



An-Najah National University
Faculty of Graduate Studies

**NURSING STAFF JOB ROTATION AND
ITS EFFECTS ON NURSES' SATISFACTION
AND ORGANIZATIONAL COMMITMENT:
CROSS-SECTIONAL STUDY IN NORTHERN
WEST BANK PUBLIC HOSPITALS**

By
Ahmad Abdelfattah Abu-Al-Darak

Supervisors
Dr. Abdulsalam Khayyat
Dr. Raya Sawalha

**This Thesis is Submitted in Partial Fulfillment of the Requirements for the Degree
of Master of Public Health Management, Faculty of Graduate Studies, An-Najah
National University, Nablus, Palestine.**

2025

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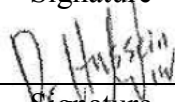
Dr. Abdulsalam Khayyat
Supervisor


Signature

Dr. Raya Sawalha
Co-Supervisor


Signature

Dr. Hussein Jabareen
External Examiner


Signature

Dr. Mariam Al-Tell
Internal Examiner


Signature

Dedication

إلى من أضاء دروب الإنسانية بنور الحق والهداية، معلم البشرية ورسول الرحمة، سيدنا وحبیبنا وشفیعنا محمد

عليه أفضل الصلاة والسلام.

إلى الشهداء الأبرار في قطاع غزة الحبيب، وإلى الأسرى البواسل والجرحى وأهاليهم الصابرين، الذين ضحوا

في سبيل الله والوطن.

إلى والديّ الكريمين اللذين قدما لي الدعم والتضحيات لأصل إلى هذه المرحلة من العلم، حفظهما الله ورعاهما،

وإخوتي الأعزاء.

إلى كل من ساهم في تعليمي، من أساتذة ومدرسين، وإلى جامعة النجاح الوطنية، كلية الطب وعلوم الصحة.

إلى أصدقائي وزملائي في العمل وفي رحلتي التعليمية، الذين كانوا سنداً وعاوناً لي.

إلى كل هؤلاء أقدم هذه الرسالة، راجياً من الله أن تكون نافذة للعلم وبوابة للمعرفة، وأن يوفقني الله وإياكم لكل

خير.

ابنكم وأخوكم، أحمد عبد الفتاح "محمد شريف" الدرك

Acknowledgements

I am deeply grateful for the guidance and support that illuminated my path throughout this research endeavor. This paper stands as a testament to the collective effort and encouragement of cherished family and friends, whose unwavering support propelled us forward.

First and foremost, my heartfelt appreciation goes to Dr. Raya Sawalaha invaluable mentorship and meticulous feedback significantly shaped this paper's content, structure, and direction.

We sincerely thank the esteemed faculty members and advisors at AL-Najah University who contributed their expertise and insights to enrich our thesis.

Lastly, I extend my gratitude to all who lent their support and encouragement, contributing to the completion of this thesis.

Declaration

I, the undersigned, declare that I submitted the thesis entitled:

NURSING STAFF JOB ROTATION AND ITS EFFECTS ON NURSES' SATISFACTION AND ORGANIZATIONAL COMMITMENT: CROSS-SECTIONAL STUDY IN NORTHERN WEST BANK PUBLIC HOSPITALS

I declare that the work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

Student's Name:

أحمد عبد الفتاح ابوالسري

Signature:

أحمد ابوالسري

Date:

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List of Contents

Dedication	iii
Acknowledgements	iv
Declaration	v
List of Contents	vi
List of Tables	viii
List of Figures.....	ix
List of Appendices	x
Abstract.....	xi
Chapter one: Introduction	1
1.1 Introduction.....	1
1.2 Hypotheses.....	4
1.3 Objectives	4
1.4 Problem statement.....	5
1.5 Significance and Aim of the study.....	6
1.6 Literature review	6
Chapter Two: Methodology.....	26
2.1 Study Design.....	26
2.1.1 Independent Variables	27
2.1.2 Dependent Variables.....	28
2.2 Population	28
2.3 Sample Size.....	28
2.4 Sampling Method.....	28
2.5 Tools	28
2.6 Data collection	30
2.6.1 Ethical consideration.....	31
2.7 Confidentiality	31
2.8 Statistical Analysis.....	32
Chapter Three: Results	34
3.1 Reliability.....	34

3.2 Results.....	35
3.3 Conclusion	38
Chapter Four: Discussions and Conclusions.....	39
4.1 Discussion.....	39
4.1.1 Job Rotation and Job Satisfaction.....	39
4.1.2 Job Rotation and Organizational Commitment	40
4.1.3 Job Satisfaction and Organizational Commitment.	42
4.2 Comparison with Existing Literature.....	43
4.2.1 Implications for Nursing Management.....	45
4.3 Conclusion	45
4.4 Recommendations.....	46
List of Abbreviations.....	48
References.....	49
Appendices.....	51
الملخص.....	ب

List of Tables

Table 1: Results of Reliability Analyses.....	35
Table 2: Descriptive Statistics of Sample (N = 307)	36
Table 3: Coefficientsa for hypothesis 1	37
Table 4: Coefficientsa for hypothesis 2	37
Table 5: Coefficientsa for hypothesis 3	37
Table 6: Regression analyses for hypotheses.....	38

List of Figures

Figure 1: Research Conceptual framework and Operational Definitions of variables ... 27

List of Appendices

Appendix A: IRB approval	51
Appendix B: Questionnaire	52

NURSING STAFF JOB ROTATION AND ITS EFFECTS ON NURSES' SATISFACTION AND ORGANIZATIONAL COMMITMENT: CROSS-SECTIONAL STUDY IN NORTHERN WEST BANK PUBLIC HOSPITALS

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Abstract

Background and Introduction: This study assesses the effect of job rotation on job satisfaction and organizational commitment among nurses. It, therefore, sets out to identify whether there is a positive relationship between the factors; that is, the effect of job rotation on these two variables and the strength of the relationship between them.

Methodology: Cross-sectional study among 308 nurses from the North West Bank, Palestine. **Data Collection:** A structured questionnaire regarding job rotation, job satisfaction, and organizational commitment was used to collect the data. **Methods:** Descriptive statistics, correlation, and regression analyses were conducted with SPSS version 24.0.

Results: There were high positive linear relationships between job rotation and job satisfaction and organizational commitment. It was also observed that job satisfaction is such a strong predictor of organizational commitment, accounting for about 42% of its variance.

Conclusion: In this respect, job rotation enriches job satisfaction and organizational commitment; hence, it is a worthwhile management strategy in healthcare. The results also point to the need for support at work if nursing staff is to be retained.

Keywords: Job Rotation; Nursing Staff; Satisfaction; Hospitals; Palestine.

Chapter one

Introduction

1.1 Introduction

Job rotation is a strategic management practice that involves the movement of employees within the institution to perform different jobs or tasks. This system has been designed in order to enhance job satisfaction and employee engagement, which consequently improves organizational commitment. In the nursing profession, job rotation can be more effective since it develops nurses with diverse skills and eliminates boredom, hence encouraging teamwork. Since healthcare settings are highly stressful, any strategies, such as job rotation, that would impact nursing personnel's satisfaction and commitment need to be fully realized.

Job rotation will yield a more resilient and flexible nursing workforce. This exposure to various departments or specialties in the field of nursing instills the spirit of continuous learning and professional growth. The adaptability is valuable at a healthcare setting, whereby the potential for response due to changing patient needs and team dynamics can significantly affect care quality. For instance, in a study conducted by Dhanraj and Parumasur (2014), employees regard job rotation as an avenue for improving productivity and increasing job security, leading to a better-motivated team. Moreover, the study by Dinis and Fronteira (2015) showed that besides increasing job satisfaction, job rotation also helps in enhancing the functioning of surgical services. In that respect, such dynamics in governmental hospitals within the North West Bank of Palestine, where resources can be scarce and shortages of staff are a constant menace, help optimize management strategies related to the workforce to enable both nurses and their patients to benefit. Fronteira (2015).

It has also been identified through research that job rotation positively influences the levels of job satisfaction and engagement among nursing staff. For instance, Platis et al. (2021) recognized how job rotation among nursing staff is related significantly with their satisfaction and occupational engagement for better patient care and organizational outcomes. Similarly, the study by Chen et al. (2015) identified that job rotation along

with intrinsic motivational strategies increased job satisfaction among nursing staff in a hospital setting for better organizational engagement.

In addition, job rotation may be a crucial factor in minimizing burnout and turnover ratio among nursing staff, consequently raising the level of job satisfaction and involvement. The study conducted by Hsu et al. (2015) showed that professional engagement is highly interrelated with job satisfaction; this means that during active involvement in diverse roles, nurses develop lower levels of stress and burnout. Additionally, Karanikola et al. (2015) found that increased job satisfaction for mental health nursing staff was accompanied by a more supportive work environment, which is promoted by practices of job rotation. By providing equal opportunities for nurses in taking up different areas of care, job rotation not only alleviates the feeling of stagnation but also encourages a culture of collaboration and mutual support within healthcare teams. This is all the more applicable to the governmental hospitals in North West Bank, as the retention and well-being of nurses determine whether they can perform in a manner that ensures quality care to patients.

On the other hand, job rotation can also prevent burnout-a major concern for the nursing staff. Delpasand et al. (2011) showed that the application of a job rotation system decreases the rate of burning out among nurses and thus could serve as an alternative way toward improving well-being and increasing job satisfaction in health contexts.

In the additional analysis, benefits from job rotation extend beyond the level of individual well-being to organizational efficiency and patient care outcomes. Also, by rotating nurses through specialties, hospitals are able to generate a flexible work force able to fulfill a plethora of demands at any one period or when there is short staffing. Gogos and Petsetaki (2012) noted that job satisfaction is strongly related to the feelings of workload and lack of resources among nurses. By implication therefore, this suggests that an effective job rotation system can ease tensions related to understaffing. This approach not only makes nurses more adaptable and competent but also encourages the sense of teamwork responsibility for the care provided. Accordingly, prevention of burnout by means of job rotation may be followed by a healthier organizational culture, lower labor mobility, and finally improved patient satisfaction and clinical outcomes,

which makes this issue a very important concern in healthcare management at the regional level.

Although much literature exists on the topic, there still remains a deficiency in describing and understanding exactly how job rotation affects nurses' satisfaction and organizational commitment within the contexts of governmental hospitals in the North West Bank, Palestine. The cross-sectional study is, therefore, expected to denote the relationship between these two variables, with valued insights from the unique challenges and opportunities faced by nursing staff in the region.

The current study explored the inter-relationships between job rotation, satisfaction, and organizational commitment; it added to the broader debate on workforce management in healthcare in order to inform policies and practices that enhance the work environment of nursing professionals.

Given this research gap, nursing practice needs to be contextualized from a socio-economic and cultural perspective in the North West Bank. Various challenges beset the health care system of the region, including limited resources, high patient-to-nurse ratios, and a dynamic political environment. These conditions can then interact with and significantly affect job satisfaction and organizational commitment among nursing staff. Precisely focusing on these contextual factors, the in-depth understanding of how job rotation could be customized for nurses in governmental hospitals in order to enhance their professional experience and quality of care will be derived.

