

Reflection of Talent Management Processes in Job Rotation

¹Maysoon Ali Hussein / lecture / department of Business Administration/Babylon University/ Administration and Economic Colleges/Babylon. Iraq

Emil: bus.maison.ali@uobabylon.edu.iq

²Basma Mahdi Hamad/assistant lecture

/Emil: Basma@uobabylon.edu.iq

³Haitham Obaid Abd Alzahrh*

*Master's in Entrepreneurship, Faculty Engineering University of Babylon, Iraq

Emil : eng.haitham.oh@uobabylon.edu.iq

Abstract:

Talent management is a distinctive force for managing and leading the organization that gives it the advantage of excellence and leadership in its dealings with the opportunities, risks and challenges of its current and future environment, although talents are a characteristic that represents human resources (managers, leaders), but they are reflected within the culture of the organization and its composition as well, it consists of an inherited inherent aspect And the last acquired from learning, which is energy and ability that grows while attracting talented human resources to the organization, and general training programs, which are specialized in developing them, contribute to the organization and keep it and keep it in the organization.

Governmental organizations, especially educational organizations, seek to achieve a major goal, which is to reach the general satisfaction of the community through what it provides of public services, and in order to be able to implement well the goals and achieve community satisfaction, as they need to retain these talents within every organization in the state and benefit from them by recycling them in administrative sites Within the organizations to achieve these goals, and on this basis the research focused on identifying the reflection of talent management processes in job rotation within the organization, and developing a clear vision that can be used when formulating the organization's vision or through continuous review of the needs of the organization

Keywords: talent management processes, Attracting talent, Talent Development, Keep talent job rotation

1. Research Methodology

The descriptive approach was used to measure the phenomenon, through the questionnaire tool, through the field survey of the researched colleges. The research community was chosen from the private colleges operating in Baghdad, and the best

and most famous colleges were chosen, namely (Al-Rafidain College, Al-Nisour College, Altorath College, Al-Isra College Baghdad College), and the research sample of the professors in the college and their number reached (71) teaching, and some statistical techniques were used, including the arithmetic mean to find out the reality of the college through the opinions of the sample, and used the standard deviation to identify the dispersion of the answers, and used the simple regression coefficient to find out the effect of the variables The Research.

1.1. Research problem

The human element is one of the foundations of the organization that must be preserved and strive to develop in order to advance it for the better and towards achieving the set goals, and no organization can work efficiently and effectively without paying attention to its human resources, especially the talented ones, and exerting effort, money and time to attract and choose the best of them efficiently and work to Empowering them, this is what made her think about plans and programs to achieve her goal of a distinctive type of human talent in order to develop their performance to achieve its strategic goals, providing them with appropriate training and giving them more incentives, and more delegation of powers and decision-making Palm Participation, as well as encouraging them to be creative and creative, in order to keep them within organizations and adapt to external and internal changes and work challenges.

The method of career rotation is considered one of the most important methods and programs created by the organization to update your awareness and effectiveness of human talents, and it is considered one of the methods and techniques of career development, and it is one of the modern administrative methods that concern the human resource, through the acquisition of multiple job experiences, and its transfer from one job to another, in order to achieve availability Opportunities to learn several additional works, whether technical or administrative, and job recycling provides a great degree of flexibility in moving the employee to multiple locations in the organization and thus dependence on him in the future or in the near future when facing some of the problems represented in work pressure in one of the Departments or when job vacancies occur or in cases of absence or resignations, etc. This method is suitable for training chiefs, supervisors or managers in order to qualify department heads, supervisors, and others to occupy administrative centers with higher levels, and the transfer of the individual from one location to another is considered an effective method to expand his horizons and gain New managerial experiences and skills, which makes him able to make decisions, expand his knowledge and show his talents at work. The research problem can be formulated through the following question:

- Is there an awareness by the organization of talent management processes?
- Is there an awareness by the organization of the importance of job rotation?
- Do talent management processes affect job rotation?

