

JOB ROTATION IN THE PUBLIC SECTOR: A CASE STUDY FROM JORDAN

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Abstract

Job rotation (JR) is widely recognized as a strategic tool for human resource development, yet its implementation remains limited in many public-sector settings, particularly in the Middle East. This study examines employee perceptions of job rotation practices in the Jordanian Ministry of Youth (MoY). It aims to assess the level of implementation of the JR, identify its adoption challenges, and evaluate its perceived benefits. The Data collected from 251 employees across various MoY departments indicate that job rotation is widely implemented at the lowest levels within the ministry, mirroring the broader reliance on traditional human resource development practices in Jordan's public sector. On the other hand, respondents showed moderate agreement regarding the challenges of implementing JR. While obstacles such as limited planning, unclear policies, and resistance to change exist, these are considered manageable rather than insurmountable. Moreover, employees strongly agreed on the potential benefits of JR, such as enhancing skill development, greater understanding of organizational operations, and increased flexibility. This study highlights the importance of establishing a formalized and transparent job rotation (JR) strategy within Jordan's public sector and presents evidence supporting the integration of JR into current administrative reform initiatives.

Keywords: *Job Rotation; Public Sector; Human Resource Development; Employee Perceptions; Organizational Performance.*

JEL Classification: *M12, M59, O15, O20, J78*

1. Introduction

Job rotation (JR) involves moving employees through similar roles within an organization. Private companies use it to develop skills, motivate staff, and plan for succession. Research shows that rotation gives employees hands-on experience with different tasks, which helps them learn, stay engaged, and adapt more easily (Campion et al., 1994; Oparanma & Nwaeke, 2015; Eriksson & Ortega, 2006). In these firms, JR is tied to better performance and career growth. It helps create versatile employees, prevents work from becoming dull, and helps spot those ready for promotion.

In contrast, the public sector uses job rotation more cautiously and selectively. This is mainly due to strict civil service laws, clear lines of authority, and a strong focus on following rules (Kim, 2005; Ingraham & Rubaii-Barrett, 2007). These factors make job rotation more bureaucratic and less flexible than in private companies. Research on government HR systems shows that efforts to increase mobility often face pushback from laws, unions, and workplace culture, as public organizations tend to value stability and rule-following over innovation (OECD, 2023). Because of this, job rotation in the public sector usually happens only through official programs or as part of integrity policies, rather than as a regular HR development tool.

The reasons for using job rotation also differ between sectors. Private companies often use rotation to build skills and prepare future leaders, aiming to boost productivity and innovation (Eriksson & Ortega, 2006; Campion et al., 1994). In public organizations, job rotation is mainly used to manage risks and maintain integrity, such as reducing the risk of corruption by moving staff in sensitive roles (Abbink, 2004; World Bank, 2016). Research shows that rotating staff can lower the risk of bribery by breaking up long-term relationships between officials and clients (Fišar et al., 2021). However, if rotations happen too often or without enough training, they can unintentionally harm knowledge sharing and efficiency (Dewi et al., 2017).

Besides integrity concerns, the benefits of job rotation for employee development in public agencies depend on the circumstances. Studies from local governments and civil services show that rotation improves performance and job satisfaction only when there is a clear selection process, proper orientation, and clear goals (Dewi et al., 2017). Without these supports, employees may see rotation as random or disruptive rather than helpful. These findings back up the OECD's (2023) view that effective mobility programs need clear goals, skill matching, and ways to keep operations running smoothly.

These challenges highlight that employees' views of job rotation are crucial for understanding if it works in public service. When employees feel rotation is fair, it makes good use of their skills, and supports their careers, it can increase engagement. If not, it may cause dissatisfaction and higher turnover. While there is plenty of research on job rotation in private companies, studies on public-sector job rotation are still limited and mostly focus on Western or Asian countries. There is little evidence from the Middle East or developing countries, where government traditions and reforms differ.

This study aims to address that gap by exploring how employees in Jordan's public sector view job rotation. The public sector is Jordan's largest employer and is currently undergoing reforms to improve transparency, digital systems, and workforce skills (OECD, 2021; Al-Rawabdeh & Al-Soud, 2022). Like many Arab countries, it is highly regulated, with strict promotion rules and limited movement between roles. Studying job rotation here helps us understand the cultural and institutional factors that shape how public employees experience rotation, and why it may be less common or used differently than in private companies.

