interest, challenge and achievement. It is clear that these goals are overlapped, but the overall objective of the design work is the integration needs of the individual with those of the organization . This result is supported by Richard M. (2002) , who confirmed in the point of understanding that the whole operations and jobs has changeable case and that there was need for a continuous planning and developing of jobs to corresponds with the changeable nature of organizations nowadays .

3. Career Development Strategy

A one sample t test was used to test if the opinion of the respondent about the Career development strategy and the results shown in Table No. (17) as follows:

Table(17)
Career Development Strategy

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value
1	Strategy of career development provides climate, which encourages the job rotation in the UNRWA	3.68	0.950	73.60	10.051	0.000
2	Job rotation is considered as a method and technique of career development at the UNRWA	3.60	0.938	72.00	8.929	0.000
3	Job rotation grants the employee the opportunity for career growth and career development in the UNRWA	3.69	0.895	73.85	10.797	0.000
4	Career development strategy allow the UNRWA to modify the strategies and tools of job rotation	3.59	0.880	71.78	9.394	0.000

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value
5	Career development strategy helps in filling vacancies by using job rotation	3.65	0.890	73.06	10.275	0.000
6	Tools and techniques of career development process in UNRWA supports job rotation	3.39	0.891	67.86	6.174	0.000
7	UNRWA convince in career development strategy helps to the success of job rotation	3.50	0.949	70.05	7.394	0.000
8	Staff always try to develop their career to reach senior positions in the UNRWA so they accept job rotation	3.83	0.809	76.55	14.363	0.000
	Total	3.62	0.635	72.40	13.740	0.000

Critical value of **t** at df "38" and significance level 0.05 equal 1.97

1. In item No. (8) the weight mean equal " 76.55% " and p-value equal " 0.000" which is less than 0.05, that means (Staff always try to develop their career to reach senior positions in the UNRWA so they accept job rotation).
2. In item No. (3) the weight mean equal 73.85" % " and p-value equal " 0.000" which is less than 0.05, that means (Job rotation grants the employee the opportunity for career growth and career development in the UNRWA).
3. In item No. (1) the weight mean equal " 73.60% " and p-value equal " 0.000" which is less than 0.05, that means (Strategy of career development provides climate, which encourages the job rotation in the UNRWA).
4. In item No. (5) the weight mean equal " 73.06% " and p-value equal " 0.000" which is less than 0.05, that means (Career development strategy helps in filling vacancies by using job rotation).
5. In item No. (2) the weight mean equal " 72.00% " and p-value equal " 0.000" which is less than 0.05, that means (Job rotation is considered as a method and technique of career development at the UNRWA).
6. In item No. (4) the weight mean equal " 71.78% " and p-value equal " 0.000" which is less than 0.05, that means (Career development strategy allow the UNRWA to modify the strategies and tools of job rotation).

7. In item No. (7) the weight mean equal " 70.05% " and p-value equal " 0.000" which is less than 0.05, that means (UNRWA convince in career development strategy helps to the success of job rotation).

8. In item No. (6) the weight mean equal " 67.86% " and p-value equal " 0.000" which is less than 0.05, that means (Tools and techniques of career development process in UNRWA supports job rotation).

For general the results for all items of the field show that the average mean equal 3.62 and the weight mean equal 72.40% which is greater than " 60%" and the value of t test equal 13.740 which is greater than the critical value which is equal 1.97 and the p-value equal 0.000 which is less than 0.05 . In fact , it's a normal result that reflects the UNRWA concern in training and development and earning the employees the abilities to develop and enhance their positions in the future. This motivates the employees to accept and love to be engaged in any training and developmental process like job rotation as a way to reach senior positions in the UNRWA especially that the majority of the employees are young and try to do their best to develop their career . That means job rotation plays a big role in identifying the talent , technical capacity and leadership among workers in UNRWA . It is as one of the methods and techniques of career development and organizational change in a modern management to allow greatest number of employees in the exercise , whether in art or administrative or in the field of supervision , management or leadership. There is no doubt that job rotation is some kind of career change and organizational structure, and needs to be initialized through the training of human resources on the technical skills or new management. As well as configuration and persuasion of the importance and the need to " job rotation" and its usefulness to individuals and institutions . Alike, to avoid resistance to change career, and to ensure to achieve the set objectives. The researcher sees that career development strategy allow the UNRWA to modify the strategies and tools of job rotation. This result also reveals that people who desire successful careers will continue to upgrade their skills and education in preparation for the inevitable job changes. They will participate in training and development programs like job rotation designed through individual efforts or jointly with supervisors or managers. Continual training and development are essential for workers who want to keep up with changes in their fields and the effects of the changes on their career paths. And this motivate to change and modify the strategies and tools of job rotation to correspond with the needs and abilities of the staff in UNRWA . These results are consistent with the research conducted by Lazim Z. (2003) who found that there were significant correlation between job

rotation practices and employee perception towards three career development outcomes, namely, career progression, knowledge and skill and job rotation benefits. And supported by Earney & Martins (2009) who indicates that the rotations resulted in wide-ranging positive outcomes including an increase in motivation , technical skills and career development and also affected by career development strategy .

4. System and Procedures

A one sample t test was used to test if the opinion of the respondent about the System and procedures and the results shown in table No. (18) as follows:

Table(18)
System and Procedures

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value
1	Systems and procedures allows staff in the UNRWA to show their skills in jobs that are rotated to	3.80	0.987	75.96	11.376	0.000
2	Systems and procedures of the UNRWA encourage to use job rotation as a policy	3.36	0.998	67.21	5.066	0.000
3	There are specific systems and procedures for rotation in the UNRWA	3.42	1.013	68.50	5.825	0.000
4	Job rotation is considered as one of systems and procedures that are focused on and developed in UNRWA	3.38	0.974	67.68	5.546	0.000
5	Systems and procedures at the UNRWA help in the use of job rotation as a tool for career development of staff	3.42	0.969	68.32	6.032	0.000
6	Systems and procedures of the UNRWA reduce the stress among the staff during rotation to other jobs	3.34	1.029	66.87	4.696	0.000
7	Systems and procedures of the UNRWA define the methods and mechanisms that can be used in job rotation	3.45	0.959	69.09	6.671	0.000
8	Systems and procedures help the employees to show their creativity in jobs that are rotated to	3.71	0.979	74.27	10.094	0.000
	Total	3.49	0.682	69.72	10.025	0.000

Critical value of t at df "38" and significance level 0.05 equal 2.02

1. In item No. (1) the weight mean equal " 75.96% " and p-value equal " 0.000" which is less than 0.05, that means (Systems and procedures allows staff in the UNRWA to show their skills in jobs that are rotated to).

This result reveals a positive opinions in the responses of the population in UNRWA and that because it plays critical roles in managing employees to innovate product and service. Also, it uses the innovative system of human resource management practices includes team-based job design, team-based incentive pay, and job rotation . The innovative system of practices helps employees to achieve the perspective-taking capability needed for efficiency.

