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Full Length Research Paper

Assessing the Effect of Job Rotation on Individual and Organizational Consequences Case Study: Isfahan State Welfare Organization

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As to the importance of the role of human resource development and efficiency in organizational progression, a good ground for such advancement can be provided by properly and timely adoption of job rotation approach corresponding to individual and organizational needs. This is a descriptive survey study aiming to find a solution for improving the effect of job rotation on individual and organizational consequences with the statistical population of 63 employees from Isfahan State Welfare Organization in 2015. Data were collected by a valid and reliable (Cronbach's alpha of 0.892) researcher-developed questionnaire designed based on Kazemi's (2013) questionnaire. Items were developed according to the Likert scale. Data were then analyzed by multivariate regression in SPSS. The leading research question is that how does job rotation affect individual and organizational consequences? Several hypotheses were also raised referring to the impact of the components of these consequences. As a method of developing human resource for familiarizing employees with other job opportunities more and preventing from the inertia of job stability, job rotation needs to be more considered and studied. Our research results showed that job rotation was found to be associated with three components of individual consequences including job alienation, job satisfaction and job safety. While assessing the effects of job rotation on organizational consequences, we found a significant link between job rotation and four hypothesized components of organizational justice, organizational innovation, organizational learning, and organizational commitment. Here, the consequences of turnover were determined, several solutions were offered to improve job rotation in organizations, and the effectiveness of this method was identified in planning for developing the capabilities of human resources.

Keywords: Job Rotation, Individual Consequences, Human Source Relocation, Organizational Consequences, Isfahan State Welfare Organization

INTRODUCTION

In today's rapid pace of technological advancement, job consistency and people repeated tasks do not have the needed efficiency and effectiveness (Akhbari and Zargarani, 2011). As a management approach in the area of human resource management, job rotation helps managers to relocate employees conditionally and pertinently in different positions with different incentives (Mirsepasi, 2014). Management scholars believe that job rotation contributes to enhance employees' capabilities and their perspectives (Ho et al., 2009). Taking advantage of job rotation techniques and algorithms based on efficient production strategies, organizations can keep employees motivated and take the required steps toward enriching jobs, reducing ergonomic effects, improving job skills, etc. (Akhbari and Zargarani, 2011).

Job rotation is a way of designing jobs for employees to learn the required skills from different departments and get rid of exhaustion arising from repeated tasks. Facing new tasks and roles will revive and refresh employees and boost their morale (Jorgensen et al. 2005, quoted by Nasiripour et al. 2009). According to research conducted by diplomatic managers and officials, one way of raising employees' motivation is to have a tool such as job rotation to affect operators' performance and improve their commitment to their work (Mohsan, Musarrat Nawaz & Sarfraz Khan, 2012).

Agreeing on job rotation in organizations is following by different beliefs and reliable data forming the principles of decision-making (Muller, 2010). By correctly planning for relocation, organizations can solve human resource problems, lead employees' to have positive perception of their job and organization, and at the same time reduce improper organizational behaviors (such as leaving, absence, and working poor). It is, thus, clear that job rotation is not only an ideal but an undeniable necessity (Majidi, 1987). The importance of job rotation is relatively known to all companies around the world. It is a good approach for organizations to develop employees, managers and executives (Mohsan, Musarrat Nawaz & Sarfraz Khan, 2012). As an alternative tool for designing jobs, job rotation helps in recognition of different skills of different jobs, and to eliminate employees' fatigue resulting from doing boring tasks. New challenges motivate employees to improve their outputs by boosting their morale (Jorgensen, 2005). It is a process of in-service training to develop future managers by moving from a situation to another to enhance their perception and credit in different contexts (Seibert et al. 2001, quoted by Majidi, 1987). Job rotation is different from training strategies in which employees learn their tasks. It though intensifies their flexibility (Burke & Moore, 2000).

