

THE INFLUENCE OF JOB ROTATION ON IMPROVING QUALITY OF SERVICE AN EMPIRICAL STUDY AT AL-SADR TEACHING HOSPITAL IN NAJAF AL-ASHRAF

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Abstract

The aim of the current study is to determine level of influence job rotation on service quality. The study was applied at Al-Sadr Teaching Hospital on a sample of (85) individuals, based on a questionnaire form, from which (80) questionnaires were retrieved, and (78) questionnaires were valid for testing after excluding (2) unsuitable questionnaires for testing. Due to the nature of the work of the researched organization, the study problem was embodied in the extent to which it is possible to apply the concept of job rotation in its four dimensions (training, job descriptions, functional development, systems and procedures) and the level of reflection of its results on the quality of service provided to patients. Based on the results of the study, The researcher reached several conclusions, the most important of which are: that there is a significant effect of job rotation on the quality of service at a rate of (94.4%) percent. Finally, the study presented a number of recommendations to improve the quality of service in the hospital, the first of which is employing the concept of job rotation and spreading its culture by adopting it as a fixed policy in the hospital to improve the level of service for all patients.

Keywords: Job Rotation, Service, Service Quality.

1. Introduction

Employee rotation is a common practice in an organization and is a part of human resource management. It is sometimes interpreted as a job activity related to the process of transferring tasks, responsibilities, and job status to a specific situation, with the aim of the concerned workforce obtaining deep job satisfaction and being able to demonstrate maximum organizational performance (Prasetyanto et al., 2020).

Based on activation theories in job design, workers should be more activated by job variety. Job rotation is a job design method capable of enhancing motivation, developing perspectives, doubling productivity in human resources, improving the organization's performance at the organizational and individual levels through multi-skilled individuals, making good use of available capabilities, and providing new prospects. The duration of the attitudes, thoughts, capabilities and skills of employees (Saravani & Abbasi, 2013).

Based on the above, it can be said that job rotation is a means of transforming partial and limited members into comprehensive individuals who see and understand problems on a broader scale, on the basis that it is a process in which the organization's employees work at different levels in a rotating manner. So, job rotation is the replacement of duties between people or employees to increase motivation and enthusiasm in their workplace. In organizations, the organization's manager assigns different duties and responsibilities to members at different periods of time and in accordance with the activities and programs of the organization, in order to provide a platform for the person to learn about other activities and discover their importance.

2. Theoretical Background

2.1 Concept and definition of job rotation

Job rotation is one of the most important issues in human resources management, as an individual's effectiveness depends on the growth of his job according to his capabilities and characteristics (Suleman et al., 2022). Therefore, organizations have a small number of individuals who have the appropriate knowledge, skills, and competencies required by jobs available in the market, which has forced organizations to organize extensive external and internal training programs (Cherotich et al., 2021). Job rotation is the periodic transfer of an employee from one task to another. On this basis, it benefits the organization indirectly because employees have more skills that give management more opportunities to plan work and adapt to expected changes. and filling possible vacancies (Ambarwati et al., 2023). Therefore, job rotation is called cross-training, which means that an employee of a unit or department can learn various job skills during a specific period of time. It is also considered a practical approach to enriching and expanding job tasks. (Ho et al., 2009).

Job rotation can be defined as working on different tasks or in different positions for specified periods of time, in a planned manner using lateral transfers that aim to allow employees to acquire a range of knowledge, skill and competence (Kaymaz, 2010). It has also been referred to as "lateral movement of employees between jobs in the organization (Casad, 2012). Others have also defined it as a method used to reduce the monotony of routine work carried out by employees (Sutrisno et al., 2023). In addition, others have defined it as a practice Assigning employees to different tasks or positions in the organization for a specific period of time in a planned manner through horizontal placement without the need for promotion to enable employees to acquire different knowledge, skills, and competencies (Yusof et al., 2023). Some of them expressed it as a strategy for developing employees' skills to improve their performance. This can provide recovery and a feeling of a new atmosphere for them (Arta et al., 2023). Finally, others see it as a job activity related to the process of transferring tasks, responsibilities and job status to a specific situation with the aim of the workforce concerned obtaining deep job satisfaction and being able to show maximum From organizational performance (Prasetyanto et al., 2020). Based on what was indicated above, it can be said that job rotation (an approach based on the functional development of employees during specific periods of time, whose primary goal is to eliminate boredom and monotony of work, which is reflected in reducing the percentages of Work turnover and thus job satisfaction and distinguished service.