2. In item No. (8) the weight mean equal " 74.27% " and p-value equal " 0.000" which is less than 0.05, that means (Systems and procedures help the employees to show their creativity in jobs that are rotated to).

Alike, it is normal that UNRWA gives the employees opportunity of changeable developing and using what they were conducted and acquired in any training program and after the rotation through the jobs inside the UNRWA Gaza-Field Office .

3. In item No. (7) the weight mean equal " 69.09% " and p-value equal " 0.000" which is less than 0.05, that means (Systems and procedures of the UNRWA define the methods and mechanisms that can be used in job rotation).

4. In item No. (3) the weight mean equal " 68.50% " and p-value equal " 0.000" which is less than 0.05, that means (There are specific systems and procedures for rotation in the UNRWA).

5. In item No. (5) the weight mean equal " 68.32% " and p-value equal " 0.000" which is less than 0.05, that means (Systems and procedures at the UNRWA help in the use of job rotation as a tool for career development of staff).

6. In item No. (4) the weight mean equal " 67.68% " and p-value equal " 0.000" which is less than 0.05, that means (Job rotation is considered as one of systems and procedures that are focused on and developed in UNRWA).

7. In item No. (2) the weight mean equal " 67.21% " and p-value equal " 0.000" which is less than 0.05, that means (Systems and procedures of the UNRWA encourage to use job rotation as a policy).

8. In item No. (6) the weight mean equal " 66.87% " and p-value equal " 0.000" which is less than 0.05, that means (Systems and procedures of the UNRWA reduce the stress among the staff during rotation to other jobs). This result shows the medium positive trend towards the system and procedures of the UNRWA that they offer a good psychological environment inside the UNRWA . Also , gives the chance to emotional stability not to reach to the burnout among the employees .

For general the results for all items of the field show that the average mean equal 3.49 and the weight mean equal 69.72% which is greater than " 60%" and the value of t test equal 10.025 which is greater than the critical value which is equal 1.97 and the p- value equal 0.000 which is less than 0.05 .This result reveals a positive opinions in the responses of the population in UNRWA and that because it plays critical roles in managing employees to innovate product and service. Also, it uses the innovative system of human resource management practices includes team-based job design, team-based incentive pay, and job rotation . The innovative system of practices helps employees to achieve the perspective-taking capability needed for efficiency and they offer a good psychological environment inside the UNRWA , Also , gives the chance to emotional stability not to reach to the burnout among the employees . Alike, it is normal that UNRWA gives the employees opportunity of changeable developing and using what they were conducted and acquired in any training program and after the rotation through the jobs inside the UNRWA Gaza-Field Office . The researcher sees that systems and procedures at the UNRWA help in the use of job rotation as a tool for career development of staff . The present state of the UN system suggests change and reformation to a more systematic and effective manner to meet the enormous challenges of new era and to deal with local and global problems . High performance is noticed in UNRWA when they concern a lot with the main innovative system and procedures which encourage the employees to do their best and use the found alternatives to improve their positions and train themselves continuously . This result corresponds with the results of Jorgensen M.(2005) who indicates to major limitations to successful implementation of job rotation included system and procedures followed , rotation of individuals with medical restrictions, decreased service quality and lack of jobs to rotate to.

5. Analysis for all Fields

Table(19)
Analysis of all fields

No.	Job Rotation Requirements	Mean	standard deviation	Weight mean	t-value	P-value	Rank
1	Training and Competencies Development	3.81	0.530	76.23	21.615	0.000	1
2	Job Design	3.45	0.684	69.03	9.311	0.000	4
3	Career Development Strategy	3.62	0.635	72.40	13.740	0.000	2
4	System and Procedures	3.49	0.682	69.72	10.025	0.000	3
Total		3.60	0.528	72.03	16.063	0.000	

Critical value of t at df "38" and significance level 0.05 equal 2.02

As shown in Table No. (19) , a one sample t test was used to test the opinion of the respondent about the impact of job rotation requirements on the employees performance and they are ordered here according to the relative weight of each item as follows :

1. Training and development : which has weight mean equal 76.23 (First)
2. Career development strategy : which has weight mean equal 72.40 (Second)
3. System and procedures : which has weight mean equal 69.72 (Third)
4. Job design : which has weight mean equal 69.03 (Fourth)

For general the average mean equal 3.60 and the weight mean equal 72.03% which is greater than " 60%" and the value of t test equal 22.844 which is greater than the critical value which is equal 1.97 and the p - value equal 0.000 which is less than 0.05, that means the impact of job rotation affected positively on the employees performance and there is a positive relationship between the requirements of job rotation and job performance in UNRWA – Gaza Field Office . And this research agreed with the researches of Kardimas N. & Papastamatiou N. (2010) , Liz Walkley Hall (2010) , Metin M. & Thomas J. (1998) , Huang, H. J. (1999) and the researcher attributed that to the educational level , job level and the years of service . And this research disagreed with the research of Eriksson T. & Ortega J. (2006) who sees that there is a negative relationship between job rotation and worker heterogeneity. The researcher attributed that the differences between the hypothesis .

6. Job Performance :

A one sample t test was used to test if the opinion of the respondent about the Job Performance and the results shown in Table No. (20) as follows:

Table(20)
Job Performance

No.	Items	Mean	standard deviation	Weight mean	t-value	P-value
1	workers are keen to achieve the overall goals of the UNRWA	3.97	0.705	79.39	19.364	0.000
2	Work is accomplished in the required time	3.90	0.764	78.05	16.503	0.000
3	There is ability for workers to take responsibility for the daily burden of work	4.03	0.809	80.51	17.711	0.000
4	There is commitment and compliance for the regulations and labor laws between employees	3.89	0.885	77.86	14.123	0.000
5	There is ability for workers to adapt in the event of emergency situations at work	3.99	0.787	79.80	17.702	0.000
6	There is coordination and cooperation with others to perform the work	3.97	0.815	79.49	16.694	0.000
7	Workers have the full knowledge of the requirements of the job performed by them	3.82	0.906	76.45	12.744	0.000
8	Workers have commitment to official working times	4.03	0.851	80.61	17.003	0.000
9	Administration's commitment to performance quality helps to improve the performance of employees	3.97	0.849	79.38	15.943	0.000
10	Workers have the ability to creativity, innovation and job development	3.80	0.863	75.94	12.966	0.000
11	Employees have ability to correct errors resulting from the performance of their work	3.90	0.808	77.94	15.465	0.000
12	Direct supervision and constant follow-up of the managers improve the performance levels of employees	3.99	0.898	79.90	15.584	0.000
13	UNRWA staff have the desire and enthusiasm to complete the work	3.82	0.785	76.45	14.703	0.000
14	Workers make enough time to complete the work properly	3.88	0.822	77.66	15.088	0.000
15	Workers make enough effort to accomplish the work properly	3.97	0.777	79.39	17.460	0.000
16	Workers carried out orders and instructions issued by the direct manager for the work	4.02	0.737	80.30	19.386	0.000
	Total	3.93	0.483	78.68	27.200	0.000

Critical value of **t** at df "38" and significance level 0.05 equal 2.02

1. In item No. (8) the weight mean equal " 80.61% " and p-value equal " 0.000" which is less than 0.05, that means (Workers have commitment to official working times).The researcher attributed this result to the religious morals and self-censorship among workers and their determination to adhere to the institution and have access to good reputation of their colleagues as a result of the commitment.

