Optimizing The Cognitive Trend Through The Alternating Change Of Employees' Tasks

(Analytical Study In The Public Directorate Of Citizens Services- Iraq)

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*Abstract:-*The purpose of this paper is to analyze the best methods that can be used to optimize cognitive trendsby adopting the *Public Directorate of Citizens Services*of alternating change of the worker's tasks. A conceptual framework model designed based on the research questions and their hypotheses. This study targets 7 different departments. Out of 199worker who were invites to participate, 98worker responded to this study. The descriptive method was used to analyze the collected data. As it has a variety of quantitative and qualitative methods to prove the validity of hypotheses and research purposes. The significant finding of this study was optimizing cognitive trends for the majority of staff who have responded to this questionnaire after changing their tasks. They have confirmed several of the benefits obtained with this cognitive trends such as developing their employees tasks skills, increasing their knowledge, promotion, and improving the work style.In the context of global organizations, there is important to identify the most components of cognitive trendstowards critical or common issues to evaluate the current organization's performance and determine the efficiency of its activities and efforts.

*Keywords;*cognitive trends,change tasks, continuous improvement; employees tasks.

I. INTRODUCTION

Currently, the challenges of economic globalization have led most organizations to focus on finding alternative for growth, within the uncertain environment changes [10].   Besides, increasing the efficiency of utilization of the available resources and maximizing the performance of the organization [18].A number of previous studies have focused on the importance of changes workforces task andposition in organizations due to their active contribution to evaluating the organization's performance and increasing its effectiveness and efficiency [27]. Although these studies were adopted the studying human resources exclusively, most organizations have difficulties in change of employees' tasks, profession evaluation, motivation, reducing organizational conflict, etc., [30].

Haddock and Maio (2019),Maio *et al.,*(2018) studies found that the behavior and cognitive trends of persons are may change towards their trades according to their beliefs and culture due to the various factors. Employees are often suffering fromprofession stress, the taskspressures, effort and overtime may require managers to identify the most important intellectual capital risks that relate to increased worker turnover [6].Nevertheless, as this study focused on organizational risks more than the level of the risks that may face workers while performing a new profession, which may be completely different from their employees tasks skills. In the workplace, some

employees may decide to leave the organization because of lack of their opportunities for self-development or due to the psychological pressures experienced in the new job position[20].Accordingly, this study is an integrated approach that contributes to examining the improving of workforces by focusing on different their cultures, their ideas, their needs and desires, and the purpose of their affiliation to a specific organization.

II.   CONTRIBUTIONOFTHIS STUDY

The fundamental contribution to this research is concisely as follows: -

- *To assist any of the product and service organizations, which always its functional activities required a differentskill, knowledge, or wide-ranging of the specialization areas at each stage of the service delivery and production of goods.*
- *To identify the reasons of the changing a employees' tasks*
- *It is necessary to identify the components of employees' tasks , and to determine the most important factors that influence their behavior, including psychological factors that may limit theirprogress beforechanging their tasks or profession.*
- *The results of this study will provide the rest of the organizations with the basic criteria and conditions that are required in the successful implementation of the efficiently to optimizing perform of workforce.*
- *Adopting anefficient tasks is contributes to optimizing the cognitive trend for the workforce and optimal utilize of the resources available to the organization.*
- *It contributes to increasing the performance and the productivity of an organization's, also, to providing the maximum services to the consumer by enhancing cooperationand teamwork.*

III.   RESEARCH METHODOLOGY

This research purpose is to support an organization to choose the efficient strategy that leads to optimizing cognitive trends of the cognitive trendsthrough changing their employeestasks.   It also determines the most important factors that influence their behavior, including psychological factors that may limit their progress before changing their tasks or profession. Especially, whose functional activities required a different skill, knowledge, or wide-ranging of specialization areas at each stage of the service delivery and production of goods. Furthermore, to identify its influence on the cognitive trends of staff toward there is this strategy. The descriptive-analytical approach was adopted to analyze whether there is a significant correlation relationship between cognitive trends and cognitive trendsafter changing their employeestasks in the Public Directorate of Citizens Services.   Out of 199 individuals who had invited to participate, 98 individuals responded to in this study. This study targets (7) different departments; (1) Order Receiving (2) Audit (3) Transfer (4) communications, (5) Issuance Of Order, (6) Performance (7) follow up. While the reasons for non-participant the rest of the department is due to the characterized of its functions and tasks are constancy, it needs a specialist skill, confidentiality, or that these departments belong to special directorates.
Data collected by using the personal observation, staff interviews, and the survey questionnaire. Ethics approval was obtained from the responsible authority before distributing the

questionnaire forms to participants. Validity and reliability for the descriptive-analytical research methods were undertaken. Therefore, (73%) of the judgment, comity, and experts indicated that the questionnaire form is valid. The entire variables and factors do approve. In addition, the measuring methods are acceptable forOptimizing. The final questionnaire form was designed based on the recommendations referred by the judgment comity in terms of adding, deleting, and correcting. Based on the reliability coefficient of the questionnaire form was (80.3%), according to the Cronbach Alpha equation.