2.2. The importance of job rotation

Before we look at the importance that lies in job rotation, we must distinguish between it and job rotation, as the latter indicates the worker's intention to leave his profession or change his place of work in the near future (Alfuqaha et al., 2020). Job rotation not only enables workers to learn a different task, but also gives them a comprehensive overview of various production processes. Therefore, more quality problems can be detected more efficiently, so that the workforce becomes flexible enough to respond in the event of an unexpected labor shortage, or when demand fluctuates (Allwood, 2004). Working in one job and in the same place for a long period of time can make workers bored and bored, which often leads to committing more mistakes, which leads to losses for the organization. To overcome this matter, one of the available solutions that can be taken is to diversify work, which is done through job rotation (Harbani et al., 2022). Job rotation

has a distinct relationship with functional growth. Job rotation is crucial to developing employee capabilities. As a result, it is a critical requirement for those who lack workplace training. As a result, workers who rotate jobs frequently get more diverse experiences faster. Most importantly, the experience gained is more diverse than that of people with fewer work cycles. Because job rotation improves a worker's ability, it is typically associated with workers who have a shorter length of service, receive extensive on-the-job training, and are working in a new industry (Shahiri et al., 2023).

Based on what was mentioned above, it can be said that job rotation is nothing but a work method or system based on diversity in the performance of tasks, which can address low performance rates over close periods of time by adopting the approach of movement between jobs or tasks within it and in the organization itself or outside it through permissible integrations, which reflects positively on job satisfaction and employees' loyalty to both the work and the organization.

2.3. Dimensions of job rotation

2.3.1. Training

Many people today are aware of the potential threat of losing their jobs, and this perception or feeling can lead to less motivation to work, which negatively affects their productivity. In addition, work fears can in turn lead to creating personal problems that hinder the provision of good performance, so it is one of the most important ways to address These and other cases are training, which plays an effective role in developing skills and empowering functional capabilities, on the basis that it is a systematic, organized and carefully planned process whose goal is to develop performance in all its theoretical, practical, technical and administrative aspects, which reflects positively on the work of the organization at all its administrative levels (Azzam, 2013).

2.3.2. Job description

It means determining the method of performance for each job, the type of activity and tasks that can be performed, the size of the responsibilities assigned and the tools adopted, and the type of relationships possible in the job, as well as the form and nature of the work conditions surrounding it (Barzouk, 2021). All this and more with the aim of achieving the maximum possible job performance in a way that reduces the difficulties and obstacles that the employee may face while working.

2.3.3. Functional development

It represents a process of designing and implementing goals and strategies designed to satisfy employees' desires and achieve their legitimate ambitions for functional advancement. There are many positive results that can be gained as a result of proper planning of functional development programs, the first of which is achieving the goals of the organization and individuals, as well as reducing the aging of work, as well as reducing the cost of workers and improving the reputation of the organization. There are many positive results that can be achieved as a result of proper planning of functional development programs, including achieving the goals of the organization and individuals, reducing work aging, reducing labor costs, as well as improving the reputation of the organization. Therefore, development can be viewed from many angles. It may be viewed as a group of successive jobs occupied by an employee during the course of his Functional, which can be affected by his ambitions, feelings, hopes, and tendencies. On the other hand, it may be viewed on the basis of the perspective of movement within the

organization by moving from one place to another, as well as It may be viewed as a distinctive feature of the employee, as the employee's path consists of a group of jobs, administrative positions, and diverse experiences throughout his functional (Al-Tarisi, 2021).

2.3.4. Systems and procedures

The important and most important dimension in following the steps and stages of the administrative process from beginning to end in detail. This process is carried out through the implementation of systematic administrative procedures, according to a planned organizational strategy that ensures the achievement of goals with appropriate quality in terms of time, cost and performance. This is based on various methods derived from systems theories, value chain analysis, as well as time management (Sulaiman, 2019).