2. In item No. (3) the weight mean equal " 80.51% " and p-value equal " 0.000" which is less than 0.05, that means (There is ability for workers to take responsibility for the daily burden of work). The researcher attributes this result to the qualifications, competencies and capabilities enjoyed by the staff at the UNRWA , as well as the long experience of many members of the sample.

3. In item No. (16) the weight mean equal 80.30" % " and p-value equal " 0.000" which is less than 0.05, that means (Workers carried out orders and instructions issued by the direct manager for the work). The researcher attributes this result to the keenness of staff to carry out the instructions of direct manager due to his long experience in the work and he knows the conditions of jobs and work procedures.

4. In item No. (12) the weight mean equal " 79.90% " and p-value equal " 0.000" which is less than 0.05, that means (Direct supervision and constant follow-up of the managers improve the performance levels of employees). This result is attributed to the supervision of personnel, which enables workers to have benefit from the direct instructions of the directors. As well as follow-up leads to lifting the morale of workers and improve their performance, and gives them the impression that their managers interest with them .

5. In item No. (5) the weight mean equal " 79.80% " and p-value equal " 0.000" which is less than 0.05, that means (There is ability for workers to adapt in the event of emergency situations at work). The researcher attributed this result to a large number of emergency circumstances experienced by the UNRWA, and the efforts of workers able to overcome these circumstances, which gave workers the ability to work with emergencies whatever these circumstances .

6. In item No. (6) the weight mean equal " 79.49% " and p-value equal " 0.000" which is less than 0.05, that means (There is coordination and cooperation with others to perform the work). This result shows high positive attitude towards the content of this paragraph, and this is attributed to the informal relationships between employees and contributed to an atmosphere of cooperation and coordination to accomplish the work.

7. In item No. (1) the weight mean equal " 79.39% " and p-value equal " 0.000" which is less than 0.05, that means (workers are keen to achieve the overall goals of the UNRWA). This result is very positive and the researcher attributes this to the loyalty of employees of the UNRWA , their sense of stability and job security , and their determination to progress and achieve their goals .

8. In item No. (15) the weight mean equal 79.39" % " and p-value equal " 0.000" which is less than 0.05, that means (Workers make enough effort to accomplish the work properly). "This result shows high positive attitude towards the content of this paragraph, the researcher attributes that to the high performance of the employees, as well as the technology used and the modern means of communication , all this leads to save time.

9. In item No. (9) the weight mean equal " 79.38% " and p-value equal " 0.000" which is less than 0.05, that means (Administration's commitment to performance quality helps to improve the performance of employees). The researcher attributed this result to the fact that employees will abide by the quality of performance based on management's commitment , which will lead to improved performance and will have impact positively on the UNRWA.

10. In item No. (2) the weight mean equal " 78.05% " and p-value equal " 0.000" which is less than 0.05, that means (Work is accomplished in the required time). The researcher attributed this result to the availability of educational qualifications that employees have in the UNRWA.

11. In item No. (11) the weight mean equal " 77.94% " and p-value equal " 0.000" which is less than 0.05, that means (Employees have ability to correct errors resulting from the performance of their work). This result shows that the individual have high positive attitude towards the content of this paragraph, and this result is attributed to the expertise of the staff that help them to detect and correct errors, as well as monitoring and oversight by supervisory authorities.

12. In item No. (4) the weight mean equal " 77.86% " and p-value equal " 0.000" which is less than 0.05, that means (There is commitment and compliance for the regulations and labor laws between employees). The researcher attributes this result to the respect for workers to work procedures , knowledge of the duties and employee behaviors, as well as the rules of procedure of the UNRWA .

13. In item No. (14) the weight mean equal " 77.66% " and p-value equal " 0.000" which is less than 0.05, that means (Workers make enough time to complete the work properly). The researcher attributed this result to the fact that workers have the skills, capabilities and individual characteristics that contribute to their ability to carry out their work on specified time without delay.

14. In item No. (7) the weight mean equal " 76.45% " and p-value equal " 0.000" which is less than 0.05, that means (Workers have the full knowledge of the requirements of the job performed by them). This result shows that the individuals have positive attitude towards the content of this paragraph, and the researcher attributes this to the experience that is characterized by the workers, workers knowledge of the job description, as well as most of the work performed by the workers are routine.

15. In item No. (13) the weight mean equal " 76.45% " and p-value equal " 0.000" which is less than 0.05, that means (UNRWA staff have the desire and enthusiasm to complete the work). The researcher attributed this result to employees recognize for the tasks and responsibilities entrusted to them, and that they accomplish these tasks in time to have a proper evaluation.

16. In item No. (10) the weight mean equal " 75.94% " and p-value equal " 0.000" which is less than 0.05, that means (Workers have the ability to creativity, innovation and job development). This result shows that the members of the sample have a positive attitude towards the content of this paragraph, and this is attributed to the presence of incentives for the development, as well as the technology used which provide the proper climate .All these factors give the workers the ability to show creativity, innovation and business development.

For general the results for all items of the field show that the average mean equal 3.93 and the weight mean equal 78.68% which is greater than " 60%" and the value of t test equal 27.200 which is greater than the critical value which is equal 1.97 and the p- value equal 0.000 which is less than 0.05, that means Job Performance for workers are good. The researcher confirms that there is an ability for employees to take responsibility for the daily burden of work and management provides appropriate training for staff to enable them to do their jobs . And also , employees are keen to achieve the objectives of the UNRWA, have the ability to work with emergency situations, and complete the required job in time. This result corresponds with the results of Lazim Z. (2003) , Earney & Martins (2009) , Metin M. &

Thomas J. (1998), Liz Walkley Hall (2010) which showed positive attitudes towards job performance .

3) Testing Research Hypothesis

This research started from two basic hypothesis as follows :

1. There is a statistical relationship at a significant level 0.05 between the requirements of job rotation , namely, (Training and Competences Development - Job Design - Career Development Strategy – System and Procedures) and the employees performance .

Which is divided into the following hypotheses :

1.a. There is a statistical relationship at a significant level 0.05 between training and competences development , and between the employees performance .

Table No.(21)

Correlation between training and competences development , and between the employees performance .

