



The Impact of Job Crafting on the Work Turnover Applied Study on Greater Amman Municipality

Eyad Taha Al-Rawashdeh

Business School, Business Administration Department, E-mail: Dr_Eyad71@yahoo.com

Abstract

This study aims at identifying the impact of job crafting on work turnover. To achieve the objectives of the study, a questionnaire was developed for the purpose of data collection. The sample of the study consisted of (558) male and female employees. The sample was selected using stratified random sampling method. The study found the following results: The perceptions of the study sample for the level of job crafting in the Greater Amman Municipality were high. The study recommends to work on the application of the concept of job crafting continuously in order to work on a good business design, develop their abilities and skills on an ongoing basis, work on the application of a mechanism to monitor the performance of the employee that link performance with the incentives that contributes to increase his desire to work within objective criteria for evaluation.

Key words

Job Crafting, Work Turnover, Greater Amman Municipality

Received:	19 Nov 2019	© The Authors 2019
Revised:	30 Nov 2019	Published by Human Resource Management Academic Research Society (www.hrmars.com)
Accepted:	03 Dec 2019	This article is published under the Creative Commons Attribution (CC BY 4.0) license. Anyone may reproduce, distribute, translate and create derivative works of this article (for both commercial and non-commercial purposes), subject to full attribution to the original publication and authors. The full terms of this license may be seen at: http://creativecommons.org/licenses/by/4.0/legalcode
Published Online:	05 Dec 2019	

1. Introduction

The human element in the organization is of paramount importance. The human resources in the organization in addition to all material resources work for proper and effective performance, high productivity and high quality allows the institution to access the competition markets. In many business organizations today, departments are working to provide a stimulating and attractive working environment for employees by empowering workers and giving them greater opportunities to carry out their tasks and work in the way they choose and enables them to rearrange work priorities and ways of implementation, making the task easier and faster and shorten many steps and efforts. This method also makes employees feel good about their jobs and tasks. This is what can be called job crafting or crafting tasks and relations. The existence of a good and mutual relationship between the individual and his organization leads to the continuation in the work, and make more effort to achieve its goals, on the contrary, the existence of a bad relationship leads the individual to try to leave it and move to another organization; which means that there is a relationship between the nature of the individual's relationship with his organization and the level of work turnover.

1.1. Study Problem

The difficulties facing business organizations resulting from rapid changes, globalization and intense competition impose practicing modern and developed management methods on organizations to manage

their human resources, which is the basis for success, especially by observing the phenomenon of job leakage and high turnover rates, which is evidence of low loyalty or disloyalty to the organization from its human resources in the organization. Job crafting is a modern management style that empowers employees, promotes self-development, self-reliance in problem solving, accomplishing tasks and prioritizing business execution. It also achieves many benefits for the organization in general and for the individual and employees, it contributes to achieve a work environment suitable for workers to perform their tasks as they planned and arranged.

The problem of the study can be crystallized in the following question: What is the impact of job crafting on work turnover in the Greater Amman Municipality?

The importance of studying: The importance of the study is determined in two main aspects: theoretical importance and scientific importance.

Theoretical importance is:

1. The present study represents a purposeful attempt to contribute to the knowledge of the relationship between job crafting and work turnover in the Greater Amman Municipality.

2. What gives this study an additional contribution is including one of the demands of the human element in the work environment in the modern time, which is the functional crafting.3. Provide ways and means by which the work turnover can be analyzed

The scientific importance is:

1. Their importance lies in the importance of the subject you are studying; the study is one of the rare studies that study job crafting and its impact on work turnover.

2. The study presents its findings and recommendations that help decision makers in the Greater Amman Municipality in formulating policies that contribute to the retention of its employees.

1.2. Study Questions

To achieve the objectives of this study, the problem stems from the following key question: What is the impact of job crafting on the turnover of work in the Greater Amman Municipality?

Sub-questions arising from the main question are as follows:

Question 1: What is the level of the respondents' perceptions about the concept of job crafting in its dimensions (diversity of skills, independence, importance of work), from the point of view of GAM employees?

Question 2: What is the level of the respondents' perceptions about the concept of work turnover in its dimensions (discomfort, pay and incentives, performance evaluation), from the point of view of GAM employees?

1.3. Objectives of the study

The main objective of this study is to identify job crafting and its impact on work turnover in the Greater Amman Municipality, the study also aims at:

1. Providing an integrated theoretical framework for all study variables, which contribute to enriching the Arab library.

2. Identify the perceptions of the respondents towards job crafting, and each of its dimensions (diversity of skills, independence, and importance of work) in the Greater Amman Municipality.

3. Identify the perceptions of the respondents towards the turnover of work, and each of its dimensions (lack of comfort, pay and incentives, performance evaluation) in the Greater Amman Municipality.

4. Provide a number of recommendations, based on the results of the study, and benefit from them.

1.4. Hypotheses of the Study:

The study seeks to test the validity of the following hypotheses: The main hypothesis: There is no statistically significant impact at the level ($\alpha \leq 0.05$) of the job crafting dimensions (skills diversity, independence, importance of work) on the work turnover dimensions (lack of comfort, pay and incentives, performance evaluation) among employees in the Greater Amman Municipality .This hypothesis is subdivided into the following sub-hypotheses.