The descriptive method used to analyze the collected data. As it has had a variety of quantitative and qualitative methods to prove the validity of hypotheses and research purposes. This included used SPSS 23.0 for Windows, Cronbach's alpha equation, Mean, Standard Deviation, Correlation Coefficient, Linear Regression, and Microsoft Excel. Which correspond to the analysis and interpretation of the results of the research variables.

IV.   OPTIMIZING DESIGN

Accordingly, the research problem, some of the organizations adapt to applying different strategies for growth and survival under conditions of market competition and This study indicated that each of the people has self-trend behaviors toward the performance of their job or organization. During this investigation, a conceptual framework model based on the research questions and their hypotheses. This is to determine whether there is a significant relationship between optimizing the workforce's cognitive trendsafter changes in their employeestasks at the Public Directorate of Citizens Services. Additionally, to identify its influence on the cognitive trends of staff toward there is this strategy.

This research has three questions:

Q1: Is there a Correlation Coefficient between the components of workforce cognitive trends and the change in their current employeestasks?

Q2: Is there a positive or negative influence on the components of workforce cognitive trends after the change in their current employeestasks?

Q3: What are the own staff's cognitive trends towards adopting the way of the changing current workplace location and tasks in their organization?

Also; This research has two main hypotheses:-

The first hypothesis*: Is there a statistically significant correlation between optimizing the cognitive trends and the change in their current employeestasks?*

The second hypothesis*: Does apply this strategy has influenced cognitive workforcein their current employeestasks?*

Now and depend on the previousthree questions and hypotheses of this research, we can be formulated the figure(1), which represents the optimizing design model for the implementation map by the researcher:

the figure(1), which represents the optimizing design model for the implementation map by the researcher

V. LITERATURE REVIEW

A. The Components cognitive trends

Based on several of the previous studies at the behavioral organization and individuals' theme, that approved "cognitive trends" has been a part of social, psychological science, it's used to evaluate The Polish Peasant in Europe and America by Thomas & Znaniecki's study (1918–1920). Then, it clarifies as the term "cognitive trends" by June (1923) study targets to describe the reaction of individuals[2]. Then, the term of the "trend" defined by Allport (1935), as "a brainstorming and the person's reaction which is usually are organized through their experience toward a similar situation to avoid a directive and dynamic exposure to harm again. Where, it defined by Krech and Crutchfield (1948) as "a continuing organizational process of comprehension, perception, motivational, cognitive, and emotional that interested directly with the individual's world" [26].

Cognitive trendsis a common conceptual term associated with the beginning of business organizations, due to their direct or indirect contact with individuals such as Employees, Consumer, Suppliers, Sellers, Buyers, etc.,[19], [28]. It represents everything that determines the work of individuals, their impressions, and their beliefs towards a specific topic, according to their cultural or religious beliefs [11].

Usually, managers cannot be directly observed or expect these cognitivetrends. Somewhat, the expected actions of individuals are expected based on the expression of the person's face, speech, sound level, etc.,[3] For this reason, the components cognitive trendshas treated as an

integrated set of feelings, thoughts, and actions, whose parts that are linked together [2]. These components of the individual's cognitive trends may completely different between their actual feelings, beliefs and actual goals compared with their response to the cognitive trends that they face, whether by the style of speech or action. This reaction may be positive or negative, depending on the influence of the events that faced them [11], [13]. The change in cognitivetrends remains unclear to many managers, where several of the test programs has been designed for analyzing the changes in behavior without pointed out the changes in cognitive trends[2].

In the context of the global organizations, there is important to identify the components of individuals 'cognitive trends towards critical or common issues includes the organization's policies, work wages system, communications systems, leave, control methods, working conditions, authority, responsibilities working methods, *etc*.), to evaluate the current organization performance and determine the efficiency of its activities and efforts.