To examine these issues, this research focuses on the Jordanian Ministry of Youth (MoY), which designs and runs national youth programs (Ministry of Youth, 2022; UNDP, 2021). The MoY's environment, which includes teamwork across departments, field work, and community involvement, offers a good setting to study how job rotation is practiced and how employees feel about it (Al-Rawabdeh & Al-Soud, 2022).

By looking at a non-Western and highly regulated public sector, this study adds to current research on job rotation. It highlights how strict rules and a focus on integrity in

public organizations differ from the performance and learning goals found in private companies. This comparison broadens our understanding of human resource management and HR innovation in the public sector.

2. Literature Review and Hypotheses Development

2.1 Job Rotation: Definitions, Purposes, and Debates

Job rotation (JR) has long been recognized as an important job design strategy, originally emerging in the 1950s and gaining renewed scholarly attention since the 1990s (Casad, 2012; Campion et al., 1994). JR is commonly defined as the planned and periodic movement of employees between tasks, roles, or departments to develop broader skills and support organizational effectiveness (Malinski, 2002; Dessler & Varkkey, 2009). Despite some definitional variation, most descriptions converge on three core ideas: (1) the deliberate movement of employees across positions, (2) skill and knowledge development, and (3) improved understanding of the organization's operations (AL-Saab, 2018). In this sense, JR serves as a developmental tool that enhances employee competencies while improving organizational flexibility. Recent review-based evidence further consolidates these findings, emphasizing that structured job rotation enhances knowledge transfer, adaptability, and long-term employee development (Alho, 2019).

The theoretical foundation of JR is strongly supported by job design and learning-by-doing literature. Campion et al. (1994) argue that rotation increases task variety, enhances motivation, and supports cross-training, while Ortega (2001) emphasizes its role in building firm-specific human capital and facilitating internal labor markets. Empirical studies further demonstrate positive outcomes of JR, including performance improvement, increased job satisfaction, and higher engagement (Oparanma & Nwaeke, 2015; Bautista et al., 2017; Hosseini et al., 2015).

However, JR is not universally suitable. Hsieh and Chao (2004) warn that some roles require stability and deep specialization, making rotation impractical or disruptive. Rotation may also create short-term productivity loss and adjustment stress as employees adapt to new tasks and unfamiliar environments (Campion et al., 1994, 2010; Li & Jones, 2013). These debates highlight the need to understand JR not as a universally positive tool, but as an intervention whose success depends on organizational context, employee readiness, and implementation design.

2.2 Job Rotation in the Public Sector

While JR is widely adopted in private organizations to enhance flexibility, innovation, and succession planning (Kato & Morishima, 2002), its implementation in the public sector is far more limited. Public institutions typically operate within rigid administrative structures, characterized by hierarchical decision-making, formalized procedures, and limited horizontal

mobility (Kim, 2005; McKenna et al., 2011). Because public-sector performance is often not market-driven, incentives for adopting developmental HR practices such as JR tend to be weaker compared with private firms, where innovation and competition are primary motivators.

In many countries, when JR is implemented in government institutions, the motivations differ substantially. Instead of focusing on employee skill development or productivity, public institutions often use rotation to reduce corruption and prevent the formation of entrenched informal networks (Abbink, 2004; Fišar et al., 2021). Rotation also serves to ensure compliance, reinforce accountability, and spread institutional knowledge in large bureaucracies (OECD, 2023). Yet, these rotations may not be based on employee development needs and can sometimes be perceived as arbitrary or politically influenced, leading to frustration and reduced organizational commitment (Dewi et al., 2017).

Comparative research demonstrates that the constraints of bureaucratic structures, the prevalence of seniority-based progression, and the lack of strategic HR integration limit the developmental impact of JR in public institutions (Eriksson & Ortega, 2006). This highlights an important gap: while JR is theoretically valuable for capability development, its public-sector application is shaped by structural, cultural, and regulatory factors that differ from private organizations.