Human resource development by job rotation is highly important in Iran. It should be though implemented warily as to a culture dominating organizations and especially employees' affinity for their positions and the sense of job

insecurity; otherwise it results in critical problems such as the formation of informal groups unparalleled with managements creating an unpleasant conflict in organizations (Asili, 2001). Organizational authors claim that rotating employees from a unit to another is not sumptuous but a necessity to the professional conditions defined as a chance to do tasks in higher levels, to take advantage of higher job benefits and to raise their job performance (Leat, 2007).

Job rotation is one of the best way of motivating employees by diversifying their activities. This also lengthens the life of organizations which are equipped with higher skilled employees and helps management to act more flexibly (Sanali, Bahron & Oscar, 2013).

Having flexible, dexterous and proficient employees is a wish for any manger and system. Such people in any organization provide a good ground for facilitating and expediting works, and saving time and resources. One important approach to accomplish this is job rotation (Seyedjavadin, 2013). Accordingly and with regard to the undeniable necessity of organizational upheavals, this paper aims to assess the effect of job rotation – as a tool for human resource management – and study individual and organization consequences. How job rotation is related to the components of these consequences will be also explained.

Research Theoretical Principles

Human Resource: human resource refers to all people working in an organization in different levels (Saadat, 2014). Human resource is the primary foundation of nations' wealth not the physical capital, revenue or resources. Natural capital and resources are the potential factors of production actively accumulating capitals and applying natural resources (Harbison, 1978). Ulrich (1979) argues that in a role of a strategic partner, human resource corresponds to the management of the route to the realization of organizational missions and consequences (Abbaspour, 2002).

Human resource management: means policies and measures required to implement a part of management tasks depending on some aspects of employees' activities (Desler, 2013). Human resource management is a strategic approach to attract, develop, manage, motivate and obtain the commitment of key organizational resources, namely those who work for organizations (Armstrong, 2007). It concentrates on policies, measures and systems affecting employees' conducts, insights, and performances (Noe, Hollenbeck, Gerhart & Wright, 2000).

Job rotation: it is defined as a systematic change of employees from a position to another within planned intervals (Dessler & Varkkey, 2009, quoted by Malinski,

2002). Job rotation is a good tool for motivating employees and increasing their commitment to and involvement in a job profitable for organizational effectiveness (Zeira, 1974).

Human resource relocation: it is considered as promotion, transfer, job rotation, temporarily or permanently leaving service, and totally relocation of human resource in organizations (Mirsepasi, 2012). Human resource relocation is the systematic movement of employees from a position to another (Malinski, 2002).

Promotion: it means being promoted from a position to a higher one and being provided by more benefits and authorities for accepting more difficult responsibilities. Note also that, if promoted employees do not achieve their goals and their expectations are not satisfied, they will be disappointed and their effectiveness will be decreased (Seyedjavadin, 2014).

Job transfer: refers to being transferred from a job to another, both are though relatively similar in terms of position, responsibility and skills. Job transfer may be temporarily or permanently. Those transfers conducted due to transiently reducing and increasing workloads, absence or illness are temporary transfers and those considered to perpetually reducing or increasing workloads are called permanent transfers. Put it differently, if people are transferred in identical positions, job rotation is created (Moshabaki, 2006).

Job alienation: Kanungo considers job alienation as a psychological separation from job when people think that their job cannot satisfy their basic needs and expectations (Banai, Reisel, & Probst, 2004). Job alienation is traditionally a variable studied by theorists and authors of various scientific fields. In the sense of content, job alienation is a psychological state in which the person experiences a generalized psychic separation from his/her image and social relationship inside and outside of workplace. Job alienation encompasses two known dimensions including individual alienation (psychological and mental separation of self) and social alienation (social separation of others). Social and personal alienation at workplace is a phenomenological experience based on a deep separation of feeling about self and social communication (Banai & Reisel, 2007).

Job satisfaction: it is a set of good and bad feelings people have on their jobs (Tao, Zhang, Hu & Zhang, 2012). Amburgey (2005) categorizes factors affecting job satisfaction in four groups: organizational factors, environmental factors, nature of work, and individual factors.