1.2. Research importance

Talent is one of the foundations of the organization that must be preserved and strive to develop in order to advance it for the better and towards achieving the set goals, and no organization can provide its distinctive quality services or achieve efficiency and effectiveness without its human resources, and thus it becomes natural to direct attention to it, and the importance of research stems. Of the importance of the topic in itself, as it deals with an important aspect of management in the organization, and we can sum up the importance of research in the following:

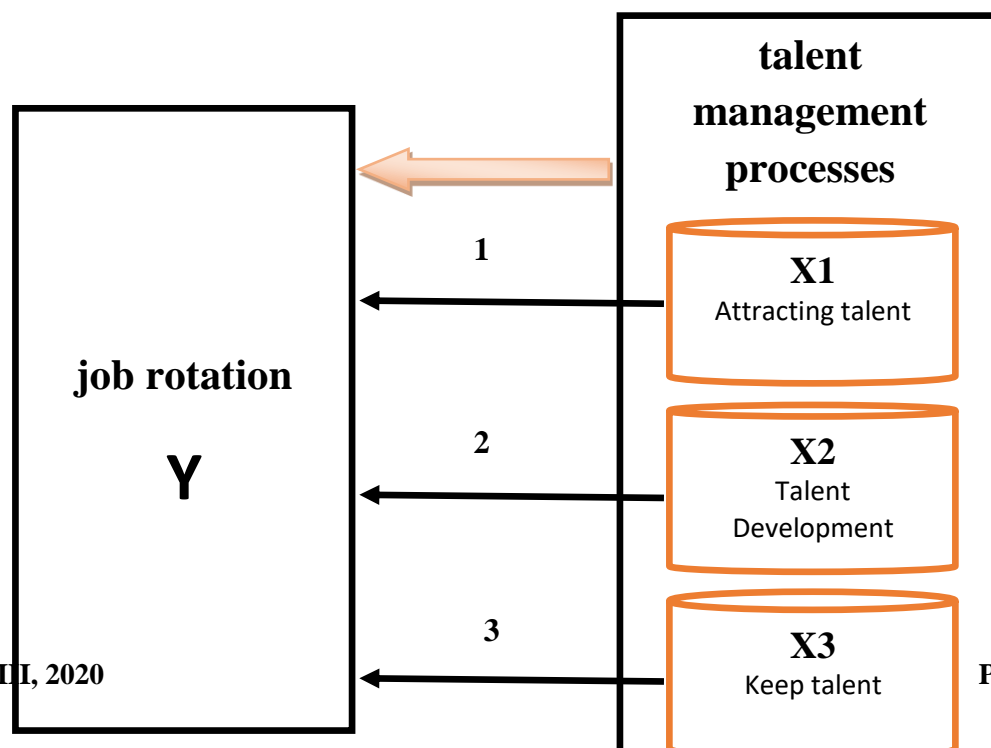
1.3. Research objectives

The research seeks to achieve the following goals:

- 1.3.1. Determining the reality of applying talent management operations
- 1.3.2. Knowing the attitudes of workers regarding the importance of job rotation.
- 1.3.3. Disclosure of difficulties or obstacles facing talent management operations and the job recycling policy that limit the effectiveness of implementation.
- 1.3.4. Researching how to improve the application of talent management processes and career recycling policy to workers and come up with recommendations that work to develop and improve them.

1.4. Research Model:

The hypothetical study plan was formulated according to what came from a survey of the intellectual production of the literature related to the topic of talent management operations and the three dimensions (attracting talent, developing talent, retaining talent), job rotation, and after conducting a broad review of research and studies in this field, the hypothesis of the study was developed To reflect the dimensions and variables of the researched phenomenon represented by the problem of study and its philosophical premises and its reflection on the Iraqi environment.



1.5. Hypotheses:

A number of hypotheses have been put in the present research that:

- 1.5.1. First hypothesis (Ho1) (X - Y): talent management processes affect both mentally and positively the job rotation.
- 1.5.2. The second premise (Ho2) (X1-Y): Customer information management has a positive and positive impact on job rotation.
- 1.5.3. The third hypothesis (Ho3) (X2 - Y): Service customization affects both morale and positive with job rotation.
- 1.5.4. Fourth hypothesis (Ho4) (X3 - Y): (Expansion management) affects morally and positively with (job rotation).

2. Theoretical review

2.1. Talent management

The development witnessed by management in recent years, led to the development of new management and organizational concepts, terms and ideas in the field of human resource management, human capital, resource planning and talent management, and the most important of the new concepts is the concept of talent management in management, where the concept of talent management appeared in the nineties and a general specific (1997) This is the effect of the widespread use of the term (war for talent) as an expression of intense competition between organizations for obtaining talents and attracting them to work in organizations. This is according to a study confirmed by (McKinsey) Consulting Company on the importance of talent management, especially for the youth.

