

The Effect Of Job Rotation On Organizational Loyalty: An Applied Study On Employees In The Amman Municipality

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ABSTRACT

Public and private business organizations are experiencing a great challenge in light of the tremendous developments that occur from time to time in our current era, known as the age of speed, as these organizations strive to improve their level of performance and productivity, with the aim of ensuring that their capabilities are strengthened to withstand all the difficulties, obstacles, challenges and changes that they face. In order to be able to provide the best products and services to the benefiting masses, it must resort to using the best dynamic and effective management methods, in order to guarantee itself outstanding growth and success at all local and global levels. This study aims to identify the impact of job rotation on organizational loyalty among employees in the Municipality of Amman. The study adopted the descriptive analytical approach. The study population consisted of all employees in the Municipality of Amman within the upper, middle, and supervisory administrative levels (1211). A random sample of (300) individuals was selected from them. The results of the study showed a high level of job rotation and organizational commitment among employees in the Amman Municipality, and a significant effect of job rotation on organizational loyalty.

Keywords: job rotation, organizational commitment, Amman Municipality, Jordan.

Introduction

It is evident that organizations do not have the choice of whether to train their employees or not. The only decision they must make is the approach to be followed in the training and retraining process, particularly in the field of manufacturing. Consequently, there is a multitude of training development programs available for adoption by organizations to enhance the skills, talents, and knowledge of their employees.

Onosode (1982) posits that the most beneficial impact on productivity is achievable through the application of the most effective working methods. These training methods aim to motivate, enlighten, update, familiarize, and educate employees about what needs to be done, thereby ensuring efficiency in the organization's operations. Among the various techniques available for managing an organization is the model that enables the transfer of employees from one management unit or position to another periodically, to acquire knowledge and skills applicable in other work areas (Nwachukwu, 1988). This type of training is technically referred to as job rotation. Consequently, an employee who has undergone a comprehensive job rotation program in a specific organization not only masters the entire operational process but also gains sufficient experience to train others or manage the company in the long run.

A job rotation program enables the employee to practice their profession in the workplace and provides an opportunity to ascend the leadership ladder. This entails receiving promotions from one level to another based on competence, efficiency, and effectiveness in performing a specific task. Thus, appropriate, comprehensive, modern, and correct training becomes a magical solution for smooth organizational operation, enhancing management's ability to implement policies and programs. Adage and Brief (1981) emphasized the importance of job rotation as a training tool, stating that organizations failing to develop and train individuals adequately for moving through various positions do not effectively manage and plan for jobs, despite the availability of resources such as personnel, time, money, technology, and the like.

Similarly, Awojo (1997) pointed out that rotation is one of the best training devices for an institution. In fact, completion of this training is expected to enhance the worker's performance and productivity in manufacturing companies. On the other hand, organizational loyalty in business organizations refers to the degree of attachment and affiliation of employees to their institution or organization. Organizational loyalty is considered a crucial element in building the relationship between the individual and the organization, significantly influencing individual and collective performance and the future success of the organization. Smith and Johnson (2020) contend that levels of organizational loyalty are influenced by various factors, where human resource policies, fair treatment, and job development opportunities play a significant role in promoting organizational loyalty. When employees feel fortunate to be part of the organization, receiving support and attention, they become more connected to the organization, exhibiting higher levels of loyalty.

Study Problem and Questions

The success of any organization is inherently tied to its increased productivity and its ability to achieve its objectives. Undoubtedly, this dependence relies on the performance and competence of its individuals. The higher the organizational loyalty and perpetual desire for professional improvement among individuals, the more it reflects positively on their productivity. Consequently, the organization attains its desired goals. The central problem of the study revolves around the question:

What is the impact of job rotation on organizational loyalty among employees in the Municipality of Amman?

From this overarching question, the following sub-questions arise:

1. What is the impact of job rotation, with its dimensions (training, job design, and development strategy) on the enhancement of emotional loyalty among employees in the Municipality of Amman?
2. What is the impact of job rotation, with its dimensions (training, job design, development strategy), on the improvement of continuous loyalty among employees in the Municipality of Amman?
3. What is the impact of job rotation, with its dimensions (training, job design, and development strategy), influence the improvement of ethical loyalty among employees in the Municipality of Amman?

Study Objectives

The study aims to identify the impact of job rotation on organizational loyalty among employees in the Municipality of Amman, seeking to achieve the following:

1. Identify the effect of job rotation on improving emotional loyalty among employees in the Municipality of Amman.
2. Investigate the impact of job rotation on enhancing continuous loyalty among employees in the Municipality of Amman.
3. Examine the effect of job rotation on improving ethical loyalty among employees in the Municipality of Amman.

Study Significance

The scientific importance of this study is represented in its attempt to provide a comprehensive explanation within an integrated theoretical framework for job rotation in terms of: the concept, importance and obstacles, as well as organizational loyalty, its importance and dimensions, and an explanation of the relationship between these variables, based on previous books and studies that dealt with these variables, so that the researcher hopes to contribute. This theoretical framework will enrich the Arab library and help future researchers obtain this information easily and conveniently. The researcher also hopes that the results of this study will contribute to explaining the impact of job rotation on organizational loyalty in the Amman Municipality in Jordan, as the researcher expects that this company will benefit from the results of this study and pay attention to the importance of job rotation in raising the level of organizational loyalty, which has an impact on developing work performance. in general.

Study Limitations

- **Spatial determinants:** This study was applied to the Amman Municipality in Jordan.
- **Time determinants:** This study was conducted during the year 2022/2023.
- **Scientific determinants:** The scientific limits of the study consist of job rotation with its dimensions (training, job design, development strategy) and organizational loyalty with its dimensions (emotional loyalty, continuous loyalty, moral loyalty) in the Amman Municipality.