1. Organizational factors: salary and benefits (payments), promotions, organizational policies
2. Environmental factors: supervising style, group work, work conditions
3. Nature of work: job domain, job variation
4. Individual factors: age, intelligence, talent, sex, experience (Hatampour, 2012, quoted by Amburgey,

2005).

Job burnout: when people are under psychological pressure for a long time, they suffer from psychological pressure (Shahbazinia, 2011). Job burnout means physical, mental, and spiritual fatigue resulting from long-term working in severe mental conditions (Fayazi and Ziaee, 2014).

Job safety: includes concepts such as job changes, job losses, and not achieving a good job. According to industrial and organizational psychologists, job safety is a factor bringing about job satisfaction (Shakerinia, 2010).

Job career: it has various meanings. It generally means job progression. It is defined, from human resource perspective, as a model of experiences relating to work specifying people's way of life (Babaei Rahimabadi, 2011). Job career is a multidisciplinary and multifaceted system including horizontal and vertical promotion, rotation in similar positions, teamwork, and the development of individuals' capabilities to better and more usefully do activities (Soltani, 2013).

Organizational learning: includes acquiring, communicating, interpreting and storing knowledge (Marque & Simon, 2006). It is a dynamic process of creating, acquiring, and collecting information to develop resources and capacities resulting in better organizational performance (Lopez, Peon & Ordas, 2005, quoted by Allameh and Moghadami, 2010).

Organizational learning is a tool for changing organizations aiming to improve the status quo, create competitive advantages and help them become adapted to the changes. Organizational leaders, in fact, see themselves in a changing world and believe that organizational learning is a positive and effective strategy against changes (Newberry, 2008, quoted by Mirkamali et al., 2011).

Organizational maturity: is a planned effort to create a revolution with the aim of assisting organizational members to accomplish their tasks and carry out duties better (Savickas & Porfeli, 2011).

Organizational maturity consists of seven dimensions (Radmehr, 2012):

1. Organizational leadership
2. Organizational structure
3. Organizational changes
4. Organizational systems
5. Employees' skills
6. Organizational learning
7. Organizational culture

Organizational innovation: is a subject which has gained value among managers, employees, researchers, and scientists due to the growth of technology and emergence of numerous and more complicated organizations (Choopani et al., 2012). Organizational innovation means transferring an idea to its applicable forms used to achieve goals and objectives (Damanpour & Gopalakrishnan, 2001).

Organizational performance: refers to how missions, duties, and activities are done along with the results attained thereby (Haghig hi et al. 2010).

Organizational justice: is one of the requirements of any form of social involvement where the continuity of such involvement depends on individuals' perception of how justice and equality are respected. When members see that justice is recognized in the social system, they will be more committed to such involvement and its expansion (Moradi Chalshtari et al., 2009). Regarding the all-inclusive role of organizations in social life, the effect of justice in organizations is now clearer. If today managers seek to progress further, they should not be indifferent to justice. In case of any dissatisfaction of justice, the distribution of organizational results, result distribution procedures, and the way of communication of managers and employees should be carefully revised (Bohluli Zeynab et al., 2010). Fair behavior is what employees expect to receive in return for investing their time and capabilities (Karriker & Williams, 2009, quoted by Hosseini and Karimi, 2012).

Organizational commitment: is not a complementary concept. Allen and Mayer refer to three dimensions of affective commitment, continuous commitment, and normative commitment, all connecting employees to their organization (Sethi & Seth, 2009). Organizational commitment is a multidimensional psychic-mental situation delineating people's relation with their organization (Gormley & Kennerly, 2010).

Literature Review

National Studies

Delpasand et al. (2010) studied job burnout among nurses in Ayatoallah Kashani Hospital and the effect of job rotation on their burnout. They found out that job rotation had not any significant effect on job burnout and suggested alternative methods for improving their performance and reducing burnout (Delpasand et al., 2010).