Further, the study will adopt a robust methodological framework for data collection among a representative sample of nursing staff working in different governmental hospitals. A cross-sectional design uses structured questionnaires that can generate quantitative data, hence allowing a full analysis of the relationships between job rotation, satisfaction, and organizational commitment. The insights derived will definitely enable the identification of specific areas where improvement needs to be done and will form a basis upon which to institute appropriate interventions toward improving nurse engagement and retention.

Besides, the implications of this study go beyond the immediate context of nursing staff in the North West Bank. Results from this study might offer lessons for other regions with similar challenges in the management of their healthcare workforce. This study adds to the literature on job rotation and its effects on nurses and can be used to create global best practices that stimulate innovative strategies to improve job satisfaction and commitment in the nursing profession.

Finally, this study corroborates the fact that it is relevant that stakeholders like hospital administrators, policy makers, and nursing educators discuss issues related to job rotation and workforce management. It will allow for an active dialogue and the inclusion of multiple perspectives, hence encouraging a more holistic approach to the problems nursing staff face. This outcome will eventually work towards improving not only working conditions for nurses but also the overall patient care in North West Bank.

1.2 Hypotheses

Main Hypothesis: H1: Job rotation positively impacts job satisfaction among nursing staff in healthcare settings.

Sub-Hypotheses:

H1a: Job rotation reduces burnout levels among nursing staff.

H1b: Job rotation enhances employee engagement in nursing staff.

H1c: Job rotation improves organizational commitment among nursing staff.

H1d: Job rotation contributes to skill development and effective conflict resolution among nursing staff.

1.3 Objectives

Main Objective: To examine the effects of job rotation on job satisfaction and related factors among nursing staff in healthcare settings.

Sub-Objectives

- To evaluate the impact of job rotation on burnout levels among nursing staff.
- To assess the relationship between job rotation and employee engagement in nursing staff.

- To explore the effects of job rotation on organizational commitment among nursing staff.
- To analyze how job rotation contributes to the professional skill development of nursing staff and its role in conflict resolution within healthcare teams.

1.4 Problem statement

Job rotation has also been widely utilized as a management technique to enhance employee satisfaction, learning, and conflict resolution between various healthcare institutions (Mohan & Gomathi, 2015; Pinhatti et al., 2017). Empirical findings indicate that job rotation of nurses between hospital departments can enhance job involvement and organizational flexibility and decrease job dissatisfaction (Lambraki et al., 2016; Tsounis & Sarafis, 2016). In addition, research shows that job rotation fosters career growth and minimizes boredom to the advantage of employees as well as health facilities (Samaiya, 2015). Nevertheless, despite these possible advantages, skepticism surrounds whether it is effective in government hospitals, where organizational and administrative issues can influence nurses' attitudes and perceptions of job rotation.

While empirical studies have explored the impact of job rotation on job satisfaction and development, limited studies have targeted the direct influence of job rotation on nurses' organizational commitment in government healthcare organizations (Pinhatti et al., 2017). There is a need to determine how job rotation impacts nurses in such an environment due to the direct implications of commitment and satisfaction on workforce stability as well as quality healthcare service provision. In Palestinian government hospitals of North West Bank, where nurses face unique difficulties regarding workload, administrative policies, and resource allocation, it is necessary to study the effect of job rotation. The aim of this research is to study the relationship between organizational commitment, job satisfaction, and job rotation among nurses, filling a critical literature gap and making recommendations to hospital managers and policymakers.

1.5 Significance and Aim of the study

The aim of this study, titled "Job Rotation of Nursing Staff and Its Effects on Nurses' Satisfaction and Organizational Commitment: Cross-sectional Study in the Governmental Hospitals of North West Bank, Palestine," is to investigate the impact of job rotation on the satisfaction and organizational commitment of nursing staff within governmental hospitals in the North West Bank region. By exploring this relationship, the study seeks to identify how implementing job rotation practices can enhance the overall work environment for nurses, thereby improving their job satisfaction levels and fostering a stronger sense of commitment to their organizations. This research will provide valuable insights into the unique challenges and dynamics faced by nursing staff in this context, contributing to the broader discourse on workforce management in healthcare. Ultimately, the findings aim to inform policies and practices that promote a supportive and engaging work atmosphere for nurses, ultimately benefiting patient care and hospital efficiency.

1.6 Literature review

1. Impact of Job Rotation on Job Satisfaction

Job satisfaction of nursing staff is considered one of the most crucial elements that help reach a high quality in health care. It has been pointed out in several studies that job rotation increases variety in the job and decreases role monotony, hence affecting nurses' job satisfaction. Chang, Chen, and Lan 2011 proved that there is a significant enhancement of job satisfaction with the approach of patient-centered care through job rotation, which keeps nurses interested and committed to their jobs. Further, Dhanraj and Parumasur (2014) established that job rotation affects the nurses' perception about job security and productivity, which further enhances job satisfaction.

Job satisfaction among the nursing staff is an essential ingredient in ensuring the realization of quality health care. Studies have pointed out that job rotation is a means by which nurses develop job satisfaction as a result of job variation without monotony. Chang, Chen, and Lan (2015) indicated that job satisfaction could be highly enhanced through patient-centered care approaches where job rotation is used to retain nurses in

interest and commitment to the job. It also creates a constantly changing and, hence, challenging environment for nurses who, as a result of their job nature, need constant personal growth and learning. This is likely to deter the boredom that is always associated with healthcare professions that is very common in creating dissatisfaction and burnout at the workplace.

Additionally, Dhanraj and Parumasur (2014) found that job rotation was also related to job security and productivity perceptions of nurses that further solidify job satisfaction. In this manner, when the nurses go through a lot of roles and responsibilities, they tend to understand the organization and its operations much better. Such advanced perspectives lead to outcomes that may be attached and secure in jobs because they feel more included in their teams and organizations. Expanding the skill set of nurses can also improve marketability and career prospects further contributing to job satisfaction.

The empirical study conducted by Mohan and Gomathi (2015) among nurses in Vellore District also pointed out how job rotation is an effective development tool for achieving job satisfaction and career growth. Their results revealed that the group of nurses who underwent job rotation were more satisfied with their career and were more involved in their jobs. This supports the notion that nurses tend to be satisfied with their jobs when other aspects of their profession are given an opportunity for practice as well. In this manner, job rotation not only enriches the skills of nursing professionals but also builds onto their careers.

Other findings by Gogos and Petsetaki (2012) support this view by observing that rotation practices within general hospitals can alleviate job dissatisfaction because the rates of burnout, especially in cases where resources are limited, become manageable. Health organizations have been able to manage the negativities associated with chronic stress, which has led to burnout through a periodic change in the roles of nursing staff. It is also important to bear in mind that nurses, having a chance to try different types of roles, might discover a new passion for work that will eventually contribute to a more favorable work environment. This could potentially minimize turnover rates and ensure better patient service because the potential for good service is higher when nurses are happy with their jobs.

2. Job Rotation and Employee Engagement

The relationship between job rotation and employee engagement has also been fully elaborated. Chang et al. (2013) indicated that job rotation, coupled with quality service and patient trust, positively enhanced the nurses' involvement in service delivery. Chen et al. (2015) further elaborated that job rotation can lead to a greater organizational commitment through the mediation of intrinsic motivational factors among the nursing staff. This study found, in fact, that employee engagement increased when employees, in this case nurses, felt their skills were better utilized through role diversity.

Further confirming this, Delpasand et al. (2011) noted that job rotation at Ayatollah Kashani hospital in Tehran minimized the level of burnout while enhancing nurses' commitment, hence a practicable approach to ensuring the involvement of staff within organizational settings. The work of Hsu et al. (2015) also identified a positive relationship between professional engagement and job satisfaction, therefore meaning that job rotation ensures continued commitment to an organization.

Job rotation and employee engagement are also well addressed in several articles. Chang et al. (2013) found that job rotation, in addition to quality service and patient trust, amplified the level of nurses' engagement in the delivery of services. Nurses experiencing various forms of job rotation normally appreciate many areas of patient care and their relatedness to the whole health system. Such extensive exposure enhances their ability to respond well to patients' needs and installs pride and ownership in the work being done. By feeling part of a cohesive service delivery model, nurses are most likely to be more productive; hence, they feel their input into the patient outcomes is priceless and core to healthcare quality.

This is further developed by Chen et al. (2015) through a study showing that job rotation can facilitate higher organizational commitment through the satisfaction of intrinsic motivations among nursing staff. Employee work engagement was reported to be higher in those nurses whose perceived skills utilization through the variety in their role was greater. The chance for nurses to engage in a wide range of activities allows them to build competencies but also to enact meaning in their work. When workers feel

that their roles are important in terms of achieving some meaningful results, they tend to be motivated and committed. This inner urge is quite significant in nursing, as the nature of the job can be emotionally or psychologically demanding at times.

This is further supported by the assertion of Delpasand et al. (2011) that job rotation in Ayatollah Kashani Hospital in Tehran reduced burnout, strengthened commitment for nurses, and hence was a prized strategy for engaging staff. Rotation of duties allows the nurse to be temporarily relieved from the usual routine nursing duties, thus breaking the monotony that often precedes burnout. The study showed that the rotation of jobs positively affected the nurses, improving job satisfaction and a new sense of commitment toward their organization. This increased commitment would mean better teamwork, communication, and overall service delivery since an engaged employee tends to be better at his or her job and also supportive of colleagues working around them.

Besides, Hsu et al. (2015) have demonstrated that professional engagement and job satisfaction would be positively related, which evidences that job rotation may be of an advantage towards the long-term organizational commitment. The results indicated that the more versatile the roles were for nurses, the more attached they became to their job and to their organizations. This might be related to having deeper implications with regard to staff retention: an organization that invests in staff through job rotation would be able to secure a more stable workforce. Long-term organisational commitment is not only useful to the nurses but also in improving the patient's care and satisfaction because an engaged employee is most likely to offer quality services and make more constructive relations with the patients.

3. Developing Communication Skills

The other advantage of the job rotation in nursing is that it improves the communication skill among the nursing staff, which is also an essential factor of employee engagement. Rotation through different departments exposes nurses to different teams and professions. This further allows enhancement regarding multidisciplinary communication. Communication in a healthcare setting is quite important in that it

allows the workers to work as a team, assuring that the provided patient care is appropriate and complete. As established by Pinhatti et al. in the 2017 study, with the improvement in communication skills, employee engagement increases automatically because nurses develop confidence while communicating and hence participate more in team discussions and decision-making. In this active state of participation, not only does it encourage a more collaborative environment, but it also fosters a culture of openness and trust in which nurses feel that their voices are valued and heard.

- **Job Rotation and Professional Growth**

Moreover, job rotation is a significant method of professional development that is directly connected with employee engagement. While working in different positions, nurses can develop a wider range of skills and understand other specialties within the health care industry. Professional growth leads to higher levels of engagement because workers can feel their capability to perform more complex tasks and functions. Alfuqaha et al. (2021) also address the issue that chances for development and growth on the part of the nurses management elicit work commitment on the part of the latter. When the employees feel that they are built and developed by their institutions, there will be more willingness on their parts to commit their time and energy to their jobs and thus put up higher records of job satisfaction and commitment.