2.3 Job Rotation in the Jordanian Public Sector

The public sector in Jordan is large, highly centralized, and historically characterized by administrative complexity and limited innovation. The Economic and Social Council (ESC, 2018) reports that public institutions face challenges related to low productivity, weak performance systems, limited horizontal mobility, and reliance on traditional HR practices. Despite multiple reform initiatives, including civil service modernization and digital transformation efforts, the sector has been slow to adopt contemporary HRD practices such as structured job rotation (Al-Rawabdeh & Al-Soud, 2022).

Job rotation could offer advantages in this context by developing employee skills, promoting interdepartmental coordination, and reducing stagnation. However, empirical evidence indicates that JR in Jordan's government institutions remains informal, inconsistently applied, and often dependent on managerial discretion rather than strategic HR planning (AL-Saab, 2018; Alquraan, 2011). Moreover, as Ortega (2001) and Adjei (2012) note, JR research rarely addresses employee perceptions, which is crucial for assessing the feasibility and acceptance of such practices in hierarchical public systems.

2.4 The Ministry of Youth (MoY) as a Relevant Setting

The Ministry of Youth presents a meaningful case for examining employee perceptions of JR. MoY is responsible for designing national youth programs, coordinating field activities, and

engaging with local communities—functions that require coordination across departments and diverse skill sets (Ministry of Youth, 2022; UNDP, 2021). With a workforce operating in both administrative and field environments, JR has the potential to enhance collaboration, reduce functional silos, and improve service delivery.

Yet, like many Jordanian public-sector institutions, MoY operates within hierarchical structures and limited mobility pathways. This creates uncertainty regarding how employees perceive the reality, challenges, and benefits of rotation. Understanding these perceptions is essential for informing policy decisions and guiding HR reforms that support Jordan's broader public-sector modernization agenda (OECD, 2021).

2.5 The Research Gap

Despite a growing international literature on JR, empirical research on JR in Arab public institutions, including Jordan, remains scarce. Few studies examine JR from the employee perspective, even though employee acceptance is central to successful HRD implementation (Adjei, 2012). Cross-country comparisons show that JR in public settings is shaped by contextual factors, such as administrative culture, regulatory frameworks, and national governance priorities.

This study seeks to address these gaps by examining the following research question: *“How do employees perceive the implementation, challenges, and benefits of job rotation within Jordan's Ministry of Youth?”*

Addressing this research question fills a major gap in the JR literature and advances knowledge in public-sector HRM in developing and transitional contexts. The following section develops hypotheses that reflect the expected relationships between employees' perceptions and key dimensions of job rotation implementation.

2.6. Hypotheses Development

Job rotation (JR) is widely recognised as a job-design and employee-development practice that moves employees systematically between roles to enhance skills, broaden experience, and reduce monotony (Campion et al., 1994; Casad, 2012; Al-Saab, 2018). Prior studies show that JR can strengthen performance, motivation, and organizational knowledge, but its implementation is often shaped by institutional structures, organizational culture, and managerial support (Ortega, 2001; Hsieh & Chao, 2004; Bautista et al., 2017).

In public-sector settings—especially in developing and highly regulated bureaucracies—JR is less commonly institutionalized, and when applied, it often serves administrative, compliance, or anti-corruption purposes rather than systematic employee development (Abbink, 2004; Meyer-Sahling et al., 2019). Jordan's public sector reflects these conditions: it is large, hierarchical, and characterized by limited mobility, centralized procedures, and resource constraints (ESC, 2018; OECD, 2021). This environment shapes

how public employees perceive JR and whether they view it as meaningful, beneficial, or procedurally fair.

Because perceptions of JR can vary according to employees' structural position, experience, and exposure to rotation opportunities, demographic and experiential factors are relevant. Studies suggest that employees in different job levels perceive JR differently due to variations in authority, job complexity, and opportunities for skill development (Campion et al., 1994; Mohsan et al., 2012). Similarly, length of service may shape how employees evaluate JR: senior employees may resist JR due to role stability, while less tenured employees may view it as a learning opportunity (Hsieh & Chao, 2004; Hosseini et al., 2015). Finally, employees who have been rotated previously tend to form more concrete perceptions regarding JR's fairness, usefulness, and challenges, compared to those with no such experience (Bautista et al., 2017; Adjei, 2012).

