

EXAMINING THE EFFECT OF JOB ROTATION SYSTEM EFFECTIVENESS ON IMPROVING THE REFORM OF ADMINISTRATIVE PROCESSES (PRODUCTIVITY) (STUDYING REGION 2 OF GAS TRANSMISSION OPERATIONS)

EXAMINANDO O EFEITO DA EFICÁCIA DO SISTEMA DE ROTAÇÃO DE EMPREGOS NA MELHORIA DA REFORMA DOS PROCESSOS ADMINISTRATIVOS (PRODUTIVIDADE) (ESTUDO DA REGIÃO 2 DAS OPERAÇÕES DE TRANSMISSÃO DE GÁS)

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Abstract: This study aims at examining the effect of job rotation system effectiveness on improving the reform of administrative processes in Region 2 of gas transmission operations. The research design is descriptive-correlational and it is an applied research study. For collecting data, a standard questionnaire was employed. This questionnaire is based on the Likert scale and its reliability was measured by Cronbach's alpha coefficient. In addition, validity was confirmed by experts. Data was analyzed by regression and SPSS software. In this study, 850 personnel (managers, experts and employees) of the region of two gas transmission operations took part and finally a sample of 280 participants contributed randomly in this study. The findings revealed that there is a relationship between the developments of human capital regarding job rotation dimensions and the reform of administrative processes. The value of correlation coefficient equals 0.103. Therefore, a relationship was observed between changes in human capital regarding job rotation dimensions and the reform of administrative processes. The correlation coefficient was defined as 0.392 and the research hypotheses were confirmed. An efficient and developed system in which all members are provided with their interests can be achieved through change and transformation in the administrative system. These changes include some solutions in which effective agents can confine the occurrence of administrative abnormalities and improve the administrative structure in the country. This ideal structure consists of well-planned and integrated effort for making fundamental changes in the public administration system and its health. Moreover, this structure increases the capacity of public administration for achieving a remarkable national progress and developmental goals. One of these agents is applying job rotation system within the organization.

Keywords: job rotation system, administrative processes reform, human capital changes, human capital development

Resumo: Este estudo tem como objetivo examinar o efeito da eficácia do sistema de rotação de cargos na melhoria da reforma dos processos administrativos na Região 2 das operações de transporte de gás. O desenho de pesquisa é descritivo-correlacional e é um estudo de pesquisa aplicada. Para a coleta de dados, foi utilizado um questionário padrão. Esse questionário é baseado na escala Likert e sua confiabilidade foi medida pelo coeficiente alfa de Cronbach. Além disso, a validade foi confirmada por especialistas. Os dados foram analisados por regressão e software SPSS. Neste estudo participaram 850 funcionários (gerentes, especialistas e funcionários) da região de duas operações de transmissão de gás e, por fim, uma amostra de 280 participantes contribuiu aleatoriamente neste estudo. Os resultados revelaram que existe uma relação entre a evolução do capital humano nas dimensões da rotação do trabalho e a reforma dos processos administrativos. O valor do coeficiente de correlação é igual a 0,103. Portanto, observou-se uma relação entre as mudanças no capital humano nas dimensões da rotação de empregos e a reforma dos processos administrativos. O coeficiente de correlação foi definido em 0,392 e as hipóteses de pesquisa foram confirmadas. Um sistema eficiente e desenvolvido em que todos os membros são atendidos com seus interesses pode ser alcançado por meio de mudança e transformação no sistema administrativo. Essas mudanças incluem algumas soluções em que agentes efetivos podem confinar a ocorrência de anormalidades administrativas e melhorar a estrutura administrativa do país. Essa estrutura ideal consiste em um esforço bem planejado e integrado para realizar mudanças fundamentais no sistema de administração pública e em sua saúde. Além disso, essa estrutura aumenta a capacidade da administração pública para alcançar um notável progresso nacional e objetivos de desenvolvimento. Um desses agentes está aplicando o sistema de rotação de funções dentro da organização.

Palavras-chave: sistema de rotação de empregos, reforma dos processos administrativos, mudanças no capital humano, desenvolvimento do capital humano.

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Introduction

Job rotation is a method assisting people view meticulously to change their view and observe the world and environment holistically. Meticulous people confine themselves to their own field of work. Job rotation help meticulous people to understand and find problems in broader dimensions. Job rotation is the process of moving people in some jobs for boosting their interests and motivations toward workplace. Job rotation means that the manager should assign some duties and responsibilities regarding to employees to improve their familiarity with other activities and to discover employees' talents. In addition, employees' talents can be enhanced as an active cultural element. Human have been finding a way to utilize from all available resources since the beginning of life.