Section	Statistic	employees performance
Training and Competences Development	Pearson coloration	0.367
	p-value	0.000
	N	198

Critical value of r at significance level 0.05 and d.f equal 198 equal 0.138

To test the hypothesis we use the Pearson correlation between training and competences development , and between the employees performance .The results shown in table No.(21) which illustrates that the p-value equal 0.000 which is less than 0.05, and the value of Pearson correlation is equal 0.367 which is greater than the critical value which is equal 0.138 that means there is a positive relationship between training and competences development, and between the employees performance at significant level $\alpha = 0.05$ and the researcher attributes that to the importance of training in UNRWA –Gaza Field Office . Now they can train others on developing competency based systems for application within training and development, succession planning , recruitment and selection, so as to deliver real and measurable benefits. This training courses used in UNRWA provides everything they need to professionally deliver competency training including a hands-on course exercises, course outline, course advertorial, training icebreakers , expert guides, course tests, course evaluation, action plan for participants and classroom-ready with PowerPoint slides in order to earn the employees

with what they need in their jobs and to be ready to change his position to another one in job rotation system . These results are consistent with the research conducted by This result is Kardimas N. & Papastamatiou N. (2010) who argued that training provide an integrated solution for both employers and employment seekers . Also , its supported by Richard M. (2002) who sees that Ryerson University Library should understand that the whole operations are changeable and that there is need for a continuous training and competences development planning process.

1.b. There is a statistical relationship at a significant level 0.05 between job design and the employees performance .

Table No.(22)
Correlation between job design , and the employees performance

Section	Statistic	employees performance
Job Design	Pearson coloration	0.225
	p-value	0.001
	N	198

Critical value of r at significance level 0.05 and d.f equal 198 equal 0.138

To test the hypothesis we use the Pearson correlation between job design , and between the employees performance, and the results shown in table No.(22) which illustrate that the p-value equal 0.001 which is less than 0.05, and the value of Pearson correlation is equal 0.225 which is greater than the critical value which is equal 0.138 that means there is a positive relationship between job design , and between the employees performance at significant level $\alpha =0.05$. The researcher attributes that to the good job design in UNRWA which gives both the employers and employees to enhance their roles in the whole HR practices . Job design and work organization (the contents, method and relationships of jobs) is specified to satisfy technological and organizational requirements as well as the personal needs of job holders. These results reveals the work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks. Through job design, UNRWA try to raise productivity in service by offering greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work. Job enlargement, job enrichment, job rotation, and job simplification are the various techniques used in a job design . This is supported by

Jorgensen M. (2005) who confirmed that jobs design and number of jobs should be selected well to have a positive effect of job rotation on the employees performance .

1.c. There is a statistical relationship at a significant level 0.05 between Career development strategy and the employees performance .

Table No.(23)

Correlation between Career development strategy, and the employees performance

Section	Statistic	employees performance
Career Development Strategy	Pearson coloration	0.276
	p-value	0.000
	N	198

Critical value of r at significance level 0.05 and d.f equal 198 equal 0.138

To test the hypothesis we use the Pearson correlation between Career development strategy, and the employees performance, and the results shown in table No.(23) which illustrate that the p-value equal 0.000 which is less than 0.05, and the value of Pearson correlation is equal 0.276 which is greater than the critical value which is equal 0.138 that means There is a positive relationship between career development strategy , and the employees performance at significant level $\alpha =0.05$. The researcher attributes that to UNRWA's efforts towards managing and coordinating the activities of planning skills , business training and development in coordination with the directors of departments and sections . The management of human resources in UNRWA aims to an optimal use of available expected human resources. And use the efficiency experience and capabilities of employees, to success in reaching their goals. This is supported with Lazim Z. (2003) who found a positive correlation between career development strategy and job rotation .

1.d. There is a statistical relationship at a significant level 0.05 between the system and procedures , and the employees performance .

Table No.(24)

Correlation between the system and procedures, and the employees performance

Section	Statistic	employees performance
System and Procedures	Pearson coloration	0.249
	p-value	0.000
	N	198

Critical value of r at significance level 0.05 and d.f equal 198 equal 0.138

To test the hypothesis we use the Pearson correlation between the system and procedures, and the employees performance, and the results shown in table No.(24) which illustrate that the p-value equal 0.000 which is less than 0.05, and the value of Pearson correlation is equal 0.249 which is greater than the critical value which is equal 0.138 that means there is a positive relationship between the system and procedures , and the employees performance at significant level $\alpha =0.05$. The researcher attributes that to the flexibility of system and procedures found in UNRWA which accept any innovative and changeable practices . The primary purpose of the development of this system and procedures guide is to provide managers and functional departments in the UNRWA with the data which serve as detailed rules and procedures that are applied and acted within the UNRWA. These system and procedures are taken in the light of the overall objectives of a future vision of the management.

2. There is a statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to the following demographic factors : Gender - Age - Qualification - years of service - job level. Which is divided into the following sub-hypotheses :

2.a. There is a statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to the Gender

Table No.(25)

Independent samples t test for difference in point of view up to respondents' opinions about the impact of job rotation on the employees performance attributed to the Gender

Field	Gender	N	Mean	Std. Deviation	T	P-value
Training and Competencies development	Male	109	3.796	0.562	-0.471	0.638
	Female	90	3.831	0.490		
Job design	Male	109	3.434	0.680	-0.386	0.700
	Female	90	3.472	0.691		
Career development strategy	Male	109	3.607	0.645	-0.321	0.748
	Female	89	3.636	0.625		
System and procedures	Male	109	3.465	0.678	-0.471	0.638
	Female	89	3.511	0.690		
Job Performance	Male	109	3.944	0.502	0.316	0.752
	Female	89	3.922	0.462		
Total	Male	109	3.698	0.453	-0.288	0.774
	Female	90	3.716	0.416		

The critical value t at degrees of freedom "198" and significant level 0.05 equal 1.97

To test the hypothesis we use independent samples t test and the result illustrated in table no.(25) which show that the p-value equal 0.774 which is greater than 0.05 and the absolute value of t test equal 0.288 which is less than the value of critical value which is equal 1.97 , that's means there is no statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to the Gender .The researcher attributed this result to the similarity of the conditions of the organizational climate between males and females and there is no difference between them, and they are working - males and females - in the same working conditions and the same place and surrounding environment is not different.

2.b. There is a statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to Age .

Table No.(26)

One way ANOVA test for difference in point of view up to respondents' opinions about the impact of job rotation on the employees performance attributed to Age

Field	Source	Sum of Squares	df	Mean Square	F	Sig.
Training and Competencies development	Between Groups	1.616	3	0.539	1.947	0.123
	Within Groups	53.951	195	0.277		
	Total	55.566	198			
Job design	Between Groups	2.508	3	0.836	1.810	0.147
	Within Groups	90.059	195	0.462		
	Total	92.567	198			
Career development strategy	Between Groups	2.456	3	0.819	2.066	0.106
	Within Groups	76.904	195	0.396		
	Total	79.360	198			
System and procedures	Between Groups	5.777	3	1.926	4.351	0.005
	Within Groups	85.866	195	0.443		
	Total	91.643	198			
Job Performance	Between Groups	0.532	3	0.177	0.757	0.519
	Within Groups	45.445	195	0.234		
	Total	45.977	198			
Total	Between Groups	1.143	3	0.381	2.036	0.110
	Within Groups	36.480	195	0.187		

Critical value of F at df "3,195" and significance level 0.05 equal 2.65

Table No.(27)
Scheffe test for Multiple Comparisons

Field	Mean Difference	25 years old or less	from 26 to 35	from 36 to 45	46 years old and over
Training and Competencies development	25 years old or less		0.233	0.442	0.490*
	from 26 to 35	-0.233		0.208	0.257
	from 36 to 45	-0.442	-0.208		0.049
	46 years old and over	-0.490*	-0.257	-0.049	

*The mean difference is significant at the .05 level.