The first sub-hypothesis: There is no statistically significant impact at the level ($\alpha \leq 0.05$) of the job crafting dimensions (diversity of skills, independence, importance of work) in the lack of comfort as a dimension of work turnover of workers in the Greater Amman.

The second sub-hypothesis: There is no statistically significant impact at the level ($\alpha \leq 0.05$) of the job crafting in its dimensions (skills diversity, independence, importance of work) in wages and incentives as a dimension of work turnover for employees in the Greater Amman Municipality.

The third Sub-hypothesis: There is no statistically significant effect at $\alpha \leq 0.05$ level of job crafting with its dimensions (skills diversity, independence, importance of work) in performance evaluation as a dimension of work turnover among GAM workers.

2. Literature review

Functional crafting is one of the fundamental processes of human resources development for the purpose of developing institutions. The authors differed on the definition of functional crafting, but their definitions include the main pillars of the crafting process, as the change, improvement or development that occurs in the crafted while performing the tasks and work required efficiently and effectively, in such a way that contributes to the achievement of its objectives and the goals of the organization and society.

Al-Hiti defined it as: *“Administrative and organizational efforts related to the state of continuity aim at making a skillful cognitive and behavioral change in the current and future characteristics of the individual so that he can meet his work requirements or develop his practical and behavioral performance better”* (Mia et al., 2009).

It is also defined as: "The overall activities, means, methods and props that help motivate workers to improve their knowledge, behavior and intellectual abilities that are necessary at the same time, to achieve the goals of the organization on the one hand, and to achieve their personal and social goals on the other, without forgetting the good performance of their current and future functions that increase the performance of individuals in their work.

2.1. The importance of job crafting during service

In-service career crafting occupies an important and significant position in the present time, it is one of the main pillars of success of the management process, because it enables the institution to invest manpower, and provides refinement in-service employees with knowledge and information and gain skills, which leads to positive change in their behavior and improve their performance This will undoubtedly contribute to changing their attitudes towards the organization and its beneficiaries. In this context, we cite the well-known saying of Professor Crouzier M. that investing in human resources is more difficult than other investments, but in case it is successful, it will yield better return. This shows that in-service crafting is a very important investment that can benefit all parties involved in the enterprise directly or indirectly.

The importance of job contracting during service is considered the most important means of professional growth and obtains more cultural and behavioral experiences and all that will raise the level of performance of employees in the institution and thus contribute effectively to improve the quality of services provided to all parties directly related to this institution. There are a number of reasons why in-service career contracting is a pressing necessity (Wang, 2017).

Achieving job stability in the institution and gaining the status of stability and good reputation in the community, the crafted employee is doing his job as fully as possible, which leads to the satisfaction of management and thus rewarded and motivated in appropriate and possible ways, and thus motivate employees and enhance their satisfaction with the institution and their feeling that they are part of it. The possibility of leaving work and moving to another institution, as they are defending their institution in the community.

- Job crafting improves individual performance, reflected on increasing the quality of services provided with minimal effort and in the shortest time.

- Through functional contracting we can keep pace with the rapid technological developments.

- Job contracting reduces the need for supervision. A contracted employee who understands what his job requires can accomplish that work, without the need for constant guidance or oversight from his superiors.

- Functional contracting improves the organization's services and delivery, reflecting positively on the relationships between the organization and its customers.
- Job contracting contributes to creating positive attitudes among employees towards work and organization.
- Job contracting contributes to the performance of employees to work efficiently and effectively.
- Functional contracting clarifies the organization's general policies.
- In-service contracting helps employees refresh and update information, in line with different environment variables.

2.2. Concept of work turnover

There are several definitions of work rotation, including: Turnover is defined as “the movement of individuals within a period of time, whether in their entry or exit from the organization, whether they are of their own free will, by transferring, or by dismissal” (Atir, Salman 2009).

Work turnover is defined as “the movement caused by the employees of an organization during a specified period of time, whether such a move inward, such as a move from one job to another, or outward, such as resignation” (Halsa and Sarraf, 2013). Work turnover is defined as “the ratio of employees who leave their work in a given organization, whether by internal movement in the organization through the transfer of the worker from one department to another or branch to branch - or through external transfer to another organization; It may adversely affect the organization that will need to find and train a suitable replacement so that it can fill the job” (Al-Ma'aytah, 2019).

2.3. Reasons for turnover

The work turnover has several reasons, including (Halsa and Sarraf, 2013; Hony and Kaur, 2008; Cho, cheong and kim, 2009).

First: personal factors: The personal factors of the individual are of the most important reasons for staying or leaving work, these factors are salaries, wages and internal promotion policies that directly affect the individual's desire to stay or leave work.

Second: Environmental Factors: These factors are all that surrounds the work environment, whether personal and social relations between employees themselves or with the management of the organization; therefore, good social relations at work reduces the proportion of employees leave their work, on the contrary, the existence of bad social relations lead to increased turnover in organizations.