With the advent of the Industrial Revolution, this process sped up. Regarding, management science researchers focused on improving production methods, designing organizational optimal structures, redesigning jobs, and other reforms. However, researchers realized humane resources is more important and valuable than other available resources and nothing can be conducted without human resources. Therefore, management experts and organizational psychologists paid attention to the factors imposing a significant effect on the increase of human productivity that is one of the most complex management issues these days.

Enhancing productivity as an essential element and national goal in improving the living standards of human beings and making a wealthier society took the attention of political and economic experts. It should be mentioned that the main responsibility of management science is achieving more productivity. Most organizations cannot employ the capabilities of employees optimally and managers are unable in utilizing their potentials. In other words, people are creative and can perform more activities, but their abilities are not utilized optimally in the organizational environment with respect to some reasons.

The intelligentsia of organization improvement and evolution management consider the job rotation as an influential strategy on the productivity and improvement of human resources. They believe that the job rotation of human resources is one of the new era attitudes employed by organizations today. Indeed, it is a feedback to the essential need of contemporary management. The effectiveness of job rotation system, development and changes of human capital as independent variables, reforming administrative processes and manpower productivity (ability, understanding, organizational support, motivation, feedback, credibility and adaptation) are dependent variables. It should be mentioned that their effects will be assessed.

The Region 2 of gas transmission operations need committed employees with practical commitment and the sense of responsibility in performing their duties and enhancing efficiency, effectiveness and productivity with the aim of achieving their ultimate goals.

Employees are considered as human resources and remarkable value-creating factors in organization. These factors make organization to work well, keep on to survive, and prevent deterioration. Human resources try to be useful in the society and an evidence for organizational life documenting initiatives, creativity, development and progress.

Region 2 of gas transmission operations need committed and responsible managers and employees for implementing developmental plans and progress. In addition, personnel can work constant in the organization and can be more useful in jobs and duties. Moreover, they can control additional costs. The region of 2 gas transmission operations can play a significant role when its human resources show commitment and dependence on the occupation, organization and work values, and have more occupation contribution.

The concept of productivity took the attention of intelligentsia, managers and planners in various societies and countries. For this aim, researcher attempts to find ways through which they can enhance employees' organizational commitment and their productivity to achieve the organization's goals. Therefore, the results of this plan play a significant role in formulating organization's development and improvement plans to emphasize personnel's growth quantitatively and qualitatively in region 2 gas transmission operations. Therefore, improving organization's conditions quantitatively and qualitatively is the ultimate achievement in implementing this research.

According to the above-mentioned document, the present study is an acceptable justi-

fication in examining the effect of job rotation on the reform of administrative processes and employees' productivity in the region of two gas transmission operations for using its' benefits for society. This study tries to find answer for this question:

1. To what extent the effectiveness of the job rotation system imposes a significant effect on improving the reform of administrative processes in employees of the region 2 of Iran's gas transmission operations?

Theoretical Background and related Literature

Job Rotation

In new organizations, employees intend to learn and develop their capabilities. For this end, they should confront with some constant challenges. In addition, it is necessary to rotate some specific and repetitive jobs. However, each organization has many daily and repetitive jobs, employee empowerment organizations take advantage of different mechanisms to provide required opportunities for employee's growth and learning (Aboko *et al.*, 2016). In addition, teaching can help employees to develop their skills in same level jobs and help people to learn each other occupation. Job rotation in other parts of organization can enhance employees' skills and their point of view.

Employees' contribution in work groups and other problem-solving groups help employees to improve company's quality and provide new products and services. Delegate authority and job enrichment assists employees to take more responsibility in their work and develop their plans in the organization. Cyrus Haghayegh stated: "In a creative organization, people do not have a specialization and it is possible to be rotated regarding their jobs for working in an optimal position."

To that extent people take more responsibility for the future, their dependence will have reduced. As they learn more useful skills, they can perform more confidently because they can take care of themselves even if the company does not support them. In addition, job satisfaction of professional employees is more than non-professional employees because they have more income and better work condition. In addition, they can use their abilities optimally. Therefore, professional managers and employees are satisfied with skilled employees and skilled employees are satisfied with semi-skilled and simple employees (Aboko *et al.*, 2016).

