

THE IMPACT OF JOB ROTATION ACTIVITIES ON ENHANCING THE GREEN JOB CLIMATE AN ANALYTICAL DESCRIPTIVE STUDY IN THE STATE COMPANY FOR TEXTILE INDUSTRIES/ AD DIWANIYAH TEXTILE FACTORY

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Abstract

Among the most prominent challenges facing the world in our time are the environmental issues represented by climate change, pollution and global warming, which have become a preoccupation for humanity. Since human activities have negative impacts on the environment, all organizations have sought to support pro-environmental behavior in all areas of life on the globe. The purpose of this study is to present a picture about the effect of job rotation activities in achieving the work climate and promoting green environmental behavior among workers in the Diwaniyah textile factory. The research sample was estimated at (40) employees who occupy advanced jobs in the state company for Textile Industries / Ad-Diwaniyah Textile Factory located in Ad-Diwaniyah Governorate. The researcher used the complete statistical package (SPSS) to analyze the data through (arithmetic mean, standard deviation, Spearman-Brown, And the impact test: F), where the conclusion was that (the activities of job rotation in the company enhanced the transformation of the traditional job environment into a green job environment), while the most prominent recommendation was (preparing training programs for all organizational levels to enable them to develop traditional work behaviors into green behaviors).

Introduction:

Job rotation is one of the basic functions of human resource management. As this activity creates an effective, distinguished and low-risk organization, and through this activity, the administration will ensure that individuals acquire all the required experiences within the organization, support innovation and development within its departments, reduce work turnover risks, reduce burnout and achieve job satisfaction.(Ghaffari et al., 2021). Job rotation means rotating an employee to a specific jobs from one period to another, occurring in both the private and public sectors (Yu & Zhang, 2020). Job rotation focuses on employee acquisition of multiple skills, identification of the technical and leadership capabilities of employees within the organization, and job replacement planning (Sulaiman, 2019). For this reason, this activity is viewed with interest as one of the basic activities that create a sustainable

work environment for workers in business organizations. In addition, a modern concept appears, which is the green functional climate, which refers to the adoption of an environmentally friendly work environment away from the manifestations of environmental pollution. Through this study, it will be revealed about how to exploit and harness the activities of job rotation to create the concept of a green job climate.

First: Research Methodology:

1- Problem Statement:

Considering the human element is necessary and determines the success of organizations in achieving their goals, so many organizations have taken the direction of developing human resources management, which is responsible for following up and developing personnel affairs in the organization, and determining the appropriate human resource for activities and administrative units, in proportion to the size of the activity, the matter Which achieves efficiency in performance on the one hand and matching the size of manpower to the size of activity. There may be some problems in the work environment as a result of the accumulation of personnel working in a particular activity above the required level, and the scarcity of the staff in another activity, and this matter will cause many problems, the most important of which is that the administrative units that contain working individuals above the work capacity will suffer from obstacles in the work environment. Work due to overcrowding in the place, environmental pollution due to the inappropriateness of the place to the size of the workers, the delay in completion, and the existence of a state of conflict between the working individuals. Therefore, the Human Resources Department has attached importance to the issue of job rotation because of its great importance in measuring the size of manpower in business units and redistributing the two years according to the actual need for those units.

In light of this, the following questions can be asked:

- A. How effective is job rotation in creating a balance between the volume of activity and the volume of human resources within the organization?
- B. Can job rotation achieve the principle of a green job climate in organizations?

2- Research Aims:

- A. Knowing the importance of job rotation in the success of organizations.
- B. Getting to know the concept of the green job climate and its role in achieving the satisfaction of the organization and its employees.
- C. Measuring the size of the correlation between job rotation and green work climate in Al-Diwaniyah textile factory.
- D. Coming up with a set of proposals based on the researcher's findings.

3- The importance of research:

- A. The importance of the organization in which the research was conducted (the research community) in order to develop it and strengthen the labor market in Iraq.