B. Cognitivetrends Component

Cognitive trends components represent the distinctive human being characteristic that arises based on the personal experience or the extent of their understanding of the situations that facing them [24], [31], according to their knowledge, beliefs, ideas, opinion of the things and information that the person knows about that thing as refer by Bagozzi and Burnkrant, (1979). Therefore, Cognitive trendsmay be an object or an affective trend. This depends on the level of the emotional attraction toward antrendgoals[8], [28]. The cognitive trendscharacterized are the deliberate, conscious, and recommend progression of thought, compared with the affective trend characterized by the fast estimate and emotional reaction to the trend about this object [16], [24]. Therefore, the personals may change their trend toward some objects after determined the utilitarian value, privacy, security, and benefits [28],[29]. Whereas, other people determine a trend based on the degree of confidence, ability, benevolence, integrity and reliability of the same thing. Trust becomes a basic standard for some of the personal cognitive trendstoward something that may be satisfied with their expectations or desires [4], [23]. Furthermore, the cognitive trendsof individuals can be intrinsic or extrinsic motivation based on the conscious of their objective and plan [10].

Accordingly, characteristics of the cognitive component can summarized as follows[11], [12], [28]:-

- *The cognitive trends component whose elements are cognitive and emotional; the cognitive component is the belief or unbelieves. Whereas, the emotional component represents a favorite or does not favorite, in other words, positive or negative feelings.*
- *The learner cognitive trends component, where the culture of the individual that created through teaching in the social environment in which he lives, country, society. The individual acquires from society and its culture the components of the multiple cognitive trends of individuals towards others.*

- *The components cognitive trends may change over time: The components cognitive trends may change as a result of being influenced by many factors such as: parents 'advice, teacher, school, close friends, relatives and neighbors, primary education, social networks, communication, way of life in society, experience Personality, and how much a person believes in that position.*

- *In this case components of an individual's cognitive trends will classify into three (positive, negative or indifference). First, the individual's trend is (fully supported - maximum positive) where the cognitive position takes into consideration the criteria of intellectual and physical personality that led to the person's conviction of this position and the reason for his support to him. Second trend (Rejection - extreme negativity). The last one person is prefer to choose (indifference) for personal reasons or fear of punishment.*

C. Conceptual framework for changing the tasks of workers

Changing the tasks of workers is not a recent strategy, Jorgensen *et al.,* (2005) study found that (42.7%) of American industrial companies have used this strategy for the average period every five years.   Likewise, it used in the United States since 1993, to select the best alternative tasks practices during applying the total quality management, worker teams, quality circles, changing tasks, and moving worker between different functions as refer by Gittleman*et al.,* (1998) study [14]. Dessler & Varkkey (2009) has defined as "systematic movement of workforces from one tasks position to another at planned intervals". It defined by Jorgensen *et al.,* (2005) as 'a tasks strategy is established to give permission for the workforces to rotate between dissimilar works'. Beatty *et al.,* (1987) as a continuous to change in the staff positions and their responsibilities as much it needs to support some of the specific functions that required different skill or it may have similar characteristics [6], [17], for established periods of time [14]. This is an imperative technique can be applied with 'functional flexibility'[15], and best methods to motivation the employee to obtain more learning, opportunity for training,improved employee retention, knowledge and varieties of experiences, ability to enhance tasks progress, support the staff morale, andimprovementproductivity[9],[14],[21].

In this context, thetaskschangesalso called as; lateral moves, interchangeably with change assignments, tasks changes, transfers, cross training, and redistribution workforces [21]. Based on, the opportunities for free training, decreasing stress, reducing the control and then increasing the organization outcomes [15]. It's used to reduce exposure to risk factors for work-related injuries, while the supervisor decisions used to determine works for the tasks alternation according to the schedules[14]. Consequently, this strategy is supporting tasks progress by laying the foundations for top administration positions and helps staff to improve their abilities by understanding their works[5].

D. The Importance of Applying theTasks Changes

In general, may the business organizations be obtained a several of the benefits by applying the tasks changes as follows [1], [9],[14]:,[21]-

- *Increasing the organization's productivity while reducing total costs.*
- *Encourage cooperation among employees by completing tasks as teams.*
- *Reducing the rate of work turnover such as (absence, sickness, holidays,moving).*
- *Reducing routine in doing work, as well as boredom from doing repetitive work.*
- *It considered as free training methods that contribute to developing the skills of workers.*
- *It is an effective method for evaluating employee performance.*

Accordingly, this strategy considered as effective strategy for the organizations that have limited resources and/or who needs to avoid outsourcing due to confidentiality its functions. In addition, it hascontribute to the continuous improvement of the organization's performance that enables it to grow, survive and market competition.Requirements for successful implementation of the employees tasksChangesthe successful implementation of the employees tasks change in any organization requires the availability of a number of necessary requirements as follows [9]: -