Drawing on these insights, the following hypotheses are proposed:

H1: There are significant differences in employees' perceptions of the current state, challenges, and benefits of job rotation based on job title.

This hypothesis reflects evidence that hierarchical roles influence how employees interpret HR practices, including JR, due to differences in responsibilities, expectations, and exposure to developmental opportunities (Campion et al., 1994; Mohsan et al., 2012).

H2: There are significant differences in employees' perceptions of the current state, challenges, and benefits of job rotation based on length of service.

Employees with longer tenure may perceive JR as disruptive or unnecessary, while newer employees may see it as a pathway to skill development and organizational learning (Hsieh & Chao, 2004; Hosseini et al., 2015).

H3: There are significant differences in employees' perceptions of the current state, challenges, and benefits of job rotation based on the number of times they have been rotated.

As suggested by Bautista et al. (2017) and Adjei (2012), employees with prior rotation experience form more informed attitudes about JR—both its positive developmental effects and its operational challenges.

3. Research Methodology

This study employed a descriptive, cross-sectional survey design, which is commonly used to capture employees' perceptions at a single point in time (Creswell & Creswell, 2017). Both primary and secondary data were used. Secondary data were obtained from official reports

and relevant institutional documents, while primary data were collected through a structured questionnaire.

The questionnaire consisted of 37 items and was distributed electronically to directors, department heads, and staff across all departments of the Ministry of Youth (MoY). The items were adapted from established instruments used in previous job rotation research, including Al-Saab (2018) and Alquraan (2011), with modifications to fit the Jordanian public-sector context. Content validity was ensured through expert review by MoY staff and HR specialists, whose feedback helped refine item clarity and relevance.

The target population consisted of all 1,881 MoY employees, according to the General Budget Department (2021). Following sample-size guidelines for social research (Sekaran & Bougie, 2016), a sample of 322 employees was selected using convenience sampling, which is widely applied in organisational studies where access to respondents is limited. A total of 251 usable questionnaires were returned, resulting in a 78% response rate, which is considered strong for organisational survey research.

Data were coded and analysed using SPSS. Descriptive statistics (mean and standard deviation) were used to assess employees' perceptions regarding the reality, challenges, and benefits of job rotation. The questionnaire items were measured using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. For interpretation purposes, mean scores were classified into three categories: low (1.00–2.33), moderate (2.34–3.67), and high (3.68–5.00). These thresholds were calculated by dividing the scale range (4 points) by three equal intervals.

To assess the internal consistency of the measurement instrument, a reliability analysis was conducted. The overall Cronbach's alpha value of 0.924 indicates excellent reliability, exceeding the recommended threshold of 0.70 (Nunnally & Bernstein, 1994; Santos, 1999).

Ethics / Consent statement:

Participation in this study was voluntary. All respondents were informed about the purpose of the research and assured that their responses would remain confidential and anonymous. No identifying personal information was collected. Participants were informed that they could

withdraw from the survey at any time without consequence. The study was conducted with organizational approval from the Ministry of Youth, and the data were used strictly for academic research purposes.

4. Results

4.1. Descriptive Statistics

The demographic analysis (Table 1) provides an overview of the 251 respondents who completed the survey. The results show that most participants (76.9%) were between the ages of 30 and 49, indicating that the majority were mid-career employees. Only 7.2% were under 29 years, while 15.9% were over 50. Educational attainment was relatively high, with 66.5% holding a bachelor’s degree or higher and 15.9% holding a diploma, suggesting a well-qualified workforce capable of responding meaningfully to the survey.

In terms of job title, 54.2% of respondents were department employees, 41.4% were sectional heads, and 4% were directors. These proportions align with the Ministry’s organizational structure, ensuring representativeness across hierarchical levels. Regarding tenure, 64.2% of respondents had worked at the Ministry for over ten years, indicating a stable and experienced workforce with a deep understanding of organizational practices. Finally, 53% had been rotated one to three times, while 26.3% had never been rotated. This distribution provides a balanced view of perceptions across both experienced and non-rotated employees. The sample reflects a mature, educated, and institutionally embedded workforce — suitable for analyzing perceptions of job rotation (JR) within a public-sector setting.