B. Knowing the importance of the research variables and their basic role in the success of the work of organizations.

4 -Study Methodology:

This study adopted the exploratory approach by studying the relationship between the independent variable represented by job rotation and the dependent variable represented by the green job climate, and analyzing the type of relationship between them for the purpose of reaching results that prove the hypothesis of the study.

5 -The hypothetical model of the study:

For the purpose of clarifying the correlation between the two study variables, including the dimensions they contain, this model was built by the researcher to gain the goal of the study, and according to the below figure:

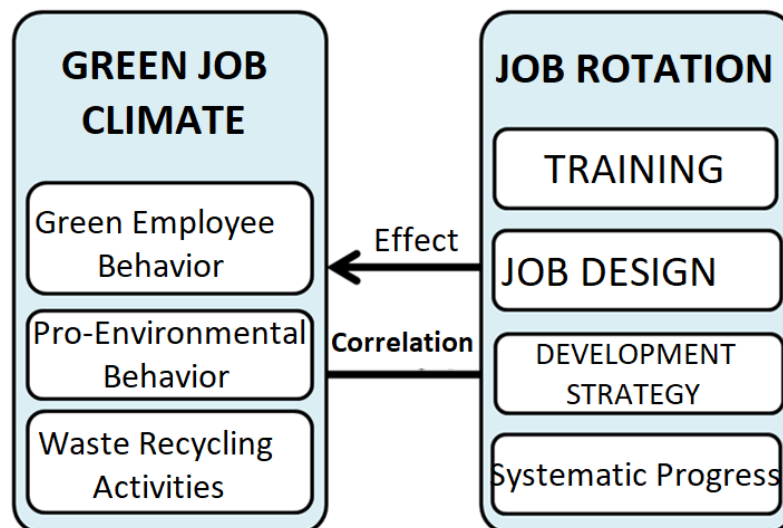


Figure No. (1) The hypothesis of the study

Source: prepared by the researcher

6- The hypothesis of the study: There is a statistically clear and strong relationship between the independent variable (job rotation) represented by its dimensions (training, job design, systematic development and progress strategy) and the dependent variable represented by the green job climate by its dimensions (employee green behavior, pro-environment behavior and production waste recycling activities). From this emerge the below hypotheses:

- There is a significant relationship between training and the green job climate.
- There is a significant relationship between job design and the green job climate.
- There is a significant relationship between the development strategy and the green career climate.
- There is a significant relationship between systematic progress and green career climate.

7- Data collection method:

- a. Theoretical aspect: The data related to the theoretical aspect were collected from the scientific articles that were presented in the solid international collections, and recent scientific studies were approved from the articles published after 2017.
- b. The practical side: A questionnaire was prepared for the study to obtain the data, consisting of (21) phrases, with (3) phrases for each dimension of the variables, and the five-point Likert scale was adopted.

8- Statistical tool:

The application of the ready-made statistical package (SPSS) was used with its comprehensive and included statistical tools (arithmetic mean, standard deviation, Pearson correlation coefficient).

Second: Theoretical framework:

Job Rotation:

1- Job rotation concept.

Job rotation is the process of transferring an employee from one specific job to another, so that responsibilities change and tasks are new without considering this transfer as a promotion (Kampkötter et al., 2018). When switching between one job and another, Employees get a comprehensive view of the organization's activities, and therefore they will gain experience in all functional areas within the organization, as well as knowledge of organizational processes that will benefit them in the future when promoting to higher management positions.(Boyi et al., 2021). (Rerkjirattikal & Olapiriyakul, 2021) defined job rotation as a management control procedure in which workers are transferred between tasks to Reduce the risk of overexposure to health risks such as fatigue, air pollution and overheating, and, while (Puzon & de Guzman, 2020) indicated that job rotation is the best way to reduce work-related injuries such as work-related musculoskeletal disorders; Avoid job boredom, reduce the effects of consistency on employees By adding a variety of different tasks; Improve cross-site knowledge of employees within the organization. By introducing the concepts of job rotation above, expanding knowledge and skills will enhance the level of awareness of individuals who rotate jobs. The change in the organizational work structure will have an effect on all employees, affecting the effectiveness of the organizational structure.