- *The set-up plan includes training executives programs in addition to clarifying the benefits that staff and organization will be obtained as a result of adopted a employees tasksChanges. In addition, it has encouraged providing their proposals and opinions that contributed to carry out this strategy efficiently.*
- *Clarify the main objectives that the organization will achieve by adopting employees tasksChanges.*
- *The profession description and tasks will be recognize for each employee.*
- *It is necessary to consider the staff skill and their ability with the level of job difficulty.*
- *It must make sure the employees tasksChangesis not quite similar in terms of tasks, duties, effort or time performed.*

Accordingly, the success factors for applying the employees tasksChanges in any organization depend on the clarity of its goals [7]. In addition to educating individuals about the various benefits that can be obtained like free training, increasing job expertise, knowledge, skills, which will lead to improved performance [22]. A large shortage of workers due to retirement, resignation, transfer, or leaving work. As, its support the relationships and a spirit of cooperation among personnel [25]. On the other hand, the administration should be expected that this way might rejected by some executives or employees due to resistance to change. As,

this change may affect a worker's social and family life negatively in the case has a geographic change [15].

VI. THE RESULTS and DISCUSSION

1. The CognitivetrendsComponent

In this study, the quantitative results indicate that (70%) of the *Public Directorate of Citizens Services*have a right conception and orientations about the termof employees' tasks , compared with (30%) of those who do not have any of the inclinations or cognitive trends towards employees' tasks . Where: *N=96, Mean= 3.781, SD = 0.831, P≤0.01.*

Q	Table .1: Shows the Cognitive Component Cognitive trends for the Staff			
	Variables	*M*	*SD*	*Sig.*
1	I have a distinct mindset in my current tasks areas.	2.89	1.08	59.81
2	I have extensive mental abilities and information in all my current tasks areas.	3.19	0.89	64.82
3	There is no difference between my working beliefs and my current tasks areas.	3.78	0.88	77.22
4	I always attempt to improve and develop my mental capabilities that related to my tasks areas.	3.29	0.72	67.51
5	My cognitive trends toward current tasks are progressing and changing because of a rise in the experience factor.	4.31	0.73	88.12
6	My cognitive trends are flexible and stable with all situations and circumstances surrounding in my tasks areas.	4.11	0.70	81.21
7	Some of the reports that seek to implementation of a specific strategy in the organization assisted me to review my tasks areas.	3.81	1.07	86
8	Regular review for all my areas tasks is assisting me to discover my mental abilities and knowledge.	4.18	0.60	81 .44
9	Regular review of all my tasks areas are assisted their perception and me to know how other people are thinking.	2.34	1.33	4 8.81
10	Regular review of all my tasks areas are assisted me to have a strong argument and the ability to solve work problems.	4.05	0.84	0.86

As can been seen from Table (1), results for the cognitive component cognitive trendsis demonstrates based. Where the results indicate that the highest mean were(**4.31, 4.18,4.11, 4.05,and 3.878**), respectively to questions (**5, 8, 6,10, and 7**), which means staffs had a common trend, as well as, they have the desire and ability to develop and change their cognitive trends according to their personal beliefs. Therefore, the fifth question is strongly significant in identifying an employees' tasks . Otherwise, the result found some of the staff responded to questions (9, 1, 7 and 2) do not seek to change their cognitive trends even their organization carries out a different strategy.

2. Description Employees tasksChanges

Analysis results in this study indicated, of the (98) of the staff who's responded to the questioner, nearly there are (71%) have a desire and directions about the employees tasks changestrategy, compared with (29%) of those responses had indicated don't have any desire. Where, *Mean = 3.937, SD=0.818*. Based on Table 2, illustrations that the majority of the "Arithmetic Mean" were the highest form it "Theoretical Mean".

No.	Variables	M	SD	Sig.
	Table .2: Shows the A description of the Employees tasksChanges			
1	Its gives me a new style for doing my current tasks.	3.78	0.82	75.7
2	Itsprovides me a perfect official training.	3.78	0.88	75.7
3	Itsoffers to me a free training.	3.32	1.17	66.5
4	Its increasing my experience in the current tasksarea.	3.63	0.66	72.75
5	Itsreveals weaknesses in my previous current tasks.	4.01	0.97	80.39
6	Itsreveals strengths in my previous current tasks.	3.28	1.17	65.81
7	Itsreveals my inherent own skills and abilities.	3.09	1.23	61
8	Itsgrows my relationship with co-workers	3.44	1.09	68
9	Itsmakes me more understanding of how to perform other tasks	3.46	0.98	69.32
10	Itsreveals the weaknesses of performance by the top management level.	4.31	0.87	86.3
11	Itshelps to grow leaders because of personal obtaining employees tasks experience and skills.	4.21	0.86	84.3
12	Itsgenerating a feeling of not seeking to stay at a specific workplace.	3.90	0.83	78.22
13	Itshelps to keep the workflow continuously, in the case if there is one of the staffs is absent.	4.14	0.64	83.02
14	Itshelps managers evaluate workers and determine their ability to do work.	3.93	0.84	78.81
15	Its leads to an increase in working time.	3.97	0.97	79.61
16	Itsimplements without my consent.	3.13	0.64	74.21
17	Itsmakes my work collaboratively.	3.01	0.61	71.42
18	My work, after applying the employees tasksChanges becomes not fitting with my personal ability.	3.92	0.86	78.61
19	My work, after applying the employees tasksChanges become not fitting with my desire to develop.	3.08	1.07	62
20	I feel bored in my current job after applied the employees tasksChanges.	2.97	1.17	41.37