The emergence of the term talent management in the late last century as a new concept that is circulating recently can be considered a phenomenon that is difficult to measure, as well as difficult to determine its location from human resources management, and identifying similarities and differences between them. Since the state of the relationship between talent management and human resource management is marred by many The overlap between talent management and HR software systems. Talent management is defined as organizing and planning efforts to attract, develop, motivate and retain highly skilled employees and managers (Noe, 2018,12). Talent is also defined as the sum of a person's abilities - his own talent, skills, knowledge, experience, intelligence,

wisdom, attitude, and craft - and also includes his ability to learn and grow (Smith, 2015,10), and talents refer to high-potential employees or employees of strategic importance, who hold positions The chief within the organization, and most talents include two elements, namely ability and passion.

Although talent management is a recent global trend in most organizations. However, there is still lack of clarity about what the term denotes. Talent, as it was defined, is the natural ability of the individual, which can be formed and strengthened in the right direction. As for talent management, it refers to cultures that choose, motivate, develop and monitor talents from all over the world and provide them with technological and educational benefits to help their growth as individuals (Veluchamy, et al., 2018,320) and in the same Context Moczydłowska (2012) defined it as a set of procedures applied to talented individuals with high performance for their development in pursuit of the goals of the organization. Karakasnaki & Pantouvakis 2017: 2)).

2.1.1. Talent management operations

These are processes that are based on improving the recruitment, recruitment, and development functions of members of the organization (Lockwood, 2006). Talent management is interested in applying best practices to identify, nurture, qualify, recruit, and activate talents in organizations (Al-Jarrah & Abu Dawla 2015, 288), and writers “Laurie and Daniel” believe that managers are fond of the saying that: “Our human resources are our most important wealth”, while Many officials consider and deal with human resources as costs, which is dangerous because for many organizations, human resources are the only resource for competitive advantage in the long run, as organizations that do not invest in their human resources risk their success but rather with their presence (Bassi & McMurrer, 2007,116)) Therefore, the organizer is required Certain processes are used to recruit, select, develop and retain talent in their favor, and this will be discussed in the following paragraphs:

2.1.1.1. Attracting talent

It includes the policies and practices through which talented individuals are identified and selected. The importance of polarization has emerged as one of the important activities of the organization, which undertakes the search for and attracting righteous individuals and selecting the best from them. (Conger & Fulmer, 2003: 84) The organization needs to follow a successful plan to attract talent, adopt ethical principles at every stage of polarization, and build a strong reputation in order to be able to face intense competition to attract talent, and by talent planning we mean human resource

planning and distribution. The role of talent planning in determining future talent needs is very important at all levels of the organization, and according to the researchers' agreement: (Hills, 2009; Lawler, 2008; Harttig, 2010; Freedman, 2009), where the focus in this area was on the quality of competencies such as (knowledge, Skills, abilities, and personal traits (Wayne & Robak, according to Human Resources reputation). 2007) The organizations focus on the characteristics that make them more attractive to the group of potential applicants, especially the talented ones, as many organizations focus on improving the reputation of their human resources to attract human talents (Al-Jarrah, 2015, 291)

2.1.1.2. Talent Development

When organizations recruit workers, they must train and empower them to be able to adapt and adapt their jobs (Whetten, et.al, 2005), and development is one of the effective methods for preserving talents within the organization, and organizations should give talented individuals the opportunity to develop areas of excellence and improve their overall performance. Thus strengthening their motivation and developing their jobs (Sloan, 2003)), and identifying training opportunities in an organized manner helps to strengthen the skills of talented individuals, and helping them to gain new capabilities (Allison, 2007: 43), and if the organization fails to provide the talented with adequate development and training, She may be exposed To losing their talent pool (Martin, 2007: 41)

The talent development process includes four broad areas, according to what was reported by Carbury and Graffan, which is the identification of who is developing? , And design for capabilities to be developed? What are the analytical tools used to measure effectiveness and organizational support? What can senior management provide? (Garavan&Carbery, 2012,20)

2.1.1.3. Keep talent

It is a process that focuses strategically on keeping talents within the organization, by encouraging investment in working individuals continuously, and there is a set of factors that push organizations to increase their interest in retaining talents, for example, economic progress that provides better opportunities for employment outside the organization, as well as the small number of talented workers in Labor Markets (Conger & Fulmer, 2003: 80), and retaining talent includes all activities that prevent gifted employees from leaving the organization and this is done through (engaging talent, career development, training, spreading a culture of talent, urging homecoming and enhancing career affiliation). Al-Jarra H, 2015,292).