Literature Review

Job Rotation

Job rotation is defined as an administrative approach through which an employee transitions from their current role to another within the same department or somewhat similar departments in terms of their functions. This is done to ensure mastery of a set of tasks and job responsibilities that are somewhat similar and complement each other, providing a comprehensive understanding of the nature and content of the

employee's core job and the nature and content of related jobs (Sanghi, 2014). It is also defined as the organization's process of moving an employee from their current position to another with the aim of achieving various goals, including improving performance and productivity, enhancing managerial leadership, fostering competition to support and encourage qualified and outstanding competencies, and activating administrative reforms in organizations (Safari et al., 2017).

Jerome and Antony (2018) defined it as experiential-based training that imparts various experiences and new skills to employees through a series of transitions from one job to another. This provides employees with a broader understanding of the requirements of all jobs within the organization. Job rotation, intelligently executed, seeks to invest in human resources across all levels. It is predominantly used in modern companies, government ministries, and is also applied in educational, healthcare, and media institutions due to the similarity in educational qualifications for positions in these organizations, facilitating the application of job rotation methods (Al-Labadi, 2015). Job rotation serves as a tool to overcome pressures imposed on employees in the workplace (Al-Olaik, 2020). It is both a motivational tool and an intelligent managerial approach, providing flexibility within the organization (Khanka, 2007). Job rotation is designed as one of many techniques meeting the training needs of organizational employees, being a globally prevalent tool (Sanghi, 2014). The process involves training employees, but not in a traditional sense. Instead, it is a non-monotonous and practical process proven effective by numerous studies, motivating young talents strongly to engage in supervision, management, and leadership, showcasing their capabilities (Al-Labadi, 2015). There are several dimensions to measure job rotation. In this study, the researcher relied on four dimensions:

Training and Capability Development: Training is a crucial element for enhancing organizational performance, increasing individual and organizational competencies. The strategy of training and skill development remains a key factor in enhancing the organization's competitiveness. Job rotation is one of the most important training methods, involving the attachment of employees to various positions within the organization for short or long periods. This enables them to understand the organization's goals and activities, learn different work methods in various departments and at different levels, providing an opportunity to develop the employee's skills and capabilities and knowledge of other tasks within the organization and the interconnectedness between those tasks (Saravani & Abbasi, 2013).

Job Design: Job design refers to the scientific arrangement and division of organizational activities into a set of jobs. Job design takes into account various variables related to the organization, employees, and environmental factors. The impact of job design on the behaviors and productivity of employees is significant. An employee who feels self-satisfaction in their job and performance due to the perceived importance of the job and its associated activities is more motivated to perform the required tasks, resulting in increased productivity (Zaid, 2003). Job design aims to increase the productivity and operational efficiency of employees in the organization by meeting the organization's requirements, satisfying the needs of employees in facing challenges and achieving accomplishments, and establishing an integrative relationship between the needs of employees and those specific to the organization (Al-Shammari, 2022).

Job Development Strategy: Job development is the process of implementing goals and strategies, designing them to satisfy the desires of the workforce and achieve their aspirations for career advancement. It aims to reduce workforce aging, reduce labor costs, improve the organization's reputation (Lazim, 2003). Job development is considered a series of consecutive jobs that an employee occupies during their job life, influenced by the employee's aspirations, feelings, hopes, and attitudes. It can be viewed as movement within the organization, transitioning from one place to another. It is also seen as a distinctive feature of the employee, where the employee's career path consists of a series of jobs, administrative positions, and diverse experiences throughout their job life (Al-Salem, 2019).

Organizational Loyalty: a deeply rooted concept in management and behavioral sciences. Despite the apparent diversity in defining organizational loyalty, there is consensus that the term is multidimensional, reflecting the extent of alignment between the individual and the organization in which they work. It also signifies their willingness to exert extra effort to achieve the organization's goals, enhance its effectiveness, and the desire to remain within it. The study population comprised all employees in the Jordanian Customs Department at various administrative levels: senior, middle, and supervisory, totaling (650) individuals. A stratified random sample of (356) members was selected, and (340) valid questionnaires were retrieved for statistical analysis. The concept of loyalty has garnered attention from researchers in both psychology and sociology for a long time. However, it gained significant interest in the field of management sciences only after the emergence of the behavioral school in the early 1960s (Al-Sharif et al., 2021).

Loyalty, as a general term, signifies an individual's dedication or sense of attachment to a specific entity, which could be a group of people, duty, or a particular cause. It manifests itself in both thought and action, seeking to define the loyal individual's interests. Organizational loyalty is defined as multidimensional in nature and encompasses an employee's loyalty to the institution, as well as the determination of their position and behavior. The loyalty of an employee cannot be determined through direct questioning since it is

impossible to assume whether employees are working efficiently today. Organizational loyalty is considered more than just simple behavior (Iqbal et al., 2015).