Examining the effect of job rotation on nurses' performance in hospitals of Tehran Social Insurance Company, Nasiripour et al. (2009) conducted an observation study in nine hospitals. They concluded that nurses' performance was independent of job rotation and it did not improve their performance (Nasiripour et al., 2009).

Khaefelahi et al. (2007) studied the effect of using an employment model based on data-mining on employees' relocation. The model presented a description of models and data relations which can be used for prediction. In this research, the data extracted from questionnaires and job applications were used to improve job performance and employees' stay for predicting their future behavior (Khaefelahi et al., 2007).

In an investigation into the effect of relocation on organizational commitment and job satisfaction, Majidi (1997) concluded that relocating employees in Tax on Corporations and Organizations increased their organizational commitment and job satisfaction (Majidi, 1997).

International Studies

Eriksson (2006) argued that those employees involved in job rotation are more efficient human capitals than their peers because they enjoy more experiences (Eriksson & Ortega, 2006).

Jorgensen (2005) concluded that job rotation at all levels or different situations was useful for a suitable period of time (Jorgensen, 2005).

Change (2010) compared job rotation of MIS employees in US and Taiwan communities. Employees were interviewed on their motivation for changing their position. Results showed that job rotation was significantly linked with life style and motivation for learning (Change, 2010).

Jang and George (2012) examined the association between simultaneously doing several tasks, job satisfaction, and job relocation among the employees of two hotels. According to their findings, simultaneously doing several tasks was found to be significantly and positively related to job satisfaction and job relocation (Jang & George, 2012).

Using evidences of public corporations in China, Xuo (2012) studied the association between job rotation among managers and organizational performance. He found a significant positive link between them (Xuo, 2012).

Change (2010) compared job rotation of MIS employees in US and Taiwan communities. Employees were interviewed on their motivation for changing their position. Results showed that job rotation was significantly linked with organizational performance (Change, 2010)

In a study aiming to examine enhanced knowledge on software industry using experiences gained by job rotation in backup sections, Fægria et al. (2010) sought to identify benefits and challenges of improved knowledge among job rotated developers. Results showed that job rotation contributed to enhanced knowledge (Fægria, Dybaa & Dingsoyr, 2010)

Kuijjer (2002) studied the relationship between job rotation and workload. He concluded that job rotation helped with finding a suitable measure for reducing the workload (M. Kuijjer, 2002).

Kaymaz (2010) checked how job rotation affected motivation. He examined the effect of five variables of reduced fatigue, enhanced knowledge, skill, competence, and preparation for management, correctly appointed job-position, and developed social relation on motivation.

Results finally revealed that job rotation was positively related to motivation (Kaymaz, 2010).

Gomez et al. (2004) stated that job rotation, as a technique for training job, was a planned method systematically enabled employees to develop their knowledge, skills, and competencies. They believed that organization had to design employees' work requirements and conditions to be active and have a better perception about organizational workflow (Gomez, Lorente & Cabrera, 2004).

Modeling job rotation in producing systems to reduce employees' job burnout, Azizi et al. (2010) examined the effect of rotation duration on employees' forgetfulness and learning skills. They referred to some formula for measuring burnout and the variation of skills. Finally a math programming model was developed for employees' job rotation (Zolfagharib, Lianga & Azizi, 2010).

In a research titled "the effect of job rotation on working inclination", Lazim and Faridahwati (2013) acknowledged that job rotation brought about sufficient motivation in organization to promote their workers with skills required for higher levels (Md Lazim & Faridahwati Mohd, 2013).

Mohsan et al. (2012) believed that job rotation intensified work design, motivated employees and reduced tensions. They concluded that job rotation directly and significantly affect employees' motivation (Mohsan, Musarrat Nawaz & Sarfraz Khan, 2012).