Third: Factors Affecting Employees' Thought: These factors are represented in the nature of the administrative policies, rules and procedures followed by the management of the organization towards its employees. Bayfield and Croket, 2005 also showed that other factors influence the turnover of organizations, such as demographic variables, job satisfaction, and work pressures.

2.4. Factors affecting work turnover

Work turnover is one of the important measures that show the effectiveness of management, as effective management can avoid the leave of workers, by addressing the causes and factors that led to this phenomenon, and the preservation of employees in the organization; Worker's satisfaction with the work environment; therefore, it is important that the management is fully aware of factors affecting the turnover rate, including (Abudan, 2015; Halsa and Sarraf, 2013).

Work stress: Work stress affects employees in the organization, in terms of increasing stress and strain, and although the degree of tolerance varies from one factor to another, but most of the work pressure is due to increased workload, and the presence of constant conflict between colleagues and superiors, and the presence of risks associated with the nature of work, and the lack of fairness in the distribution of rewards among workers.

Work environment conditions: include two aspects: the first material aspect, and is the nature of the workplace, such as temperature and ventilation in the workplace, in addition to the risks resulting from the use of dangerous machines or dangerous radiation, but morally it is the nature of work, whether in the complexity or simplicity of work, the nature of organizational communication between the president and employees, and the relationship of colleagues among them.

Job content: The content of the job is concerned with aspects that determine the nature of the work, such as independence, degree of complexity and difficulty, and diversity, as remaining on a single routine and pattern, with the lack of diversity of tasks leads worker to a sense of irresponsibility; causing him boredom.

Deficiency of leadership effectiveness: The ability of management to maintain a good relationship with subordinates, in order to encourage them to improve performance, as the lack of effective communication between management and subordinates will make workers think about quitting job.

Job Satisfaction: The employee's dissatisfaction with his work is one of the most important reasons for leaving his job. The employee's dissatisfaction with his work will lead to the worker not doing his job properly. Job satisfaction is affected by a number of factors, internal, external, and personal factors.

2.5. Previous studies

In order to achieve the objectives of the study (Maaytah and Bashabsheh, 2019), a questionnaire was developed for the purpose of data collection. 631 individuals were selected; they were selected in a random stratified sample. The study reached a number of results, the most important of which are: The perceptions of faculty members in public universities of the dimensions of organizational injustice and dimensions of work turnover came were of a high degree, the study showed a presence of impact of the dimensions of organizational injustice on the work turnover. The study reached a number of recommendations, the most important of which are: The need to improve the incentives and rewards systems in the Jordanian universities, and to spread the concepts of transparency and truth and linking it with the duty through open meetings that promotes the spirit of direct and positive relationships in order to reduce the turnover.

The sample of the study (Al-Munajeh, 2018) consisted of (325) faculty members working in universities in southern Jordan. To achieve the objective of the study, a descriptive analytical approach was used through the development of a questionnaire. The results of the study showed that there is no statistically significant direct impact of leadership on empowerment of happiness at university work environment, while there is a statistically significant impact of leadership empowerment on contracting relationships as the study showed a high impact, the results also showed a statistically significant impact of empowerment leadership on contracting tasks. And that there is a direct impact between leadership empowerment and happiness at work through the intermediate variable functional contracting. The study recommended a set of recommendations, the most important of which are: Universities should introduce new programs and training workshops that improve leadership empowerment behaviors to deal with working conditions at different levels in the universities. It is possible to stimulate job contracting with increasing happiness at work.

The aim of this study (Reina *et al.*, 2018) is to clarify the role of the methods and tactics used by the manager or the boss, their behavior and their impact on employee emotional engagement and voluntary turnover rate. The study sample included (126) managers of the company from the marketing department. Thirty-six managers were excluded from the final sample because they choose not to participate (76% response rate). The data was collected by sending the questionnaire electronically and analyzed by statistical methods based on the records of the company employees. The most important findings in this study are that successful organizations seek to reduce the level of dysfunction. Managers must have the ability to admit staff rather than pressure and force them. They have to do more work and effort without getting any financial returns and stay in the company.

The study of Kim and Beehr (2018) aimed to clarify the impact of empowerment leadership on the well-being of employees through the job contracting behavior of employees, to achieve the objectives of the study the descriptive analytical approach is used, the study has reached many results, the most important of which is the positive relationship between the empowerment leadership and the job contracting process. The study found that empowerment leadership has a role in encouraging and facilitating job contracting.

The Bavik *et al.* (2017) study aimed at identifying the impact of leadership behavior on employee citizenship behavior through job contracting. The study consisted of (238) employees in the hotel sector, while the researchers used the descriptive and analytical approach. The study found that leadership

behavior correlates positively and closely with the citizenship behavior of employees through the role of job crafting role as an intermediate variable between them. The study measured and defined the leadership variable and its impact on the citizenship behavior of employees.

3. Methodology and design

3.1. Study Method

The study was based on the descriptive analytical method, which includes conducting the desk survey by using reference and sources to build the theoretical framework of the study, and the field survey to collect data using the study tool (questionnaire), which was developed and distributed to the sample and statistically analyzed.