2- The importance of job rotation:

- a. It is noticeable that job rotation had a positively influential role on performance within the organization, and in particular job performance, due to the employee's acquisition of new knowledge as a result of his movement between different jobs within the organization.(Halberg et al., 2020).
- b. Job rotation is also one of the most important types of training, because in advanced organizations it is believed that the quality level of employees is the most important factor for success and this is reached through on-the-job training (Ghaffari et al., 2021).

c. This procedure diversifies the parts of the tasks that the workers accomplish during the work period, and achieves a balance between the increasing effect of stress and fatigue caused by staying on a limited job (Diego-Mas, 2020).

d. Through it, employers can build a better relationship with their employees and achieve effective results (Ravikumar et al., 2020).

e. Job rotation is a training tool that reduces the traditional financial and time costs of training (Radzi et al., 2021).

3- Job rotation dimensions:

A- Training: Training is defined as the basic process that helps in developing the skills and knowledge of employees, and its purpose is to raise the level of their performance and develop it in the workplace.(Sheeba & Christopher, 2020). The training objectives are to bridge The gap between the expected performance and the desired performance that align with the business needs and goals you have identified the organization (LUDWIKOWSKA, 2018), therefore, it is clear that human resource training adopts methods for acquiring necessary knowledge, not for building an educational model without access to training outcomes (Sulaiman, 2019).

B- Job Design: Job design is of great interest to researchers and employers alike. Job design is the procedure that relates to the activities of workers, the duties required to carry out their work, and how these tasks are scheduled and organized (Daniels et al., 2017). Modern job design characteristics include such elements as: requirements, job control, job application, job diversity, job description, job application, job diversity, job support, social integration, as well as job security. Ability to manage and improve work (Raharjo et al., 2018).

C- Strategic career development is an activity that helps employees plan their future career with the company in order to better develop the company and employees. (Wau & Purwanto, 2021). Career development is how to maintain or improve employee productivity and prepare employees for the future. Therefore, it is understood that to improve the work of employees in the organization, planning should be done so that employees can achieve better results in the organization, which is the average work structure. Personality development in this research focuses on developing and improving human resources, skills, and knowledge so that changes in outcomes, attitudes, and motivations can be measured. Oversees work schedules, training, troubleshooting, staffing, and communications (Cedaryana et al., 2018).

D- Systematic progress: It means the detailed steps and stages of the administrative process from beginning to end (Sulaiman, 2019). The process of implementing systematic administrative procedures is carried out according to an organized organizational strategy that ensures the achievement of organizational goals with high quality in terms of time, cost and performance. This is based on methods drawn from systems theories, value chain analysis and time management. In the complete information environment, the management process model brings sufficient

clarity to the development of the process, the steps required to achieve the end result as well as the evaluation of the overall duration (Trashlieva & Radeva, 2018).

Green Job Climate

1- The concept of a green Job climate:

Generally, job climate is expressed as “the weather in the workplace,” and refers to how employees perceive and interpret organizational environments (Lamberti et al., 2022). The work environment includes employee perceptions of the environment and organizational priorities. Although there is ample evidence that environmental factors can be a factor in the environmental behavior of workers, the exact mechanisms of environmental influences are not well understood. One such research approach is to study the influence of the work environment on employees' willingness to engage in harmful behavior. (Hicklenton et al., 2019).

As for the concept of green job climate, it is the use of an environmental climate for work that contributes to achieving healthy and environmentally friendly organizational results, such as employee green behavior, pro-environmental behavior and production waste recycling activities (Waqas et al., 2021). Since human activity has negative effect on the climate, developing a green working environment in every department of the organization is An essential role in protecting the planet (Choong et al., 2020). The green workspace is great for interacting with others at work. If the worker notices that his assistant lives in a friendly environment, then his actions will lead him to good deeds. (Rubel et al., 2021). Green work climate attitudes may influence workers' attitudes toward environmental standards, and she claims that employees' opinions about a company's green work climate could positively effects employee to attitude regarding Environmental sustainability standards for companies (Waqas et al., 2021).

