

ASSESSING HOW EMPLOYEE JOB ROTATION AFFECTS WORKERS PRODUCTIVITY IN ORGANIZATIONS

A CASE STUDY OF ACTION AGAINST HUNGER, KIRYANDONGO DISTRICT.

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Abstract

This report is carried out in 2021 in order to study the effect of job rotation on employee productivity in Action against Hunger, Kiryandongo. It is guided by a set of objectives which included: establishing the level of job rotation in Action against Hunger, investigating whether there is a significant relationship between employee job rotation and employee productivity and also to find out the challenges faced by Action against Hunger, Kiryandongo District. The research method is a case study approach in which Pearson linear correlation coefficient is used for testing the data. Statistical population includes all official staff, 160 individuals, working in the Human resource department in Action against Hunger, 108 individuals were selected as sample size. In order to collect required data for two standard questionnaires (job rotation and employee productivity questionnaires) were utilized. The coefficient indicates the relation between dependent variable of workers' productivity and independent variable of job rotation and development which changes between 0.80 and 0.57. It is obvious that percentage of changes in dependent variable is determined by independent variables. Significance is calculated 0.8001 here. As it is lower than significance error (0.01), it confirms the significance of relation between these two variables with 0.80 confidence level. So, significant relationship between job rotation and employee productivity in organization, is statistically confirmed.

Key words: Employee job rotation, workers productivity and hunger

Background of the study

Technological inventions, globalization, and advancement among others are beginning to make the world of jobs experience dramatic change (Lamprecht, 2002; Rodriguez &

De Pablos, 2002). This has therefore called for the need why organizations should begin to sharpen their competencies for instance practicing job rotation for improved performance and productivity.

Recent studies have shown that most organization and big companies around the World like Banks have been practicing job rotation amongst their employees but without deliberately aiming at improving their productivity.

One of human resource department goals at Red Sea University in Sudan is job rotation among employees. Job rotation is a systematic movement of staff from one job to another, moreover job rotation involves lateral transfer, which enables employees to work at different jobs, and gain skills, knowledge and managerial experience.

A study carried out in Somalia by Adomi (2006) and Robbin (1996) revealed that job rotation can reduces boredom and increases motivation through the divergence of employee's activities. Then it enhances the life of the organizations as the employees were equipped with broad range of skills and has flexibility in management of work.

Kaymaz (2010) adds five different benefits of job rotation (reduction in monotony, increase in knowledge, skill, competency, preparation for management, choice of correct work position and development of social relations), Adjei (2012) points out that there are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom.

(Sharif 1999) concentrated on the effect of job rotation on productivity of workers at universities in Mecca Province - Saudi Arabia. It revealed that the teaching staff applied job rotation optionally and this finished managerial corruption.

Specific objectives;

1. To find out the effect of job rotation on the job training at Action against hunger Kiryandongo District.
2. To find out the effect of job rotation on orientation or induction training and technical training at Action against hunger Kiryandongo District.
3. To investigate whether there is a significant relationship between employee job rotation and employee productivity at Action against hunger Kiryandongo District.

Research questions

1. What is the effect of job rotation on the job training at Action against hunger Kiryandongo District.?
2. What is the effect of job rotation on orientation or induction training and technical training at Action against Hunger Kiryandongo District?
3. Is there a significant relationship between employee job rotation and employee productivity at Action against hunger Kiryandongo District.?

Methodology

Research Design

In the study, the technique that was used is a case study. The purpose of using this technique was to describe the nature of the situation. A self-administrated questionnaire was used for data collection. In the study, a reliable scale for the variable job rotation, productivity and organizational commitment was used with four Liker scale ranging from 1 to 4 (Strongly Agree to Strongly Disagree).

Research Population

The study comprises of a target population of 160 and a sample size of 108 was used with employees. The key informants were comprised of employees,

managers, directors and other stake holders who directly or indirectly involved in the day-to-day operational activities of monitoring, deliveries, finances and disbursements of all types. These employees are selected because majority of them engage in daily transaction of their respective desks/sections in Action against Hunger.

Sampling Procedure

There was interviews on appointment and questions collected with or without response.