3.2. Study population

The study population consisted of (1860) employees of the Greater Amman Municipality at the center in Amman.

3.3. The study sample

A random stratified sample (30%) was selected from the study population, the size of which was (558) male and female. The study tool was distributed to them after the approval of the responsible authorities in the Greater Amman Municipality, 27.9% of the study population and 93.2% of the study sample. Table 1 shows the distribution of the study sample according to the personal and functional variables.

Table 1. Distribution of the study sample according to personal and functional variables

Variable	Variable categories	Number	Ratio
sex	Males	300	57.7
	Females	220	42.3
	Total	520	100.0
age	Less than 25	89	17.2
	26- 35 years	234	45.0
	36- 45 years	140	26.9
	46 More than	57	10.9
	Total	520	100.0
Academic qualification	High Secondary	123	23.6
	Diploma	114	21.9
	Bachelor Degree	245	47.1
	Higher studies	38	7.4
	Total	520	100.0
Job level	Manager	14	2.7
	Asst. Manager	14	2.7
	Head of the department	80	15.4
	Head of Division	80	15.4
	Employee	332	
	Total	520	
	Experience	Less than 5 years	172
6-10 years		177	100.0
11-15 years		99	33.0
More than 16 years		72	34.0
¹ Sex	Total	520	19.0

3.4. Study tool and methods of data and information collection:

A questionnaire was developed based on Likert's five-scale, ranging from fully agree to never agree, with a relative weight (1-5).The questionnaire was divided into two sets, the first set includes the personal

and job data, the second is related to research subject, it includes a set of items related to three main axes of the independent variable (job contracting) they are: the diversity of skills, independence, and the importance of work. It will also include a number of items covering the dependent variable (work turnover): feeling uncomfortable, pay and incentives, performance evaluation.

3.5. Tool validity

The Coefficient of internal consistency of the study instrument was calculated, based on the Cronbach's Alpha coefficient for each of the study variables in all its dimensions. Validity coefficient values were high, indicating the validity and consistency between the items of the tool. The following table (2) shows the validity coefficient values:

Table 2. The value of the Kronbach alpha coefficient of internal consistency for each dimension of the study variables

Variable	Dimension	Items	Kronbach alpha
Independent variable	Diversity of skills	4-1	0.881
Job contracting	Independence	5-9	0.834
	The importance of working	10-14	0.883
	Not feeling comfortable	15-19	0.859
Dependent variable	Pay and incentives	20-24	0.938

With respect to the job turnover variable, reliability coefficients ranged between (0.853- 0.938), such values are acceptable for the purposes of the present study.

3.6. Statistical Processing

To answer the study questions and to test the validity of their hypotheses, descriptive and analytical statistical methods were used, using statistical package (SPSS.16). The statistical methods used are as follows: Descriptive Statistic Scale to describe the characteristics of the study sample, based on frequencies and percentages. Variance Inflation Factor test and Tolerance test were used to ensure that there is no high correlation (Multicollinearity) between independent variables and the torsion coefficient test (Skewness) to ensure that the data follows the normal distribution. Multiple Regression analysis was used to test the validity of the study models and the effect of the independent variable and its dimensions on the dependent variable and its dimensions.

4. Discussion of results and recommendations

The following is a presentation of the descriptive statistical results of the data which is the value of the arithmetic averages and the standard deviations of the study dimensions and the constituent items for each dimension.

4.1. Answering study questions

Answer to the first question: What is the level of perceptions of respondents about the concept of job contracting in its dimensions (diversity of skills, independence, importance of work), from the point of view of employees in the Greater Amman Municipality?

Table 3. Arithmetic mean and standard deviations of the study sample perceptions of the dimensions of the level of job contracting

Sequence of items	Job contracting	Mean	Standard deviation	Rank	Level for arithmetic mean
1-4	Diversity of skills	3.75	0.56	2	High
5-9	Independence	3.77	0.51	1	High
10-14	Importance of work	3.70	0.60	3	Medium
1-14	Total mean	3.74	0.55		High

Table 3 shows that the total mean of the dimensions of the level of job contracting was (3.74). This means that the perceptions of the study sample of the level of job contracting in the Greater Amman Municipality are high. Analysis of the level of job contracting shows that independence ranked first with a mean (3.77) and a standard deviation equal to (0.51), followed by the dimension of skill diversity with an a mean of (3.75) and a standard deviation (0.56). Finally the importance of work dimension with a mean of (3.70), and standard deviation (0.60). The level of each dimension is detailed below:

First: Perceptions of the sample of the study to the dimension of diversity of skills:

Table 4. Arithmetic means and standard deviations of the study sample perceptions about variable items of skills

Item No.	Item	Mean	Standard deviation	Rank	Level for arithmetic mean
1	My work requires me high skills to accomplish it effectively.	3.75	0,94	3	High
2	I prefer to do challenging tasks.	3.66	0.97	4	High
3	My work involves a number of tasks and duties.	3.82	0.90	1	High
4	My job allows me to do a variety of tasks during the day.	3.77	0.92	2	High
	Total Mean	3.75	0.58		High

Table 4 indicates that the perceptions of the sample of the study of the dimension of skills diversity were high, with the mean (3.75) and the standard deviation (0.58). The table also indicates that item (3), which states " My work involves a number of tasks and duties" came first with an average of (3.82) and a standard deviation (0.90), while item (2), which states "I prefer practice challenging tasks with standard deviation (0.97).