4. Necessity of Research

Since job rotation has yet to be studied as an effective component of individual and organizational performance in Isfahan Welfare State Organization, this research was conducted aiming to study its effects on employees after individual and organizational consequences. Positive and negative consequences of job rotation have been also examined.

Purposes of Research

1. Determining the effect of job rotation on individual consequences in Isfahan Welfare State Organization
 - 1.1 Determining the effect of job rotation on the components of job alienation, job satisfaction, job burnout, job safety, and job career in Isfahan Welfare State Organization
2. Determining the effect of job rotation on organizational consequences in Isfahan Welfare State Organization
 - 2.1 Determining the effect of job rotation on the components of organizational justice, organizational innovation, organizational performance, organizational learning, organizational commitment, and organizational

maturity in Isfahan Welfare State Organization

Hypotheses

Leading Hypothesis

Job rotation affects individual and organizational consequences.

Secondary hypotheses

1. Job rotation is significantly associated with job alienation.
2. Job rotation is significantly associated with job satisfaction.
3. Job rotation is significantly associated with job burnout.
4. Job rotation is significantly associated with job safety.
5. Job rotation is significantly associated with job career.
6. Job rotation is significantly associated with organizational justice.
7. Job rotation is significantly associated with organizational innovation.
8. Job rotation is significantly associated with organizational performance.
9. Job rotation is significantly associated with organizational learning.
10. Job rotation is significantly associated with organizational commitment.
11. Job rotation is significantly associated with organizational maturity.

RESEARCH METHODOLOGY

This is a descriptive survey study aiming to study the effect of job rotation on individual and organizational consequences with the statistical population of 63 employees randomly selected from Isfahan State Welfare Organization in 2015. Data were collected by a valid and reliable researcher-developed questionnaire designed based on Kazemi's (2013) questionnaire. Items were developed according to Likert scale. Having collected data by distributing questionnaires, we measured item reliabilities using Cronbach's alpha coefficient and analyzed data and tested hypotheses in SPSS. The Cronbach's alpha of 0.892 obtained for the whole questionnaire indicates its high reliability. Here, individual and organizational consequences affected by job rotation were studied considering 11 hypotheses encompassing

Research Conceptual Model

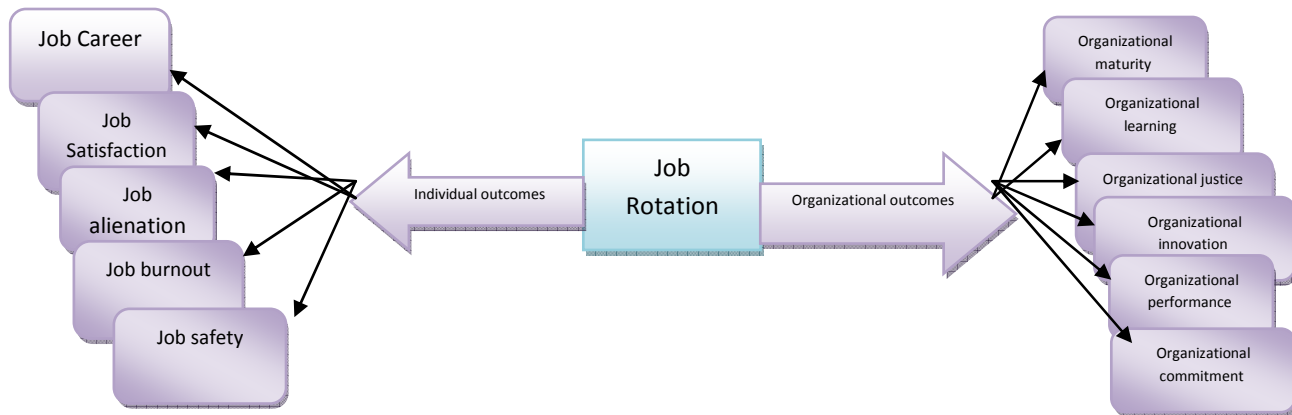


Table 1. participants based on sex

Sex	Frequency	Percentage	Cumulative Frequency
Woman	40	63.5	63.5
Man	23	36.5	100
Total	63	100	