Choice of respondents was based on three techniques; stratified sampling hence the respondents were to be grouped into strata, purposive sampling thus the strata was based on only intended respondents and simple random sampling hence any strata would be adopted to represent the entire population. Stratified sampling ensures that all categories of respondents are represented; while simple random sampling was given to each respondent as a chance of representation and purposively to cater for those participants under the study.

Methods of Data Collection

The data collection instruments are basically self-administered questionnaires, which were comprised of open and close-ended questions that require respondents to answer all questions to the best of their knowledge and options given to avoid deviating from the variables under the study. Interviews were conducted during data collection from which the researcher asks questions and respondents answer from selected sections.

The interview were supplemented with a document analysis of various sections or branches and assess their performance.

Interview guide

An interview guide was used to get the first-hand information and able to learn from the respondent as well as bridging the gap between the questionnaire and what was

exactly happening on the ground. The researcher would carry out a face-to-face interview with those interviewees who are important in research because through it one is able to gather information needed in order to support the research and also it is to serve as a baseline.

Questionnaire guide

There was both open (allowed for more opinion on the study) and close ended questionnaire concentrated on the intended data Appendix II. Questionnaires are efficient data collection tools, for this particular case, the researcher was personally administering the questionnaires to the targeted respondents. The preference for the questionnaire is upon the fact that they save time especially when handling a large study population scattered geographically and could be stored for future reference.

Data Analysis

Data analysis involved editing, categorizing, and tabulating the collected data sets. Frequencies and percentage distribution was used to determine the profile of the respondents.

Means score were used to determine Job rotation and Employee productivity.

The data was analyzed with the help of Statistical Package of Social Scientist (SPSS).

RESULTS

The effect of job rotation on job training at Action against Hunger, Kiryandongo district.

Table 1 Effect of job rotation on job training

Response	Frequency	Percentage
agree	172	95%
disagree	9	5%

Total	181	100%
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Source: field data (2022)

The study revealed that 95% of the respondents agreed that job rotation affects job training in Kiryandongo district, 5% of the respondents disagreed with the statement, this implies that most of the employees are affected by job rotation factors.

The effect of Job rotation on orientation at Action against Hunger Kiryandongo district

Table 2 Effect of job rotation on orientation

Response	Frequency	Percentage
agree	154	85.1%
disagree	18	9.9%
not sure	9	5%
Total	181	100%

Source: field data (2022)

The study revealed that 85.1% of the respondents agreed that job rotation affects orientation of employees, 9.9% of the respondents disagreed with the statement, 5% of the respondents were not sure about the statement, the findings from the study imply that job rotation affects orientation at Action against hunger Kiryandongo district.

The relationship between employee job rotation and employee productivity at Action against hunger Kiryandongo district.

Table 3 shows the relationship between employee job rotation and employee productivity.

Response	Frequency	Percentage
agree	148	81.8%
disagree	33	18.2%
Total	181	100%

Source: field data (2022)

The study revealed that 81.8% of the respondents agreed that there is a significant relationship between employee job rotation and employee productivity, 18.2% of the respondents disagreed with the statement.

Demographic Characteristics

Respondents' Age

The research findings aimed at getting the range between the different age groups of the respondents as follows:

Table 4: Showing Frequency and percentage distribution of the respondents' age group

Category	Frequency	Percentage (%)
Below 25 years	34	32%
25–35 years	40	37%
36–45 years	22	20%

46andabove	12	11%
Total	108	100%

Source: Primary data 2022

According to Table 4, the study findings show that; the category of the age group below 25 years were 34 (32%) of the respondents that took part in this study, majority of the respondents were between the age of 25-35 years with 40 (37%). while a few of them were around 36-45 years with 22(20%) and the least of 12(11%) were of 46 and above years.

Gender of the respondents

The table aimed at determining the differences in gender of the respondents and the results of the findings are as follows:

Table 5: Frequency and percentage of the respondent's sex

Category	Frequency	Percentage (%)
Male	65	60%
Female	43	40%
Total		
Source: Primary data 2015	108	100%

According to table 5, the study findings showed that majority of the respondents were male with 65(60%) while the rest of 43 (40%) were female

The level of Marital status of respondents

The research findings aimed at getting to know the marital status levels of respondents within the organization and how it contributes to the productivity as shown in the table 6 below.