As can be seen in Table 2, the final quantitative results for investigating the employees tasksChanges indicate the majority of results obtained from the analysis questions had the highest Mean and SD with an exception for a question (10). Accordingly, the results of the quantitative analysis of this study are demonstration there is a strong positive correlation to the application of the employees tasksChanges in the stations, as it contributes to increasing the effective performance of staff and their cooperation. Based on its supports to produce leaders in the future because of an individual obtaining employees tasks experience and skills.

3. *The Influence of Applying aEmployees tasksChanges on the WorkforceCognitive trends*
A correlation coefficient analysis and causality between research variables and its acceptable validity with the second research hypothesis. Estimation results for *simple linear regression* confirmations there was a strong positive a significant that has influenced componentsof workforcecognitive trends by adopted a employees tasksChanges at the *Public Directorate of Citizens Services*. The final results demonstrations that (R^2 =0 .44), of the cognitivetrend.It is able to identify and explained which of these variables can be affected by the application of the employees tasksChanges. While (21%) of the rest of the variables identified does not have any impact, therefore, its outline of the research discussion. Accordingly, the second research

hypothesis is accepted as it has proved there was a statistically significant effect of the cognitivetrendin the employees tasksChanges as the calculated value F = 301 which is approved a highest more than scheduled value *f = 39.08, p≤ 0.01* and with confidence 99%. Whereas, the Beta coefficient (B =0.69) indicated there was a direct relationship between this variables.

VII. LIMITATIONS OF THIIS STUDY

Accordingly, the collected information from responses to the questionnaire was contributed to identifying their opinion and cognitive trends toward applied the employees tasksChanges at *Public Directorate of Citizens Services*. The limitations of this study referred were;

-1- Thecognitive trends of staff towards applying the employees tasksChanges have a different response in terms of relationship and its impact, as well as in terms of the level of response to answering the questionnaire.

-2- The majority of an organization suffers from do not match the employees tasks specialization of the staff or their academic certificate with their employees tasks position، where most of the staff is work with unrelated professions to their specialization skills or academic certification.

-3- Some of the staff believe keep doing one work position is better more than moving to new profession location. As it contributes to increasing their employees tasks expertise and skills within their specialization. It also can help them to progress and obtains a higher profession position. This is better more than wasting their effort and time in performing multiple professions and different specialties, which may lead to standing in a similar workplace and un-development in their employees tasks positions.

-4- Applying a employees tasksChanges may lead to resisting change by staff, as some believe that this proceeding is maybe for punishment them. In addition, anther staff may not interested or desires to change their workplace/employees tasks positions. For these reasons, most staff may feel psychological nervousness, worries, and sadness.

VIII. CONCLUSIONSAND RECOMMENDATIONS

In conclusion, the quantitative analysis results have approved all of the categories of correlation between research variables and their impacts in the future. As, all cognitive trends of thestaff who has responded to this questionnaire have a positive position towards implementing the employees tasksChanges. likewise, the majority of those staff had confirmed the extended importance and several benefits obtained by applying the employees tasksChanges such as; developing their employees tasks skills, increasing their knowledge, promotion, and improving the work style. Despite of majority of the cognitive trends of staff towards applying the employees tasksChanges have a different response in terms of correlation and impact, as well as in terms of the level of response to answering the questionnaire. Consequently, this study is a provided several of suggestion that can be practical in any organization. As it needs to make a

change of the workplace for the staff continuously by using the employees tasksChanges.The following theme must be a consideration by the administration and directors which assist them to understand and realize the components of the workforcecognitive trends focused on the psychological factors, supports the teamwork, extend an opinion and guide of applied the employees tasks changesbetween staff, organizing training courses, seminars, and workshops for staffs. For future researchers, this study proposes the requirement to adopt advanced studies that contribute to continuous improvement and support the implementation of the employees tasksChanges in the organization

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