Employees intend to learn and develop their abilities in new organizations and it makes them to confront with many constant challenges. Indeed, job rotation is an ordinary method in which employees are moved from one job to another for the purpose of increasing their experiences. A lot of companies intend to have active employees working some activities to make their staffs have more mobility and interchangeability. The company need those employees providing company with more intelligence, creativity, and energy. The employee must be interested in changing jobs for learning new experiences and skills. In a creative and efficient organization, employees are not specializing in one area and have the opportunity to rotate their job for working in right position. If job rotation is accompanied by promotion, it can satisfy employees and effect on their performance. When jobs are rotated, employees can feel significant change in their job, workplace, income, and their colleagues.

Job Enrichment: Job Enrichment introduces a more generalizable approach; newer and simpler; than job rotation and job development techniques in designing job. Regarding motivating employees, job enrichment should provide employees with some opportunities in achieving advancement, recognition, responsibility, improvement and development. Job enrichment is rich, meaningful, and have many authorities in which employees can perform independently. In addition, these authorities can help employees to control their work and have an optimal environment for improvement and creativity.

In job enrichment, jobs are developed by more authorities and responsibilities without adding duties. In this case, employees attend in workplace every day with enthusiasm. Employees find these increases effective in their responsibilities and authorities. They create new methods to do their works faster, at lower cost, and with more quality.

Employee Empowerment: A high-powered work environment is a workplace in which

groups of employees work together and cooperate.

This approach is different from a competitive organization in which employees compete in their performances. In a high-powered organization, people can depend on each other instead relying on their own. In this organization, employees employ their best innovations and ideas with a sense of excitement, ownership and pride. In this organization, they are responsible and prefer the interests of the organization to their own. The traditional management model in which the manager controls employees is no longer efficient. In order to create a high-powered work environment in the organization, the role of the manager must be transformed from a mental, commanding and controlling framework to a supportive, responsibility-based environment in which all employees have the opportunity to work together effectively (Parvin and Kabir, 2011).

In addition to the above-mentioned methods, the following factors are defined as methods for increasing efficiency. These factors include accurate division of works, appropriate designation, attention to psychological aspects of work and employees, creating background for creativity and strengthening employees' morale, attention to discipline at work, adequate attention to work environment. In addition, the role of managers and supervisors is significant in "art of management" along with the "science of management". This means that managers and supervisors, using contingency policy of control and leadership, can take optimally the main step in increasing individuals' efficiency according to the above-mentioned factors in different circumstances. This step will boost organizations' productivity and help them achieve their goals (Parvin and Kabir, 2011).

Administrative Process

Administrative process shows the relationships between organizational units, specifies the boundaries of authority, hierarchy, command levels, define how tasks are divided and distributed among units, and include job descriptions, organizational charts, and organizational positions. The administrative process is a framework in which managers divide and coordinate the activities of the organization. The administrative processes are different for every organization because environmental conditions, strategies, and goals for each organization are different. The administrative process defines some patterns for relationships between members of an organization.

It is necessary to change administrative process of organization to that extent that organization improves and various parts are created (according to the pattern of the organization's life cycle) and its missions change. Dividing large organizations into smaller units, in addition to economic effects, imposes a significant effect on the adjustment of human resources in the organizations. Therefore, it is necessary to establish coordination and appropriateness between the strategy and the administrative process because otherwise the organization will lose its effectiveness and will face excess staff, lack of morale and underemployment. There are some signs of reduced efficiency of the administrative process including the existence of repeated levels of management, excessive increase in area of supervision, organizing many meetings, conflict between parts of the organization, spending a lot of time for reducing conflicts between them, and as finally failing in achieving many strategic goals. Regarding the integrated school of strategic human resource management, if a problem can be observed in implementing strategy due to its' choice; and desired changes cannot be applied in the administrative process, it is necessary to adjust goals and ways in achieving goals that are called strategy (Ghimire and Ashraf, 2016).

Administrative process reform

Administrative reform is a conscious and focused change for improving the structure, performance or quality of employees in an organization or governmental system. In addition, consistency in administrative processes, adjusting employees, enhancing capacities, and assigning jobs to employees are in the circle of reforming administrative processes. Administrative process reform can be conducted by optimizing work process, removing excessive steps and

speeding up in doing duties are part of the government’s plans for making change in the administrative system with the aim of preserving employees’ dignity. It should be mentioned that most citizens face a common problem in attending government agencies that is the frequent attendance for doing certain things and needs.