2..2. Job rotation

The application of the policy of job recycling or job mobility starting from the year (1902 AD) raised many questions among workers, and left at its beginning milestones of confusion in the work of the various central departments that relied on the policy of

specialization for a long period of time and there were two models of management, one of which is based on The concept of specialization (the Anglo-Saxon model) is based on a set of supports that have for a long time maintained their effectiveness and productivity.

The other is based on the concept of exchange (the Japanese model) and its main pillar, the behavior of the group and the team spirit. The administrative thought (Anglo-Saxon) since the eighteenth century and in the midst of the industrial revolution was based on the idea of specialization brought by the English economist Adam Smith in his book "Research in the Revolution of Nations" The idea of specialization was based on a set of elements that depend on the fact that the repetition of the individual or worker for the productive work that he practices on a regular basis leads to an increase in his efficiency and the development of his skill in his craft or industry, and finding a system of specialization and dividing the work within the productive activity as a whole. Within each department, it can lead to increased productivity and improved work. For decades, the principle of specialization continued as a basis for administrative work and the system recognized for its effectiveness in administrative organizations in European countries and the United States of America, and with the early fifties some American organizations began to use a new system that relies on the so-called (employment recycling) in order to develop the performance of these organizations, but the pattern remained in the American organizations European governmental organizations are the system of specialization, and this new administrative system was not written to resurface and occupy an important space in contemporary administrative thought until after the emergence of Japanese successes in the field of economic and industrial growth in the 1960s. The success of the Japanese model in management is based on a model that differs qualitatively from the (Anglo-Saxon) model in terms of (Armored, 2014: 11):.

- This model relied mainly on the so-called work team.
- It was based on a job rotation policy as an alternative to specialization.
- The decision-making process is often taken from the bottom up in administrative organizations and productive institutions

The Job rotation is one of the methods and techniques of career development and organizational change, and it is one of the modern administrative methods, and it is a method in which employees organize their responsibilities and perform them horizontally at the various levels of the organization; , 2018; 32). As for (Tirajoh, et.al, 2018: 2539), they pointed to job recycling as the management approach that is carried out by transferring employees between two or more jobs or jobs at regular time periods in order to introduce them to all sectors of the organization as it is a pre-planned method aimed at testing employee skills and competence And putting it in the right place in addition, it reduces the monotony of the task and gives them a wider experience and helps them to gain more ideas. As for (Tumipa & Rumokoy, 2018: 900), they suggest that job recycling can be seen as enhancing employee learning (as it makes employees more diversified in knowledge acquisition) as well as employer learning.

That job rotation leads to skills development and making the job enjoyable, thus overcoming boredom. It is related to motivation because it can make work enjoyable and thus stimulate intrinsic motivation. It is important to note that job rotation may have some drawbacks. Graham and Bennett (1998) found that job rotation would harm employees if they were subjected to poor training methods, and thus learned ineffective methods, rather than effective performance methods (Teresia K.K. Linge, 2019: 134). Through the above concepts, the researcher believes that job recycling is "guided by a scheme within a specific strategy to develop the talents and experiences of individuals through their mobility between the functions of the organization.

2.2.3. The importance of job rotation:

Job rotation is a modern managerial technique through which equal opportunities can be granted to employees, as well as eliminating the bureaucracy and monotony of jobs generated by jobs in which their owners stay for a long time, especially supervisory, administrative and leadership positions, so the longer a leader is in his job the bureaucracy, red tape, repetition and boredom are reflected and this is reflected in work Employees or employees because it depends on monotony, non-renewal and development, and its importance can be determined through (Mohsan et al., 2012 : 23) (Yakubu & Majeed, 2018; 36):