Table 2. participants based on age

Age Range	Frequency	Percentage	Cumulative Frequency
30-25	1	1.6	1.6
35-30	15	23.8	25.4
40-35	17	27	52.4
45-40	17	27	79.4
45-50	9	14.3	93.7
50-55	4	6.3	100
Total	63	100	

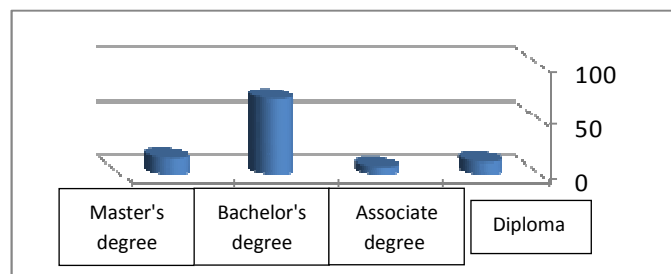


Figure 1. participants based on education degree

five variables as measures of individual consequences (i.e. job alienation, job satisfaction, job burnout, job safety, and job career) and six variables as measures of organizational consequences (i.e. organizational justice, organizational innovation, organizational performance, organizational learning, organizational commitment, and organization maturity).

DATA ANALYSIS

Demographic Information

The demographic information was studied relative to five variables including sex, age, education, years of work experience, and finally the number of employees'

Table 3. participants based on work experience

Work Experience	Frequency	Percentage	Cumulative Frequency
Under 5 years	6	9.5	9.5
5-10	16	25.4	34.9
10-15	22	34.9	69.8
15-20	10	15.9	85.7
20-25	7	11.1	96.8
25-30	2	3.2	100
Total	63	100	

Table 4. participants based on relocation

Number of Relocation	Frequency	Percentage	Cumulative Frequency
0-2 times	5	7.9	7.9
3-5 times	46	73	81
6-8 times	12	19	100
Total	66	100	

Table 5. testing correlation between job rotation and job alienation

Model	Sum of Squares	Degree of Freedom	Mean Squares	F	Sig.
Regression	4.262	4	1.066	5.262	0.001

Table 6. regression correlation

Options	Standard Coefficient	Standard Deviation	t	Sig.
Job rotation --- job alienation		0.276	8.428	0.000
Being forced to work	0.366	0.084	2.403	0.02
Being uninterested to work	0.37	0.79	2.092	0.041
Feeling work unproductiveness	0.278	0.127	1.394	0.169
Feeling loneliness at work	0.313	0.56	2.435	0.018

relocation within the years of services. In the remaining, anyone of the variables will be explained based on received questionnaires.

The first demographic variable was participants' sex with women constituting a larger number of participants. Table 1 shows sample dispersion in terms of sex:

The study sample was defined in several age ranges. According to the results, a higher number of employees aged 35 to 45. Table 2 shows sample dispersion in terms of age:

Participants' education degree was another demographic variable showing that most employees were holding Bachelor's degree (68.3% in frequency). Figure 1 shows such distribution.

Studying the participants' work experiences showed

that a high number of participants had work experience of 10 to 15 years. Table 3 shows such distribution.

The last demographic variable is defined by the number of employees' relocation. It is the most important variable, and hypotheses were developed accordingly. Results showed that the highest number of relocations with a frequency of 73% was between 3 and 5 times (see table 4).

Hypothesis Testing

In this section, hypotheses were raised in the forms of leading and secondary hypotheses. All hypotheses were then defined, tested, and rejected or verified.