- **Building a Positive Organizational Culture**

Job rotation might result in a positive organizational culture of employee engagement. Through embracing rotation, organizations send a clear signal to their employees that the organization values diversity in experiences, learning, and teamwork. The spillover from this type of cultural milieu will doubtless spark an environment where nurses are motivated to contribute innovative ideas, which would improve their engagement levels. Positive organizational culture is necessary to retain nursing talent, where "an engaged employee is more likely to remain with an organization that fosters his or her growth and development" (Dinis and Fronteira, 2015). Thus, a healthcare organization will ensure developing an environment that will provide satisfaction, appreciation, and commitment to work among its nurses, ensuring the delivery of better care for patients in order to achieve organizational success.

Burnout in nursing is a common phenomenon, typically manifested by poor job performance and high job turnover. Job rotation can help alleviate burnout through the addition of variety and a break from the monotony of the nursing position. Delpasand et al. (2011) showed that, following the implementation of job rotation with nurses in Tehran, their rates of burnout significantly decreased, which may suggest possible improvement this could have for mental health and job satisfaction in a hospital setting.

Rahnavard et al. (2018) explain how job rotation, combined with environmental factors, would have influences on the nurses' job satisfaction. Finally, Sadati et al. (2017) portray the results of the reforms involving job rotation in Iran; emotional exhaustion decreased, which furthers emphasizes how beneficial practices in job rotation are in the high-stress nursing contexts. As mentioned by Samaiya (2015), well-structured job rotation may affect job satisfaction across diverse demographics, including age and gender, which further suggests that it may apply to diverse nursing teams.

Burnout has always been one of the significant nursing occupation problems, most often causing low labor productivity and high rates of quitting. Job rotation is able to cause less burnout since it was considered to add variety to nursing positions and make them less repetitive. Thus, the study by Delpasand et al. (2011) was able to measure significant reductions in rates of burnout after the intervention of job rotation among nurses working in Tehran and, based on such findings, concluded that this method is effective for enhancing mental health and job satisfaction within hospital settings. This rotation will enable the nurses to go through various settings of patient care, and that may rejuvenate their motivation and interest in the field. This may help reduce the feelings of monotony and disengagement that are common causes of burnout, building a resilient workforce capable of managing the emotional and physical demands involved in nursing.

Rahnavard et al. (2018) explained that job rotation, combined with environmental factors, influences nurses' job satisfaction. They indicated that a supportive job environment, with added flexibility through job rotation, lowers the level of stress among nurses. Since the nurses will be exposed to other departments through job rotation, different challenges and learning opportunities will be found in the places they

go, which may somehow lower the mental strain brought about by long-term exposure to a high-pressure job. This adaptability not only maximizes their skill sets but also allows them to develop coping strategies for a wide range of situations. It is possible that through such diversification, nurses feel more capable of dealing with stressors, which in turn may improve their emotional well-being and job satisfaction.

In this line, Sadati et al. (2017) also reported that reforms introducing job rotation in Iran contributed to a decline in emotional exhaustion, further solidifying the advantages of rotation practices in high-intensity nursing environments. By introducing job rotation, the emotional resilience of the nurses improved due to the greater sense of control present in their work environments. Emotional exhaustion is a serious precursor to burnout; thus, allowing nurses to take part in different roles will further an organization's goals of creating a sustainable workforce. The resilience would make a difference in sustaining a high level of patient care and in keeping the turnover rates much lower than those that many healthcare facilities have experienced.

Samaiya (2015) further states that with the implementation of well-structured job rotation, job satisfaction among many demographics, including age and gender, may be affected, suggesting that it may apply to diverse nursing teams regardless of these dynamics. Stress and burnout can be different in various demographic groups, and job rotation might be fitted into their individual needs. The junior nurses should probably be exposed to a wide variety of specialties early in their professional careers, which will enhance their professional development of skills and career satisfaction. A more experienced nurse would welcome an opportunity to mentor them while they rotate through roles and enforce their sense of purpose and belonging within the same team. By valuing such demographic differences and implementing appropriate job rotation policies, health care organizations can help create a supportive environment that looks after the well-being of all nursing staff.

- **Psychological Flexibility and Resilience**

In addition, job rotation enhances psychological flexibility in nurses, which will enable them to adapt to various emerging circumstances and expectations at work. Such flexibility is a crucial ingredient in health care settings, where conditions can change

abruptly. Studies have shown that nurses in different roles develop advanced problem-solving skills and deeper understanding of the processes involved in patient care. Such psychological resilience contributes to keeping levels of stress low and prevents burnout, according to Purpora and Blegen (2015). The more competent nurses feel managing their multitasking, the less overwhelmed they will feel, which results in a healthier workplace and better patient outcomes.

- **Team Dynamics and Support Systems**

Moreover, job rotation will enhance team dynamics as well as support systems within nursing departments. Working in various roles allows nurses to develop their relationships with colleagues, therefore leading to a sense of camaraderie and support. Improved teamwork like this is very instrumental in averting feelings of isolation, which are key contributors to the development of stress and burnout. Gogos and Petsetaki(2012) demonstrated in their studies that positive relationships among nursing staff can eventually lead to greater overall job satisfaction and lower levels of emotional exhaustion. As a supportive team environment will allow nurses to share experiences, provide emotional support for one another, and collaborate on problem solving, thereby building resilience within the workforce.

- **Benefits for Organizational Culture: Long-term**

Job rotation can give rise to long-term benefits in organizational culture related to healthcare. Health care organizations demonstrate their commitment to a healthy work environment by being proactive and leading the way in structured job rotation of their nursing employees. This sets the stage for the implementation of a culture of continuous learning and adaptation in a rapidly changing health care landscape. Indeed, the study by Van Bogaert et al. (2017) also evidences that organizations which invest in the growth of their employees, such as through job rotation, have lower employee turnover rates and higher morale. A positive culture eventually improves nurse retention over time and enhances the quality of care provided to patients by nursing staff, thereby improving their health outcomes.

4. Role of Organizational Commitment in Job Rotation

Organizational commitment is necessary to keep the nurses active and attached to their health institutions. Pinhatti et al. (2017) investigated job rotation of nursing professionals and perceived the strategy as constructive from the point of management: it resolves conflicts and at the same time develops higher commitment because of variations in work experiences. Chang et al. (2013) pointed out that trust and service quality are enablers of commitment in cases when rotation corresponds with professional values and personal goals.

Such a view was supported by Lambraki et al. (2016), who established that nursing staff who were exposed to role diversity opportunities had higher levels of organizational loyalty and job satisfaction. Further, Alfuqaha et al. (2021), in drawing on the concept of job rotation within the nursing profession, insinuated from their discussion that this may be a strategic way in which commitments can be developed as roles are diversified. These findings highlight the importance of linking job rotation practices with institutional objectives as a key component in eliciting maximum organizational commitment.

Organizational commitment is very important for retaining nurses with active participation in health institutions. Pinhatti et al. (2017) investigated job rotation among nursing professionals and proved it as a constructive tool for management in resolving conflicts and strengthening the level of commitment by diversifying experiences within a particular job. Job rotation will be an effective strategy in talent retention in healthcare organizations. It gives an opportunity for the institutions to make the nurses feel part of them through the difference in roles, nurturing a feeling of belonging and appreciation among members of staff. Commitment is an important aspect in this profession, which has been tagged with high levels of stress and turnover that may lead to job satisfaction and an improvement on patient care.

Indeed, Chang et al. (2013) emphasized that trust and service quality are crucial for commitment building, but this is very true where rotation falls under professional values and personal goals. It is when the nurses feel that their organizations give importance to

professional development because of job rotation; then, their trust in the leadership can definitely be seen as a cornerstone of organizational commitment. It also aligns in such a way that nurses feel valued, not just in their present roles, but also in the contribution they can make towards the organization as a whole in several ways. Hence, organizations that experience job rotation may see a reduction in employee turnover, while increasing overall staff morale, leading to a more stable and committed workforce.

This view is further supported by the work of Lambraki et al. (2016), where they demonstrated that nursing staff who had the opportunity to diversify their roles showed higher levels of organizational loyalty and job satisfaction. The author observed that nurses participating in job rotation showed a greater sense of ownership toward their jobs, thus being more emotionally and cognitively engaged with their roles. Better engagement of nurses with their jobs usually leads to quality patient care and a better clinical outcome. For example, nursing staff who feel that their professional aspirations are acknowledged and supported through varied job roles have been found to be more committed to staying within their institutions, hence contributing to a more sustainable workforce.

In addition, Alfuqaha et al. (2021) discussed the use of job rotation within the nursing profession and how it can be one strategic step toward commitment building given the opportunity for role diversification. Their findings put forth that while providing job rotation is not just adequate, it has to be provided as representative of the culture and mission of the organization. Graving experiences within healthcare institutions can be planned and developed with due considerations for the especial needs and perceptions of their nursing teams by incorporating feedback from staff in the designing of the job rotation programs themselves. This thoughtfulness cultivates a respectful and collaborative culture where nurses are also enabled to contribute to decision-making processes. From there, the influence of job rotation practices oriented towards organizational objectives enhances not only the nurses' commitment but also contributes to a more positive workplace culture.

- **Long-term Implications for Staff Retention**

The long-term implications of organizational commitment in the context of job rotation are of great significance with regard to staff retention. Where the job rotation is applied as the means for professional growth and development, then the intention to stay is higher among nurses. Research Alfuqaha et al. (2021) explained that an employee with organizational commitments are less likely to change their job employment, particularly in a high demand profession like health care. Where organizations focus on job rotation and actually support the nurse in their aspirational career, it leads to stability of the workforce, benefiting patient care and organizational efficiency in the process.

- **Professional Development**

Work rotation can also be very significant in the development of professional growth and acquisition of work skills among nursing staff. Through practice in various roles, nurses are able to develop a wider range of skills and an expanded knowledge base concerning patient care. This multi-dimensional experience increases not only their competencies but also strengthens their commitment to their organizations. Lambraki et al. (2016), This is even more so when, through job rotation, the nurses feel that they are being equipped with relevant skills and knowledge. They are more likely to regard their organization as an important ally in their professional journey. In accompaniment to such perceptions would be an enhanced loyalty to the organization and a desire to be of meaning to the organization's mission and goals.

- **Building a Culture of Engagement**

Organizational commitment through job rotation incorporates the issue of creating a culture of engagement in health institutions. In those contexts where job rotation is viewed as a strategic investment that assures employee growth and job satisfaction, it offers an enabling environment whereby nurses are empowered to own their jobs. Lambraki et al. (2016), This culture of engagement not only enhances job satisfaction but also drives organizational performance. Committed nursing staff are much more likely to promote their organizations by supporting the work environment and improving patient outcomes. Thus, health organizations, through the practice of job

rotation, develop a positive culture of commitment, building a good reputation to attract highly qualified personnel and thus assure quality care for their patients. Lambraki et al. (2016)

5. Job Rotation as a Tool for Skill Development and Conflict Resolution

Job rotation proves to be very helpful in enhancing professional skills through varied activities and roles. Thus, the workforce will be more flexible and capable to perform a wide array of healthcare challenges. Mohan and Gomathi (2015) identified that the job rotation practices of Vellore hospitals were seen as contributing to the skill developmental aspects and were perceived as a means for career advancement.