2.4. Quality of service

2.4.1. Service concept

Service is defined as intangible activities aimed at satisfying customers' desires without being linked to the sale of other products (Etzel et al., 2001). It is also defined as a group of benefits resulting from tangible or intangible aspects that customers seek to achieve through dealing with service providers. These benefits should also be shown in a distinctive way and with characteristics that enrich the tangible utilitarian dimension and raise it to the level of customers' desires (Lovelack, 2003). The American Marketing Association has defined services as intangible products, or they are so to a large extent. If they are completely intangible, they are exchanged directly from the producer to the user, and are not transported or stored, and they also perish quickly (Douai, 2010).

2.4.2. Concept and definition of service quality

Interest in service quality is an old topic, but what is new in this topic lies in the use of modern scientific and statistical methods and methods to apply models for measuring service quality, whether related to the point of view of the customer or service providers. Interest in service quality began after some writers and researchers linked quality to the extent of service. The product is successfully used for the purposes of the user, in its broad concept of quality, "suitability for use (Ramya et al., 2019). There are those who expressed it as a measure of the degree of compatibility of the real performance of the service provided compared to what the customer expects from this service, that is, it is the result of the difference between what is expected from the customer and his degree of awareness of the actual performance of the service (Al-Khalidi, 2012: 21). Or it is providing the service without errors with continuous improvement in it, whether in the procedure of providing it or the behaviors of the provider, taking into account the information received from customers (Ahlam, 2014). Or it is the difference between performing the service and its expectations (Qureshi & Malik, 2016).

2.4.3. The importance of service quality

The expansion of the field of service has made service a priority for other productive elements, as half of the organizations' activities are related to providing services. Therefore, the quality of service gives these organizations many competitive advantages. In addition to conscious understanding of customers, it is not enough to provide quality service at a reasonable price without providing them with good treatment. As well as the economic indicator of service quality, organizations are now focusing on expanding their

market share. Therefore, organizations should not only strive to attract new customers, but rather, it is better to maintain them and attract more of them. To achieve this, more attention must be given to the level of service quality. (Pakurar et al., 2019). Service quality is a real measure of the degree to which the level of service can rise compared to customers' expectations. The customer's perceived quality of service is the difference between his expectations and the actual performance of that service. Therefore, providing a service with the quality that the customer demands has become a fundamental goal for any organization, because of its positive advantages that are reflected in it. Increasing profits, continuity, growth in the market, and ability to compete (Ramya et al., 2019).

2.4.4. Service quality elements

These elements were represented as follows (Mohamed and Saeed, 2020):

1) Tangibility

It represents the evaluation of the service before purchasing it, which requires constantly ensuring that the elements of tangibility are consistent with the overall perception of the product service, which makes the intangible tangible, that is, making the services closer to touch (mentally) by the customer.

2) Reliability

Reliability means providing services on time and as planned in advance, addressing their problems, and performing services in an exceptional manner from the first time, while keeping records free of errors.

3) Responsiveness

There are those who view it as the willingness of working individuals to provide services with the appropriate speed and timing. This is represented by the speed of processing and the capabilities of the service provider to respond immediately to customer service requests.

4) Safety

Safety takes multiple forms, such as ease of obtaining the service, the expected benefit from it, and not facing risks when benefiting from the service, in addition to the absence of technical defects in the service.

Service quality has two basic components (Munhurrin et al., 2010):

- a. Technically quality: It refers to all quantitative aspects of the service, which can be expressed in numbers.
- b. Functionally quality: It refers to the process of transferring technical quality to the beneficiary of the service.

2.5 Practical background

2.5.1 Study Problem

Work requirements in the contemporary labor market have become critical and more complex than before, due to modernity and continuous development at the technical and cognitive level, which has made individuals have a greater need to enrich their abilities and potentials. Perhaps the way to do this is the policy of job rotation and its positive reflection on the quality of service provided. Hence, the study problem was embodied in its main question: Does job rotation have an effect in improving the quality of service at Al-Sadr Teaching Hospital - Najaf Al-Ashraf?

2.5.2 Study Framework

Based on what was revealed in the literature related to the variables of the study, the dimensions of the two variables were chosen, and among the studies that were relied upon in choosing the dimensions of the job rotation variable was a study by: (Sulaiman, 2019) and (Al-Tarisi, 2021).

As for the service quality variable, the studies of: (Al-Attar and Al-Mamouri, 2021) and (Hamid, 2022) were approved.