To test the hypothesis we use the one way ANOVA and the result illustrated in table no.(26) which show that the p-value equal 0.110 which is greater than 0.05 and the value of F test equal 2.036 which is less than the value of critical value which is equal 2.65, that's means there is no statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to Age . The researcher attributed this result to the converging of the age of the sample, where the researcher believes that most of the sample were engaged to job rotation benefits found that they can achieve their desires and improve their performance through such tool of development .

2.c. There is a statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to Qualification.

Table No.(28)
One way ANOVA test for difference in point of view up to respondents' opinions about the impact of job rotation on the employees performance attributed to Qualification

Field	Source	Sum of Squares	df	Mean Square	F	Sig.
Training and Competencies development	Between Groups	1.266	3	0.422	1.515	0.212
	Within Groups	54.301	195	0.278		
	Total	55.566	198			
Job design	Between Groups	1.464	3	0.488	1.045	0.374
	Within Groups	91.103	195	0.467		
	Total	92.567	198			
Career development strategy	Between Groups	1.795	3	0.598	1.497	0.217
	Within Groups	77.565	195	0.400		
	Total	79.360	198			

Field	Source	Sum of Squares	df	Mean Square	F	Sig.
System and procedures	Between Groups	2.626	3	0.875	1.908	0.130
	Within Groups	89.017	195	0.459		
	Total	91.643	198			
Job Performance	Between Groups	0.221	3	0.074	0.312	0.816
	Within Groups	45.756	195	0.236		
	Total	45.977	198			
Total	Between Groups	0.452	3	0.151	0.790	0.501
	Within Groups	37.171	195	0.191		

Critical value of F at df "3,195" and significance level 0.05 equal 2.65

To test the hypothesis we use the one way ANOVA and the result illustrated in table no.(28) which show that the p-value equal 0.501 which is greater than 0.05 and the value of F test equal 0.790 which is less than the value of critical value which is equal 2.65, that's means there is no statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to Qualification. The researcher attributes this result to the similarity of scientific level of the sample where the majority are of bachelor degree and diploma, as this category is well aware of the regulatory requirement of job rotation as a training material, and they can take responsibility and participate in decision-making.

2.d. There is a statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to years of service

Table No.(29)

One way ANOVA test for difference in point of view up to respondents' opinions about the impact of job rotation on the employees performance attributed to years of service

Field	Source	Sum of Squares	df	Mean Square	F	Sig.
Training and competencies development	Between Groups	2.389	3	0.796	2.920	0.035
	Within Groups	53.178	195	0.273		
	Total	55.566	198			
Job design	Between Groups	3.416	3	1.139	2.491	0.061
	Within Groups	89.151	195	0.457		
	Total	92.567	198			

Field	Source	Sum of Squares	df	Mean Square	F	Sig.
Career development strategy	Between Groups	2.584	3	0.861	2.176	0.092
	Within Groups	76.776	195	0.396		
	Total	79.360	198			
System and procedures	Between Groups	9.155	3	3.052	7.177	0.000
	Within Groups	82.487	195	0.425		
	Total	91.643	198			
Job performance	Between Groups	0.691	3	0.230	0.986	0.400
	Within Groups	45.286	195	0.233		
	Total	45.977	198			
All fields	Between Groups	1.926	3	0.642	3.506	0.016
	Within Groups	35.697	195	0.183		

Critical value of F at df "3,195" and significance level 0.05 equal 2.65

Table No.(30)
Scheffe test for Multiple Comparisons

Field	Mean Difference	less than 3 years	From 3-5 years	From 7-10 years	11 years or more
Training and Competencies development	less than 3 years		-0.034	0.151	0.223
	From 3-6 years	0.034		0.184	0.257*
	From 7-10 years	-0.151	-0.184		0.072
	11 years or more	-0.223	-0.257*	-0.072	
System and procedures	less than 3 years		0.138	0.198	0.549
	From 3-6 years	-0.138		0.060	0.410*
	From 7-10 years	-0.198	-0.060		0.350
	11 years or more	-0.549	-0.410*	-0.350	
All fields	less than 3 years		-0.049	0.084	0.194
	From 3-6 years	0.049		0.133	0.243*
	From 7-10 years	-0.084	-0.133		0.110
	11 years or more	-0.194	-0.243*	-0.110	

*The mean difference is significant at the .05 level.

To test the hypothesis we use the one way ANOVA and the results illustrated in table no.(29) which show that the p-value equal 0.016 which is less than 0.05 and the value of F test equal 3.506 is greater than the value of critical value which is equal 2.65, that's means there is a statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to years of service, and

Scheffe test for Multiple Comparisons table no.(30) show that the difference between " 11 years or more " and " 3-6 years" . The researcher attributes this result to the desire and ambition in this category to improve the job level for them to get a promotion and high evaluation and get a permanent contract ,in addition , they seek to establish relations with their colleagues, and work to gain more experience.

2.e. There is a statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to job level .

Table No.(31)

One way ANOVA test for difference in point of view up to respondents' opinions about the impact of job rotation on the employees performance attributed to job level

Field	Source	Sum of Squares	df	Mean Square	F	Sig.
Training and Competencies development	Between Groups	1.664	3	0.555	2.007	0.114
	Within Groups	53.902	195	0.276		
	Total	55.566	198			
Job design	Between Groups	1.755	3	0.585	1.256	0.291
	Within Groups	90.812	195	0.466		
	Total	92.567	198			
Career development strategy	Between Groups	0.921	3	0.307	0.759	0.518
	Within Groups	78.439	195	0.404		
	Total	79.360	198			
System and procedures	Between Groups	1.591	3	0.530	1.143	0.333
	Within Groups	90.051	195	0.464		
	Total	91.643	198			
Job Performance	Between Groups	0.219	3	0.073	0.310	0.818
	Within Groups	45.758	195	0.236		
	Total	45.977	198			
Total	Between Groups	0.730	3	0.243	1.287	0.280
	Within Groups	36.892	195	0.189		

Critical value of F at df "3,195" and significance level 0.05 equal 2.65

To test the hypothesis we use the one way ANOVA and the results illustrated in table no.(31) which show that the p-value equal 0.280 which is greater than 0.05 and the value of F test equal 1.287 which is less than the critical value which is equal 2.65, that's means there is no statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to job level . The researcher attributes that to the amount of employees' enthusiasm and desire in UNRWA to develop themselves in any time during their job career .

Chapter Five

Conclusions & Recommendations

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 UNRWA and in identifying topics of interest for other researchers to further investigate these findings .