Moreover, Pinhatti et al. (2017) recommended job rotation as a tool for conflict resolution-there are tensions being reduced by rotating nurses through different departments-a new look and collaboration will be induced. Workload management has become possible with such way, which is far more supportive of healthier work environment, according to the study of Van Bogaert et al. (2017) on nursing staff efficiency depending on the impact of the Productive Ward Program.

Job rotation has helped in nurses' professional skill development by introducing them to diverse tasks and responsibilities. It builds a more flexible and competent workforce that is better at handling many different health challenges. Mohan and Gomathi (2015) observed that job rotation practices in Vellore hospitals were causing skill development and a career advancement opportunity. These various roles offer a means for nurses to continue to build competencies and skills new to their role and important to their growth and professional effectiveness. Such an environment of continuous learning not only prepares nurses for greater responsibilities but also makes them responsive to the dynamic nature of the healthcare system.

Furthermore, job rotation builds critical thinking and problem-solving amongst nursing staff. This will allow them to think out of the box because such exposure makes them versatile in handling certain situations. For instance, when nurses move between surgical and emergency departments, they are exposed to various care problems; this might help them to arrive at decisions that lead to better patient outcomes. The research

evidence presented by Gogos and Petsetaki (2012) further supports this assertion. The argument put forth is that diverse experiences gained from job rotation can facilitate or enable the nurses to develop their clinical judgment and overall performance at work within high-pressure situations.

- **Conflicts Resolution via Job Rotation**

On the other hand, a research study conducted by Pinhatti et al. 2017 posits that job rotation is employed as a conflict resolution strategy. This approach reduces stress since the relocation of the nurses from one department to another would lead to the growth of new relations and the establishment of cooperation. Rotation within the healthcare team will minimize interpersonal conflicts because of role ambiguity and tussles of power. When the nurse starts working with other colleagues in different settings, they get to know others' jobs and have respect for their contributions. This method can be very effective in dealing with highly stressed situations that lead to competition and misunderstandings. Job rotation encourages teamwork and open communication toward conflict resolution, making a work group harmonious.

This conflict resolution strategy agrees with the findings of Van Bogaert et al. (2017) in their study into the impact of the Productive Ward Program on nursing staff efficiency. The researchers observed that rotation across units not only improved efficiency among the nurses but also contributed to better morale within teams. Since nurses are exposed to other colleagues' departments as they work together, they grow to understand their colleague's problems and difficulties; this grows empathy and encourages cooperation. Therefore, the use of job rotation practices in health facilities may facilitate a harmonious and supportive working environment, minimize dropout rates, and enhance satisfaction at work.

- **Workload Management**

Besides conflict resolution, the job rotation technique has been helpful in workload management among nursing staff. The systematic rotation of nurses within departments can help in distributing the workload and reduce cases of burnout resulting from overstressed teams. Research has indicated that if the nurses perceive their workload as

manageable and equitably distributed, they show greater job satisfaction and lower levels of stress. Sadati et al., 2017. This balanced approach contributes to not only individual wellbeing but also to better overall performance in teams and higher quality in patient care.

The introduction of job rotation, as a tool in managing workload, needs careful planning and communication. Healthcare administrators must ensure that the rotation schedules are clear and that nurses are well prepared for new roles. Indeed, training and support during the transition phase can help nurses adjust to the new responsibilities without compromising the standards of care. Indeed, Lambraki et al. (2016) demonstrated that an organization which provides for effective communication and training regarding job rotation policies also benefits from increased engagement and satisfaction of the nursing staff, which automatically reflects positively on patient outcomes.

- **Long-term Benefits of Job Rotation**

However, job rotation develops the skills and resolves conflicts in a manner that continues to pay dividends over a long period of time beyond direct results. In cultivating such a philosophy of lifelong learning and teamwork, health organizations position themselves at an advantageous lead in making the transition through changes within the industry with greater ease. The ability to develop versatile nursing staff enhances resilience within teams to better negotiate challenges with aplomb and to attend to the needs of patients more efficiently. Rahnavard et al. (2018)

Besides that, a properly practiced job rotation may raise retention rates very high among nursing staff. Employees will be more attached to staying with an organization when they come to realize an opportunity for personal and professional growth through the concept of job rotation. According to the views expressed by Rahnavard et al. (2018), different strategies of fostering skill development and a favorable work environment lead to increasing job satisfaction with reduced turnover intent. This stability consequently provides a better continuity of care for the patients and enhances the overall effectiveness in the delivery of healthcare services.

6. Regional Perspectives on Job Rotation in Healthcare

Finally, the effectiveness of job rotation has been reviewed within different geographic milieus where shared benefits and challenges have been noted to be related to specific regions. For instance, Tsounis and Sarafis, in 2016, did an assessment of job satisfaction of employees working for substance abuse treatment in Greece; they found that job rotation contributed positively toward morale and job satisfaction as it averted role fatigue. Similarly, a study conducted by Karanikola et al. (2015) regarding job satisfaction among Greek mental health nursing staff found job rotation to be a practice that has proved fruitful and can be applied both in public as well as private services.

In Asia, Ouyang et al. (2015) explored the attitude of Chinese nurses and established that job satisfaction could be enhanced due to psychological enablement besides job rotation, and it also improved organizational commitment. This agreed with findings by Ebrahimzade et al. (2015) in Iran, where this effective management coupled with role diversity was found to reduce burnout among nurses. Various regional studies hint at the adaptability of job rotation across diverse healthcare systems; they do underline that culturally sensitive implementation strategies are necessary.

The adaptability of the practices in job rotation is important in contributing to success across different healthcare settings. In the European context, studies by Tsounis and Sarafis (2016) and Karanikola et al. (2015) emphasize how cultural factor issues and health infrastructures have considerable bearing on various perceptions of job rotation and its way of implementation. In Greece, for instance, job rotation has become vital in the therapeutic context in substance abuse and mental health treatment, where the teamwork-emphasized care is suitably related to the job rotation principles. Such flexibility enables various healthcare organizations to adapt job rotation schemes and fit their local operational contexts in the most appropriate way to increase employee satisfaction and, therefore, overall service delivery.

In the Middle Eastern setting, for instance, countries like Iran have integrated job rotation into health practice, and most of the problems that emanate from nurse burnout and job dissatisfaction have been greatly alleviated. Ebrahimzadeh et al. (2015) added

that leadership coupled with diversity of roles has so far been imperative in developing supportive environments to ensure job rotation. This approach helps not only in developing skills but also in creating community among nursing staff and thus a better workplace culture. Such findings support that local leadership style and organizational structures should be considered while implementing a job rotation policy to achieve maximum outcomes from the policy.

- **Cultural Considerations in Job Rotation**

Cultural considerations are quintessential in the design and implementation of the job rotation program. For example, Ouyang et al. (2015) found that job rotation significantly increased the psychological empowerment of nurses in China. This therefore indicates that job rotation practices may be accepted according to culturally specific factors, such as the collective nature of Chinese society. Organizations must thus be in tune with cultural standards and values that will contribute toward acceptance and success. These programs have the potential to yield even greater benefits for job satisfaction and organizational commitment if they are designed to be more compatible with the expectations of employees and the cultural contexts in which they operate.

In South Asian countries, the trend is just the same: it has indeed been increasingly realized that the use of job rotation is an asset to improve the level of job satisfaction among health professionals. It has been documented in research that, for example, in countries like India and Pakistan, a rotation practice has helped nurses experience different clinical environments and, in the process, develop their skills to a higher level of competence, thereby contributing positively to job satisfaction levels. These initiatives are found to have varying degrees of success depending upon management's support and involvement of staff in decision-making. By involving employees in the process of creating job rotation policies, the outcomes can be significantly more successful in delivery and acceptance by employees. Ouyang et al. (2015)

- **Job Rotation Implementation Issues**

With all these apparent benefits, there are several challenges in actually delivering effective job rotation in practice. Resistance from nursing staff is a significant issue; either they fear a change in job roles or believe that they will lose their familiarity with responsibilities at hand. Any such apprehensions can be reduced if the health organization makes the advantages of rotation available and also deploys adequate training with necessary support during the transition period. Ouyang et al. (2015) The apprehension of nursing staff about the rotation schedules and responsibilities can be overcome through active participation in discussions, thus viewing the change more favourably.

Another issue that comes with rotation is that of continuity of care. Indeed, good relationships between patients and nurses can be an influential resource in health care, especially in nursing. Such a rotation of staff can disrupt these relationships and raise very serious concerns regarding the continuity of care for the patients. Thus, job rotation needs to balance effectively the implementation of the initiative with the consistency in delivering quality care to the patients. These challenges, however, can be overcome through successful strategies like rotating nurses in a staggered manner or keeping nurses in a department for a certain time before rotation. In this way, an organization will be able to benefit from job rotation with minimal disruption. Ouyang et al. (2015)

- **Future Directions for Job Rotation Research**

Future research into job rotation in healthcare will be needed to determine a more nuanced understanding of which specific factors make it successful or unsuccessful, considering various cultural and geographic contexts. Longitudinal studies, which measure the effects of job rotation over time, would greatly benefit in order to find the positive and negative long-term impacts associated with the practice. Qualitative research involving nursing staff experiences and perceptions about job rotation can further provide insight for the development of culturally sensitive and effective strategies of implementation. Ouyang et al. (2015)

There is now a need, given the dynamic nature of healthcare, for innovative approaches in terms of job rotation. This may include mechanization, such as digital platforms that support communication and planning among staff members, or simulation-based training to ensure that nurses are prepared for various specific roles. Emphasizing continuous professional development, combined with job rotation, will not only improve nursing skills but also make human resources more active and satisfied. Park et al. (2015), It will mean that healthcare organizations are better positioned to address the particular needs and challenges of nursing staff through their holistic approach to job rotation in order to improve quality care.

7. Challenges and Limitations of Job Rotation

While there are many advantages of job rotation, it too has its drawbacks. Some studies do point out several other negative aspects that may relate to disruption of workflow and preliminary training that the nurses have to undergo to adapt to the new role. According to Park et al. (2015), in settings where stakes are particularly high, such as emergency departments, there is a developing concern about whether job rotation would be effective without strong communication competence. This suggests that job rotation, as promising as it may be, is sensitive and needs to be appropriately managed so as not to affect patient care adversely.

Besides, Purpora and Blegen (2015) pointed out that job satisfaction and the decrease in horizontal violence among staff depend on peer relations, which may be disrupted in the case of frequent rotations, if these are not properly managed. Well-planned job rotation programs matching individual and organizational needs are in place to maintain continuity of care and supportive workplace relationships.