Table 1: Sample Demographics

Personal Data	Categories	Frequency	percent
Age	Below 29	18	7.2%
	30-39	81	32.3%
	40-49	112	44.6%
	Above 50	40	15.9%
Education	High school or less	44	17.5 %
	Diploma	40	15.9 %
	Bachelor’s degree	129	51.4 %
	Higher education	38	15.1 %
Job Title	Directorate Director	10	4.0 %
	Sectional Heads	104	41.4%

	Department Employee	136	54.2%
Length of Services	less than 5 years	25	10.0%
	6-10 yrs.	65	25.9%
	11-15 yrs.	77	30.7%
	More than 16 yrs.	84	33.5%
Number of times the Employee has been Rotated	None	66	26.3%
	1-3 times	133	53.0%
	4-6 times	36	14.3%
	More than 6 times	16	6.4%

Source: Authors' calculation, 2022

4.1.2 The Reality of Job Rotation at the Ministry of Youth

As shown in Table 2, employees generally reported low levels of JR implementation at the Ministry of Youth, with an average of 2.12 (SD = 1.17). Ten out of eleven indicators were rated low, suggesting that JR is not systematically practiced or clearly institutionalized.

The highest-rated statement (“There are specific tasks for each job within the Ministry of Youth”) had a moderate mean score of 2.64, reflecting that while roles are defined, employees perceive limited linkage between job descriptions and rotation policies. In contrast, the lowest-rated item (“JR is conducted following performance appraisal results”) scored 1.95, suggesting a lack of integration between performance management and rotation decisions.

These findings imply that JR at the MoY is applied inconsistently and lacks formal policy, planning, and communication mechanisms. This aligns with previous evidence that bureaucratic environments often treat rotation as ad hoc or compliance-driven rather than developmental (Kim, 2005; Dewi et al., 2017).

Table 2: Respondents' Perception Towards the Current State of JR Practices at MOY

No	Items	Degree of Agreement (%)			Mean	SD	Rank	Interpretation
		Low	Moderate	High				
1	The ministry clarifies the JR policy	58.1	28.3	12.6	2.18	1.17	4	low
2	There are specific tasks for each job within the Ministry	46.4	26.3	27.3	2.64	1.21	1	moderate

	of Youth							
3	There is a process followed in the ministry to nominate workers to be rotated	60.6	23.6	15.8	2.18	1.16	3	low
4	JR is conducted following the results of the employee's job performance appraisal	71.7	15	13.3	1.95	1.18	11	low
5	JR is practised within a participatory approach by different departments and divisions	71.1	18.1	11.8	2.00	1.12	8	low
6	Employees' performance is evaluated after completing the JR	63.8	22	14.2	2.11	1.15	5	low
7	JR is conducted based on employee experience	65.4	23.6	11	2.05	1.13	7	low
8	JR is conducted in the ministry according to pre-structured plans	71.6	18.1	10.1	1.96	1.10	10	low
9	The JR procedures are clear and announced	69.3	19.7	11	1.98	1.17	9	low
10	JR takes place within a specific period.	64.6	26	9.4	2.08	1.14	6	low
11	There is a high response among employees to the JR process	61.4	23.6	15	2.19	1.24	2	low
Average weighted mean &SD					2.12			Low

Source: Author's calculations based on analytical results from SPSS, 2022

4.1.3 Job Rotation Challenges

Table 3 summarizes employees' perceptions of challenges hindering JR implementation. The overall mean score of 3.21 (SD = 1.21) indicates a moderate level of perceived obstacles. The

highest-rated challenge was the lack of financial or moral incentives (M = 3.90, SD = 1.33), followed by decreased performance when transferred to lower-level jobs (M = 3.55) and resistance to change (M = 3.32). These findings suggest that motivation and reward mechanisms are the primary barriers to effective JR, consistent with Al-Saab (2018), who found similar results in Saudi Arabia. Conversely, “increased financial cost” (M = 2.46) was considered the least problematic, indicating that respondents do not view JR as a budgetary burden. The data indicate that organizational and behavioral barriers—rather than financial limitations—constitute the main obstacles to JR adoption in the MoY. The moderate mean values further suggest that while challenges exist, employees perceive them as surmountable if proper incentives and training are provided.