2) Conclusions of the research

1. There is approval by 75% that job rotation has a positive impact on the employees performance in UNRWA – Gaza Field Office and has a lot of benefits can be used inside the office .

2. There is a strong positive relationship between the requirements of job rotation and job performance of employees at the UNRWA . The results confirm the validity of the assumptions adopted by the study and the relationship between them are positive. They demonstrate that the more the requirements of job rotation are found the more the level of job performance of employees are raised.

3. Job rotation requirements are ordered according to their effect on the job performance where noticed that training and competences development has the most approval from the viewpoint of the members of the sample, and then came career development strategy , followed by system and procedures and then the job design .

4. Training and competences development has the biggest effect on the job performance . Training in the UNRWA earns the employee skills and abilities that help in the rotation to any other job , training is not only a developing tool in UNRWA , but also gives new and different and distinctive views and attitudes towards the other jobs and the requirements of them .

5. Jobs in UNRWA have a good design and they contains different and varied skills relatively and there are special tasks and requirements for each one and there are general skills required for all the jobs because more communication is needed during job rotation . Moreover , the jobs are characterized by diversity of job skills and sharing skills between jobs .

6. UNRWA concerns in career development strategy which motivate the employees to have abilities to develop and enhance their positions in the future ,so they accept and love to be engaged in any training and developmental process like job rotation .

7. UNRWA has a good system of human resource management practices includes team-based job design, team-based incentive pay, and job rotation . The innovative system of practices helps employees to achieve the perspective-taking capability needed for efficiency.

- 8.** UN system and procedures suggest change and reformation to a more systematic and effective manner to meet the enormous challenges of new era and to deal with local and global problems .
- 9.** The results showed that the staff of UNRWA enjoyed with very good job performance because they have qualifications, competencies and capabilities .
- 10.** The employees of UNRWA show their keenness to carry out the instructions , the supervision and follow-up in UNRWA leads to lifting the morale of workers and improve their performance .
- 11.** The researcher confirms that there is the ability for workers to take responsibility for the daily burden of work and management provides appropriate training for staff to enable them to do their jobs .
- 12.** There is a positive relationship between training and competences development, and between the employees performance .
- 13.** there is a positive relationship between job design , and between the employees performance .
- 14.** There is a positive relationship between career development strategy , and the employees performance .
- 15.** There is a positive relationship between the system and procedures , and the employees performance .
- 16.** There is no statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to the Gender .
- 17.** There is no statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to Age .
- 18.** There is no statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to Qualification .
- 19.** There is a statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to years of service .
- 20.** There is no statistical differences at a significant level 0.05 in the views of respondents about the impact of job rotation on the employees performance attributed to job level .

3) Recommendations

Based on the findings in the study, the researcher recommends the following:

- 1.** UNRWA administration should pay special attention to all elements and requirements of the job rotation as an important variable contributing to the impact on job performance of employees .
- 2.** UNRWA should focus on training and development as a very helpful strategy for the employees to develop their skills and abilities who can carry the tasks on the right way , and to facilitate the process of rotation .
- 3.** UNRWA should 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 .
- 4.** Job design and work organization (the contents, method and relationships of jobs) is specified to satisfy technological and organizational requirements as well as the personal needs of job holders.
- 5.** Management of UNRWA ought to change the way they work in order to enable the work unit in a more efficient and effective case, and enable the employees to use new HR practices like job rotation which requires the redesign of existing jobs .
- 6.** 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 arts and performance, and the nature of relationships in the job, working conditions and form of surrounding environment .
- 7.** UNRWA should play a big role in identifying the talent , technical capacity and leadership among workers because it is as one of the methods and techniques of career development and organizational change is a modern management .
- 8.** In addition , 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.
- 9.** UNRWA should be motivated to change and modify the strategies and tools of job rotation to correspond with the needs and abilities of the staff in UNRWA .
- 10.** UNRWA should use the innovative system of human resource management practices includes team-based job design, team-based incentive pay, and job rotation . The innovative system of practices helps employees to achieve the perspective-taking capability needed for efficiency.

11. UN system is suggested to have change and reformation to a more systematic and effective manner to meet the enormous challenges of new era and to deal with local and global problems .

12. UN should concern with the qualifications, competencies and capabilities enjoyed by the staff at the UNRWA , as well as the long experience of many members to reach the high performance needed in the changeable kind of work and a large number of emergency circumstances experienced by the UNRWA,

13. UNRWA should try to raise productivity in service by offering greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work. Job enlargement, job enrichment, job rotation, and job simplification are the various techniques can be used in a job design .

14. UNRWA's efforts should go towards managing and coordinating the activities of planning skills , training and development in coordination with the directors of departments and sections .The management of human resources in UNRWA ought to aim to an optimal use of available expected human resources to reach the over whole objectives .

4) Proposed Topics for Future Studies

This is the first study to be conducted on job rotation at UNRWA. This field of research is completely new and deserves more exploration. The researcher suggests the following research areas for further studies:

- 1.** UNRWA's adopted job rotation system, benefits and problems
- 2.** Investigating the relation(s) between the available job rotation efforts in the Gaza Strip hospitals and universities and the overall organizational performance.
- 3.** Research in the costs of job rotation – possibilities and challenges
- 4.** Research in the relationship between job rotation and appraisal evaluation process

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Interview:

Al Shatali (2011) , An interview about job rotation and its impact on employees performance

Annex 1

List of Referees' Names and Place of Job

Referee's Name	Place of job
Prof. Dr. Majed Alfara	The Islamic University of Gaza (IUG)
Dr. Rushdy Wadi	The Islamic University of Gaza (IUG)
Dr. Yousef Bahar	The Islamic University of Gaza (IUG)
Dr. Waseem Elhabil	The Islamic University of Gaza (IUG)
Dr. Akram Sammour	The Islamic University of Gaza (IUG)
Dr. Nihaia Altelbany	Al Azhar University
Dr. Wael Thabet	Al Azhar University
Dr. Fadel Alsalol	UNRWA (Training and Development Centre)
Dr. Nafiz Brakat	The Islamic University of Gaza (IUG)

Annex 2
Questionnaire in English

In the name of God the Merciful
Questionnaire

Dear brother / sister
Peace, mercy and blessings of God,,,

In the purpose of completing the requirements for obtaining a master's degree from the Islamic University in Business Administration, I make a practical study entitled:

"Job rotation and its impact on the performance of employees in UNRWA"
(An Empirical Study on the administrative staff in UNRWA - Headquarters)

You are requested kindly to fill out the attached questionnaire, after reading all of the phrases of the questionnaire carefully and tick (x) in the box that reflects the extent to agree, according to the reality that you do it.

Note that your responses will be treated confidentially and it will only be used for research purposes and depends its accuracy the validity of the findings of the study.