Second: The perceptions of the study sample to the dimension of independence:

Table 5. Means and standard deviations of the perceptions of the sample of the study to the dimension of independence

Item No.	Item	Mean	Standard deviation	Rank	Level for arithmetic mean
1	I have the freedom to determine the method and procedures of performing my work	3.70	0.92	4	Medium
2	I have the freedom to determine the time required to complete my work	3.89	0.85	2	High
3	I do my job well depending on myself	3.95	0.87	1	High
4	I can work completely independently in my work without relying on others to helps me achieve the best results	3.63	1.03	5	Medium
5	My independence in my work helps me achieve the best results.	3.81	0.80	3	High

Table 5 indicates that the level of perception among the study sample of the about the items of the variable independence was high, as the mean reached (3.79) and the standard deviation (0.60), the table also indicates that item (7), which states that "I do my job well depending on myself" came first with a mean of 3.95 and a standard deviation of 0.87, whereas item (8), which states that "I can work independently at my office without relying on others" ranked last with a mean of (3.63) and a standard deviation (1.03), which reflects a high degree of approval.

Third: Perceptions of the study sample to the dimension of the importance of work.

Table 6 indicates that the perceptions of the study sample about the items of the variable of the importance of the work were medium, with the mean (3.68) and the standard deviation (0.66), the table also indicates that item (11), which states that "I perform the tasks assigned to me inside GAM came first with a mean of (3.82) and a standard deviation (0.92), while item (12) which states that "I do work that contributes to the achievement of the objectives of the GAM" ranked last with an average of (3.55) and a standard deviation (1.03).), Which reflects a little degree of approval.

Table 6. Arithmetic means and standard deviations of the perceptions of the study sample about the items' variable of importance of work.

Item No.	Item	Mean	Standard deviation	Rank	Level for arithmetic mean
1	I have the freedom to determine the method and procedures of performing my work	3.75	0.95	2	Medium
2	I have the freedom to determine the time required to complete my work	3.82	0.92	1	High
3	I do my job well depending on myself	3.55	1.03	5	Medium
4	I can work completely independently in my work without relying on others to helps me achieve the best results	3.62	1.00	4	Medium
5	My independence in my work helps me achieve the best results.	3.65	0.99	3	Medium
	Total mean	3.68	0.66	-	Medium

Answer to the second question: What is the level of perceptions of the respondents about the concept of work turnover in its dimensions (lack of comfort, pay and incentives, performance evaluation), from the point of view of employees in the Greater Amman Municipality?

Table 7. Arithmetic means and standard deviations of the study sample perceptions of the dimensions of work turnover

Sequence of items	Work turnover	Mean	Standard deviation	Rank	Level for arithmetic mean
15-19	lack of comfort	3.84	0.62	2	High
20-24	Pay and incentives	3.90	0.56	1	High
25-29	Performance evaluation	3.75	0.67	3	High
15-29	Total mean	3.83	0.55	-	High

Table 7 shows that the total mean dimensions of work turnover were (3.83) and standard deviation (0.55). This means that the perceptions of the study sample of the level of work turnover in GAM are high. An analysis of the dimensions of work turnover shows that wages and incentives ranked first with a mean of (3.90) and a standard deviation (0.56), followed by the discomfort with a mean of (3.84) and a standard deviation (0.62). Performance evaluation ranked least with a mean equal to (3.75) and standard deviation of (0.67), the following is a detailed presentation of the level of each dimension:

First: Perceptions of the sample of the study of the dimension of lack of comfort

Table 8. Arithmetic means and standard deviations of the perceptions of the study sample of the variable items of lack of comfort

Item No.	Item	Mean	Standard deviation	Rank	Level for arithmetic mean
1	I lose a lot of my identity and interests because work takes all my time	3.72	0.95	3	Medium
2	I can't do a free and open discussion in my workplace	3.80	0.90	2	High
3	The many work requirements affect the lives of staff in the GAM.	3.86	0.88	1	High
4	I feel isolated in the workplace so I always seek transferring	3.65	1.05	5	Medium
5	I spend long periods in my work which makes me think about moving	3.66	1.00	4	High
	Total mean	3.74	0.56	-	High

Table 8 indicates that the perceptions of the study sample about the items of the variable lack of discomfort were high, with the mean (3.74) and the standard deviation (0.56), the table also indicates that

items (17), which provides "many work requirements affect the life of the employees in the GAM ", came first with a mean of (3.86) and a standard deviation equal to (0.88), while item (18), which states" I feel isolated at the workplace so I always seek a transfer "ranked last with a mean of (3.65) and a standard deviation equal to (1.05), which reflects a high degree of approval.