One of the major disadvantages related to job rotation involves the disruption that can take place in an already established functioning team. In the health care environment, a tight-working team is crucial for the best possible delivery of patient care. The constant rotations may interfere with patterns of communication and cooperation among teams since nurses find it challenging to establish trust and rapport with the members belonging from another department. This becomes particularly critical in environments

where effective communication is vital, such as surgical or emergency units. It will be important to balance the advantages of skill diversification with the need for stable team interactions that are necessary to sustain consistent and effective patient care. Park et al. (2015)

- **The Learning Curve and Adaptation**

Another limitation with the use of job rotation involves the learning curve with adaptation to new roles and responsibilities. While job rotation aims to raise the versatility and skills of nurses, it may initially hamper productivity during the transition period. Nurses will take additional time to get accustomed with diverse procedures, protocols, and populations, which results in temporary declines in efficiency and confidence. According to Park et al. (2015), complication which may require further training and support hence, draining resources also characterize specialized areas of care. Park et al. (2015) For example, an organization should be prepared to provide training and mentorship on a timely basis to ensure that the transition is smooth and a minimal disruption during the rotation process. Potential Staff Resistance.

Resistance by nursing staff might be an essential and profound barrier to effective and successful implementation of job rotation programs. Many nurses might be suspicious of the fact that they will be relocated into new positions with which they are not familiar and may view this move as detrimental to job performance and/or causing increased stress. This can certainly heighten resistance when a job rotation is perceived as some sort of punishment rather than an opportunity for growth. To reduce this, health care organizations' management in planning and policy implementation regarding job rotation should include nursing staff's concerns and preferences. Park et al. (2015), This would enhance buy-in of the staff and facilitate the success of a job rotation initiative through an enabling culture of openness and inclusiveness.

- **Evaluating Outcomes of Job Rotation**

Finally, the outcomes of the job rotation initiatives are not readily measurable. Organisations may find it challenging to quantify the impacts on job satisfaction, employee engagement, and patient care results over a long period of time which are

associated with job rotation. The metrics on nurse turnover, patient satisfaction scores, and employee feedback need to be monitored over time to prove the efficiency and effectiveness of job rotation initiatives. Apart from that, it is difficult to parse the specific factors that might make such programs more or less likely to succeed, as healthcare settings are constantly changing, with so many variables involved. Further studies should be done to establish reliable evaluation frameworks that encompass both qualitative and quantitative measures to fully capture the effectiveness of job rotation across various contexts in healthcare (Park et al., 2015).

Chapter Two

Methodology

2.1 Study Design

This was a cross-sectional study conducted to assess the relationship between job rotation and nurses' staff satisfaction and organizational commitment in governmental hospitals located at the North West Bank, Palestine. Cross-sectional study: An observational research design that explores variables of interest in a population at one point in time. It allowed us to collect data from a heterogeneous sample of nurses within multiple hospitals in parallel, thereby helping us collect information on their attitude and perception regarding job rotation, job satisfaction, and organizational commitment.

Such cross-sectional studies are very appropriate for assessing the prevalence, associations, or relationships of variables of interest within a specific population at a given time. In this regard, this study attempted to analyze how job rotation practices are related to nurses' satisfaction and commitment levels in the context of government hospitals in the North Palestine.

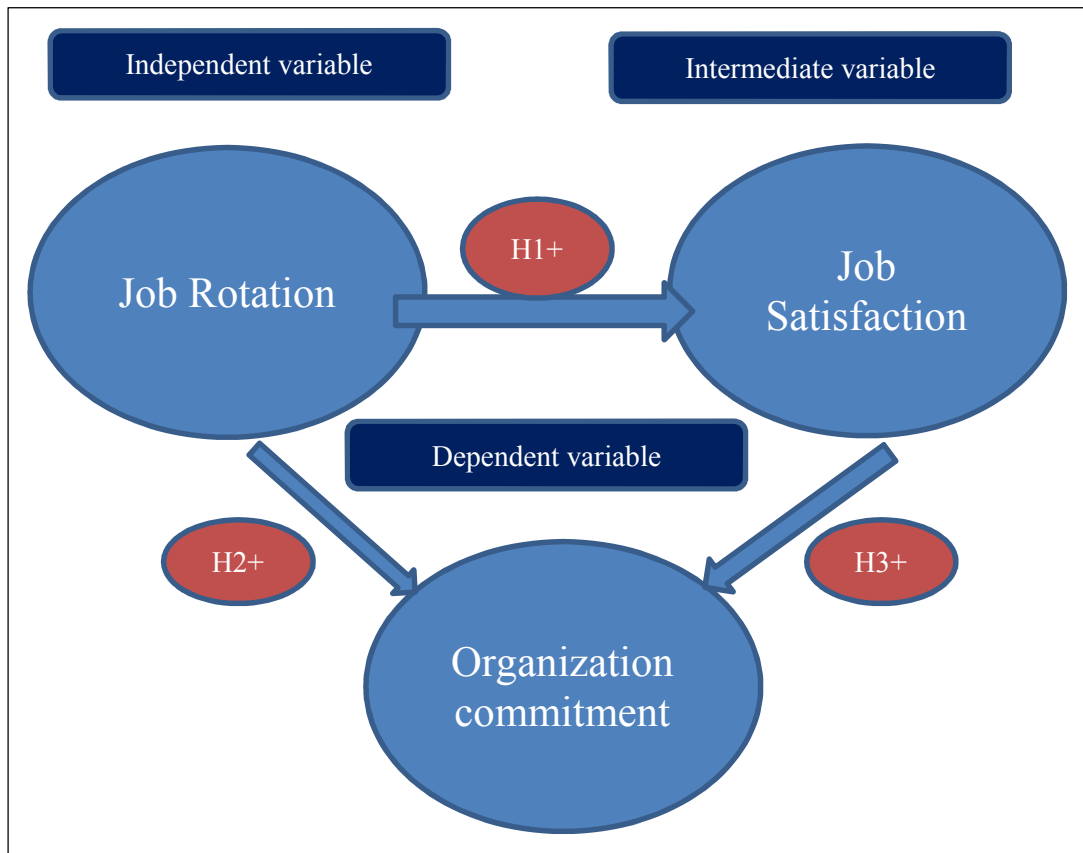
This cross-sectional design and data collection from this large sample of nurses became manageable and efficient. A questionnaire administered at only one point in time would obtain a broad representation of the views of nurses without the necessity of follow-up over time.

Moreover, the cross-sectional design also allowed for an examination of the probable links between job rotation and both job satisfaction and organizational commitment. Although causality can never be proved in a cross-sectional study, they are important in the process of forming hypotheses and in identifying patterns that may call for further investigation by longitudinal or experimental designs.

The cross-sectional design represented a snapshot of the relations between job rotation, on one hand, and nurses' satisfaction and organizational commitment on the other in the context of governmental hospitals in North West Bank, Palestine. The approach adopted herein was to collect data efficiently and explore associations among key variables of interest in a diverse sample of nurses.

Figure 1

Research Conceptual framework and Operational Definitions of variables



Conceptual framework of the relationship among job rotation, job satisfaction, organizational commitment.

2.1.1 Independent Variables

Socio-Demographic Characteristics

1. Age: refers to how old the participant is at the time of conduct of interview
2. Gender refers to male and female.
3. Educational level: refers to the level of education that participant has completed at the time of the interview.
4. Marital Status refers to the civil status of the participant at the time of the interview.
5. Years of working in filed: It refers to the years of work in the field at the time of interview.
6. Units: It refers to the unit that a participant was placed in at the time of the interview.
7. Time in same unit: It refers to the time spent by a participant in the same unit at the time they were interviewed.

2.1.2 Dependent Variables

Organization commitment

2.2 Population

The study population consisted of all the government hospital nurses in the North West Bank, including Nablus, Tulkarm, Jenin, Qalqilia, Salfit, and Tubas. According to the Palestinian Central Bureau of Statistics (PCBS) and the annual report of the Palestinian Ministry of Health, there were a total of 10,557 nurses in the West Bank.

2.3 Sample Size

Sample size was estimated according to the cross-sectional study formula with a 95% Confidence Level and a Margin of Error of 5%. The original sample size estimated was 308 employees. An additional 10% oversampling was applied to account for any missing data and enhance the robustness of the findings, maintaining the total sample size at 308 participants.

2.4 Sampling Method

A cross-sectional study design was employed, and the participants were drawn from government hospitals in the North West Bank. The sampling method gave a representative spread of male and female staff across different hospitals in the region.

2.5 Tools

A standardized questionnaire was used to collect data from the participants. The questionnaire was designed to assess sociodemographic characteristics, attitudes towards job rotation, job satisfaction, and organizational commitment. The questionnaire had four sections with Likert-type scales to measure the response.

The tool was borrowed from previously piloted tools used in similar studies on organizational commitment, job rotation, and job satisfaction by Chang et al. (2008). The questionnaire was adjusted to the context of North West Bank governmental hospitals without any compromise on reliability and validity.

Description of the Questionnaire Sections:

Sociodemographic Characteristics:

- The subsection collected sociodemographic characteristics like age, sex, years of work experience, and educational level.
- Attitude Toward Nursing Staff Rotation Practice
- This scale consisted of 6 items rated on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).
- The items assessed nurses' attitudes and perceptions regarding job rotation practices.
- Higher-scoring items indicated a more positive attitude towards job rotation.

Job Satisfaction:

- This scale consisted of 10 items rated on a 5-point Likert scale (1 = Extremely Dissatisfied to 5 = Extremely Satisfied).
- The tool measured both internal satisfaction (e.g., potential for professional development) and external satisfaction (e.g., compensation and work environment).
- Higher score indicated greater job satisfaction.
- The job satisfaction scale was adapted from previous research studies that examined work satisfaction among medical staff.

Organizational Commitment:

This sub-section had 12 Likert-scale items that assessed the commitment of nurses to the workplace.

It measured three dimensions of commitment:

- Value Commitment (identification with organizational values)
- Effort Commitment (willingness to contribute to organizational success)
- Retention Commitment (commitment to stay with the organization)

The answers were recorded on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree).

A score above 1 denoted more commitment.

Scoring and Analysis:

The answers obtained were quantified using descriptive statistics (mean, standard deviation, and frequency distributions) in order to generate an overview of perceptions of the participants.

Inferential statistical tests (e.g., t-tests, ANOVA, and regression analysis) were used to analyze relationships between attitudes towards job rotation, job satisfaction, and commitment and sociodemographic factors.

Cronbach's Alpha was used for reliability testing to assess the internal consistency of each questionnaire section.

The systematic instrument provided a comprehensive evaluation of nurses' attitudes, job satisfaction, and organizational commitment while providing reliability and comparability with previous research.

2.6 Data collection

The information for this study were collected using a structured questionnaire, which was distributed and picked up personally. All the planned government hospitals in the North West Bank—i.e., in Nablus, Tulkarm, Jenin, Qalqilia, Salfit, and Tubas—on several occasions within two months were visited.

to make sure that the participants were given a correct impression of the research aim as well as completing the questionnaire properly the questionnaire were explained. It also allowed to clarify any question or misunderstanding resulting from the items in the questionnaire with the nurses at the time. Sufficient time was given to the participants to complete the forms without uncomfortableness and anonymity.

Once the questionnaires were filled, the questionnaires were collected personally to safeguard the integrity of the response as well as avoid any loss of information. Distribution, collection, and monitoring the questionnaires was all done directly without the use of intermediaries. There was a high rate of response as well as improved data quality due to direct involvement.