- 1- That job rotation is used to employ a group of individuals in order to prepare them and prepare them for job training.
- 2 - The possibility and ability of job recycling to solve problems facing the work of human resources management and find a solution to them gradually and correctly, if the job recycling is applied in the organizations in the best way.
- 3- It contributes to increasing the diversity of the skill of the working person by rotating it over several jobs, or job locations in the organization's departments or the production line.
- 4- It represents an active contribution in preparing the human angel by creating a kind of congruence between the individual's capabilities, duties and responsibilities, as adopting this method requires efficient management and full knowledge of what the departments and departments require of skills or works and determining how necessary to make transfers within one department and between different departments.
- 5- An employee who is recycled at work gains experience more quickly compared to an employee who is specialized in a specific job.
- 6- An effective tool for career development. (Ahmad, 2017: 301)
- 7- This method also provides a greater degree of flexibility in moving the employee to multiple places and locations in the organization and thus dependence on him in the future or in the near future when facing some of the problems represented in the pressure of work in one of the departments or when job vacancies occur or in cases of absence or resignations or Other than that.
- 8- This method is also suitable for training chiefs, supervisors or managers in order to qualify department heads, supervisors, and others to occupy higher-level administrative centers because moving a person from one location to another is one of the effective

means in expanding horizons and acquiring new managerial experiences and skills. (Hammoud et al., 2010: 215).

(Dais & others, 2018: 4) believes that the application of job rotation in organizations is required to obey the health aspects, adhere to the workers' wage schedule, and organize the intervals between tasks to coincide with the periods of psychological-psychological break, that is, when the worker returns from the break period, work resumes on a mission Another or another job, Brown and Reich (1997) stressed that skills are developed partly through job experiences, which make on-the-job training the best training method for expanding employee skills and abilities, and that skill development in the Japanese training system, which was really impressive was Includes effective on-the-job training And, including assigning difficult tasks, promotion to senior positions and annual job rotation, general results have shown that the practice of recycling jobs enhances employee competencies, as is the case in promotional opportunities, which is crucial in providing bright career development in the future, and based on With this basic assumption, job recycling is believed to have a lot to do with professional management (Zin, 2015: 27).

(Muazza & Syarifuddin, 2017,4) believes that the higher the level of employee performance in job recycling, the better their performance in the future, and thus achieve job satisfaction with them.

Job rotation is one of the methods used to deal with work pressures that lead to many psychological and physical problems that make the individual unable to be productive at work, as routine work is one of the sources of these pressures (Mossa et al., 2016: 171).

3. Show results

3.1. Display results for variable talent management operations:

The responses of the sample refer to the independent variable (talent management processes), which was divided into three sub-dimensions (talent recruitment, talent development, talent retention), and it appeared that the mean (2.77), the standard deviation (0.87), and the results of the sub-dimensions will be analyzed :

3.1.1. Attracting talent

The results of the sample responses were analyzed by the mean and the standard deviation of the variable (talent polarization). The results showed that the highest agreement of the sample was through the first paragraph. The mean (4.43) and the standard deviation (0.62). This is an affirmation of the college's keenness to Determining its human resource needs (from faculty members) on quality and efficiency and not limited to quantity, and the result of the second paragraph indicates the lowest value of the arithmetic mean is through the second paragraph, with an arithmetic mean (2.03), and a standard deviation (0.62), and this confirms that The college does not seek to attract the talented and motivate them to work.

Table (1) The arithmetic mean and the standard deviation of the variable Attracting talent

	the paragraphs	mean	Standard deviation
1	The college focuses on determining its human resource needs (from faculty members) on quality and efficiency, not just on quantity.	4.43	0.50
2	The college is constantly seeking individuals Talented and qualified and works to attract them And entice them to work.	2.21	0.50
3	The college uses all available means to announce the need, to attract the largest possible number of talented applicants	2.03	0.48
4	Multiple and objective methods are used to select individuals so that they match the competency of the individual with the vacancy.	3.0	0.36
5	The college attracts new talents and works to integrate them, while looking for high potential from within the college	2.28	0.74
6	The college has a specific mechanism to discover the talents of its employees through their creative contributions.	2.85	0.60
7	The college exercises the principle of fairness and transparency in the process of selecting new employees and evaluating existing employees.	2.72	0.50
	Attracting talent	2.78	0.46
	Talent management operations	2.77	0.87

3.1.2. Talent Development

The results of the sample responses were analyzed by the mean and the standard deviation of the variable (talent development). The results showed that the highest agreement of the sample was through the fourth paragraph, the mean (4.44), and the standard deviation (0.58), and this is an affirmation of the college administration's use Orientation and continuing education programs, assigning workers some new and innovative tasks.

The result of the fifth paragraph indicates the lowest value of the arithmetic mean is through the paragraph (the college sets standards to measure the performance of talents and provides material and moral incentives for the gifted based on a comparison of their performance with those standards.), With an arithmetic mean (2.16), and a standard deviation (0.54).