The administrative system possesses a high value and importance due to direct and face-to-face communication with different individuals and all groups of society. This importance lies in the fact that many government services is delivered to citizens through different government sectors and making an integrated, efficient, transparent and accountable administrative system is one of the concerns of government officials and policy makers in any society. In this way, governments try to enhance the capabilities of their administrative system by scientific studies and formulating the necessary laws and regulations and making administrative reforms.

Change and transformation in the administrative system should be done for achieving an efficient and developed system in which the interests of all members are provided. This efficient change can reduce the occurrence of administrative abnormalities and improves the administrative structure of the country. This ideal structure consists of an organized and integrated effort for making essential changes in the public administration system and its health and increase the capacity of public administration to achieve significant national progress and development goals (Ghimire and Ashraf, 2016).

Review of related studies

Table 1. Review of related studies are mentioned

Raw	Researcher	Subject	Findings
1	Daneshzade & Abedi (2018)	Relationship between job rotation and efficiency, productivity and job performance of Imam Khomeini Relief Committee staff in Mazandaran province	There is a significant relationship between job rotation and employee efficiency and productivity. The relationship between job rotation and employee performance was not significant. Also, the relationship between job rotation and employee efficiency, productivity and job performance is different in terms of priority (Daneshzade and Abedi, 2018).
2	Mahmoodi Aval et al. (2018)	Investigating the effectiveness of job rotation on the level of employees’ productivity in Mashhad Water and Sewerage Company	The results of this study showed that there is a significant relationship between job rotation and employees’ productivity. the hypotheses of this study were confirmed (Mahmoodi Aval <i>et al.</i> , 2018).
3	Rostamzade & Moradi Berenj Abad (2017)	The effect of job rotation on the productivity of the employees of Sepah Bank branches in Mako Free Trade and Industrial Zone	Job rotation and its dimensions affect the productivity of employees of Sepah Bank branches. In addition, among the dimensions of job rotation, systems and procedures have the greatest impact on the productivity of employees of Sepah Bank branches in Mako Free Trade and Industrial Zone (Rostamzade and Moradi BerenjAbad, 2017).

Raw	Researcher	Subject	Findings
4	Ebrahimzadeh (2016)	Evaluating the effectiveness of job rotation system and its effect on manpower productivity Case study: Ansar Bank, Urmia	Job rotation system affects the productivity of human resources of employees of Ansar Bank in Urmia city. Also, the effect of using job rotation system on the dimensions of employees' capability (understanding or imagining the role, organizational support, training and performance feedback, valid legal actions, motivation or desire, environmental appropriateness) has been tested. The use of job rotation system has a positive and significant effect on the productivity of human resources. That is why the use of job rotation system has a positive effect on employees' capability, clarity, assistance, evaluation, credit, motivation and staff environment of Ansar Bank in Urmia (Ebrahimzadeh, 2016).
5	Zanganeh (2013)	The effect of job rotation on the performance of Bank Melli employees in Malayer	There is no significant relationship between employees' performance and job rotation. In addition, employees' performance is independent of their job rotation (Zanganeh, 2013).
6	Nazari (2013)	The role of job rotation and performance of employees in health, educational and healthcare centers of Tabriz University of Medical Sciences	Employees' performance increases with job rotation, but job commitment, professional affiliation, organizational affiliation, adherence to work values, and employees' contribution have not changed according to their job rotation (Nazari, 2013)
7	Tabibi et al. (2012)	Relationship between job rotation and the performance of employees of the Environmental Health Unit of Shahid Beheshti University of Medical Sciences	Job rotation is independent of the performance of environmental health employees and there is no significant relationship between job rotation and employee performance (Tabibi <i>et al.</i> , 2012)
8	Delpasand et al. (2011)	Relationship between job rotation and the performance of employees of the Environmental Healthcare Unit of Medical Sciences at Shahid Beheshti University	The amount of nurses' burnout is moderate in terms of personal performance and job rotation with the current method has little effect on nurses' burnout (Delpasand <i>et al.</i> , 2011)

Raw	Researcher	Subject	Findings
9	Jasim (2018)	The role of work rotation in improving administrative reform processes: An analytical study from the perspective of senior managers at Al-Qadisiyah University	Helping work rotation to develop performance and strengthen the abilities of senior leaders as well as resisting changes resulting from the belief that the job belongs to the employee. In addition, one of the main reasons for the failure of the administrative reform process is that it deals with administrative problems independent of the environment with which it communicates. It is influenced by the administrative system (Jassim, 2018).