Organizational loyalty is defined as the employees' response to the organizational characteristics to which they belong, their sense of connection to the organization's goals and values, and the role they play in achieving these goals for the benefit of the organization rather than their personal interests (Hijazi, 2013). It is also defined as "the degree of alignment of the individual with the organization in which they work, their attachment to it, and their willingness to exert maximum effort for the benefit of the organization, with a strong desire to continue their membership in this organization" (Ghareeb, 2012). Organizational loyalty reflects harmony between the individual's goals and the organization's goals, alignment between the individual's values and the prevailing values in the organization, the individual's positive view of the organization, in addition to the individual's desire to stay in the institution, prefer it over others, and take pride in belonging to it (Al-Tarhouni and Bahiha, 2016). The most widely accepted classification of organizational loyalty dimensions is the one developed by Meyer and colleagues in 1993, as mentioned by Aouidah (2008). It includes three dimensions:

Emotional Organizational Loyalty: This dimension refers to the individual's emotional attachment to the organization, the desire to affiliate and integrate with it, and to identify with its identity. It reflects the friendly relationship between the individual and the organization, influenced by the individual's perception of the extent to which the organizational environment allows effective participation in decision-making, whether related to work or personal matters. This makes the individual proud of their membership in the organization, positively presenting its activities to others, and considering its problems as if they were personal issues (Jaff et al., 2019). This dimension is influenced by the individual's perception of its distinctive characteristics and the extent to which the working environment allows effective participation in decision-making (Bouznit, 2021).

Continuous Organizational Loyalty: It measures the benefits that the individual achieves by continuing to work in the organization. Factors affecting this continuity include age progression and the length of service, which are key indicators of the individual's desire to continue working. This signifies that the individual has invested a significant part of their life in the organization, and any negligence or leniency on their part would be a loss, especially if these investments are not transferable to another job. Individuals who have aged may prefer to stay in the organization due to diminished job opportunities elsewhere (Saeed and Dagi, 2020).

Ethical (Normative) Loyalty: It signifies the employee's moral sense of the importance of continuing to work for the organization, regardless of the utilitarian aspects that could be achieved if they joined another organization. The individual's sense of commitment towards staying in the organization is based on the good support provided by the organization to its employees, allowing them to participate and contribute positively not only in defining procedures and implementing work but also in setting goals and drawing general policies for the organization. This makes the individual refrain from leaving the organization because of their ethical commitment to empower the organization to achieve these goals and implement the policies in which they participated. Moreover, it involves the individual's commitment to the ethics of the profession that obligates them to stay in the organization (Al-Sharif et al., 2021).

Several studies have investigated the impact of job rotation on other variables or the influence of organizational loyalty on other managerial variables. Ali's study (2022), for instance, aimed to understand the impact of administrative empowerment on organizational loyalty among employees in Sudanese service institutions in Khartoum state. The study found a moderate level of administrative empowerment and organizational loyalty among the sampled employees, with statistically significant evidence of the impact of administrative empowerment on organizational loyalty. Similarly, Ismail and Abdullah's study (2022) aimed to explore the impact of workload on the degree of organizational loyalty. The study concluded the existence of an impact of workload levels on organizational loyalty.

The study conducted by Pratama et al. (2022) aimed to examine and analyze the impact of job satisfaction and organizational commitment on turnover intention, with the moderation of individual organizational fit as a variable among employees of PT Febri Dharma Mandiri Company. The study revealed that job satisfaction and organizational commitment have a significant negative impact on turnover intention. Additionally, a statistically significant positive relationship was found between the variables of job satisfaction and organizational commitment among the employees in the studied company.

Abdul Hameed's study (2021), the study aimed to identify the role of job rotation in developing administrative performance. The study reached a number of results, the most important of which was the necessity of applying job rotation within organizations, because of its importance in developing and raising the efficiency of workers, and thus contributes to achieving the desired goals of the organization.

The findings of Al-Turisi's (2021) study indicated a high level of application of job rotation dimensions in healthcare organizations in Riyadh, with a statistically significant effect of job rotation dimensions on employee job satisfaction. Meanwhile, Sherif et al.'s (2021) study aimed to identify the impact of leadership skills on enhancing organizational loyalty in Libyana Mobile Phone Company, revealing a statistically

significant effect of leadership skills on promoting organizational loyalty in the company. Moreover, the results of the study conducted by Mohammed et al. (2021) suggested a strong correlation between job design and development and managerial creativity.

Mustafa and Al-Felkawi's (2020) study aimed to propose mechanisms for enhancing organizational loyalty among administrators in educational institutions using a contemporary management approach, specifically job rotation. The results indicated several proposed mechanisms for enhancing organizational loyalty among administrators in educational institutions through the use of job rotation, such as promoting a culture of job rotation and fostering positive attitudes among administrators in the school community. Imam et al.'s (2019) study aimed to explore the relationship between the implementation of job rotation policies in tourism companies and the level of organizational commitment, demonstrating a strong and significant positive relationship between job rotation and the level of organizational commitment among employees in tourism companies.

Study Hypotheses

Main Hypothesis

HO1: There is no statistically significant impact at a significance level ($\alpha \leq 0.05$) of job rotation with its dimensions (training, job design, development strategy) on organizational loyalty with its dimensions (emotional loyalty, continuous loyalty, ethical loyalty) among employees in Amman Municipality. Derived from the primary hypothesis, the following sub-hypotheses are presented:

HO1.1: There is no statistically significant impact at a significance level ($\alpha \leq 0.05$) of job rotation with its dimensions (training, job design, development strategy) on improving emotional loyalty among employees in Amman Municipality.

HO1.2: There is no statistically significant impact at a significance level ($\alpha \leq 0.05$) of job rotation with its dimensions (training, job design, development strategy) on improving continuous loyalty among employees in Amman Municipality.

HO1.3: There is no statistically significant impact at a significance level ($\alpha \leq 0.05$) of job rotation with its dimensions (training, job design, development strategy) on improving ethical loyalty among employees in Amman Municipality.

Methodology

The study adopted a descriptive-analytical approach, deemed suitable for its objectives and nature. This involved describing the study variables, represented by job rotation and organizational loyalty, and analyzing the collected data from the study sample to achieve objectives and test hypotheses.