Table (2) The arithmetic mean and the standard deviation of the variable Talent Development

	the paragraphs	mean	Standard deviation
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1	There are annual plans in the college for training and developing human talents and raising their level, which will be based on their needs.	2.41	0.68
2	The college provides faculty members with internal training through the learning system from real situations in the work environment.	3.03	0.70
3	The faculty provides faculty members with external training through local and international scientific conferences.	4.21	0.58
4	The college administration uses mentoring, continuing education programs, and assigns workers some new and innovative tasks.	4.4	0.36
5	The college sets standards for measuring talent performance and provides material and moral incentives for talented people based on a comparison of their performance with those standards.	2.16	0.54
6	The direct intervention of the college administration is to upgrade the talented people within the college and move them from department to department according to their capabilities.	2.35	0.69
7	There are highly efficient training techniques in my college.	2.89	0.68
8	High talents (talents) are placed in leadership positions important and appropriate to their capabilities in the college	2.76	0.56
9	The college seeks to revive the spirit of competition among individuals with a view to working towards self-development.	2.78	0.77
Talent Development		3.00	049

3.1.3. Keep talent

The sample responses indicate the paragraphs of the third sub-variable of the arithmetic mean and the standard deviation (retaining talent). The results showed that the highest arithmetic mean was through the third paragraph (the college provides the appropriate climate for serious scientific research to achieve the required quality while developing teaching systems and linking its outputs to the needs of society), it has The mean (3.12) and the standard deviation (0.78).

As for the lowest value of the arithmetic mean, it is through the fourth paragraph (the college generously generates rewards for talents, which motivates and encourages ordinary workers to reach the level of talented ones), with an arithmetic mean (2.1), and a standard deviation (0.54).

Table (3) The arithmetic mean and the standard deviation of the variable Keep talent

	the paragraphs	mean	Standard deviation
1	The faculty provides an opportunity for faculty members to create personal and gain knowledge and experience.	2.32	0.63

2	The college is concerned with personal and career development	2.12	0.79
3	The college provides the appropriate environment for serious scientific research to achieve the required quality while developing teaching systems and linking its outputs to the needs of society.	3.12	0.78
4	The College generously rewards talents, which motivates and encourages ordinary workers to reach the level of talented among them.	2.1	0.54
5	The college takes into account the views of the gifted and considers them partners in the development of human resource management plans.	2.45	0.59
6	The college strives to make the work environment more conducive to showing and cultivating talent.	2.46	0.69
7	The college develops self-confidence, motivation and feelings of achievement among the gifted.	2.55	0.68
8	The faculty harnesses talented faculty members all the available resources to enhance creativity and ensure their survival.	2.89	0.59
9	The college is interested in the career path of the gifted as a way to improve their performance	3.12	0.67
10	Priority to occupy leadership positions in the college is given to highly talented individuals	2.45	0.59
	Keep talent	2.55	0.74

3.2. Display the results of the dependent variable functional rotation

The responses of the sample indicate regarding the adopted variable (functional rotation), and it appeared that the mean (3.7), and the standard deviation (0.57), and the highest response to the sample regarding the paragraphs of the dependent variable is through the ninth paragraph, which states (career rotation contributes to understanding the activities of the college), But the least answer was to the last paragraph, which states (job rotation helps relieve stress and boredom).

Table (4) arithmetic mean and standard deviation of the dependent variable functional rotation

	the paragraphs	mean	Standard deviation
1	Job rotation enhances job stability	4.22	0.68
2	It encourages communication between employees	4.16	0.79
3	It helps in achieving effective results	3.87	0.78
4	Help motivate me.	2.9	0.54
5	I think job rotation has improved learning	4.45	0.59
6	Contributes to the development of our career.	3.46	0.69
7	I have a lot of experiences across staff rotation	3.45	0.68

8	Job rotation helped me develop positive behavior toward learning.	3.89	0.59
9	Contributes to an understanding of college activities.	4.48	0.67
10	Give me a chance to stay	3.45	0.59
11	It helps to apply knowledge and develop talents for a variety of work.	3.11	0.69
12	It helps relieve stress and boredom.	3.05	0.73
	dependent variable functional rotation	3.7	0.57

3.3. Hypotheses test

For the purpose of knowing the extent of the influence of talent management on job rotation, an influence hypothesis has been developed for this purpose, and a major influence hypothesis has been developed which is (talent management affects the job rotation), and here is an analysis of the main hypothesis and the sub-hypotheses:

3.3.1. (H): Talent management influences the job rotation process.