Conceptual model of research

This study examines the effectiveness of the job rotation system on improving administrative process reform (employee productivity) (studied in Region 2 of gas transmission operations). In addition, this study was adopted regarding the theoretical foundations and conceptual model of the research from the model of Jassim (2018). For examining job rotation, two dimensions of human capital development and changes in human capital have been used and its effect on the reform of administrative processes has been studied. Job rotation is a systematic change in employees' positions with different responsibility for the end of enhancing work experience. Job rotation is defined based on working in different situations and places regarding merit, skills and individual scientific set of employees. Job rotation is a process in which employee rotation is done in technical and administrative positions within an organization for a specific and scheduled time. This rotation help employees in acquiring expertise, skills, and competence. In addition, it can help them in doing their duties and increasing function of organization. Therefore, it is concluded that job rotation is a useful tool for transferring tactics within an organization. The conceptual model of the research is shown in Figure 1.

Figure 1. Conceptual model of research (Jassim, 2018, 21)

Job rotation:



Methodology

This applied study collected data through field and it is a descriptive-survey research and in terms of cross-sectional time.

Participants & sample

In this study, 850 personnel (managers, experts and employees) of the region of two gas transmission operations took part and finally a sample of 280 participants contributed randomly in this study.

The procedure of data collection

Library information was used for collecting theoretical foundations data and the standard job rotation questionnaire of Jassim (2018) with two dimensions (human capital development and human capital change) and the standard questionnaire of administrative reform Jassim (2018) 11 items were used for testing hypotheses. The questionnaire was based on the Likert scale and its reliability was measured by Cronbach's alpha coefficient. The total reliability value was 0.891 and it presents the appropriate reliability and its validity was confirmed by experts.

The procedure of data analysis

For data analysis, researcher run regression and SPSS.

Results

Descriptive and demographic results of the research

Descriptive statistics were run to analyze demographic variables. Table (1) shows the result of 280 questionnaires that have been analyzed statistically.

Table 2. Demographic Information of variables

Variable	Range	frequency	Frequency percent
gender	female	58	20.7
	Male	222	79.3
Age	Less than 30	5	1.8
	31-40	122	43.6
	41-50	94	33.6
	More than 50	59	21.1
Education	diploma	28	10.0
	Associate degree	24	8.6
	Bachelor of degree	122	43.6
	Master of art	106	37.9
Types of employment	p e r m a - nent	195	69.6
	Direct contract	26	9.3

	Indirect contract	59	21.1
Attendance work	to Day work	251	89.6
	Shift work	10	3.6
	Work rotation	19	6.8
Sum		280	100

Analysis of inferential findings

Kolmogorov-Smirnov test

In order to test the research hypotheses in terms of significance, first the distribution of scores in terms of normality is tested. The Kolmogorov-Smirnov test is used for this purpose. This test is used to specify whether a sample of a community follows a particular data distribution or not.

Table 3. Results of Kolmogorov-Smirnov test

variable	frequency	Statistics K-S	Sig.	Result
Job rotation	280	0.930	0.353	Normal
Reform of administrative processes	280	0.895	0.399	Normal

The value of Sig for job rotation and the reform of administrative process is more than 0.05. Therefore, H_0 is accepted and confirms normal status of data.

Mean test

For specifying the status of job rotation and administrative reforms in the sample and for testing hypothesis of equal average of sample with 3, at an error level of 5%, the Student-t-statistic was used. To test the hypothesis, the null hypothesis was defined as equal to the mean of sample with 3 and the opposite hypothesis was defined as the lack of equality of the mean of sample with 3.

Table 4. Results of Student-t-statistic for testing hypothesis of equal average of sample with 3

variable	mean	T	Sig	Min	Max	Status
development of human capital	3.0473	1.333	0.185	0.0228	0.1174	Mean =3
Change of human capital	3.2732	6.190	0.000	0.1860	0.3604	Mean ≥3
Job rotation	2.9973	-0.044	0.965	0.1228	0.1174	Mean =3

As depicted in table (4), the value of sig for the research variables is less than 5%. It is evident that the mean of all variables has a significant difference with the value of 3 and by re-

ferring to the t-column and considering their values, it is shown that their mean is more than 3.

1. There is a significant relationship between human capital developments; from the dimensions of job rotation; with the reform of administrative processes.