2- Importance of a Green Job Climate:

A. Ensuring sustainability in infrastructure, functional developments and movements to participate in global sustainability (Rubel et al., 2021).

B. To support the staff to demonstrate voluntary workplace green behavior, scholars have recognized that voluntary green behavior in the workplace of employee can be enhanced by providing a green work climate (Zhang et al., 2021).

C. The green work climate contributes to activating effective communication in this regard, as consistent communication plays an important role in creating a work environment capable of creativity and significantly reduces ambiguity related to work roles. (Dahiya, 2020).

D. The availability of a green job climate provides a basic incentive for employees to improve their work performance, as this climate will provide healthy and comfortable work systems for them (Lamberti et al., 2022).

3- Dimensions of Green Job Climate:

A- Green behavior of the employee: Described as a form of social behavior, and it means individual practical actions directed towards the environment within the organization (Francoeur et al., 2021), this indicates a positive relationship between life satisfaction and pro-environmental behavior. Green behavior affects life satisfaction indirectly through positive influence. This may indicate an important role for cognitive well-being in the relationship between green self-image and life satisfaction (Welsch et al., 2021). The environmental behavior of employees is a small but important task in dealing with environmental problems and sustainable development. Researchers in organizational behavior and sustainability focus on the factors that influence environmental performance. (Zhang et al., 2021). Implementing environmentally friendly work practices has improved employee cognitive awareness and identification, analysis and management of environmental problems. Learning about an employee's environmental responsibilities through performance reviews can increase positive perceptions of an employee's worth, encourage additional volunteer efforts, and demonstrate a responsible attitude and commitment to addressing environmental challenges. (Ababneh, 2021).

B- Pro-environmental behavior: Environmental behavior is a set of behaviors that companies and their affiliates take to promote positive environmental change and take sustainable steps to reduce the impact of human neglect. (Yusliza et al., 2020). Environmental activism can create meaningful relationships and improve quality of life by demonstrating the positive impact actions have on people's lives. As many researchers have discussed this topic, research is becoming increasingly interested in the question of what causes people to adopt pro-environmental behavior. (Li et al., 2019). Any attempt to understand, predict and improve environmental performance requires appropriate environmental performance measurement tools. These tools require collaboration in community events. (Lange & Dewitte, 2019). Factors affecting social behavior include external and internal factors, especially demographic changes and psychological factors. Knowledge of environmental determinants is essential for more relevant and effective policies that improve people's behavior towards environmental protection. (Habib et al., 2021).

C- Waste Recycling Activities (Waste Management): As the world population continues to grow and economic conditions continue to improve, society produces more solid and liquid waste. Incorrect disposal methods can not only lead to adverse environmental effects, but also negatively affect human health. To prevent further damage to the world's ecosystems, there is an urgent need for sustainable waste management practices that will protect the environment for future generations (Gutberlet et al., 2020). Waste is of great importance to the economic losses incurred by industrial organizations. Reducing the level of waste in manufacturing is a very efficient way to solve many issues of economic and social importance (Sodhi et al., 2020). Currently, industrial waste management systems have undergone Targeted and necessary reorganizations, from an economic and environmental point of view,

aimed at improving and developing their capabilities and efficiency. (Sarraf et al., 2020).

Third: Presentation and analysis of the results (the practical side):

The research community was selected represented by working individuals from the managers, heads of departments and administrative units in the Diwanayah textile factory, which numbered (52) directors, officials, department and unit. (83.3%) of the study population.