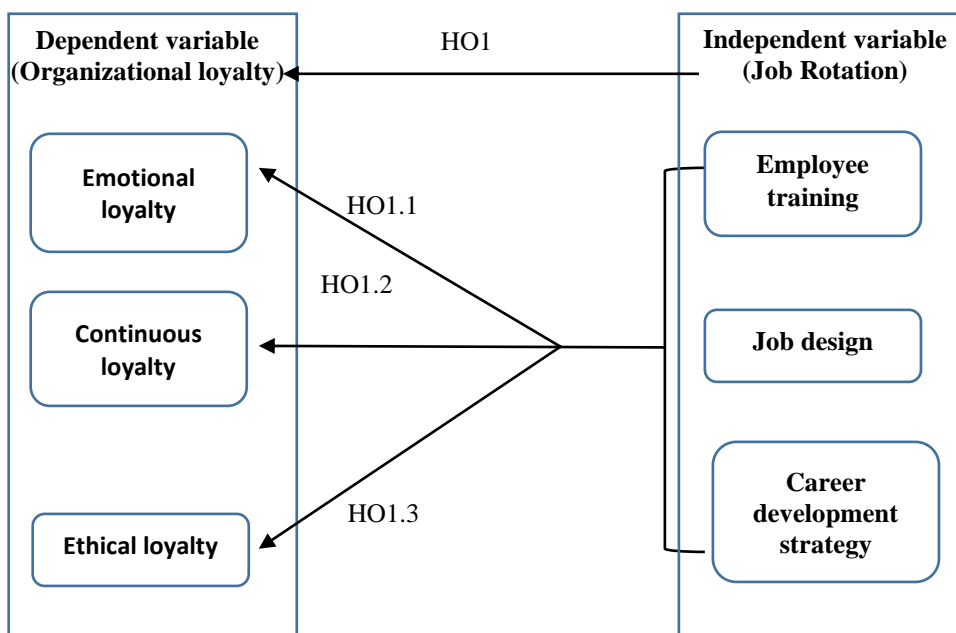


Figure 1: Study Model

Study Population and Sample

The study population comprised all employees within the administrative levels of upper, middle, and supervisory positions in the Municipality of Amman, totaling (1211) employees (Greater Amman Municipality, 2023). According to Krejcie & Morgan, 1970, the representative simple random sample of a population consisting of (1200) individuals is (291). To ensure obtaining the required number of respondents

(the representative sample of the population), the researcher distributed 300 questionnaires through the Google Drive program.

Validity of the Study Instrument

The validity of the study instrument was assessed through exploratory validity. The researcher utilized the SPSS program to conduct exploratory factor analysis. The results of this analysis are presented in Table 1.

Table 1: Exploratory Factor Analysis of Study Variables.

Study Variables	E.V	variance ratios	KMO) value.
Job Rotation			
Training	6.22	%33.77	0.862
Job Design	3.21	%22.61	
Development Strategy	2.11	%19.07	
Total		%75.45	
Organizational Loyalty			
Emotional Loyalty	5.23	%32.40	0.892
Continuous Loyalty	4.33	%21.44	
Ethical Loyalty	3.87	%17.15	
Total		%70.99	

The data in Table (1) indicates that the Kaiser-Meyer-Olkin (KMO) value for the job rotation variable was (0.862), exceeding the minimum acceptable threshold of (0.50). Consequently, the sample size is considered sufficient and appropriate for the study. Table (2) data reveals that the Eigen Values for the extracted factors all exceeded (1). Specifically, for the dimension of "training," it amounted to (6.22), for "job design" (3.21), and for "development strategy" (2.11). The explained variance percentages for the "training" dimension reached (33.77%), implying that the three dimensions collectively account for (75.45%) of the variance in the independent variable (job rotation).

Additionally, Table (1) data indicates that the KMO value for the organizational loyalty variable was (0.892), surpassing the minimum acceptable threshold of (0.50). Thus, the sample size is considered sufficient and suitable for the study. The Eigen Values for the extracted factors from the analysis were all greater than (1). Specifically, for the dimension of "emotional loyalty," it amounted to (5.23), for "continuous loyalty" (4.33), and for "ethical loyalty" (3.87). The explained variance percentages for the "emotional loyalty" dimension reached (32.40%), for "continuous loyalty" (21.44%), and for "ethical loyalty" (17.15%), indicating that the three dimensions collectively explain (70.99%) of the variance in the dependent variable (organizational loyalty).

Stability of the Study Instrument

The researcher conducted a reliability test using the Cronbach's alpha coefficient for all study variables (job rotation and organizational loyalty). The results are presented as follows:

Table 2: Stability of Study Variables' Dimensions Using Cronbach's Alpha Coefficient (n=43)

I.V.D. (Job Rotation)	Statements no.	Ca
Training	5	0.813
Job Design	5	0.796
Development Strategy	6	0.821
D.V.D. (Organizational Loyalty)	Statements no.	Ca
Emotional Loyalty	4	0.736
Continuance Loyalty	4	0.721
Ethical Loyalty	5	0.812

The data in Table (2) indicates that the Cronbach's alpha coefficients for each dimension of the independent variable were individually high, reaching (0.813) for training, (0.796) for job design, and (0.821) for development strategy. These values exceed the intersection point (0.70), suggesting the paragraphs exhibit stability. Similarly, Table (3) data shows that the Cronbach's alpha coefficients for each dimension of the dependent variable were also high, reaching (0.736) for emotional loyalty, (0.721) for continuance loyalty, and (0.812) for ethical loyalty. These values are greater than the intersection point (0.70), indicating the paragraphs demonstrate stability.