Table (2) shows the relationship of influence assumed by the main hypothesis, and the table indicates talent management operations that were coded with the symbol (X), and the adopted variable (job rotation), which was coded with the symbol (Y), as the aforementioned table confirms that (talent management operations (A significant influence affects (job rotation), the determination coefficient has reached (R²) and it represents the value of the impact (.35), the calculated value of (f) has reached (.28), while the significance amounted to (.01), and this result confirms On the existence of a moral effect (talent management processes) in (job recycling), and this leads to the acceptance of the first main hypothesis which stipulated (affecting talent management processes B in the process of job recycling).

Hypotheses tested	Variables	Sig	f	R ²	Results
H	Talent management operations - Job rotation (X → Y)	.01	.28	.35	Accepted
H1	Attracting talent- Job rotation (X1 → Y)	.01	.31	.37	Accepted
H2	Talent Development- Job rotation (X2 → Y)	.01	.26	.34	Accepted
H3	Keep talent- Job rotation (X3 → Y)	.01	.34	.49	Accepted

n = 71

3.3.2. (H1): Talent recruitment affects the job rotation process.

Table (2) shows the relationship of influence assumed by the main hypothesis, and the table indicates the first sub variable (talent attraction), which was coded with the symbol (X1), and the approved variable (job rotation), which was coded with the symbol (Y), as the aforementioned table confirms (Attracting talent) affects a significant influence on (job cycling), the determination coefficient has reached (R2) and represents the value of the impact (.37), the calculated value of (f) has reached (31), while the significance has reached (01) , And this result confirms the existence of a moral effect (talent recruitment) in (job rotation), and this leads to accepting the first sub-hypothesis that reads (affecting polarization of pain Grantor in the functional recycling process).

3.3.3. (H2): talent development affects the job rotation process.

Table (2) shows the relationship of influence assumed by the main hypothesis, and the table indicates the first sub variable (talent development), which was coded with the symbol (X2), and the approved variable (job rotation), which was coded with the symbol (Y), as the aforementioned table confirms that (Talent development) affects a significant influence on (job cycling), the determination coefficient has reached (R2) and it represents the value of the impact (.34), the calculated value of (f) has reached (.26), while the moral value (.01) And this result confirms the existence of a moral effect (the development of talents) in (job rotation), and this leads to the acceptance of the first sub-hypothesis which states (the development of talents affects p Mechanism functional recycling).

(H3): Retaining talent affects career circulation.

Table (2) shows the relationship of influence assumed by the main hypothesis, and the table indicates the first sub variable (talent retention), which was encoded with the symbol (X3), and the adopted variable (functional rotation), which was coded with the symbol (Y), as the aforementioned table confirms (Retaining talent) affects a significant influence on (job cycling), the determination coefficient has reached (R2) and represents the value of the impact (.49), the calculated value of (f) has reached (34), while the significance has reached (01) , And this result confirms the existence of a moral effect (retaining talent) in (job rotation), and this leads to accepting the first sub hypothesis stipulated (affecting Exalted talents in the process of job recycling).

4. Discuss the results

Through the answers of the sample, the research reached a set of facts as follows:

- 4.1. There is a clear weakness in the search for talented and qualified individuals and the college is not based on attracting them and encouraging them to work. Therefore, colleges in the Iraqi environment should search for talents for the purpose of
- 4.2. The researched colleges do not use the media to obtain talents in the colleges.
- 4.3. Lack of interest in talents in colleges, therefore colleges should develop programs, controls and laws in the college that motivate talents to perform.
- 4.4. There is no mechanism in distributing justice and adopting transparency in the process of selecting new employees. Therefore, colleges should adopt transparency and justice in the process of selecting employees.
- 4.5. The results showed that there are no annual plans for training and developing human talents and raising their level. Therefore, colleges should develop plans and programs for training and developing human talents, perpetuating skills, and developing performance.
- 4.6. The research colleges do not work to stimulate talents, whether material or moral incentives, therefore it is necessary to review the status of a system to stimulate talents and development.
- 4.7. It was found that the colleges did not invest in the qualifications of the available talents in the administration of the college. Gifted individuals are a wealth that must be tapped.
- 4.8. Through the responses of the sample, it was found that job cycling enhances stability and encourages communication between employees, contributes to the development of their professional lives, as well as contributes to understanding college activities, and helps to reduce stress and boredom among college staff.

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