Table 3: Respondents’ perceptions towards the challenges that hinder the implementation of JR at the MOY

Q	Items	Degree of Agreement (%)			Mean	SD	Rank	Interpretation
		Low	Moderate	High				
12	Difficulty adapting to new jobs	32.2	40.3	27.5	2.98	1.10	10	Moderate
13	The frustration of employees when transferred to new jobs that require more effort.	27.6	30.7	41.7	3.24	1.30	6	Moderate
14	Some employees understood that the reason for their JRs was their poor job performance.	29.2	27.6%	43.2	3.26	1.24	5	Moderate
15	Difficulty in getting acquainted with the new tasks required in a short time.	26	40.9	33.1	3.12	1.11	8	Moderate
16	Staff assessment is not based on subjective criteria.	30.7	33.9	35.4	3.09	1.20	9	Moderate
17	The JR policy may lead to the departure and exit of competencies from within the departments.	22	34.6	43.3	3.26	1.14	4	Moderate

18	Resistance of staff to change	24.4	30.7	44.9	3.32	1.22	3	Moderate
19	JR affects the principle of specialisation at work.	27.6	36.2	36.2	3.15	1.14	7	Moderate
20	Decreased the employees' performance when they were transferred to lower jobs.	21.3	26	52.7	3.55	1.23	2	High
21	This may increase the ministry's financial costs.	52.7	29.9	17.4	2.46	1.28	11	Low
22	lack of financial or moral incentives for employees.	18.1	12.6	69.3	3.90	1.33	1	High
Average weighted mean &SD					3.21			Moderate

Source: Author's calculations based on analytical results from SPSS,2022

4.1.4 Perceived Benefits of Job Rotation

As shown in Table 4, respondents expressed a high level of agreement regarding the benefits of JR (M = 3.55, SD = 1.21). The highest-rated benefit was leadership training (M = 3.69, SD = 1.23), followed by opportunities to gain new experience (M = 3.68) and increased work flexibility (M = 3.68). These results indicate that employees recognize JR as a valuable developmental tool, particularly for building leadership capacity, enhancing innovation, and fostering interdepartmental collaboration. Interestingly, the lowest-rated benefit—“JR contributes to job satisfaction” (M = 3.24)—suggests that intrinsic and extrinsic job satisfaction factors in the public sector may be shaped more by compensation and stability than by job variety (OECD, 2021). The respondents demonstrated strong endorsement of JR’s potential to improve performance, innovation, and fairness in the organization, aligning with the literature emphasizing its developmental benefits (Bautista et al., 2017; Oparanma & Nwaeke, 2015).

Table 4: Respondents' perceptions about the benefits of applying JR in the MOY.

No	Items	Degree of Agreement (%)			Mean	SD	Rank	Interpretation
		Low	Moderate	High				
23	JR allows the most significant number of employees the opportunity to gain new experience.	12.6	27.6	59.8	3.68	1.15	2	High
24	Contribute to employees' career development	18.1	25.2	56.7	3.53	1.17	12	High
25	Contributes to an employee's job satisfaction	22.8	35.5	41.7	3.24	1.24	15	High
26	JR helps discover employees' talents	16.5	20.3	63.2	3.66	1.25	4	High
27	Helps with leadership training	14.1	23.6	62.3	3.69	1.23	1	High
28	JR reduces the daily routine and bureaucracy	15.7	24.4	60	3.65	1.15	5	High
29	Contribute to changing the negative attitudes of the employees	18.8	25.3	55.9	3.56	1.26	9	High
30	Helping to reduce the shortage of human resources.	15.7	26	58.2	3.54	1.18	10	High
31	Contribute to fighting administrative corruption.	26.8	22	51.2	3.54	1.18	14	Moderate
32	Reducing abuse of power	25.2	18.9	55.9	3.33	1.36	13	High
33	It helps in improving performance and achieving high productivity	21.2	18.9	59.9	3.47	1.35	11	High
34	It provides an opportunity for employees to innovate	17.3	20.5	62.2	3.53	1.27	3	High
35	Contribution to increasing the flexibility of work in the organisation.	19.7	18.1	62.2	3.68	1.27	7	High
36	Contribute to creating fair competition among employees	15.7	26	58.3	3.62	1.23	6	High
37	It achieves the goal of continuous employee training	18.1	20.4	61.5	3.57	1.27	8	High
Average weighted mean &SD					3.55			High