Second: Perceptions of the sample of the study about the dimension of wages and incentives.

Table 9. Arithmetic means and standard deviations of perceptions of the study sample about the variable of wages and incentives

Item No.	Item	Mean	Standard deviation	Rank	Level for arithmetic mean
20	The incentive system encourages me to excel in performance	3.88	0,80	1	High
21	Incentives and rewards are awarded and distributed on the basis of individual performance	3.80	0,85	3	High
22	Incentives and bonuses in my department are awarded on objective basis..	3,78	0,90	4	Medium
23	The incentive system in my department meets my aspirations and needs.	3.84	0,82	2	High
24	My administration provides financial and moral incentives to those with good ideas.	3.74	0.96	5	Medium
	Total mean	3.81	0.59		High

Table 9 indicates that the perceptions of the sample of the study on variable wages and incentives were high, with a mean of (3.81) and standard deviation (0.59). The table indicates that the item 20 states that" The incentive system encourages me to excel in performance" came first with a mean of (3.88) and a standard deviation (0.80), while item (24) which states" My administration provides financial and moral incentives to those with good ideas" came last, with a mean equal to (3.74) and a standard deviation (0.96) which reflects a high degree of approval.

Third: Perceptions of the sample of the study about the dimension of performance evaluation:

Table 10. Arithmetic means and standard deviations of the perceptions of the study sample about the items of variable of performance evaluation

Item No.	Item	Mean	Standard deviation	Rank	Level for arithmetic mean
25	My department takes into account the capabilities, skills and knowledge of its staff during the performance appraisal process	3.76	0.89	2	High
26	My department adopts several models to evaluate the performance of employees according to job classification and specializations	3.70	0.92	3	High
27	Evaluate the performance of its departments within a consistent objective basis prepared for this purpose	3.79	0.86	1	High
28	The performance appraisal criteria establishes Justice, Equality, Equal Opportunities between employees are met	3.68	0.96	4	High
29	My department takes into account the suggestions and opinions of the employees when evaluating their performance	3.61	1.04	5	Medium
	Total mean	3.71	0.59	-	High

Table 10 indicates that the perceptions of the study sample on the items of the performance evaluation variable were high, with the mean (3.71) and the standard deviation (0.59).The table indicates that the item number (27) that states " my department evaluate its workers within an objective bases prepared for this purpose, came first with a mean of (3.79) and a standard deviation (0.86), while item (29), which states that "my department takes into account the suggestions and opinions of employees when

evaluating their performance" ranked last with a mean of (3.61) and a standard deviation (1.04), which reflects a high degree of approval.

4.2. Test hypotheses of the study

Prior to the application of regression analysis to test the hypotheses of the study, some tests were conducted to ensure that the data fit the assumptions of the regression analysis, as follows: No high correlation between independent variables (Multicollinearity) was confirmed using the VIF (Variance Inflation Factor) and Tolerance test for each of the variables of the study, taking into account that the variance inflation coefficient (VIF) does not exceed the value (10) and the value of the test of tolerance of the variance (Tolerance) is greater than (0.05), it was also assured that data is following the Normal Distribution by calculating Skewness coefficient, taking in consideration that the data is following the normal distribution if the torsion coefficient is less than (1). Table 12 shows the results of these tests.

Table 11. Variance inflation factor, tolerance and skewness

Sub dimensions	VIF	Tolerance	Skewness
Diversity of skills	1.039	0.919	0.199
Independence	1.003	0.942	0.412
The importance of working	1.051	0.942	0.177

We can see from the results in table 11 that the values of the variance inflation coefficient (VIF) test for all variables are less than (10) and range between (1.003 - 1.051), and that the values of the tolerance test variance (Tolerance) ranged between (0.908 - 0.942), This is an indication that there is no high correlation between the independent variables (Multicollinearity). It was confirmed that the data followed the normal distribution when calculating the skewness coefficient, where the values were less than (1).

Table 12. The results of the regression variance analysis to ensure the validity of the model to test the hypotheses of the study

The dependent variable	Degrees of freedom	Selection coefficient R ²	Calculated f value	Significance level F
Work turnover	606, 1	0.610	190.031*	0.000
Lack of comfort	606, 1	0.520	149.10*	0.000
Pay and incentives	606, 1	0.442	120.401*	0.000
Performance evaluation	606, 1	0.385	90.520*	0.000

* Statistically significant at the level ($\alpha \leq 0.05$)

Table 12 illustrates the validity of the study hypothesis testing model for each dependent variable in the presence of job contracting as an independent variable. The results in Table 13 show that the calculated value of F is higher than its tabular value at $\alpha \leq 0.05$ and Freedom degree scores (1, 606) demonstrating the validity of the form. The results in table (12) indicated that the dimensions of job contracting account for (61.0%) of the variation in the dimension of (Job turnover rate), and (52.0%) of the variation in the dimension (lack of comfort), it also explain (44.2%) of the variance in the dimension (pay and incentives), finally explained the dimensions of job contracting (38.5%) of the variation in the dimension (performance evaluation), all of these results confirms the role and impact of job contracting in the interpretation of the dimensions of the work turnover. Accordingly, we can test the study hypotheses as follows:

4.3. Main hypothesis test results

There is no statistically significant impact at $\alpha \leq 0.05$ level of job contracting in its dimensions (skills diversity, independence, importance of work) on work turnover dimensions (discomfort, pay, incentives, performance evaluation) among employees in GAM.