2.6.1 Ethical consideration

The research was reviewed and approved by the Institutional Review Board (IRB) at An-Najah National University in relation to observance of standards in ethical research of human subjects.

Adherence to Regulatory Requirements:

All experimental techniques used in this research were done in accordance with the ethical precepts and regulatory requirements developed by the An-Najah institutional review board as stipulated by any national or international regulations that exist in relation to research that involves human beings.

Participation in the study by responding to the questionnaire is voluntary. Participants' data are maintained as confidential.

Informed Consent:

Each nursing staff member who participated in the governmental hospitals in North West Bank, Palestine, was informed of and consented to conducting the study after being furnished with a clear explanation regarding the purpose of the study, their role in the study, and any likely benefits and risks accruing from the study regarding job rotation. The volunteers were informed in no uncertain terms that participation was absolutely voluntary and may be discontinued at any time during the experiment without any disadvantage. This was also stated in written form and declared expressly that the decision to participate or discontinue participation will not impact present or future employment or health service.

2.7 Confidentiality

Strict measures for assurance of privacy and confidentiality of all the participating nursing staff members were in place: the anonymization of participants' identities, and storage of data into secure electronic systems password-protected and accessible exclusively to those with permission. Information allowing personal identification, for instance, names or contact details, has been stored separately from research data. Access to collected data was only possible by members of the research group with authorization, and these members had to be under written agreements on the level of

confidentiality to maintain, without which they could not disclose information to any unauthorized body.

Data Security:

The security and integrity of data collected for the study were given paramount safeguards and tested using strong security practices. If physical records are required, they should be stored in locked cabinets only accessible to authorized personnel. The procedure of data transmission, such as electronic surveys and the like, will use industry standard encryption protocols to avoid unauthorized interception or access.

There were minimal potential risks or discomfort to the participating nursing staff members throughout the study. This was ensured by screening the questionnaire items to ensure they were benign and non-threatening. In case of any questions, the participants were accorded ample time and given the opportunity to ask them. Any adverse events or concerns that ensued were adequately and immediately responded to by the trained research personnel and managed in keeping with established protocols.

All study procedures and activities were in compliance with ethical considerations and rules and regulations set forth by the Independent Institutional Review Boards and governmental agencies responsible for overseeing human subject clinical research. Compliance by the research team with oversight review and monitoring was highly active and any issue of non-compliance or concern with non-compliance was documented and submitted to the examining authority for review.

2.8 Statistical Analysis

The data was analyzed using the SPSS statistical package, version 24.0. Descriptive statistics were used to summarize the demographic data of participants, and attitudes toward job satisfaction and organizational commitment. Correlation and Regression analysis were done to test the relationships between variables, and identify predictors of job satisfaction and organizational commitment with nurses.

Descriptive Statistics:

Descriptive statistics were computed in order to profile demographic characteristics of the participants and their responses to Likert-type scale questions concerning attitude, job satisfaction, and organizational commitment.

Continuous variables such as age and experience are reported in terms of mean, standard deviation, median, and range.

The categorical variables, like gender and educational background, have been reported using frequencies and percentages.

Correlation Analysis:

- The relationships between the variables of interest were tested by utilizing correlation analysis for:
- The relationship between the attitudes toward the practice of rotating nursing staff members and job satisfaction
- The relationship between attitudes toward nursing staff rotation practice and organizational commitment
- The relationship between job satisfaction and organizational commitment
- The Pearson correlation coefficients were computed and significance levels determined in order to establish the strength and direction of the relationships between those variables.

Regression Analysis:

A multiple linear regression analysis was used to predict job satisfaction and organizational commitment among nurses.

In this case, job satisfaction and organizational commitment were dependent variables, while attitude towards the nursing staff rotation practice, demographic variables like age, sex, years of experience, and other variables were independent variables.

Regression coefficients, standard errors, confidence intervals, and significance levels are provided to test the robustness and strength of the predictors. Linearity, normality, homoscedasticity, and the lack of multicollinearity have been tested and remedial measures undertaken wherever necessary.

Chapter Three

Results

3.1 Reliability

The reliability of the job rotation ($\alpha = 0.628$) is slightly below the generally accepted threshold of 0.7. This indicates moderate internal consistency, suggesting that while the items are somewhat related, there may be room for improvement in measuring job rotation consistently.

The Internal Satisfaction reliability value ($\alpha = 0.785$) indicates good internal consistency, suggesting that the items measuring internal satisfaction are well-correlated and reliably assess the construct. The External Satisfaction value ($\alpha = 0.736$) also indicates good internal consistency, meaning the items related to external satisfaction are reliably measuring the construct.

The Value Commitment value ($\alpha = 0.657$) is slightly below the 0.7 threshold, indicating moderate internal consistency. It suggests that the items measuring value commitment are somewhat related, but the construct's reliability could be improved. The Effort Commitment value ($\alpha = 0.821$) indicates very good internal consistency, meaning the items assessing effort commitment are highly correlated and reliably measure the construct. The Retention Commitment value ($\alpha = 0.908$) indicates excellent internal consistency, suggesting that the items related to retention commitment are very well-correlated and consistently measure the construct (Table 1).

Overall, the constructs of job satisfaction and organizational commitment, particularly effort and retention commitment, show satisfactory to excellent reliability. The moderate reliability for job rotation and value commitment suggests areas for improvement in the measurement instruments. Despite this, the reliability analysis supports the use of these constructs in the study, providing a solid foundation for examining the relationships between job rotation, job satisfaction, and organizational commitment.

Table 1*Results of Reliability Analyses*

Construct	Factor Naming	Cronbach's α
Job rotation	Job rotation	0.628
Job Satisfaction	Internal Satisfaction	0.785
	External Satisfaction	0.736
Organizational Commitment	Value Commitment	0.657
	Effort Commitment	0.821
	Retention Commitment	0.908

3.2 Results

The demographic data revealed that 54.1% of participants were between 31 and 40, and 56.4% were married. Subjects with Bachelor's degree education comprised 62.9% of the study population. The employment data revealed that 36.2% had more than ten years of work experience. 79.5% were not currently in management positions and 47.9% were working in hospital wards (Table 2).

This indicates a diverse and experienced group of nursing professionals, with a majority holding advanced degrees and significant work experience. The distribution across various work positions and units suggests a comprehensive representation of the nursing workforce. This demographic profile provides a robust foundation for analyzing the impact of job rotation on job satisfaction and organizational commitment, as it reflects a wide range of perspectives within the nursing profession.

Table 2*Descriptive Statistics of Sample (N = 307)*

Demographic variables	N	%
Sex		
Female	199	64.8%
Male	108	35.2%
Age (years)		
Less than 30 years	90	29.3%
31-40 years	166	54.1%
more than 40 years	50	16.3%
Marital status		
Married	173	56.4%
Single	111	36.2%
Divorced	23	7.5%
Education		
2-years Diploma's Degree	60	19.5%
4-years Bachelor's Degree	193	62.9%
Master's Degree	47	15.3%
Others	7	2.3%
Work experience (years)		
Less than 3 years	33	10.7%
3-6 years	82	26.7%
6-10 years	79	25.7%
10 years or above	111	36.2%
Work position		
Assistant Nurse	76	24.8%
Registered Nurse	168	54.7%
Head nurse	59	19.2%
Units		
Open ward	147	47.9%
Intensive care unit	123	40.1%
Others	34	11.1%
Seniority		
Less than 1 year	37	12.1%
1-5 years	116	37.8%
6-10 years	122	39.7%
more than 10 years	30	9.8%

The Relationships among Nurses' Job Rotation, Job Satisfaction, and Organizational Commitment.

The Linear Regression was employed to examine the relationships among nurses' job rotation, job satisfaction, and organizational commitment. Hypotheses 1 to 3 in this study were demonstrated to be significant. Nurses' job rotation had a positive influence on job satisfaction ($B = 0.32$, $t = 8.27$, $p < 0.001$) (Table 3) and organizational commitment ($B = 0.35$, $t = 7.41$, $p < 0.001$) (Table 4). Nurses' job satisfaction ($B = 0.76$, $t = 14.81$, $p < 0.001$) had a positive influence on organizational commitment (Table 5).

Table 3
Coefficients^a for hypothesis 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.982	.123		16.075	<.001
1 Job Rotation	.322	.039	.428	8.272	<.001

a. Dependent Variable: Job Satisfaction

Table 4
Coefficients^a for hypothesis 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.961	.148		13.225	<.001
1 Job Rotation	.347	.047	.390	7.405	<.001

a. Dependent Variable: Organization Commitment

Table 5
Coefficients^a for hypothesis 3

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.757	.156		4.855	<.001
1 Job Satisfaction	.763	.052	.647	14.815	<.001

a. Dependent Variable: Organization Commitment

3.3 Conclusion

The findings of this study support all three proposed hypotheses:

1. Job rotation positively affects job satisfaction (H1). The analysis shows that job rotation has a significant positive effect on job satisfaction among nurses, explaining 18% of the variance in job satisfaction (Table 6). This indicates that implementing job rotation practices can help enhance job satisfaction.
2. Job rotation positively affects organizational commitment (H2). The results indicate that job rotation also positively influences organizational commitment, explaining 15% of the variance (Table 6). This suggests that job rotation can be an effective strategy to increase nurses' commitment to their organization.
3. Job satisfaction positively affects organizational commitment (H3). The strongest relationship found was between job satisfaction and organizational commitment, with job satisfaction explaining 42% of the variance in organizational commitment (Table 6). This highlights the critical role of job satisfaction in fostering a committed workforce.

Table 6

Regression analyses for hypotheses

Hypothesis	Independent Variable	Dependent Variable	R ²	Adjusted R ²	F-value	p-value (ANOVA)
H1	Job Rotation	Job Satisfaction	0.18	0.18	68.42	<0.001
H2	Job Rotation	Organizational Commitment	0.15	0.15	54.84	<0.001
H3	Job Satisfaction	Organizational Commitment	0.42	0.42	219.48	<0.001

Overall, the study concludes that job rotation is an effective managerial practice to enhance both job satisfaction and organizational commitment among nurses. Furthermore, job satisfaction serves as a key factor in strengthening organizational commitment, emphasizing the importance of strategies that promote job satisfaction in healthcare settings.

Chapter Four

Discussions and Conclusions

4.1 Discussion

The results of the present research enable some useful insights into the relationships among job rotation, job satisfaction, and organizational commitment of nurses. The results demonstrated that there were significant positive effects job rotation had on both job satisfaction and organizational commitment besides the strong positive relation between the two. Discussion will compare such findings with existing literature and explore the implications for nursing management.

4.1.1 Job Rotation and Job Satisfaction

Hypothesis 2: Job rotation has a positive effect on job satisfaction. The hypothesis is supported ($B = 0.32$, $t = 8.27$, $p < 0.001$). Job rotation in the organization was found to foster organizational commitment on the part of clinical nursing staff, which increases their job satisfaction. Another study similar to this study showed lower role stress and more job satisfaction after job rotation. The estimated low test-retest scale reliability of job rotation in the present study, which suggests that although relationships among items exist, there does remain scope for the refinement of items in the questionnaire to bring out these subtle refinements in job rotation practices.