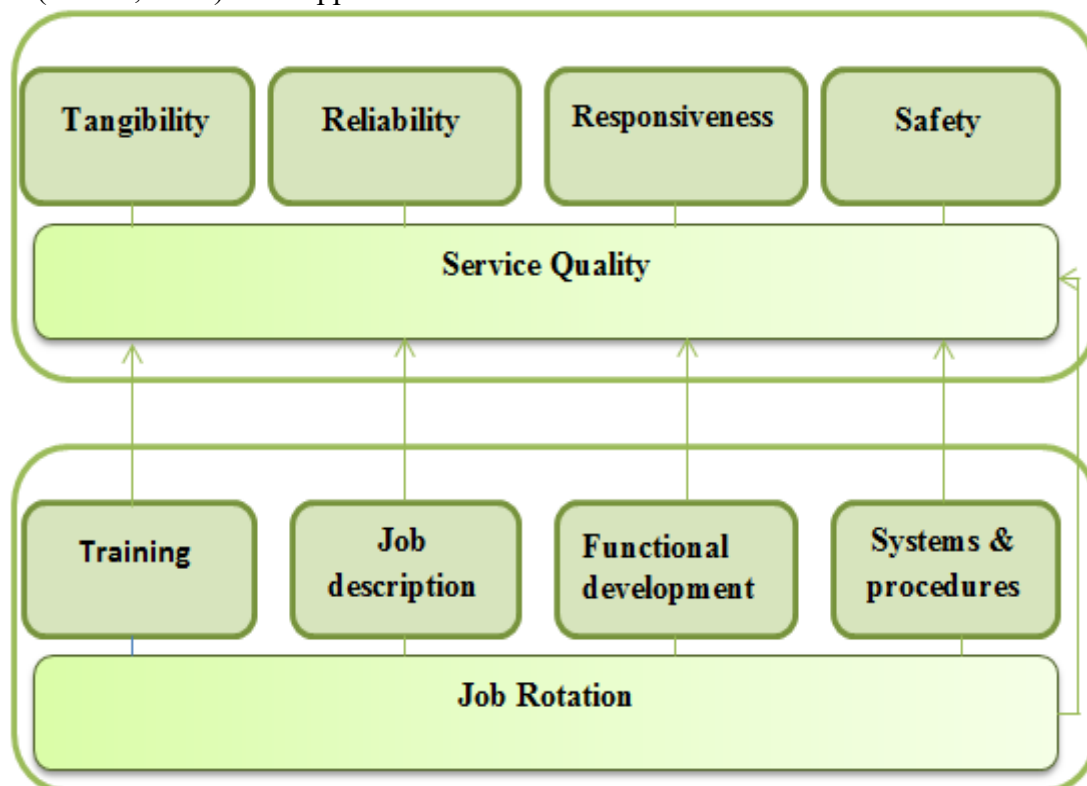


Figure 1. Hypothetical framework of the study

Source: Prepared by the researcher based on the sources above.

2.5.3 Study Hypotheses

Based on the hypothetical study model, the following hypotheses were formulated:

- 1) We believe that there is a significant effect of the job rotation variable in the service quality variable.
- 2) We believe that there is a significant effect of the training dimension in the service quality variable.
- 3) We believe that there is a significant effect of the job description dimension in the service quality variable.
- 4) We believe that there is a significant effect of the functional development dimension in the service quality variable.
- 5) We believe that there is a significant effect of the systems and procedures dimension in the service quality variable.

3. Methods

The study was based on the descriptive and inferential approach to extract and interpret the results, adopting a descriptive scale based on a questionnaire based on a five-point Likert scale.

3.1. Data analysis method

For the purpose of obtaining accurate results, it was necessary to refer the study data to a specialized statistical program. The program (SPSS Ver. 23) was relied upon, as shown below:

- 1) Weighted arithmetic mean: to know the level of interest of the study sample in the variables of the current study.
- 2) Standard deviation: to measure the level of dispersion of the study sample's answers.
- 3) Cronbach's Alpha coefficient to measure the level of stability of the measurement tool and the possibility of its application to the sample within successive periods of time.
- 4) Multicollinearity test to measure the strength of the correlation between the dimensions of the independent variable and the extent of their influence on the dependent variable.
- 5) Testing the impact hypotheses based on the regression coefficient (impact) and the (T) and (F) tests.