Table 13. The results of multiple regression analysis to test the impact of the dimensions of job contracting on the work turnover of employees in the Greater Amman Municipality

Independent dimension	B	Standard error	Beta	Calculated t value	Significance level t
Diversity of skills	0.259	0.036	0.192	4.907*	0.000
Independence	0.195	0.040	0.270	7.190*	0.000
Evaluation of performance	0.100	0.041	0.113	2.427*	0.000

*Statistically significant at ($\alpha \leq 0.01$) level

It is evident from the statistical results in table 13 and the follow-up of the test values (t) that the following sub-variables related to job contracting (skills diversity, independence, importance of work) have an impact on the work turnover of employees in the Greater Amman Municipality, in terms of Beta coefficient for these variables as shown in Table 14 and in terms of the increasing of the values of (t) calculated from the table value at the level of significance ($\alpha \leq 0.01$), where the values of (t) calculated (4.907, 7.190, 2.427), respectively ,

They are significant value at the level of statistical significance ($\alpha = 0.01$). The above assumption rejects the null hypothesis which states that there is no statistically significant impact at the level of significance ($\alpha \leq 0.05$) of the combined and individual dimensions of job contracting (skills diversity, independence, importance of work) on the work turnover of GAM workers.

The first sub-hypothesis: There is no statistically significant impact at the level ($\alpha \leq 0.05$) of the job contracting dimensions (diversity of skills, independence, importance of work) on the lack of comfort as a dimension of work turnover among workers in the Greater Amman.

Table 14. The results of multiple regression analysis to test the impact of the dimensions of the independent variable of the job contracting on the lack of comfort as one of the dimensions of work turnover

Independent dimension T	B	Standard error	Beta	Calculated t value	Significance level t
Diversity of skills	0.320	0.044	0.332	6.120*	0.000
Independence	0.352	0.041	0.385	7.942*	0.000
Evaluation of performance	0.205	0.053	0.220	5.618*	0.000

*Statistically significant at ($\alpha \leq 0.01$) level

It is clear from the statistical results in table 14, and the follow-up of Beta coefficients, and the t-test that the following sub-variables related to job contracting (skill diversity, independence, importance of work) have an impact on discomfort as a dimension of work turnover, with respect to Beta coefficients for these variables as shown in Table 15 and in respect of increasing t values calculated from their tabular value at $\alpha \leq 0.01$. The calculated (t) values (6.120, 7.942 and 5.618), respectively.

From the above, it is necessary to reject the null hypothesis which states that there is no significant statistically significant impact at the level of significance ($\alpha \leq 0.05$) of the dimensions of the job contracting of its dimensions (skill diversity, independence, importance of work) on the lack of comfort as one of the dimensions of work turnover.

The second sub-hypothesis: There is no statistically significant impact at the level $\alpha \leq 0.05$ of the job contracting in its dimensions (skills diversity, independence, importance of work) in wages and incentives as a dimension of work turnover for employees in the Greater Amman Municipality.

Table 15. Results of multiple regression analysis to test the impact of job contracting on pay and incentives as a dimension of work turnover

Independent dimension T	B	Standard error	Beta	Calculated t value	Significance level t
Diversity of skills	0.169	0.086	0.223	5.168*	0.000
Independence	0.294	0.057	0.312	8.300*	0.000
Importance of work	0.070	0.064	0.168	4.011*	0.000

* Statistically significant at ($\alpha \leq 0.01$) level

It is evident from the statistical results in table 15, and from the follow-up of Beta coefficient, and the (t) test that the following sub-variables related to job contracting (skills diversity, independence, importance of work) have an effect on wages and incentives as one of the dimensions of work turnover, in terms of Beta coefficients for these variables as shown in Table 17 and in terms of the higher values of (t) calculated than the tabular value at the level of significance ($\alpha \leq 0.01$). The calculated (t) values (5.168, 8.300, 4.011), respectively, these results the null hypothesis shall be rejected which states that there is no statistically significant impact at the level ($\alpha \leq 0.05$) of the job contracting of its dimensions (skill diversity, independence, The importance of work) in wages and incentives as one of the dimensions of work turnover.

The third sub-hypothesis: There is no statistically significant impact at the level ($\alpha \leq 0.05$) of the job contracting dimensions (diversity of skills, independence, importance of work) in the performance evaluation as a dimension of work turnover of employees in the Greater Amman Municipality.