Data Analysis

The participants' assessments were identified by calculating the means and standard deviations of their responses, in addition to the t-test value:

Table 3: Analyzing Participant Assessments on Job Rotation and Organizational Loyalty Dimensions

Dimensions	A.M.	S.D.	t value	Rank	R.I.
Training	3.92	0.59	25.44	2	High
Job design	3.90	0.67	17.91	3	High
Development strategy	4.00	0.68	19.16	1	High
Average overall job rotation	3.93				High
Emotional loyalty	4.14	0.72	17.09	1	High
Continuous loyalty	4.06	0.78	14.04	2	High
Ethical loyalty	3.92	0.79	14.47	3	High
Average overall organizational loyalty	4.04				High

The data in Table (3) reveals that the mean ratings of individuals in the sample regarding the relative importance of dimensions of the independent variable (job rotation) ranged from (3.90 – 4.00). The development strategy ranked first with a mean score of (4.00), indicating high relative importance, followed by training with a mean score of (3.92) and high relative importance. Job design, with an average score of (3.90), ranked last with high relative importance. The table also indicates that the overall mean of individuals' assessments on the dimensions of the independent variable as a whole was (3.93) with high relative importance, suggesting a high level of job rotation within the Municipality of Amman.

From the same table, it is observed that the mean ratings of individuals in the sample regarding the relative importance of dimensions of the dependent variable (organizational loyalty) ranged from (3.92 – 4.14). Emotional loyalty ranked first with the highest mean score of (4.14), indicating high relative importance, followed by continuous loyalty with a mean score of (4.06) and high relative importance. Ethical loyalty, with an average score of (3.92), ranked last with high relative importance. The overall mean of individuals' assessments on the dimensions of organizational loyalty as a whole was (4.04) with high relative importance, indicating a high level of organizational loyalty among employees in the Municipality of Amman.

Hypothesis Testing

Main Hypothesis

H01: There is no statistically significant effect at a significance level ($\alpha \leq 0.05$) of job rotation with its dimensions (training, job design, development strategy) on organizational loyalty with its dimensions (emotional loyalty, continuous loyalty, ethical loyalty) among employees in the Municipality of Amman. This hypothesis was tested using the Structural Equation Model (SEM) as illustrated in Figure (2).

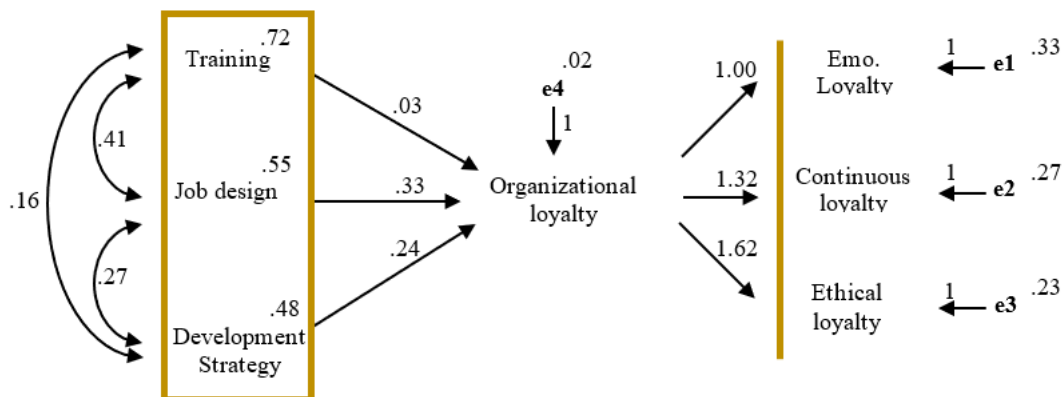


Figure 2: Form of the First Main Hypothesis Test

Table 4: Job Rotation's Impact on Organizational Loyalty Analysis

Impact Direction		β	t	sig	r ²
Training	Org. loyalty	0.72	7.42	0.00	0.682
Job Design	Org. loyalty	0.55	6.73	0.00	
Dev. Strategy	Org. loyalty	0.48	5.55	0.00	

The data presented in Table (4) indicates that the coefficient of determination (R-squared) reached (0.682). This suggests that the independent variable (job rotation) was able to explain approximately (68.2%) of the variations observed in the dependent variable (organizational loyalty). The data also reveals that the β value for the dimension of (training) reached (0.72), with a corresponding T-value of (7.42) and a significance level (Sig=0.00), indicating a statistically significant impact of this dimension on organizational loyalty. Similarly, the β value for the dimension of (job design) was (0.55), with a T-value of (6.73) and a significance level

(Sig=0.00), indicating a significant impact on organizational loyalty. The β value for the dimension of (development strategy) was (0.48), with a T-value of (5.55) and a significance level (Sig=0.00), suggesting a meaningful impact on organizational loyalty. Through the mentioned β values, it becomes evident that the training dimension, as one of the dimensions of job rotation, had the greatest impact on organizational loyalty, followed by the job design dimension, and finally, the development strategy dimension. Based on the above, the alternative hypothesis is accepted: there is a statistically significant impact at the significance level ($\alpha \leq 0.05$) for job rotation with its dimensions (training, job design, development strategy) on organizational loyalty with its dimensions (emotional loyalty, continuous loyalty, ethical loyalty) among employees in the Municipality of Amman. The following tests the sub-hypotheses derived from the main hypothesis:

Testing the First Sub-Hypothesis

H01.1: There is no statistically significant impact at the significance level ($\alpha \leq 0.05$) for job rotation with its dimensions (training, job design, development strategy) in improving emotional loyalty among employees in the Municipality of Amman. This hypothesis was tested using the Structural Equation Modeling (SEM) model, as illustrated in Figure (3).