3.2 Study Community and Its Sample

Al-Sadr Teaching Hospital in Najaf Al-Ashraf was chosen as a field test for the study plan. The study targeted a sample of (85) individuals, based on the questionnaire form, from which (80) forms were retrieved, and (78) forms were suitable for testing after excluding (2) forms that were not suitable for testing. Thus, the percentage of forms suitable for testing reached (92%).

4. Results and Discussion

4.1 Testing the validity and reliability of the measurement tool

4.1.1 Construct validity of the questionnaire

The purpose of this test is to know the strength and relationship of the items to the dimension for which they were developed or measured and to each variable, by extracting the correlation coefficient and the level of importance (probability value) for each item from the questionnaire. Through the results of the analysis, it was found that all items achieved a statistical significance less than the standard value (0.05), which supports the strength of the relationship and correlation between the dimensions and the elements that were prepared for measurement.

4.1.2 Reliability test for the questionnaire

The purpose of this test is to prove that the same results are achieved when the questionnaire form is distributed twice within two different time periods to the same sample. In order to achieve this, the study adopted the Cronbach's alpha method, which must achieve 60% or more (Sekaran & Bougie, 2016: 290). The results of this test were that all dimensions achieved Cronbach's Alpha greater than (60%). If this indicates anything, it indicates the strength of the measure and the possibility of repeating it on the same sample over successive periods of time and obtaining relatively close results.

4.2 Multicollinearity test

The purpose of testing multicollinearity is to demonstrate the relationship between the dimensions (training, job descriptions, functional development, systems and procedures) that measure the independent variable (job rotation), because hypothetically if there was a strong relationship between these dimensions, it would become difficult to determine The extent of its impact on the dependent variable (quality of service) is that it achieves the same purpose and therefore requires combining them with each other in order to reach real, statistically significant results from which the hypotheses can be accepted or rejected. For this purpose, the researcher adopted a scale (explanation inflation factor and tolerance value). This scale indicates the degree to which one of the independent variables is explained by other independent variables. The tolerance value was set at (10%) or more, which corresponds to the variance inflation factor set at (10%) or less (Sekaran & Bougie, 2016: 316) Below is a table of the results of the analysis:

Table 1. Multicollinearity test for dimensions of job rotation

Seq.	Job rotation dimensions	Multicollinearity test	
		Variance inflation factor	tolerance value
1	Training	1.547	0.646
2	Function description	1.660	0.602
3	Functional development	2.247	0.445
4	Systems & procedures	2.480	0.403

Source: Prepared by the researcher based on the outputs of SPSS ver. 23.

4.3 Descriptive statistical analysis of study variables

Tables (2 & 3) list the results of the statistical analysis of the independent (job rotation and its dimensions) and dependent (service quality) variables.

Table 2. Results of the descriptive analysis of the job rotation variable and its dimensions

Dim.	Para.	A. M.	S. D.	C. V. (%)	R. I.	
Training	1	The hospital is keen to identify the training needs of employees.	3.51	0.58	16.38	0.70
	2	The hospital uses different methods for training.	3.55	0.70	19.60	0.71
	3	Employees undergo adequate training before being rotated.	3.29	0.69	20.82	0.66
	4	Training gives employees the ability to know the requirements of other jobs.	3.42	0.55	15.98	0.68
	5	After training, the employee feels able to adapt to any job to which he is rotated.	3.28	0.62	18.95	0.66
	6	The hospital is interested in determining the capabilities of each employee to ensure that he can adapt to any other job.	3.47	0.62	17.80	0.69
Total		3.42	0.30	8.66	68.4%	