No.	Variable	Categories	Frequencies	Percentage
1	Gender	Male	32	%80.00
		Female	8	%20.00
The overall average of the paragraphs			40	100%
2	Age (By Years)	25-35	11	%27.50
		36-45	16	%40
		46-55	7	%17.50
		56-60	6	%15.00
The overall average of the paragraphs			40	100%
3	Years of Career	Less than 10	7	%17.50
		11-20	21	%52.50
		21-30	6	%15.00
		30 and over	6	%15.00
The overall average of the paragraphs			40	100%
4	Academic achievement	Higher School	7	%17.50
		Bachelor	28	%70.00
		Higher Diploma	2	%5.00
		Master	3	%7.50
The overall average of the paragraphs			40	100%

1- Presenting the job rotation reality and its impact on the green job climate and analyzing the respondents' answers

To find out the level of the value of job rotation in the Diwanayah textile lab according to the sample answers, it was relied on the frequency distributions of the answers of the study sample and their percentages down to the arithmetic mean and the standard deviation of those answers, and because this study had been depended on the five points of Likert scale in the answers of the study sample for the questionnaire, the level of Each variable is confined between (1 to 5) with five levels as shown in Table No. (2), and includes two levels in the case of an increase from the hypothetical mean of (3), So it is good if it is between (3 and 4) and very good if it is above (4) and it also has two levels if it is below the hypothetical mean (3), then it becomes weak and unacceptable if it is between (3-2) and very weak if it drops to less than (2).

Table No. (2) (Power of Averages)

Scale degrees	Strongly agree	Agree	Neutral	Disagree	Strongly Disagree
Averages values	5	4	3	2	1

Hypothetical mean = (sum of weights ÷ number of alternatives)

2- Result of the independent variable analysis (functional rotation):

The independent variable dimensions showed the following results:

A- Training:

Depending on the hypothetical study model, Training has been set as an essential dimension of job rotation, as Table (3) shows the frequency distributions of the sample answers, their percentages, the standard deviation and mean of the data, as they came with an arithmetic mean (4.15), a mean level and a standard deviation (0.70). This indicates that training during the process of rotating individuals within the organization gives them a variety of experiences and achieves the goal for which the training activity was established.

Sections	Mean	Std. Deviation
The company is interested in conducting continuous training for its staff	4.35	.675
My job performance will increase as a result of attending the training	3.97	.615
This course met my goals	4.15	.833
The overall average of the paragraphs	4.15	.70

B- Job Design:

As shown in Table No. (4), it was clear that the general indicator of the mean (4.16) was higher than the hypothetical arithmetic average (3), which focuses the great attention paid by the sample taken for this study and for this dimension and the overall criterion. The deviation was (0.63). This confirms the presence of a high degree of acceptability in the answers of this sample, and this reflects the great interest in job design within the company.

Table (4) Frequencies, standard deviation and mean of the job design dimension

Sections	Mean	Std. Deviation
Diversity of job skills helps achieve the goal of job rotation	4.17	0.65
The job rotation policy is taken into account when designing jobs	4.22	0.71
The performance criteria are clear for each job to be evaluated accurately after the job rotation is completed	4.09	0.54
The overall average of the paragraphs	4.16	0.63

C- Job Development Strategy:

With regard to this dimension, the general index of the mean (4.25), which was higher than the hypothetical average (3), indicates that the study sample pays great attention to this dimension. While the Std. deviation was (.593), which confirms the presence of a high degree of acceptability in the answers of this sample, which confirms that the company's management continues significantly in implementing career development strategies and achieving success in them. Achieving strategic goals.

Table (5) Frequencies, mean and standard deviation for the Job Development Strategy dimension

Sections	Mean	Std. Deviation
Job rotation is one of the management development tools in the company	4.28	.585
Job rotation gives an employee the opportunity to grow and acquire different job skills	4.20	.485
Technological development and the use of modern technologies in the hospital required a push towards job rotation	4.27	.710
The overall average of the paragraphs	4.25	.593

D- Systematic Progress:

By looking to the Table (6), we find that the general indicator of the average is (4.19), which is higher than the hypothetical average (3), which proves the interest of the study sample in this dimension. The Std. deviation was (.577), which approves the presence of a high degree of acceptability in the answers of this sample, which proves that the company's administrative procedures and systems are at a high level of accuracy and fluidity, and that the symptoms faced by administrative procedures are weak due to the administrative regulations in force.