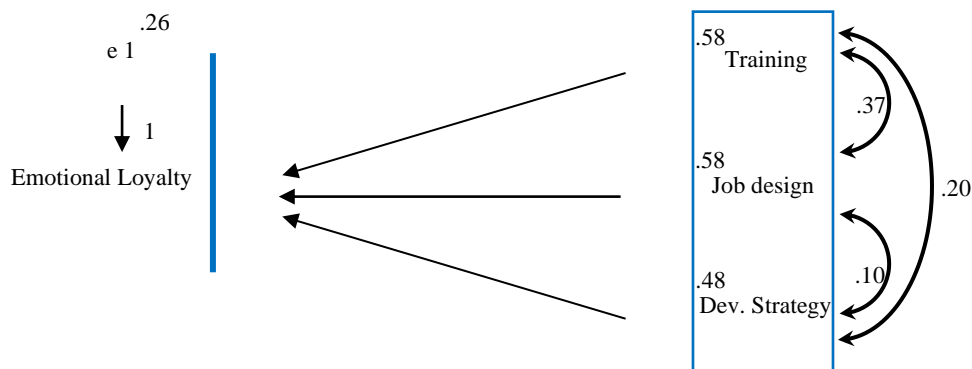


Figure 3: First Sub- Hypothesis Test form

Table 5: Analysis of the Hypothesis Regarding the Impact of Job Rotation on Emotional Loyalty

Impact Direction		β	t	sig	r ²
Training	Org. loyalty	0.58	12.45	0.00	0.551
Job Design	Org. loyalty	0.58	12.41	0.00	
Dev. Strategy	Org. loyalty	0.48	5.53	0.00	

The data in Table (5) indicates that the coefficient of determination (R²) reached (0.55), suggesting that the independent variable (job rotation) was able to explain 55.1% of the variations occurring in (emotional loyalty) as one dimension of organizational loyalty. Furthermore, the data reveals that the value of (β) for the variable (training) was (0.58), with a corresponding T value of (12.45) and a significance level (Sig = 0.00). This implies that the impact of this dimension on emotional loyalty is statistically significant. Similarly, the value of (β) for the variable (job design) was (0.58), with a T value of (12.41) and a significance level (Sig = 0.00), indicating a statistically significant impact on emotional loyalty. The value of (β) for the variable (development strategy) was (0.48), with a T value of (5.53) and a significance level (Sig = 0.00), signifying a statistically significant impact on emotional loyalty. Through the mentioned β values, it becomes evident that the training dimension, as one aspect of job rotation, had the greatest influence on emotional loyalty, followed by job design, with development strategy ranking last in terms of impact strength on emotional loyalty. Thus, the alternative hypothesis is accepted, asserting that there is a statistically significant effect at the significance level ($\alpha \leq 0.05$) for job rotation and its dimensions (training, job design, development strategy) in enhancing emotional loyalty among employees in the Municipality of Amman.

Testing the Second Sub-Hypothesis:

H01.2: There is no statistically significant effect at the significance level ($\alpha \leq 0.05$) for job rotation and its dimensions (training, job design, development strategy) in improving continuous loyalty among employees in the Municipality of Amman. This hypothesis was tested using the Structural Equation Model (SEM), as illustrated in Figure 4.

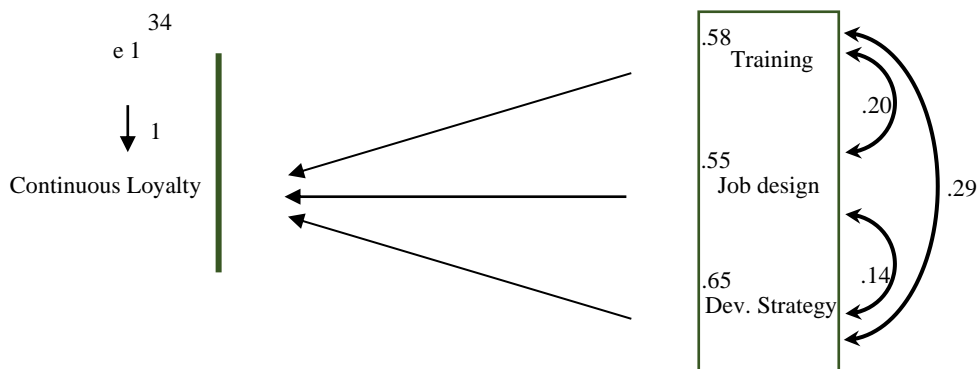


Figure 4: 2nd Sub-Hypothesis Test Form

Table 6: Hypothesis: Job Rotation's Impact on Continuous Loyalty

Impact Direction			β	t	sig	r ²
Training	Cont. loyalty	→	0.58	4.21	0.00	0.595
Job Design	Cont. loyalty	→	0.55	3.48	0.00	
Dev. Strategy	Cont. loyalty	→	0.65	6.22	0.00	

The data presented in Table 6 indicates that the determination coefficient value was (0.595). This suggests that the independent variable (job rotation) was able to account for approximately (59.5%) of the variations observed in (continuous loyalty) as one dimension of organizational loyalty. Additionally, the data reveals that the value of (β) for the variable (training) was (0.58), with a T value of (4.21) and a significance level (Sig = 0.00), indicating a statistically significant impact of this dimension on continuous loyalty. Similarly, the value of (β) for the variable (job design) was (0.55), with a T value of (3.48) and a significance level (Sig = 0.00), indicating a statistically significant impact of this dimension on continuous loyalty. The value of (β) for the variable (development strategy) was (0.65), with a T value of (6.22) and a significance level (Sig = 0.028), suggesting a statistically significant impact of this dimension on continuous loyalty. Analyzing the mentioned (β) values reveals that the development strategy dimension, as one of the job rotations, had the greatest influence on continuous loyalty, followed by the training dimension, with job design having the least impact. Therefore, the alternative hypothesis asserting a statistically significant effect at a significance level ($\alpha \leq 0.05$) for job rotation with its dimensions (training, job design, development strategy) in enhancing continuous loyalty among employees in Amman Municipality is accepted.