Thank you for your sincerely cooperation

Researcher: Isam Fayez Alquraan
MBA

First: Personal Information:
Please tick (x) to the appropriate answer

Gender		Male		Female			
Age		25 years old or less		from 26 to 35		from 36 to 45	46 years old and over
Education Level		Secondary		Diploma		Bachelor	Master / PhD
Years of Service		less than 3 years		from 3 to 6 years		from 7 years to 10	11 years or more
Job Level		From Grade 5 to Grade 7		From Grade 8 to Grade 12		From Grade 13 to Grade 16	From Grade 17 to Grade 20

Job Rotation : It's a systemized process of shifting the employee from job to another for a specific period of time to give him a chance to acquire different knowledge and skills , improve their performance , and reduce the job burnout and other administrative problems .

Second : Requirements of job rotation						
	The following is a set of phrases and words in front of every five degrees for an answer, please mark (x) in the right place	Strongly agree	agree	Neutral	disagree	strongly disagree
1) Training and Competencies development						
1	In-service training in the UNRWA earns the employee skills and abilities that help in the rotation to any other job					
2	Training in UNRWA helps to change and give positive attitudes towards other jobs					
3	The employee feels after the training with the ability to adapt to any job to be rotated to					
4	Staff members are subject to intensive training before rotation across jobs of the UNRWA					
5	The UNRWA uses different tools and techniques for training and staff competencies development to prepare them to deal with any other job in the UNRWA					
6	Every employee in the UNRWA needs training to acquire special technical competencies in each job to be rotated to					
7	Investment in competences development is something important in the policy of job rotation in UNRWA					
8	Training in UNRWA earns the staff the ability to know the requirements of other jobs and master it					
9	Maintaining the existing and developing competences is a factor to the sustainability of rotation in the UNRWA					
10	UNRWA is interested in determining the competences of each employee to make sure he can adapt to any other job					
2) Job design						
11	Diversity of job skills , designed in the UNRWA helps in the application of job rotation					
12	Jobs in the department that I work in are characterized with good design, which helps in job rotation					
13	There are sharing skills between jobs in which rotation of staff done through					
14	The policy of rotation is taken into consideration in the design of any job in UNRWA					
15	The policy of designing jobs of the UNRWA contributes in facilitating the process of monitoring and follow-up rotation					
16	Obstacles in each job is identified to overcome them through Job rotation					
17	Performance Criteria is clear for each job to facilitate the evaluation process after the completion of Job rotation					
18	Jobs designed in UNRWA give employees the freedom and independence to act through the rotation to another job					
19	Design of jobs allow for management to review the skills required for each job during Job rotation					
3) Career development strategy						
20	Strategy of career development provides climate, which encourages the job rotation in the UNRWA					
21	Job rotation is considered as a method and technique					

	career development at the UNRWA					
22	Job rotation grants the employee the opportunity for career growth and career development in the UNRWA					
23	Career development strategy allow the UNRWA to modify the strategies and tools of job rotation					
24	Career development strategy helps in filling vacancies by using job rotation					
25	Tools and techniques of career development process in UNRWA supports job rotation					
26	UNRWA convince in career development strategy helps to the success of job rotation					
27	Staff always try to develop their career to reach senior positions in the UNRWA so they accept job rotation					
4) System and procedures						
28	Systems and procedures allows staff in the UNRWA to show their skills in jobs that are rotated to					
29	Systems and procedures of the UNRWA encourage to use job rotation as a policy					
30	There are specific systems and procedures for rotation in the UNRWA					
31	Job rotation is considered as one of systems and procedures that are focused on and developed in UNRWA					
32	Systems and procedures at the UNRWA help in the use of job rotation as a tool for career development of staff					
33	Systems and procedures of the UNRWA reduce the stress among the staff during rotation to other jobs					
34	Systems and procedures of the UNRWA define the methods and mechanisms that can be used in job rotation					
35	Systems and procedures don't help the employees to show their creativity in jobs that are rotated to					
Third : Job Performance						
36	workers are keen to achieve the overall goals of the UNRWA					
37	Work is accomplished in the required time					
38	There is ability for workers to take responsibility for the daily burden of work					
39	There is commitment and compliance for the regulations and labor laws between employees					
40	There is ability for workers to adapt in the event of emergency situations at work					
41	There is coordination and cooperation with others to perform the work					
42	Workers have the full knowledge of the requirements of the job performed by them					
43	Workers have commitment to official working times					

44	Administration's commitment to performance quality helps to improve the performance of employees					
45	Workers have the ability to creativity, innovation and job development					
46	Employees have ability to correct errors resulting from the performance of their work					
47	Direct supervision and constant follow-up of the managers improve the performance levels of employees					
48	UNRWA staff have the desire and enthusiasm to complete the work					
49	Workers make enough time to complete the work properly					
50	Workers make enough effort to accomplish the work properly					
51	Workers carried out orders and instructions issued by the direct manager for the work					

Thank you for your cooperation,,,,,

بسم الله الرحمن الرحيم

استبانة

الأخ الفاضل / الأخت الفاضلة

السلام عليكم ورحمة الله وبركاته،،،

بغرض استكمال متطلبات الحصول على درجة الماجستير من الجامعة الإسلامية في إدارة الأعمال، فإنني أقوم بإجراء دراسة تطبيقية بعنوان:

"التدوير الوظيفي وأثره على أداء العاملين في وكالة الغوث"

(دراسة تطبيقية على العاملين الإداريين في وكالة الغوث - المقر الرئيسي)

يرجى منكم التكرم بتعبئة الإستبانة المرفقة، بعد قراءة كل عبارة من عبارات الإستبانة قراءة متأنية ووضع علامة (x) في الخانة التي تعبر عن مدى موافقتكم عليها حسب الواقع الذي تعملون به. علماً بأن إجاباتكم ستعامل بسرية تامة وأنها لن تستخدم إلا لأغراض البحث العلمي فقط وتتوقف على دقتها صحة النتائج التي ستتوصل إليها الدراسة.

شاكرين لكم حسن تعاونكم الصادق

الباحث: عصام فايز القرعان

ماجستير إدارة أعمال

أولاً: المعلومات الشخصية:

يرجى وضع إشارة (x) أمام الإجابة المناسبة

الجنس:	ذكر	أنثى		
العمر:	من 25 سنة فأقل	من 26 إلى 35 سنة	من 36 إلى 45 سنة	46 سنة فأكثر
المستوى التعليمي:	توجيهي	دبلوم	بكالوريوس	ماجستير / دكتوراه
سنوات الخبرة:	أقل من 3 سنوات	من 3 إلى 6 سنة	من 7 إلى 10 سنة	11 سنة فأكثر
المستوى الوظيفي:	من درجة 5-7	درجة 8-12	من 13-16	من 17-20

التدوير الوظيفي : هو عملية انتقال منظم للموظف من وظيفة إلى أخرى لفترة زمنية معينة بهدف إكساب الموظف المعارف والمهارات المختلفة وتحسين أداءه والتقليل من الملل والاحتراق الوظيفي وبعض المشاكل الإدارية الأخرى .