Table 7. items relating to job satisfaction

Row	Components
1	Fair benefits and salary
2	Satisfied with physical conditions of workplace
3	Considering justice and indiscriminating behavior toward juniors
4	Promoting to higher positions based on competency
5	Group work for solving problems
6	Feeling satisfied with job

Table 8. regression correlation

Subjects	Standard Deviation	T	Sig.
Job rotation --- job satisfaction	1.507	4.129	0.000

Table 9. participants' opinions on job burnout

Components	Frequency of Items				
	Very low	Low	Average	High	Very high
Reduced interest to work	58.7	27	6.3	1.6	6.3
Emotional and mental fatigue	38.1	36.5	25.4	0	0

Table 10. testing correlation between job rotation and job burnout

Model	Sum of Squares	Degree of Freedom	Mean Squares	F	Sig.
Regression	0.927	2	0.464	1.819	0.171

Table 7. items relating to job satisfaction

Row	Components
1	Possible job promotion
2	Job opportunities in the organization
3	Sustainable future for employees in the organization
4	Immediate job opportunities outside the organization

Table 12. regression correlation

Subjects	Standard Deviation	t	Sig.
Job rotation --- job safety	0.254	9.801	0.000

• **Job rotation affects individual consequences**

1. Job rotation is significantly associated with job alienation

As mentioned above, job rotation was assessed by the number of employees' relocation. Job alienation was questioned with four concepts: being forced to work, being uninterested to work, feeling work unproductiveness, and feeling loneliness at work. Their hypothesis was tested by multivariate regression. Results have been presented in the following table.

According to table 5, these subjects are significantly correlated.

2. Job rotation is significantly associated with job satisfaction.

To study how job rotation is related to job satisfaction, six items were studied:

Table 8 presents the significant correlation between job rotation and job satisfaction.

3. Job rotation is significantly associated with job burnout. Job burnout is assessed by two measures of reduced interest to work and emotional and mental fatigue. Table 9 indicates participants' opinions on these two components showing their negative views on them.

The correlation test showed that job rotation was not related to job burnout (sig.> 0.05).

4. Job rotation is significantly associated with job safety. To study how job rotation is related to job safety, several components were studied (see table 11).

Table 13. regression correlation

Options	Standard Coefficient	Standard Deviation	T	Sig.
depicting a clear picture of future in employees' mind	-0.240	0.094	-1.501	0.139
believing in having promotion in case of optimally executing tasks	-0.158	0.074	-1.134	0.262
helping seniors to achieve their job objectives	0.007	0.99	0.038	0.97

Table 12: regression coefficients

Options	Standard Coefficient	Standard Deviation	T	Sig.
Job rotation --- organizational justice		0.391	6.907	0.000
Fair and unbiased job decisions	-0.388	0.123	2.502	0.015
Fair rewards	0.041	0.03	0.280	0.04
Communicating with employees about decisions made for their jobs	0.088	0.061	0.652	0.041

Table 15: regression coefficients

Options	Standard Deviation	t	Sig.
Job rotation --- organizational innovation	0.391	6.907	0.000

Table 16: measures of job performance

Row	Components
1	Ability to have logical and sustainable revenue
2	Preventing from unnecessary expenses
3	Planning for reducing the length of time of servicing clients
4	Planning for developing creative ideas
5	Being successful in satisfying clients
6	Sufficient organizational attention to increasing employees' knowledge and skill
7	Regarding improvement of services

Table 17: testing correlation between job rotation and job performance

Model	Sum Squares	of	Degree of Freedom	Mean Squares	F	Sig.
Regression	1.78		7	0.254	1.008	0.437

Table 18: regression coefficients

Options	Standard Deviation	t	Sig.
Job rotation --- job performance	1.039	0.545	0.588

Multivariate regression showed that job rotation was associated with job safety.

5. Job rotation is significantly associated with job career. Job career refers to three measures of depicting a clear picture of future in employees' mind, believing in having promotion in case of optimally executing tasks, and helping seniors to achieve their job objectives. Results did not show any significant correlation between job

rotation and job safety. Table 13 indicated that the hypothesis was rejected.

- Job rotation affects organizational consequences.