Testing the Third Sub-Hypothesis:

H01.3: There is no statistically significant impact at a significance level ($\alpha \leq 0.05$) for job rotation with its dimensions (training, job design, development strategy) on improving ethical loyalty among employees in Amman Municipality. This hypothesis was tested using the Structural Equation Modeling (SEM) framework, as illustrated in Figure 5.

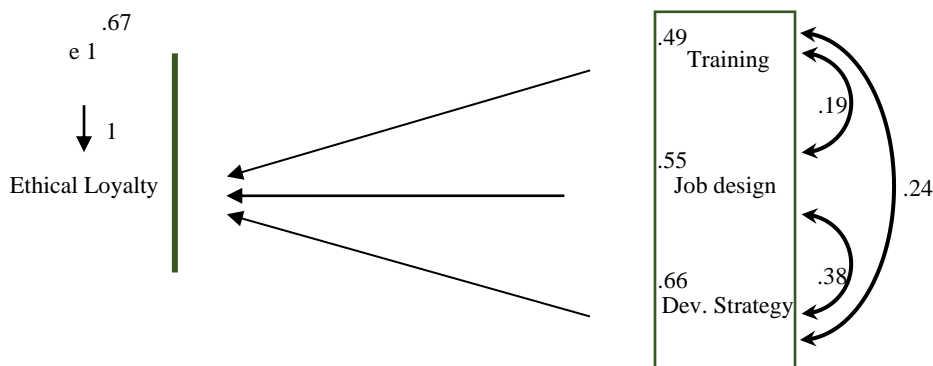


Figure 5: 3rd Sub-Hypothesis Test Form

Table 7: Hypothesis: Job Rotation's Impact on Ethical Loyalty

Impact Direction			β	t	sig	r ²
Training	Ethical loyalty	→	0.49	5.16	0.00	0.483
Job Design	Ethical loyalty	→	0.55	6.62	0.00	
Dev. Strategy	Ethical loyalty	→	0.66	7.88	0.00	

The data in Table (7) indicates that the coefficient of determination (0.483) suggests that the independent variable (job rotation) was able to explain 48.3% of the variations in (ethical loyalty) as one of the dimensions of organizational loyalty. The data also reveals that the value of (β) for the variable (training) is (0.49), with a T-value of (5.16) and a significance level (Sig = 0.00), indicating a statistically significant impact of this dimension on ethical loyalty. Similarly, the value of (β) for the variable (job design) was (0.55), with a T-value of (6.62) and a significance level (Sig = 0.00), signifying a statistically significant impact on ethical loyalty. The value of (β) for the variable (development strategy) reached (0.66) with a T-value of (7.88) and a significance level (Sig = 0.00), indicating a statistically significant impact on ethical loyalty. Through the mentioned β values, it becomes evident that the development strategy dimension, as one of the job rotation dimensions, had the most significant impact on ethical loyalty, followed by job design, with training ranking last in terms of influence strength. Thus, the alternative hypothesis stating that there is a statistically significant effect at a significance level ($\alpha \leq 0.05$) for job rotation with its dimensions (training, job design, development strategy) in improving ethical loyalty among employees in the Municipality of Amman is accepted.

Results and Discussion

The study results indicate a generally high relative importance of the dimensions of the independent variable (job rotation). This suggests the Municipality of Amman's keen interest in the process of job rotation due to its significance in development, progress, overcoming challenges, facing obstacles hindering advancement, reaching new horizons for improving work and performance quality, developing outputs, achieving professionalism, continuous improvement of provided services, and attaining goals while utilizing available resources in a distinguished manner.

The researcher explains the Municipality of Amman's overall interest in job rotation due to its importance and positive impact on developing work values and finding innovative solutions to enhance the quality of decisions made to address issues that may arise in the workplace. Additionally, job rotation contributes to improving the competitive position through training employees to acquire new knowledge and skills, leading them to competence and efficiency in performance. Furthermore, job rotation enhances organizational flexibility, allowing employees to become familiar with various departments and functions, making them more capable of handling sudden changes in the work environment. Job rotation also promotes employee satisfaction by aiding in stability and continuous performance improvement as a significant source of boosting employee morale. This result aligns with the findings of Al-Turaisi (2021), which indicated a high level of job rotation dimensions' application in health affairs organizations in Riyadh. It also concurs with the results of Abdul Hameed's study (2021), which demonstrated a high level of job rotation and administrative performance in the Faculty of Education at Assiut University. Additionally, it aligns with the findings of Mohamed et al. (2021), which showed a high level of job rotation application in general and private commercial banks in Latakia City.

The results indicate that the relative importance of organizational loyalty dimensions is generally high. This suggests that the Amman Municipality seeks to achieve organizational loyalty among its employees through various managerial practices. This includes providing a conducive and comfortable work environment, ensuring the provision of all necessary privileges and benefits such as healthcare and paid leave, and offering opportunities for development and training. The provision of development and training opportunities is found to enhance employees' competence and knowledge, thereby strengthening their organizational loyalty. Additionally, the study underscores the significance of a flexible work environment, incorporating options for remote work or flexible working hours, which contributes to increased employee satisfaction and organizational loyalty.