Suleman et al. (2022) further commented that job rotation may enhance workers' satisfaction by putting them to new challenges and learning experiences, hence feel less bored by routine tasks and perceive career movement. Substance to the argument is boosted by Park and Park in a study conducted in 2023, who argued that a positive attitude towards job rotation was found to be associated with high satisfaction and good patient safety outcomes.

It is also considered as a strategy to minimize job burnout. Khan et al. (2017) retained the opinion that job rotation lessens the emotional exhaustion and depersonalization components of 'burnout', which are both significant predictors of job dissatisfaction. Job satisfaction can be improved, and a front organization can ensure that their employees stay committed and motivated by rotating nurses in different positions.

Moreover, rotation-based job enrichment can bring on a better level of job satisfaction. Anil and Brian, 2004, pointed out that this kind of practice of job rotation structure helps the workers to increase the skill base and to develop a better idea about various functional areas operating in the organization. This does not only help the employees be more satisfied with their jobs but also enhances their perceived value and recognition within the organization.

This may indicate that the perceptions and implementations of job rotation vary across settings because the job rotation construct had only moderate reliability. This would imply some need for standardization of guidelines and more specific definitions of job rotation practices. This could be developed into a more fine-grained measurement tool, one that would consider frequency and duration of rotation and types of roles rotated, in trying to come up with a more accurate measure for the effect of job rotation on job satisfaction.

This is in alignment with the literature on the positive relationship between job rotation and job satisfaction, thereby making this finding reinforce such a conclusion. Only moderately reliable are the measures of the job rotation scales, but evidence does show that it is indeed a helpful strategy to promote job satisfaction among nurses. Future studies need to be conducted that will look at which specific components of job rotation influence job satisfaction the most, with better measuring tools.

4.1.2 Job Rotation and Organizational Commitment

The findings also showed that job rotation had both quantitative and qualitative significance on organizational commitment. The value of the parameter concerned was $B = 0.35$, $t = 7.41$ and $p < 0.001$. The conclusion is also supported by the study conducted by Khan et al. (2017), which found that the level of job burn out had declined, and the level of organizational commitment had increased among medical workers. Job rotation keeps the level of engagement and commitment high due to the decrease in burnout, hence giving more stability to the workforce.

Suleman et al. (2022) have further supported the above by finding that job rotation practices are positively correlated with better performance and commitment of employees. This work marks the idea of job rotation in constructing a more diversified and talented workforce for the organization, which in turn would breed attachment to

the organization. The employees undergoing some process of job rotation would feel more valued and invested in by the employer and hence show more commitment.

Further, Park and Park (2023) find that job rotation, by improving the professional self-concept in the employees, develops a feeling of organization-based identity, thus resulting in better organizational commitment. Thus, job rotation not only provides skill enrichment but also strengthens the psychological bonding of the employees with their organization.

The value commitment construct has an $\alpha = 0.657$ in the present study, indicating that there is a lack of better measuring tools and that there might be some internal inconsistencies. This could rather be a case of moderate reliability, like when value commitment is perceived differently by different people. This is going to assist in refining the construct so that it gets to what the employees value and if their values are aligned to what the organization upholds, or not.

However, the high reliabilities of items measuring effort commitment and retention commitment, with alpha values of 0.821 and 0.908, further substantiate the strength associated with the findings on organizational commitment. In other words, these high reliabilities indicate that items measuring the effort and the retention commitment are very much correlated and measure these constructs very consistently. It is shown in dimensions of effort–commitment: the attitude of being ready to work hard for the organization and in retention commitment: the attitude of staying with the organization.

Velickovic et al. (2014) also pointed out that job satisfaction is directly related to organizational commitment; when people are satisfied with their jobs, they are more likely to show high organizational commitment. This still supports the findings of this study: increasing job satisfaction through job rotation will increase organizational commitment.

This study basically confirmed the large positive correlation between job rotation and organizational commitment that has been usually supported by previous literature. Generally, with a moderate reliability for value commitment construct, job rotation can enhance organizational commitment. Future research should go on to perfect measures of value commitment and determine what aspects of job rotation best promote organizational commitment.

4.1.3 Job Satisfaction and Organizational Commitment.

The strongest relationship in the present study was job satisfaction and organizational commitment with $B = 0.76$, $t = 14.81$, and $p < 0.001$. Here, job satisfaction explained 42% of variance in organizational commitment. This significant finding agrees with literature underscoring the very important role of job satisfaction in developing organizational commitment.

Mosadeghrad et al. (2008) recorded substantial association of the extent to which workers are satisfied with their jobs and their commitment to the organization in a hospital. Their study showed that satisfied employees are prone to committing themselves to an organization, which could result in lower turnover intentions and high overall performance. There is a presumption that the better the job satisfaction level, the stronger is organizational stability and effectiveness.

This was further confirmed by Veličković et al. (2014) among nurses in Serbia, which established that there exists greater job satisfaction for those nurses who demonstrate more organizational commitment to their work. Their study showed that if nurses will be satisfied with their work, they could always experience organizational commitment, leading to patient good care and lowered levels of turnover. This is particularly relevant in health care settings to maintain a good and committed workforce to ensure good patient outcomes.

Further supporting this, Han et al. (2009) found that one of the biggest determinants of organizational commitment among permanent and temporary nurses working in hospitals in Korea is job satisfaction. They observed that being empowered and satisfied with their job, nurses are able to demonstrate a much higher level of commitment; thus, initiatives that allow the improvement of job satisfaction are likely to make an appreciable difference in organizational loyalty and hence reduce turnover.

The very high reliability efficacy values obtained in this study added credence to the fact that the job satisfaction-organizational commitment relationship is very robust: the effort commitment (Cronbach's $\alpha = 0.821$) and retention commitment (Cronbach's $\alpha = 0.908$). These values indicate that the constructs are being measured consistently and accurately, thus making stronger conclusions that job satisfaction is indeed a good predictor of organizational commitment.

Chen et al. (2017) also advanced that job satisfaction mediates the relationship between job stress and organizational commitment. Their research suggests that an advance in organizational commitment can be achieved through the reduction of job stress and an increase of job satisfaction, further advocating that a good working environment will assist in the development of more employee commitment.

As per Chang, in his research, the organizational support significantly moderates the relationship between job satisfaction and organizational commitment. In other words, as organizational perception of support becomes stronger, the positive influence of job satisfaction on commitment also strengthens.

The available literature strongly supports the existence of this positive relationship between job satisfaction and organizational commitment. Evidence provided from this research suggests that an increase in job satisfaction can be a strategy to increase organizational commitment, more so in health care settings. What exact elements contribute toward that is something that research will have to go on elucidating in the future, together with ways in which they could be utilized to enhance organizational commitment.

4.2 Comparison with Existing Literature

The results of the present study are broadly in conformity with the existing literature and further reinforce the conclusions that job rotation positively influences job satisfaction and organizational commitment.

Anil and Brian 2004, p.117 cited that job rotation can also be used to gain very valuable information about the employee which would in turn increase job satisfaction and organizational commitment. This does extend the current studies findings that suggest job rotation practices not only help to diversify the experiences for employees but also provide the manager insight which can be used to better fit roles with employee strengths thus enhancing job satisfaction and commitment.

According to Park and Park, job rotation has a positive influence on patient safety nursing activities. The results of their study showed that a positive attitude toward job rotation could strongly improve professional self-concept and organizational commitment for nurses. That result is in concurrence with the present findings that job

rotation has positive effects on both job satisfaction and organizational commitment. According to Park and Park, the enhancement of professional self-concept may be related to the increased job satisfaction expressed in this study because if nurses feel more competent and occupied with their roles, they are likely to be more satisfied and committed.

While the moderate reliability of the job rotation construct in this study is slightly below the generally accepted threshold, it is not without precedent, given the challenges identified by prior studies about measuring job rotation. For instance, the difficulties in capturing the full impact of job rotation practices have been highlighted in studies such as Chang et al. (2008) and Ho et al. (2009). The current study findings may indicate the need for refinement of tools that measure job rotation to reach more realistic inferences about its benefits.

Khan et al. (2017) and Suleman et al. (2022) found, likewise, that job rotation reduces job burnout and enhances organizational commitment among medical staff. This further strengthens the current study's findings that job rotation is one such worthwhile strategy in building organizational commitment. Further strengthening the efficacy of job rotation in building a committed workforce, this study found a high reliability of effort commitment with $\alpha = 0.821$ and retention commitment with $\alpha = 0.908$.

Mosadeghrad, et al., (2008) and Veličković, et al. (2014) have reported in almost equal to identical findings in the matter that there is a strong relationship between organizational commitment and job satisfaction. This means that it was highlighted in the recent studies that job satisfaction is a very critical factor in developing organizational commitment, which is consistent with the finding from the present study that job satisfaction explains a significant portion of variance in organizational commitment.

The findings of the present study are corroborated by the studies of Chen et al. (2017) and Chang (2015) in that this mediation is performed through job satisfaction, and that the relationship is moderated by organizational support. Those studies put together make the fact clear that organizational commitment can be enhanced by improving the job satisfaction level and with the presence of organizational support. These are also the recommendations of the present study.

In summary, findings of this current study are very much in agreement with the previous literature reviewed and further extend the current knowledge base on the importance of job rotation in enhancing job satisfaction and organizational commitment. Hence, future studies need to further improve measures pertaining to job rotation and identify more conditions under which it happens. This study forms part of growing evidence that job rotation would be a meaningful practice for any organization interested in capturing satisfaction and commitment.

4.2.1 Implications for Nursing Management

As the demographic profile considered was very specialized, most with graduate degrees and considerable work experience, job rotation would be even more beneficial to organizations with experienced nursing staff. From this research, it could be concluded that an important managerial practice is job rotation for enhancing job satisfaction and organizational commitment among nurses. Implementing job rotation can help reduce job burnout, increase job satisfaction, and foster a committed workforce—all very important considerations in healthcare settings, where employee retention is of utmost importance.

Chang et al. (2015) pointed out that organizational support moderates the relationship between job satisfaction and organizational commitment. Therefore, nursing management needs to consider taking extra efforts to empower their staff fully if they want to achieve more from a job rotation strategy. It has been suggested by Han et al. (2009) that empowerment and organizational support are significant factors that can enhance the job satisfaction and commitment of nurses, which calls for comprehensive managerial strategies.

4.3 Conclusion

That is to say, this research believes that job rotation is one such effective intervention that might enhance the satisfaction levels and organizational commitment among nurses. Taken at a much broader level, the findings also offer a recommendation for the adoption of job rotation as an instrument for calculative managerial practice to be used in healthcare institutions. As job satisfaction can be garnered through job rotation, it would bring one closer to building a committed, motivated nursing workforce for optimal patient care and organizational performance. The high positive correlation that

exists between job rotation, job satisfaction, and organizational commitment indicates that job rotation is something more than a simple staffing strategy; it is rather an important component of organizational development. These findings give evidence that the potential in job rotation for preventing burnout, improving engagement, and building belonging among nurses really exists.