Table (6) Frequencies, arithmetic mean and standard deviation of the systematic progression dimension

Sections	Mean	Std. Deviation
Job rotation is one of the systems and procedures that are taken care of and developed in the company	4.20	.485
The systems and procedures followed in the company allow employees to highlight their capabilities in the jobs to which they are rotated	4.27	.710
Systems and procedures define the methods and mechanisms that can be used in job rotation	4.10	.477
The overall average of the paragraphs	4.19	.577

3- The result of the analysis of the dependent variable (green career climate):

The independent variable dimensions showed the following results:

A- Green behavior of the employee:

From the results of the diagnosis and the analyzing the statistics of the employee's green behavior dimension as in Table (7), it shows that the mean was (4.04), which is higher than the default mean (3), and the Std. deviation was (.658), which is explaining the importance of presenting the green behavior of the employee in supporting sustainable activities within the administrative units.

Table (7) Frequencies, standard deviation and mean of the Employee's Green Behavior dimension

Sections	Mean	Std. Deviation
Employees are committed to self-implementation of environmental performance standards	4.10	0.511
Employees consider green behavior as part of their work duties in the company	3.78	0.691
Employees try to inculcate the principles of sustainable environment for new employees	4.25	0.773
The overall average of the paragraphs	4.04	0.658

B. Pro-environmental Behavior:

Table (8) shows that the average was (4.06), which is higher than the hypothetical average (3) and that the standard average (Std). The deviation was (.528), which confirms the presence of high acceptance in the responses of the study sample. This confirms that the company's sustainable environmental thinking is prevalent in the field of work. The effect of the independent variable was clear in influencing this dimension. Where job rotation was the basis of positive relationships between employees as a result of their knowledge of the concept of green job climate.

Table (8) frequencies, mean and standard deviation for the dimension of pro-environmental behavior

Sections	Mean	Std. Deviation
The company's managers set environmental targets in annual assessments	4.03	.450
A formal evaluation of environmental performance is carried out periodically on employees	4.07	.516
Integrating the objectives of environmental management with the performance appraisal system in the organization	4.08	.619
The overall average of the paragraphs	4.06	.528

C- Waste Management Activities:

Obviously, the mean was (4.21) that is bigger than the hypothetical default mean (3). Also, the Std. deviation was (.561). The results show “waste management activities play a major role in enhancing the green job climate within the company”.

Table (9): Frequencies, Std. deviation and mean of the dimension of waste recycling activities

Sections	Mean	Std. Deviation
Dedicated containers are available for each type of waste	4.28	.524
There are specific timetables for waste collection	4.18	.537
Special places for personal and industrial waste collection are available	4.17	.624
The overall average of the paragraphs	4.21	.561

4- Analysis of correlation ratios for the study variables:

The researcher used the Pearson-Brown coefficient in order to determine the level of correlation between the study parts and according to its hypotheses as follows::

As shown in Table (10), a significant positive correlation was found (0.874), while the correlation coefficient was (.000). it is clear that correlation is necessary at significance level (0.05), as the results in the table are reinforced with the first hypothesis, therefore, the first hypothesis is acceptable.

Table (10) the result of the correlation ratios analysis for the study variables and their dimensions

		Dependent variable (green job climate)			
		Waste Management	pro-environmental Behavior	Green Employee Behavior	variable (Y)
The independent variable (Job Rotation)	training	0.949	.906	.866	.907
		.000	.000	.000	.000
	Job Design	.866	.772	1.000	.879
		.000	.000	.000	.000
	development strategy	.818	.891	.813	.840
		.000	.000	.000	.000
	Systematic progress	.333	.182	.280	.265
		.002	.000	.004	.002
	variable (X)	.969	.687	.966	.874
		.000	.000	.001	.000

5- Analyzing the effect ratios of the study variables:

Table No. (11) showed the conclusion of the analysis of regression that the level of significance was (.000) which was less than (.05), which meant that There is a huge impact on the level (.05) of the main variable on the secondary variable. The beta

coefficient value was (.874), which means that any change in variable(X) by one unit leads to a change in the value of (Y) by (0.874). The calculated T value (16.389) indicates the importance of the model that accepts the main hypothesis, which tells that (there is a significant effect of the statistical significance of job rotation on strengthening the green job climate). The coefficient of determination was (R^2 0.819), which means that the main variable shows that the effect percentage was (81.9%) of the second variable changes, while the (computed F) dedicated in (591.268), and The calculated F (.000) is less than the significance level (.05).