6. Job rotation is significantly associated with organizational justice. Organizational justice include several components: fair and unbiased job decisions, fair rewards, and communicating with employees about decisions made for

Table 19: organizational learning components from participants' perspective

Components	Frequency of Items				
	Very low	Low	Average	High	Very high
Relation and coordination of all sections	0	0	3.2	84.1	12.7
Solving problems citing previous experiences	1.6	1.6	44.4	44.4	6.3
Employees' suggestions about organizational procedures	3.2	0	39.7	44.4	11.1
Following up new working methods by managers	3.2	6.3	73	7.9	6.3

Table 20. regression coefficients

Options	Standard Deviation	t	Sig.
Job rotation --- organizational learning	0.772	3.494	0.001

Table 21. regression coefficients

Options	Standard Deviation	t	Sig.
Job rotation --- organizational commitment	0.359	7.935	0.000

Table 22. regression coefficients

Options	Standard Deviation	t	Sig.
Job rotation --- organizational maturity	0.4	6.956	0.000
Upgraded structures and processes according to changes	0.106	2.539	0.015
Keeping organization consistency against changes	0.078	2.889	0.012
Possible development of employees' thoughts	0.081	0.077	0.939

their jobs. Regression test results showed a significant link between all mentioned variables and job rotation (sig. <0.05).

7. Job rotation is significantly associated with organizational innovation.

Possibility to invest in new opportunities, inclination to intensify new methods and ideas, applying new learning and training methods, new management procedures, investing in new opportunities, and applying innovative methods of service providing are all measures of organizational innovation. The correlation between such

indices and job rotation was examined by multivariate regression. All tables confirm such significant correlation.

1. Job rotation is significantly associated with organizational performance.

Table 16 presents measures of organizational performance.

Using multivariate regression model showed that there was no significant correlation between mentioned factors and job rotation (sig. > 0.05). The hypothesis was then rejected.

2. Job rotation is significantly associated with organizational learning.

This hypothesis studies the organizational learning and its relation with job rotation. Table 19 displays the importance of the components of organizational learning in the organization.

P-value obtained by regression test showed that there was a significant relation between them.

10. Job rotation is significantly associated with organizational commitment.

Organizational commitment was determined by three indices in a questionnaire used to collect information: affinity for organization as a member of the organizational family, not leaving the organization in case of a better job offer, and finally organizational problems as personal problems. Correlation test results disclosed that the hypothesis was verified and a significant association was found between the two components.

11. Job rotation is significantly associated with organizational maturity.

To test the hypothesis, the components of organizational maturity were identified and their correlation with job rotation was tested. Table 22 presents the link between these two subjects. However, no association was found between job rotation and "possible development of employees' thoughts".

CONCLUSION AND SUGGESTION

This paper studied the leading hypothesis (i.e. the effect of job rotation on individual and organizational consequences) by testing 11 secondary theories. Results were then obtained by random sampling, questionnaire distribution, and multivariate regression analysis of data. First, second, and fourth hypotheses (referring to significant correlation between job rotation, job burnout, and job career) were confirmed. However, the hypothesized correlation between job rotation, job burnout, and job career was not accepted. In studying the effect of job rotation on organizational consequences, job rotation was found to be significantly linked with organizational justice, organizational innovation, organizational learning, and organizational commitment. A significant correlation between job rotation, organizational performance, and maturity was though rejected. On the whole, our research findings can be effective in finding the consequences of human resource relocation, presenting solutions for improving job rotation in the organizations, and effective planning for improving human resource capabilities.

SUGGESTIONS

- Human resource relocation is suggested to be considered regarding components such as job satisfaction in order to prevent job burnout and applying organizational justice to improve organizational learning.

- As the transparency of tasks, objectives, expectations, and the conditions of promotion can be effective in applying meritocracy-related approaches and improving the organizational performance, it is recommended to provide systematic job careers for employees in different levels.

- To improve organizational knowledge, similar research is advised to be conducted considering the components of job rotation and other methods such as using control and experimental groups.

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