The reliabilities for job rotation and value commitment constructs are only moderate, and this implies a good but far-from-perfect relationship exists. Further finetuning of the measurement tools may give more accurate data to further confirm positive impacts of job rotations. This further cements that the effort and retention commitment constructs are strong in reliability; hence, the findings are very sound, and the gains from job rotation are very substantive and measurable.

4.4 Recommendations

Based on the above findings, below are some of the implications drawn from this study for healthcare administrators and policymakers in detail. Healthcare organizations should, therefore, negotiate and set up more organized job rotation programs in order to increase the job satisfaction and organizational commitment levels amongst nurses. Well-designed job rotation programs should, indeed, be able to provide experiences with some meaning and variability to nurses. Proper support and training can be given through orientation, mentorship programs, and continuous professional development opportunities for nurses that have been rotated to other jobs. Continual monitoring and evaluating the job rotation programs would provide feedback concerning the effectiveness of these programs and suggest necessary adjustments required to accomplish the stipulated objectives in terms of job satisfaction and organizational commitment.

In more straightforward terms, the organizational engagement through job rotation must, therefore, try to inculcate the culture to encourage continuous learning and development. As a result, the employee will be more involved, and because of increased job satisfaction, he or she will show stronger organizational commitment. That is why any healthcare organization has to address the role stress of job rotation through clear communication, support systems, and resources whose minimization can further raise job satisfaction and commitment. Matching these individual aspirations and strengths in

ways through which nurses can provide feedback about their rotation experience may yield more desirable results because each nurse has personal preferences and career aspirations. Continuous improvement will address the issues that the staff has.

By the adoption of these suggestions, it's possible that job rotation could be practiced as one of the most influential techniques for improving job satisfaction, organizational commitment, and overall performance among health organizations. It would also mean a more resilient and dedicated nursing workforce, thus contributing to organizational success.

List of Abbreviations

Abbreviation	Meaning
PNIPH	Palestinian National Institute of Public Health
CD-RISC 10	Connor-Davidson Resilience Scale 10-Item
RS	Resilience Scale
GSES	The General Self-Efficacy Scale
ProQOL	Professional Quality of Life Scale
SOWN	State of the World's Nursing
GPA	Grade Point Average
ERIC	Education Resources Information Center
TRC	Trait Resilience Scale
NURS Model	Nursing Universal Retention and Success Model

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Appendices

Appendix A

IRB approval

An-Najah National
University
Faculty of Medicine &
Health Sciences
Institutional Review Board



جامعة النجاح الوطنية
كلية الطب وعلوم الصحة
لجنة الملاحظات البحث العلمي

Ref: Med . May. 2023/6

IRB Approval Letter

Title of Research:

Job Rotation of Nursing Staff and Its Effects on Nurses' Satisfaction and Organizational Commitment

Submitted by:

Ahmad Abdulfattah Al-darak


Supervisor:

Abdulsalam Al-Khayyat, Raya Sawalha

Approved:

7th May. 2023

Your Study Title "*Job Rotation of Nursing Staff and Its Effects on Nurses' Satisfaction and Organizational Commitment,*" reviewed by An-Najah National University IRB committee and was approved on 7th, May . 2023.


Hasan Fitian, MD

IRB Committee Chairman



Appendix B

Questionnaire

The questioner in Arabic language:

استبيان حول التدوير الوظيفي لموظفي التمريض وتأثيره على الرضا والالتزام الوظيفي: دراسة
مقطعية في المستشفيات الحكومية في شمال الضفة الغربية، فلسطين لعام 2023/2024

نموذج الموافقة على الدخول في الدراسة

انا أحمد الدرك طالب ماجستير في تخصص الإدارة الصحية، أقوم بعمل دراسة حول التدوير الوظيفي لموظفي
التمريض وتأثيره على الرضا والالتزام الوظيفي لديهم: دراسة مقطعية في المستشفيات الحكومية في شمال
الضفة الغربية.

تهدف هذه الدراسة الى معرفة مدى تأثير الانتقال الوظيفي للتمريض بين الأقسام المختلفة داخل المستشفى. على
مدى رضا الممرضين والتزامهم الوظيفي بالعمل.

ارجو منكم المشاركة بهذه الدراسة وتعبئة هذا الاستبيان الذي سيأخذ خمس دقائق من وقتك.

مع العلم انه سيتم التعامل مع كافة المعلومات التي اجمعها بمنتهى السرية، ولن يستطيع أحد العلم بهويتك،
وستستخدم المعلومات لأغراض البحث العلمي والدراسة فقط، ولن تكون هذه المعلومات متاحة إلا لفريق البحث.

إنك لست ملزماً/ملزمة بتعبئة هذا الاستبيان. ويمكنك الانسحاب من الدراسة وقتما تشاء/تشائين.

وتأكدوا من سرية كافة المعلومات.

لأي استفسار يمكنك التواصل مع احمد الدرك على رقم هاتف 0568580894

القسم الأول: الخصائص الاجتماعية والديموغرافية للمشارك

1. الجنس:

() ذكر () أنثى

2. العمر (بالسنوات):

() > 30 () 31-40 () < 41

3. الحالة الاجتماعية:

() متزوجة () أعزب/أعزباء () مطلقة

4. المستوى التعليمي:

() دبلوم سنتين () 4 سنوات درجة البكالوريوس

() درجة الماجستير () أخرى

5. الخبرة العملية (بالسنوات):

() أقل من 3 سنوات () 3-5 سنوات

() 6-10 سنوات () أكثر من 10 سنوات

6. موقع العمل:

() ممرضة مساعدة (assistant nurse) () ممرضة مسجلة (Registered Nurse)

() رئيسة تمريض (Head Nurse)

7. الوحدات

() قسم مفتوح. (Open Ward) () قسم مغلق (closed Ward)

() أخرى

8. سنوات في نفس الوحدة:

() > 1 () 1-5

() 6-10 () < 11

القسم الثاني: يحتوي هذا القسم على خمس عبارات تهدف إلى تقييم مواقف الممرضين تجاه التناوب الوظيفي،

يرجى تحديد رأيك فيها:

الفقرة	أوافق بشدة	أوافق	محايد	لا أوافق	لا أوافق بشدة
1. أعتقد أن التدوير الوظيفي هو نوع من التدريب الوظيفي.					
2. التدوير الوظيفي يوسع معرفتي ومهاراتي في مجالات أخرى.					
3. أنا على استعداد لقبول التدوير على الوظائف الآن.					
4. قبل التدوير على الوظيفة ، تطلب المنظمة موافقتي.					
5. أعتقد أن التدوير على الوظائف هو نظام ممتاز.					
6. بشكل عام يعجبني التدوير على الوظائف.					

القسم الثالث: يحتوي هذا القسم على عشر فقرات تهدف إلى تقييم رضا الممرضات تجاه التدوير الوظيفي،

يرجى تحديد رأيك الشخصي فيها

الفقرة	راضٍ جدا	راضٍ	غير متأكد	غير راضٍ	غير راضٍ بشدة
الرضى الداخلي					
1. وظيفتي تتيح لي الفرصة لتحقيق قدرتي.					
2. أستطيع أن أستمد إحساس الإنجاز من وظيفتي.					
3. أنا راضٍ عن تطوير نفسي من وظيفتي.					
4. أنا مؤهل للقيام بعملتي الحالي.					
5. أجد وظيفتي ذات مغزى.					
الرضى الخارجي					
6. أنا راضٍ عن بيئة وظيفتي الحالية ومرافقها.					
7. بالمقارنة مع العاملين في التمريض الآخرين، أنا راضٍ عن راتبتي.					
8. وظيفتي الحالية تتيح لي فرصة للترقية.					
9. أتعامل بشكل جيد مع زملائي.					
10. احصل على الثناء عندما أقوم بعمل جيد					

القسم الرابع: هذا القسم يحتوي 12 جملة تهدف إلى تقييم الالتزام التنظيمي للمرضين

لا أوافق بشدة	لا أوافق	محايد	وافق	أوافق بشدة	الفقرة
					التزام بالقيم
					1. لدي شعور قوي بالانتماء إلى المستشفى.
					2. أنا على استعداد لخدمة هذا المستشفى.
					3. أنا فخور لكوني جزء من هذا المستشفى.
					4. أهتم بالتطوير المستقبلي للمستشفى.
					التزام الجهد
					5. أنا على استعداد لبذل المزيد من الجهد لتحقيق أهداف عملي.
					6. أبذل قصارى جهدي للتغلب على صعوبات عملي.
					7. أنا على استعداد لنقل خبرتي العملية إلى الموظفين الجدد.
					8. أساعد زملائي بنشاط في حل المشكلات في عملهم.
					التزام الانتماء
					9. أشعر بمستقبل واعد إذا بقيت في هذا المستشفى.
					10. لدي ارتباط عميق بهذا المستشفى.
					11. في ظل بيئة العمل ونظامه الحالي، أنا على استعداد للبقاء في هذا المستشفى.
					12. إذا غادرت هذا المستشفى، فسوف أشعر بالذنب.



جامعة النجاح الوطنية
كلية الدراسات العليا

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والالتزام التنظيمي: دراسة مقطعية في المستشفيات الحكومية في
شمال الضفة الغربية، فلسطين

إعداد

أحمد عبد الفتاح أبو الدرك

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قدمت هذه الرسالة استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الصحة العامة،
من كلية الدراسات العليا، في جامعة النجاح الوطنية، نابلس - فلسطين.

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الملخص

المقدمة والخلفية: تستكشف الدراسة تأثير التناوب الوظيفي على الرضا الوظيفي والالتزام التنظيمي بين الممرضين. تهدف إلى تحديد ما إذا كان للتناوب الوظيفي تأثير إيجابي على هذه العوامل وتبحث في قوة العلاقة بين الرضا الوظيفي والالتزام التنظيمي.

منهجية الدراسة: تم إجراء دراسة مقطعية شملت 308 ممرضاً من شمال الضفة الغربية في فلسطين. تم جمع البيانات باستخدام استبيان منظم لتقييم التدوير الوظيفي، ورضا العمل، والالتزام التنظيمي. تم استخدام برنامج SPSS (الإصدار 24.0) لإجراء التحليل الوصفي، وتحليل الارتباط، والانحدار.

نتائج الدراسة: تم العثور على علاقات إيجابية هامة بين التناوب الوظيفي والرضا الوظيفي ($B = 0.32, p < 0.001$) والالتزام التنظيمي ($B = 0.35, p < 0.001$). وتبين أن الرضا الوظيفي يتنبأ بقوة بالالتزام التنظيمي، حيث يفسر 42% من تباينه.

الاستنتاج الرئيسي: يعزز التناوب الوظيفي الرضا الوظيفي والالتزام التنظيمي، مما يجعله استراتيجية إدارية قيمة في قطاع الرعاية الصحية. تسلط النتائج الضوء على أهمية بيئة العمل الداعمة للاحتفاظ بالكوادر التمريضية.

الكلمات المفتاحية: التدوير الوظيفي؛ التمريض؛ رضا المرضى؛ المستشفيات؛ فلسطين.