Table (11) Effect ratios for the study variables

X Variable	B Facts	Cal. T	Significant T
Job Rotation	.874	16.389	.000
	R^2	Calculated F	Sig. F
	.819	591.268	.000

Regarding the dimension of training, the function level was (.000), which is also less than the default level of (.05). This explains to us that there is an effect of the dimension of the basic variable on the dependent variable. The value of the beta coefficient was (.907). This means that any change in the value of the main variable (X) by one unit will lead to a change in the value of the dependent variable (Y) by (.907). Through this, we prove the validity of the first sub-hypothesis.

As for the dimension called the job design of the independent variable, the significance level is (.000) which is also less than the default level of (.05). This explains to us that there is an effect of the dimension of the basic variable on the dependent variable. The value of the beta coefficient was (.879), meaning that any change in the value of the job design of the variable (X) by one unit will lead to a change in the value of the dependent variable (Y) by (.879), and this proves the validity of the second sub-hypothesis.

With regard to the third dimension of the independent variable called (Development Strategy, the significance level was (.000) which is also less than the default level of (.05). This explains to us that there is an effect of the dimension of the basic variable on the dependent variable. The value of the beta coefficient was (.840), meaning that any change in the value of the job design of the variable (X) by one unit will lead to a change in the value of the dependent variable (Y) by (.840), and this proves the validity of the third sub-hypothesis.

As for the fourth dimension of the independent variable related to systematic progress, the significance level is (0.002) which is also less than the default level of (.05). This explains to us that there is an effect of the dimension of the basic variable on the dependent variable. The value of the beta coefficient was (.265), meaning that any change in the value of the job design of the variable (X) by one unit will lead to a change

in the value of the dependent variable (Y) by (.265), and this proves the validity of the third sub-hypothesis.

Fourth: Conclusions and Recommendations:

A- Conclusions:

1. A strong relationship between job rotation and a green work climate has been confirmed, where employee turnover enhances the strength of the green work environment.
2. Job rotation positively affects the promotion of the green work climate through the transfer of organizational citizenship values among employees in the company's departments through the use of job rotation methods.
3. Most of the company's employees realize the importance of job rotation in developing their professional skills and green behavior at the same time.
4. There are no statistically significant differences between the company's employees on the basis of gender, educational attainment, or occupation in relation to the research variables.
5. Demonstrate the importance of job rotation in promoting a green work environment within the company, and the transfer of professional values and ethics and green behaviors through the transfer of employees between the company's departments.
6. Most of the company's employees believe that job rotation activities have played a major role in the development of organizations, and that it helps to sustain the organization's work in an effective and renewable manner, especially in light of contemporary challenges.
7. The results of the sample in the company revealed that the responses focused on (strongly agree) and (agree). With an average of (3.86) out of (5), which indicates the company's interest in job rotation and its dimensions. This percentage of the agreement contributes to enhancing the positive green work environment in the company.

B- Recommendations:

1. The possibility of generalizing the job rotation method and its positive effects in the company to include various aspects of performance and not only to enhance the green job climate.
2. The need to pay attention to the issue of green work climate in organizations and to involve it in training programs and to spread a culture of green work climate.
3. The researcher pointed out that material and moral incentives play a major role in enhancing the green work environment, so it is necessary to study the promotion of green behavior using incentives.

4. The need for organizations to update their job rotation systems in order to achieve modernity in application and the appropriateness of environmental variables at work. So that there is no negative impression of job rotation.
5. Giving great importance to the concept of job rotation and linking it to the green job climate in the strategic planning of organizations, because it is an effective factor in successfully achieving strategic goals.

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