Table 16. Results of multiple regression analysis of the test of the impact of work contracting on performance evaluation as one of the dimensions of work turnover

Independent dimension T	B	Standard error	Beta	Calculated t value	Significance level t
Diversity of skills	0.275	0.049	0.190	*5.052	0.000
Independence	0.413	0.051	0.322	*6.762	0.000
Importance of work	0.181	0.051	0.168	*4.405	0.000

* Statistically significant at ($\alpha \leq 0.01$) level

It is evident from the statistical results in table (16), and from the follow-up of Beta coefficients and the t-test that the following sub-variables related to job contracting (skill diversity, independence, importance of work) have an impact on performance evaluation as one of the dimensions of work turnover, in terms of Beta coefficients for these variables as shown in Table (19) and in terms of the higher values of (t) calculated than the tabular value at the significance level ($\alpha \leq 0.01$). The calculated (t) values (5.052, 6.762 and 4.405), respectively. Null hypothesis which states that there is no statistically significant impact at the level ($\alpha \leq 0.05$) of the job contracting of its dimensions (skill diversity, independence), the importance of work) in evaluating performance as one of the work dimensions.

4.4. Discussion of the results

The results indicated that the perceptions of the study sample of the level of job contracting in the Greater Amman Municipality were high.2. The results indicated that the perceptions of the study sample of the level of work turnover in GAM were high.3. The results indicated that there is a statistically significant proportional correlation between the independent variable job contracting and its different dimensions with the dependent variable (work turnover) and its different dimensions.4. The results also indicated that there was a statistically significant impact at the level of significance ($\alpha \leq 0.05$) of the respondents' perceptions of the combined job contracting dimensions (skills diversity, independence, importance of work) on work turnover in the Greater Amman Municipality.

5. Conclusions and Recommendations

1. Work on the application of the concept of job contracting constantly in order to work on a good design of the business, and develop their abilities and skills continuously.
2. Provide a system in the GAM to encourage the employee to continue working efficiently.
3. Work on the application of a monitoring mechanism on the performance of the employee linking performance with the incentives in a manner that contributes to increase his desire to work within an objective criteria for evaluation.
4. The need to pay attention to information on the statistics of work turnover to alert in the event of any abnormal figures and work on treating it.
5. Conduct further scientific studies on the subject of the present study: to include other organizations and samples to generalize their findings and make recommendations thereon.

References

1. Dan, A. C. (2008). Factors Affecting Employee Turnover: Applying on Private Textile Industries Sector. Master Thesis, Faculty of Economics, Aleppo University, Syria.
2. Sultani, S. (2017). The relationship between job satisfaction and job turnover, analytical study. Published Research, College of Management and Economics, University of Qadisiyah, Iraq.
3. Al-Ma'ayta, Angham, S., and Al-Bashabsheh, Samer, A. M. (2019), "Impact of Organizational Injustice on the Work turnover of Faculty Members in Jordanian Public Universities", Journal of Economic and Administrative Sciences, Arab Journal of Science and Publishing research, No. (6), Volume (3).
4. Manajah, K. S. (2018), "The Impact of Empowerment Leadership on Happiness at Work: The Role of Job contracting as an Intermediary Variable - An Empirical Study on Universities in Southern Jordan", Unpublished Master Thesis, Mu'tah University, Jordan.
5. Otair, M., Fadl, B. K., and Salman, R. (2009). The impact of the financial bonus system on the turnover rate of the academic sector at the Faculty of Engineering at An-Najah National University. An-Najah National University, Nablus.
6. Mia, A. Y. (2009) Measuring the Impact of Training on Employee Performance: A Field Study on the Directorate of Education in Al Buraimi Governorate, Oman, Tishreen University Journal for Research and Scientific Studies, Syria, Vol. 31, No. 1.
7. Halsa, A., and Sarraf, Z. (2013). Factors affecting the turnover of faculty members in Jordanian private universities. Journal of the College of Mesopotamia University of Science, No. 32.
8. Bavik, A., Bavik, Y. L., & Tang, P. M. (2017). Servant leadership, employee job crafting, and citizenship behaviors: a cross-level investigation. *Cornell Hospitality Quarterly*, 58(4), 364-373.
9. Brayfield, A & Crockett, H. (2005). Employs Altitude and employee performance. *Psychological Bulletin*, 52, 396 – 424.
10. Cho, D., cheong, J., & Kim, K. (2009). A psychological contract Breach and Turnover Intention of Telemeters in South Korea. *Journal of Business and Policy Research* 4 (1), 66 -78.
11. Hony, C., & Kaur, S. (2008). A relationship between organizational climate, employee personality and intention to leave. *International Review of Business Research papers*, 4 (3), 1-10.
12. Kim, M., & Beehr, T. A. (2018). Can empowering leaders affect subordinates' well-being and careers because they encourage subordinates' job crafting behaviors?. *Journal of Leadership & Organizational Studies*, 25(2), 184-196.
13. Reina, C. S, Rogers, K. M., Peterson, S. J, Byron, K., & Hom, P. W . (2018). Quitting the boss? The role of manager influence tactics and employee emotional engagement in voluntary turnover. *Journal of Leadership Organizational Studies*, 25 (1), 5-18.
14. Wang, H. (2017). Transformational leadership, adaptability, and job crafting: The moderating role of organizational identification. *Journal of Vocational Behavior*, 100, 185-195.