Function description	7	The diversity of skills of the described jobs helps in implementing job rotation.	3.24	0.69	21.19	0.65
	8	Hospital jobs have good descriptions that help with job rotation.	3.49	0.68	19.47	0.70
	9	The hospital administration adopts a job rotation policy when describing any job.	3.38	0.63	18.58	0.68
	10	The job description policy contributes to facilitating the process of monitoring the job rotation process.	3.44	0.59	17.29	0.69
	11	Obstacles are identified in each job to overcome.	3.55	0.68	19.06	0.71
	12	Performance standards for each job are clear and can be evaluated convincingly.	3.53	0.62	17.54	0.71
Total			3.44	0.34	9.86	68.8%
Functional development	13	The functional development strategy provides a climate that encourages job rotation.	3.62	0.65	17.96	0.72
	14	Job rotation represents one of the techniques and methods of functional development.	3.09	0.63	20.33	0.62
	15	Job rotation gives the employee an opportunity for functional growth and development.	3.56	0.64	17.85	0.71
	16	The functional development strategy helps fill vacancies at work.	3.53	0.55	15.65	0.71
	17	Technological development has pushed the adoption of the job rotation process as a means of advancing organizational realities.	3.50	0.60	17.07	0.70
	18	Continuously updating the organizational structure helps a lot to make the rotation process successful.	3.72	0.66	17.82	0.74
Total			3.50	0.34	9.58	70%
System & procedures	19	Job systems and procedures allow employees to highlight their skills and abilities in the job they are assigned to.	3.32	0.76	23.02	0.66
	20	The systems and procedures followed in health affairs encourage the use of job rotation as a policy to improve performance.	3.55	0.66	18.52	0.71

	21	Hospital systems and procedures determine the mechanisms and methods used in job rotation.	3.38	0.81	23.92	0.68
	22	Job rotation is one of the systems and procedures of continuous interest and development in the hospital.	3.51	0.55	15.72	0.70
	23	Health Affairs systems and procedures reduce psychological stress among employees when rotating to other jobs.	3.62	0.83	22.83	0.72
	24	The regulations and procedures established by the Ministry highly encourage the use of job rotation in the hospital.	3.49	0.58	16.50	0.70
Total			3.48	0.41	11.91	69.6%
Job rotation			3.46	0.30	8.77	69.2%

Source: Prepared by the researcher based on the outputs of SPSS ver. 23.

The results reviewed in Table (2) show that paragraph (Q5) obtained an arithmetic mean (3.28), a standard deviation (0.62), a coefficient of variation (18.95%) and a relative importance (0.66), and it is the lowest paragraph among the paragraphs (training dimension). This indicates a weak training aspect for the employee, which is reflected in his ability to adapt to other jobs to which he is likely to be transferred. On the other hand, paragraph (Q7) obtained an arithmetic mean of (3.24), a standard deviation of (0.69), a coefficient of variation of (21.19%), and a relative importance of (0.65). It is the lowest paragraph among the paragraphs (job description dimension), and this means the diversity of job skills. It is relatively helpful in implementing the philosophy of job rotation in the hospital, and this may be attributed to the close specialization of some of its centers. While paragraph (Q14) obtained an arithmetic mean (3.09), standard deviation (0.63), coefficient of variation (21.33%) and relative importance (0.62), it is the lowest among the paragraphs (Function development dimension), which means that job rotation is considered Relatively a method of functional development from the point of view of the study sample. Finally, paragraph (Q19) obtained an arithmetic mean (3.32), a standard deviation (0.76), a coefficient of variation (23.02%), and a relative importance (0.66). It is the lowest paragraph among the paragraphs (systems and procedures dimension), and this confirms that systems and procedures The method used in the hospital allows for relatively highlighting the capabilities and skills of employees and the jobs assigned to them.

Table 3. Results of the descriptive analysis of the service quality variable and its dimensions

Dim.	Para.	A. M.	S. D.	C. V. (%)	R. I.	
tangibility	25	The hospital has modern medical equipment and equipment with international specifications to provide service.	3.33	0.77	23.02	0.67
	26	The hospital administration motivates workers to show	3.33	0.60	17.87	0.67

		respect and deal kindly with patients.				
	27	The hospital administration focuses on the necessity of employees not making mistakes when providing service to patients.	3.46	0.98	28.20	0.69
	28	The hospital administration provides a comfortable internal environment that suits the needs of workers and patients.	3.71	0.76	20.45	0.74
	29	The hospital administration emphasizes the necessity of innovation in the quality of services provided in order to attract patients	3.65	0.70	19.14	0.73
Total			3.50	0.38	10.97	70%
Reliability	30	The hospital administration follows a policy of non-discrimination in patient service.	3.77	0.82	21.77	0.75
	31	The hospital administration is interested in providing service to customers on time.	3.83	0.69	18.04	0.77
	32	The hospital administration is keen to maintain error-free records and invoices.	3.91	0.86	21.88	0.78
	33	The hospital administration motivates workers to solve the problems facing patients in an appropriate and economical manner.	3.90	0.91	23.24	0.78
	34	The hospital administration is interested in providing the service to patients correctly and accurately as advertised.	3.65	0.82	22.42	0.73
Total			3.81	0.52	13.56	76.2%
Responsiveness	35	The hospital administration takes the initiative and seriously considers patients' problems and suggestions.	3.85	0.94	24.46	0.77
	36	The hospital administration is keen to reduce the waiting period to meet patients' requirements.	3.90	0.64	16.33	0.78
	37	The hospital management focuses on providing flexible services that suit the needs of patients.	3.96	0.86	21.70	0.79