Source: Author's calculations based on analytical results from SPSS,2022

4.2 Hypotheses Testing

A one-way ANOVA was conducted to examine whether employees' perceptions of JR (its reality, challenges, and benefits) differed by job title, tenure, or rotation experience. Before conducting the one-way ANOVA analyses, Levene's test of homogeneity of variances was examined to assess the equality of group variances. The results indicated that the assumption of homogeneity was not violated ($p > .05$). For statistically significant results, Tukey's HSD post-hoc test was used to determine pairwise group differences. In addition to statistical significance (p -values), effect sizes were estimated using eta squared (η^2) to assess the

magnitude of differences. The observed effect sizes were small, indicating limited practical differences between groups.

4.2.1. Differences by Job Title (H1)

Table 5: Analysis of variance (ANOVA)

Variables	Sum of Squares		df	Mean Square	F	Sig.
The Current State of Job Rotation Practices at the MOY	Between Groups	2.449	2	1.224	1.251	.288
	Within Groups	241.825	247	.979		
	Total	244.274	249			
Job rotation challenges	Between Groups	.530	2	.265	.555	.575
	Within Groups	118.024	247	.478		
	Total	118.554	249			
Job rotation benefits	Between Groups	.448	2	.224	.198	.820
	Within Groups	278.941	247	1.129		
	Total	279.388	249			

Source: Author's Calculation (2022)

As shown in Table 5, no statistically significant differences were found in perceptions across job titles regarding the reality, challenges, or benefits of JR ($p > 0.05$). This suggests that directors, section heads, and staff employees hold similar views toward JR implementation, reflecting a shared perception of limited practice across all organizational levels. → H1 rejected.

4.2.2 Differences by Length of Service (H2)

Table 6 shows a significant difference ($p = 0.021$) in employees' perceptions of JR challenges based on length of service. Post-hoc analysis revealed that employees with 6–10 years of service perceived challenges more strongly than those with less than five years. This indicates that mid-career employees—those with moderate tenure—may be more aware of procedural and motivational barriers to rotation. No significant differences were found for perceptions of JR reality or benefits. → H2 partially supported.

4.2.3 Differences by Number of Rotations (H3)

Table 7 indicates a significant difference in perceptions of the current state of JR depending on the number of times employees had been rotated ($p = 0.005$). Employees who had never been rotated rated the current implementation of JR more positively than those with multiple rotations. This finding suggests a perception gap between experienced and non-experienced employees, where those who have undergone rotation may be more aware of its operational shortcomings. → H3 partially supported.

5. Discussion and Conclusion

The findings show that job rotation is still not widely used in Jordan's public sector, matching earlier reports about rigid bureaucracy and little innovation in human resources (ESC, 2018; OECD, 2021). While the Ministry of Youth could benefit from job rotation because of its varied roles, it does not have a clear framework or incentives to make it work consistently. Even though job rotation is not widely used, employees clearly see its benefits, especially for developing leadership skills and working better between departments. This positive view suggests that staff would be willing to try job rotation if there were clearer policies and better incentives.

Since there are no big differences in views between job titles, it seems that the challenges are part of the whole system, not just certain positions. Also, how long someone has worked and how often they rotate affects how fair and useful they think job rotation is. This study's results suggest that public organizations in Jordan should set up clear job rotation systems that include performance reviews, incentives, and training. These steps could help employees feel more involved and support efforts to modernize the civil service and improve public-sector reform in Jordan. The findings show that job rotation at the Jordanian Ministry of Youth is still mostly informal, with unclear steps, little planning, and weak links to performance reviews. While employees see the possible benefits for growth and motivation, structural and cultural issues make it hard to put job rotation into practice. These results match wider trends in public-sector human resources, where strict rules and a lack of performance-based rewards limit movement (Kim, 2005; OECD, 2023). This study helps explain job rotation in Middle Eastern public administration by showing the need for clear selection rules, better planning, and more training. For policymakers, making job rotation official could help organizations learn, increase accountability, and give employees better

career paths. Future research should look at how digital HR systems and leadership support affect job rotation in other Jordanian ministries.

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