Table 5. Summary of regression model, analysis of variance and statistical characteristics between human capital development and administrative process reform

Index	SS	DF	MS	F	Sig	R	R ²	AR	SE
Regression	0.142	1	0.142	1.560	0.000	0.103	0.111	0.004	0.30186
Remained	13.304	146	0.091						
Variable									
predictor variable	β			SEB		BETA	T	Sig	
Constant value	3.472			0.178		0.103	19.559	0.000	
Development of human capital	0.072			0.058			1.249	0.000	

Regarding table (5), the predictor variable of administrative process reform is human capital development and the observed f is significant. Human capital development defines 1% of the variance associated with administrative process reform. Predictive variable regression coefficients indicate that “human capital development” can define the variance of administrative process reforms. The regression equation obtained from this study is defined as follows.

$$\tilde{Y} = a + bx_1 = 3.472 - 0.072x_1$$

In addition, regarding regression standard coefficient (Beta) in Table (5), there is a correlation between human capital development and reform of administrative processes and the research hypothesis is confirmed.

A relationship is observed between changes in human capital from the dimensions of job rotation and the reform of administrative processes.

Table 6. Summary of regression model, analysis of variance and statistical characteristics between changes in human capital and improvement of administrative processes

Index	SS	DF	MS	F	Sig	R	R ²	AR	SE
Regression	2.071	1	2.071	26.853	0.000	0.392	0.154	0.148	0.27912
Remained	11.375	146	0.078						
Variable									
predictor variable	β			SEB		BETA	T	Sig	
Constant value	2.529			0.142		0.392	17.778	0.000	
Development of human capital	0.221			0.043			5.156	0.000	

Regarding table (6), the variable predicting of the reform of administrative processes is defined as changes in human capital and the observed f is significant. In addition, changes in

human capital define 15% of the variance associated with the reform of administrative processes. Predictive variable regression coefficients indicate that “changes in human capital” can define the variance of administrative process reform. The regression equation obtained from this study is as follows.

$$(2) \check{Y} = a + bx_1 = 2.529 + 0.221x_1$$

In addition, regarding the standard coefficient of regression resolution (Beta) in table (6) there is a correlation between changes in human capital and the reform of administrative processes. Finally, the research hypothesis is confirmed.

Discuss and suggestions

Global challenges change directly and indirectly all societies with the rapid pass of time and administrative reform considers as an urgent and requested necessity in confronting management as long as the organizations themselves are looking for a solution. There is a call for modern and new techniques, plans and tools to activate the administrative process reform. These reforms consisted of employing the job rotation as one of the available strategies to improve organizational performance and individuals. This is the result of employees’ new skills and experience and add new energy to organization.

This strategy intends to prepare employees, managers, workers to practice other jobs regularly and thoughtfully. In addition, this strategy follows leadership regardless of the nature of management and supervisory.

This situation provides employees with opportunities to practice other jobs regularly. One of the strategy in organizational management is providing a proper environment for prospering employees’ talents and their abilities by using special techniques.

Job rotation is one of the management strategies in the field of human resource management, during which employees are moved conditionally and contingently to different positions with various intents. If employees can be moved in some similar jobs, job rotation is done because one of the main and basic agents of any organization is its human resources and ignoring their internal dimensions, motivations and desires will cause problems in achieving organization’s’ goals.

Productivity is a realistic orientation toward job and life and is considered as a criterion for improving constantly current situation. Productivity is increasingly dependent on knowledge, skill and abilities of human intelligence and by viewing its extended concept it is a thoughtful system. Personnel is among organizations’ funds for achieving goals. In addition, it has a high importance as driving force of other facilities and assets.

Possessing adequate motivation by personnel in providing optimal services enhances productivity. If human resources have sufficient motivation, they will employ their talent and skill for improving and starting the organization. The human power is considered as a constant source that is not only in access, but also an agent that is increasing organizations’ power by accurate management. The results of this study are consistent with the results of Jassim (2018). Suggestion for further studies are recommended.

1. The design of the job rotation system is a kind of structural change that involved employees must be justified in order to adapt to it. Therefore, before implementing it, it is necessary for executives and those who are going to rotate jobs to receive theoretical and practical training. At this stage, the structure of rotation in jobs, the manner of moving, and how to perform activities is taught.

2. The manpower required for the research units should be done through the transfer of specialists to provide the required manpower for the research unit and motivate employees.

3. Providing the theoretical and educational needs such as basic, specialized and higher education requires time, money, and separation from work. Therefore, educational planners should try to save the time necessary for training and speed up the creation of capabilities in the organization’s human resources and teach part of professional and practical training while employees are serving.

4. A flexible promotion system in which position-based promotion (gaining respect

among colleagues) and position-based promotion (organizational seniority) should be provided.

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