	38	The hospital administration is interested in providing accurate information about service delivery times to patients.	3.49	0.64	18.34	0.70
	39	The hospital administration is keen to measure the level of customer satisfaction with the services it provides.	3.64	0.87	23.83	0.73
Total			3.77	0.54	14.41	75.4%
Safety	40	The hospital administration is keen to attract experienced and highly trained workers.	3.73	0.89	23.92	0.75
	41	The hospital administration focuses on increasing the level of mutual trust with patients through the nature of the employees' behavior.	3.68	0.90	24.58	0.74
	42	The hospital administration is committed to health standards when providing service to customers.	3.83	0.87	22.80	0.77
	43	The hospital administration is keen to train employees to provide advice and guidance to patients when choosing a service.	3.78	0.95	25.08	0.76
	44	The hospital administration is interested in providing adequate support to workers in order to perform the service in a manner commensurate with patients' requirements.	3.35	0.62	18.55	0.67
Total			3.67	0.60	16.23	73.4%
Service quality			3.69	0.40	10.83	73.8%

Source: Prepared by the researcher based on the outputs of SPSS ver. 23.

The results reviewed in Table (3) show that paragraph (Q26) obtained an arithmetic mean (3.33), a standard deviation (0.60), a coefficient of variation (17.87%), and a relative importance (0.67), and it is the lowest paragraph among the paragraphs (tangibility dimension). This indicates a weak motivational aspect for workers by the hospital administration, which is reflected in the level of dealing with incoming patients. On the other hand, paragraph (Q34) obtained an arithmetic mean (3.65), a standard deviation (0.82), a coefficient of variation (22.42%), and a relative importance (0.73). It is the lowest paragraph among the paragraphs (reliability dimension), and this indicates that the hospital management Somewhat weak in providing ideal service to patients. While paragraph (Q38) obtained an arithmetic mean (3.49), a standard deviation (0.64), a coefficient of variation (18.34%), and a relative importance (0.70), it is the lowest paragraph among the paragraphs (responsiveness dimension), which means that the hospital administration is the study sample had a weak viewpoint regarding providing

appointments at precise, predetermined times, which had a negative impact on the random influx of patients, which led to more work bottlenecks. Finally, paragraph (Q44) obtained an arithmetic mean (3.35), standard deviation (0.62), coefficient of variation (18.55%), and relative importance (0.67). It is the lowest paragraph among the paragraphs (safety dimension), and this is an indication of the low level of support. Provided by the hospital administration to its employees in a manner that rewards the service of its expatriates.

4.4 Testing study hypotheses

Table 4 shows the results of testing the effect of the job rotation variable and its dimensions on the service quality variable in general.

Table 4. The effect of job rotation and its dimensions on service quality

Variables		R2	β	Value (T) calculated	Value (F) Calculated	Sig.
Independent	Dependent					
Job rotation	Service quality	0.519	0.949	9.050	81.911	0.000
Training		0.309	0.748	5.824	33.917	0.000
Job descriptions		0.208	0.537	4.471	19.987	0.000
Functional development		0.493	0.835	8.596	73.890	0.000
Systems and procedures		0.378	0.593	6.800	46.238	0.000

Source: Prepared by the researcher based on the outputs of SPSS ver. 23.