Table 6: Frequency and percentage of the respondents' levels of marital status

Category	Frequency	Percentage (%)
Single	43	40%
Married	61	56%
Divorced	4	4%
Total	108	100%

From the findings in table 6, it was stressed that the levels of marital status showed that 43 (40%) were singles, majority of the workers were married with 61 (56%) and the least of 4 (4%) were identified as divorced workers

Level of Education

The research findings aimed at getting the education differences in a bid to identify who are entitled to which position or post they hold in the organization as shown in the table 7

Table 7: Frequency and percentage of the level of education

Category	Frequency	Percentage (%)
Diploma	33	31%
Bachelors	56	52%
Masters		
Ph.D.	14	13%
Total	5	4%
Source: Primary data	108	100%
2022		

From the findings in table 7, showed that diploma holders were 33(31%), most of the workers in the organization were holding Bachelor's degree with a 56 (52%) which was basically high according to the study, a few of them were master's degree holders with 14(13%) and the least number of 5(4%) were holding PhDs, this showed that most

employees in the organization were educated.

The number of years spent at the organization.

The research findings aimed at identifying the number of years spent at the organization by the respondents, this was done in bid to identify the old and newly recruited workers to support the strategy of job rotation in the organization as shown below in the table

Table 8: Frequency and percentage of the respondents' years spent at the organization.

Category	Frequency	Percentage (%)
1-3years	12	11%
4-6 years	34	32%
7 and above	62	57%
Total	108	100%

Source: Primary data 2022

From the obtained data, it was evident that a few of about 12(11%) were those who had spent 1-3 years, 34(32%) were those that had spent 4-6years and the majority of workers of 62 (57%) had spent many years at the organization of about 7 and above years. This factor can be attributed to how better the strategy of job rotation was to work at the organization.

Discussion of Research Findings.

According to research findings, 60% of staff at Action against Hunger, Kiryandogo District, were men and 40% of them were women. 56% of them were married, while 40% of them single and 4% were divorced by either sex. 32% were younger than 25 years, 37% between 25-35, 20% between 36-45 and 11% older than 45 years. 11% had work experience lower than 4 years, 32% between 4-6 years and 57% of more than 7 years. 31% had diploma, 52% Bachelor's Degree, 13% Master's Degree and 4% Ph.D.

Main theories stress that there is a significant relation between job rotation and employee productivity at Action against Hunger, Kiryandongo.

PW CORR	employee productivity	job training	induction training	job rotation
employee productivity	1.00000			
job training	0.235 0.0014	1.0000		
induction training	-0.769 0.564	0.342 0.5067	1.000	
job rotation	0.645 0.000	0.231 0.987	0.1242 0.0498	1.000

Ho: There is no significant relationship between the effect of job training and the employee productivity of the selected schools in Kiryandongo district

Ha: There is a significant relationship between the effect of job training and the employee productivity of the selected schools in Kiryandongo district

Ho: There is no significant relationship between the effect of induction training and the employee productivity of the selected schools in Kiryandongo district

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The correlation coefficient 0.235 shows a weak positive correlation between job training and employee productivity. This means that the two variables are related but the influence is not too much. The relationship is significant at 5% level of significance since the p-value (0.0014) < 0.05.

The correlation coefficient -0.769 shows a strong negative correlation coefficient between the effect of induction training and employee productivity. This means that the two variables are unrelated. The relationship is insignificant at 5% level of significance since the p-value (0.564) > 0.05.

The correlation coefficient 0.645 shows a moderate positive correlation between job rotation and employee productivity. This means that the two variables are related but the influence is not too much. The relationship is significant at 5% level of significance since the p-value (0.0000) < 0.05.

Conclusions

Basing on the findings of the study that show that job rotation as a strategy have a significant effect on high productivity. This means that as organizations enhance job rotation, they are more likely to perform highly. Thus, it is believed that the management of company need to consider the strength of this relationship, and focus on maintaining high productivity workplace derived from job rotation strategy. These findings also suggest that human resource management boards in this company should know how employees perceive job rotation and how it affects their psychological empowerment.

Recommendations

According to the discussed research results of the effect and importance of job rotation in organization and staff productivity the researcher recommends that

satisfaction with job position and professional happiness is effective on psychological modes of an individual and due to this, that person tries to keep his job or position and so, he or she will have better and more desirable performance because his performance is related to happy feeling and the organization's success is considered as success in his life.

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