The researcher interprets these results by emphasizing Amman Municipality's awareness of the importance of fostering organizational loyalty. Achieving organizational loyalty among employees is shown to improve productivity. Employees who feel a sense of belonging and commitment to the organization contribute to higher productivity and efficiency. This is complemented by a reduction in training and replacement costs, as loyal employees tend to stay with the organization longer. Furthermore, organizational loyalty positively affects the organization's image, attracting new customers and business partners. It also fosters creativity and innovation, as loyal employees are motivated to achieve goals and improve their work, thereby enhancing creativity and innovation within the organization.

Regarding the main hypothesis, the results demonstrate a statistically significant impact of all job rotation dimensions on organizational loyalty among Amman Municipality employees. This implies that the municipality follows strategies to enhance job rotation dimensions, including training, job design, and development strategies. The study reveals that job rotation significantly influences organizational loyalty. The researcher attributes this outcome to the understanding that the implementation of job rotation dimensions contributes to increased organizational loyalty. Training, as one dimension of job rotation, is identified as an effective tool in improving organizational loyalty by equipping employees with the skills and knowledge needed for better job performance. Training covers various areas such as communication, interpersonal relationships, and technical skills, designed to meet the needs of both employees and the organization.

Improved performance and efficiency resulting from training lead to increased employee satisfaction and a higher level of organizational loyalty.

Furthermore, job design, as a dimension of job rotation, significantly influences organizational loyalty. Properly designed jobs that align with work requirements make employees feel valued and appreciated by the organization. Employees who are satisfied with their work become more committed to the organization and exert extra effort to achieve organizational goals. As for development strategy, it is considered one of the most crucial ways for organizations to improve organizational loyalty. Clear plans are developed to enhance and develop employees within the organization, identifying training needs and available career paths. Employees feel motivated and experience improved performance, achieving success in their work, leading to increased organizational loyalty.

These findings align with the results of other studies, including Mustafa and Al-Filkaawi (2020), which proposed mechanisms to enhance organizational loyalty in educational institutions using job rotation. The current study also concurs with Imam et al. (2019), which highlighted a strong positive relationship between job rotation and organizational commitment among employees in the tourism industry. Similarly, this result partially aligns with Al-Turaisi's (2021) study, which demonstrated a statistically significant impact of job rotation dimensions on job satisfaction among administrative employees, in the health sector in Riyadh. It also agrees with Abdul Hamid's (2021) study, indicating a statistically significant impact of job rotation on administrative performance development, among employees in the Faculty of Education at Assiut University, as well as with Mohamed et al.'s (2021) study.

Moreover, this result partially aligns with Ali's (2022) study, which revealed a statistically significant impact of administrative empowerment on organizational loyalty. It also agrees with Ismail and Abdullah's (2022) study, indicating an impact of work pressure levels on organizational loyalty. Additionally, it is consistent with Sherif et al.'s (2021) study, demonstrating a statistically significant impact of leadership skills on enhancing organizational loyalty in Libya Telecom in Tripoli. Furthermore, it aligns with Jufrizen et al.'s (2022) study, indicating a statistically significant impact of work motivation on organizational commitment.

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Questionnaire

The effect of job rotation on organizational loyalty

Independent variable - Job Rotation

Please kindly put a tick (✓) in front of the answer that you deem appropriate from your point of view.

Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First: training					
1	The Amman Municipality is keen to identify training needs before starting job rotation.				
2	The Amman Municipality uses various training methods and plans to train employees before starting job rotation.				
3	Training in the Amman Municipality provides employees with skills and experience about the jobs in which job rotation will take place				
4	The Amman Municipality is interested in developing and developing the competencies of its workers				
5	The Municipality of Amman prepares programs and plans for the purposes of developing its competencies				
Second: Job design					
6	Job design in the Amman Municipality facilitates the job rotation process.				
7	The job rotation policy is taken into account when designing any job.				

Items		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
8	The diversity of job design methods helps implement job rotation.					
9	The job design policy contributes to facilitating the process of monitoring job rotation.					
10	Clear performance standards are set when designing jobs so that evaluation can be done objectively.					
Third: Development strategy						
11	Job rotation is one of the methods that helps in career development.					
12	Job rotation at the Amman Municipality contributes to creating positive competition among employees and developing their capabilities.					
13	The Amman Municipality's career development strategy helps fill vacancies through job rotation.					
14	Through job rotation in the Amman Municipality, employees develop their career path.					
15	Continuous development of the organizational structure helps the Amman Municipality ensure the success of job rotation.					
16	The career development strategy helps the Amman Municipality provide a climate that encourages job rotation.					

Dependent = variable - organizational loyalty

Please kindly put a tick (✓) in front of the answer that you deem appropriate from your point of view.

Items		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
First: emotional loyalty						
17	I feel a strong emotional connection to the Amman Municipality, where I work.					
18	I talk to others with pride and enthusiasm about the Amman Municipality in which I work.					
19	I feel that the problems of the Amman Municipality are part of my problems.					
20	My feeling of belonging to the Amman Municipality makes joining another institution difficult.					
Second: continuous loyalty						
21	I have a desire to continue working in the Amman Municipality.					
22	I need to work in the Amman Municipality because it provides me with a suitable income for living.					
23	I commit to staying in Amman Municipality because I gain benefits and these benefits will be affected if I leave work.					
24	The Amman Municipality provides me with material and moral incentives that exceed what other institutions offer.					
Ethical loyalty						
25	I commit to staying at work because I do not want to leave a bad impression on my colleagues.					
26	I feel committed to staying in the Amman Municipality, no matter what alternative opportunities are available to me.					
27	I would like to stay in Amman Municipality because it gave me the opportunity to develop my skills					
28	I feel obligated to stay in my job because I fear the blame of my family and those close to me if I choose to leave work					
29	I commit to remaining in my work as a sign of gratitude for what the Amman Municipality has given me.					