Based on the outputs of Table (7), the following can be explained:

- 1) The coefficient of determination (R2) explains (51.9%) of the variance caused by the job rotation variable in the service quality variable, while the remaining percentage (48.1%) is outside the framework of the current study. While the regression coefficient (β) was (0.949), this indicates that changing the job rotation variable by one unit will improve the service quality variable by (94.9%). On the other hand, the calculated value of (T) reached (9.050), which is greater than its tabulated counterpart of (1.658). The calculated value of (F) was (81.911), which is greater than its tabulated counterpart of (3.92). Based on these results, the first hypothesis is statistically acceptable.
- 2) The coefficient of determination (R2) explains (30.9%) of the variance caused (training dimension) in the service quality variable, while the remaining percentage (69.1%) is outside the framework of the current study. While the regression coefficient (β) reached (0.748), this indicates that a change in the training dimension by one unit will improve the service quality variable by (74.8%). On the other hand, the calculated value of (T) reached (5.824), which is greater than its tabulated counterpart of (1.658). The calculated value of (F) was (33.917), which is greater than its tabulated counterpart of (3.92). Based on these results, the second hypothesis is statistically acceptable.
- 3) The coefficient of determination (R2) explains (20.8%) of the variance it causes (job descriptions dimension) in the service quality variable, while the remaining percentage (79.2%) is outside the framework of the current study. While the regression coefficient (β) reached (0.537), this indicates that changing the job description dimension by one unit will improve the service quality variable by (53.7%). On the other hand, the calculated value of (T) reached (4.471), which is greater than its tabulated counterpart of (1.658). The calculated value of (F) was (19.987), which is greater than its tabulated counterpart of (3.92). Based on these results, the third hypothesis is statistically acceptable.

counterpart of (3.92). Based on these results, the third hypothesis is statistically acceptable.

- 4) The coefficient of determination (R^2) explains (49.3%) of the variance it causes (functional development dimension) in the service quality variable, while the remaining percentage (50.7%) is outside the framework of the current study. While the regression coefficient (β) reached (0.835), this indicates that a change in the functional development dimension by one unit will improve the service quality variable by (83.5%). On the other hand, the calculated value of (T) reached (8.596), which is greater than its tabulated counterpart of (1.658). The calculated value of (F) was (73.890), which is greater than its tabulated counterpart of (3.92). Based on these results, the fourth hypothesis is statistically acceptable.
- 5) The coefficient of determination (R^2) explains (37.8%) of the variance caused by (the systems and procedures dimension) in the service quality variable, while the remaining percentage (62.2%) is outside the framework of the current study. While the regression coefficient (β) reached (0.593), this indicates that a change in the systems and procedures dimension by one unit will improve the service quality variable by (59.3%). On the other hand, the calculated value of (T) reached (6.800), which is greater than its tabulated counterpart of (1.658). The calculated value of (F) was (46.238), which is greater than its tabulated counterpart of (3.92). Based on these results, the fifth hypothesis is statistically acceptable.

Based on the above results, it was found that the dimension with the greatest influence among the dimensions of the job rotation variable on the service quality variable is the (functional development) dimension.

5. Conclusion

Based on the results of the study, the following can be concluded:

- 1) The hospital's weakness in terms of the training adopted in developing the capabilities of its workers, and the resulting difficulty in adapting them to other new jobs or tasks.
- 2) Hospital jobs relatively lack the diversity of skills required to perform each of them, which may constitute a clear obstacle in the absence of one or more of the occupants of those jobs.
- 3) The low level of culture in the concept of functional development among the study sample in the hospital, which is considered an essential axis in successful job rotation, and this is what was proven by the study hypotheses.
- 4) The results of the statistical analysis to test the hypotheses showed that there is a significant effect of the job rotation variable and its dimensions on the service quality variable.
- 5) The dimension with the greatest impact on the service quality variable among the dimensions of job rotation is the (functional development dimension), and this is an indication that improving the quality of service provided to patients is based primarily on this dimension.

Recommendations:

- 1) The hospital has adopted a clear, planned training curriculum based on developing the capabilities of employees and enabling them to perform the new tasks assigned to them in the future.
- 2) Diversifying the skills of workers in different jobs in a way that helps fill the need for possible job vacancies.

- 3) Activating the role of functional development in improving current jobs as well as those to be created in a way that ensures enriching the work and expanding the knowledge base necessary to accomplish it.
- 4) Employing the concept of job rotation, spreading its culture, and adopting it as a fixed policy in the hospital to improve the level of service for both incoming and outpatient patients.
- 5) Making functional development at the forefront of the dimensions of job rotation in terms of priority, as a dimension that has a greater impact on improving the quality of service compared to the rest of the dimensions.

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