ثانياً: متطلبات التدوير الوظيفي					
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	فيما يلي مجموعة من العبارات وأمام كل عبارة خمس درجات للإجابة، يرجى وضع إشارة (x) في المكان المناسب
(1) التدريب وتطوير القدرات					
					1 التدريب أثناء الخدمة في الوكالة يكسب الموظف المهارات والقدرات التي تساعد في التدوير إلى أي وظيفة أخرى
					2 يساعد التدريب في الوكالة على تغيير وإكساب اتجاهات إيجابية نحو الوظائف الأخرى
					3 يشعر الموظف بعد تدريبه بالقدرة على التكيف مع أي وظيفة يتم تدويره إليها
					4 يخضع الموظفون إلى تدريب مكثف قبل تدويرهم عبر الوظائف في الوكالة
					5 تستخدم الوكالة وسائل وتقنيات مختلفة للتدريب وتطوير قدرات الموظفين لتهيئتهم للتعامل مع أي وظيفة أخرى في الوكالة
					6 يحتاج الموظف في الوكالة إلى التدريب لامتلاك قدرات فنية خاصة في كل وظيفة يتم تدويره إليها
					7 يعد الاستثمار في تطوير القدرات شيئاً مهماً في سياسة التدوير الوظيفي المتبعة في الوكالة
					8 يكسب التدريب في الوكالة الموظفين القدرة على معرفة متطلبات الوظائف الأخرى وإتقانها
					9 الحفاظ على القدرات الموجودة وتطويرها يمثل عامل استمرارية للتدوير الوظيفي في الوكالة
					10 تهتم الوكالة بتحديد قدرات كل موظف للتأكد من إمكانية تكيفه مع أي وظيفة أخرى
(2) تصميم الوظائف					
					11 يساعد تنوع مهارات الوظائف المصممة في الوكالة في تطبيق التدوير الوظيفي
					12 تتميز الوظائف في الدائرة التي اعلم بها بالتصميم الجيد الذي يساعد في التدوير الوظيفي
					13 هناك مهارات مشتركة بين الوظائف التي يتم عبرها التدوير الوظيفي للموظفين
					14 تؤخذ في عين الاعتبار سياسة التدوير الوظيفي عند تصميم أي وظيفة
					15 تساهم سياسة تصميم الوظائف في الوكالة في تسهيل عملية مراقبة ومتابعة عملية التدوير الوظيفي
					16 يتم تحديد العوائق في كل وظيفة للتغلب عليها خلال الاندماج في التدوير الوظيفي
					17 معايير الأداء واضحة لكل وظيفة ليسهل عملية التقييم بعد الانتهاء من التدوير الوظيفي

					تسمح الوظائف المصممة للموظف بالحرية واستقلالية التصرف عند التدوير إلى وظائف أخرى داخل الوكالة	18
					يسمح تصميم الوظائف للإدارة بمراجعة المهارات المطلوبة لكل وظيفة خلال التدوير الوظيفي	19
(3) إستراتيجية التطور الوظيفي						
					توفر إستراتيجية التطور الوظيفي المناخ الذي يشجع على التدوير الوظيفي في الوكالة	20
					يعد التدوير الوظيفي أحد أساليب وتقنيات التطور الوظيفي في الوكالة	21
					يمنح التدوير الوظيفي الموظف الفرصة للنمو والتطور الوظيفي في الوكالة	22
					تسمح إستراتيجية التطور الوظيفي للوكالة بتعديل إستراتيجيات وأدوات التدوير الوظيفي	23
					تساعد إستراتيجية التطور الوظيفي في ملء الشواغر باستخدام التدوير الوظيفي	24
					تدعم أدوات وتقنيات التطور الوظيفي المتبعة في الوكالة عملية التدوير الوظيفي	25
					تساعد قناعة الوكالة بإستراتيجية التطور الوظيفي في نجاح التدوير الوظيفي	26
					يحاول الموظفون دائما تطوير مساهمهم الوظيفي للوصول للمناصب العليا في الوكالة لذلك يتقبلون التدوير إلى الوظائف الأخرى	27
(4) النظم والإجراءات						
					تسمح النظم والإجراءات للموظفين في الوكالة بإبراز قدراتهم ومهاراتهم في الوظائف التي يتم تدويرهم إليها	28
					تشجع النظم والإجراءات المتبعة في الوكالة على استخدام التدوير الوظيفي كسياسة	29
					يوجد هناك نظم وإجراءات محددة للتدوير الوظيفي في الوكالة	30
					يعتبر التدوير الوظيفي من النظم والإجراءات التي يتم الاهتمام بها وتطويرها في الوكالة	31
					تساعد النظم والإجراءات في الوكالة على استخدام التدوير الوظيفي كأداة لتطوير الموظفين	32
					تقلل نظم وإجراءات الوكالة من الضغط النفسي لدى الموظفين عند التدوير إلى الوظائف الأخرى	33
					تحدد النظم والإجراءات الطرق والآليات التي يمكن أن تستخدم في التدوير الوظيفي في الوكالة	34
					تزيد النظم والإجراءات من قدرة الموظف على إظهار إبداعه في الوظائف التي يتم تدويره إليها	35

ثالثاً: الأداء الوظيفي					
غير موافق بشدة	غير موافق	محايد	موافق	موافق بشدة	فيما يلي مجموعة من العبارات وأمام كل عبارة خمس درجات للإجابة يرجى وضع إشارة (X) في المكان المناسب
					36 يحرص العاملون على تحقيق الأهداف العامة للوكالة
					37 يتم إنجاز العمل المطلوب في الوقت المحدد لإنجازه
					38 توجد قدرة للعاملين لتحمل مسؤولية الأعباء اليومية للعمل
					39 يوجد التزام وتقيد بأنظمة وقوانين العمل لدى العاملين
					40 توجد قدرة للعاملين على التكيف عند حدوث حالات طارئة في العمل
					41 يتم التنسيق والتعاون مع الآخرين لأداء العمل
					42 تتوفر لدى العاملين المعرفة الكاملة بمتطلبات الوظيفة التي يؤدونها
					43 يحافظ العاملون على الالتزام بأوقات العمل الرسمية
					44 التزام الإدارة بجودة الأداء يساعد في تحسين مستوى أداء العاملين
					45 يتوفر لدى العاملين القدرة على الإبداع والتجديد وتطوير العمل
					46 توجد قدرة لدى العاملين على تصحيح الأخطاء الناتجة من قيامهم بأداء العمل
					47 الإشراف المباشر والمتابعة المستمرة من قبل الرؤساء يؤدي إلى تحسين مستوى أداء العاملين
					48 تتوافر لدى العاملين بالوكالة الرغبة والحماس لإنجاز العمل
					49 يبذل العاملون الوقت الكافي لإنجاز الأعمال بطريقة صحيحة
					50 يبذل العاملون الجهد الكافي لإنجاز الأعمال بطريقة صحيحة
					51 ينفذ العاملون الأوامر والتعليمات الصادرة من المسئول المباشر فيما يخص العمل

شاكرين لكم حسن تعاونكم،،،،