

***EMPLOYEE JOB ROTATION AND WORKERS PRODUCTIVITY IN ORGANIZATIONS
A CASE STUDY OF ACTION AGAINST HUNGER, KIRYANDONGO DISTRICT.***

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ABSTRACT

This report was carried out in 2021 in order to study the effect of job rotation on employee productivity in Action against Hunger, Kiryandongo. It was guided by a set of objectives which included: establishing the level of job rotation in Action against Hunger, investigating whether there was 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 was a case study approach in which Pearson linear correlation coefficient was 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. According to research findings, 60% of staff at Action against Hunger, Kiryandongo 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. Thus, it was 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 suggested that human resource management boards in this company should know how employees perceive job rotation and how it affected their psychological empowerment.

Key words: employee job rotation, workers productivity, organizations 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 (Isaac et al., 2023). 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 (T. Christopher, 2022). 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 (Paul & Kazaara, 2023). In the public service in Uganda, employees are engaged on the agreement that they would commit themselves to achieve organizational objectives through dispensing work efficiently and effectively. Good performance in the public service entails efficiency and effectiveness in service delivery which is measured in terms of quality outputs (F. Christopher, Komunda, et al., 2022). However, where performance seems to be wanting due to employee capacity related factors, training becomes the immediate major strategies to address such gaps. Little information was provided by

management at Action against Hunger in Kiryandongo District on how job rotation has impacted on employee productivity. The general objective of the study was to investigate the impact of job rotation on employee productivity at Action against Hunger in Kiryandongo District Uganda.

Statement of the Problem

The failure of management to identify the job rotation gaps for the areas that need skills and knowledge of employees. Due to the transformation, changes, lack of the importance of education necessity and features in sciences and technology and inability of employees to expose themselves (F. Christopher, Moses, et al., 2022). Some scholars state about importance of education and rotation: “actually, education is management” which means that without staff education in form of training, management basics was insecured and in danger. Staff rotation is vital and inevitable which should be continuously noticed with management procedures; so that, other management activities was useful. In fact, rotation at jobs is one of the fundamental and logical ways for guidance of staff attempts in organization and it causes utilization of latent talents, imagination power and creation of intellectual flexibility in staff. Previous experience reminds us that changes in professional pathway of jobs and work methods are inevitable and the only solution is education and human resources development which can guide our present world to changing future world (F. Christopher, Moses, et al., 2022). Studies dated back to 1975 till this moment was centered on relationship between job rotation and performance. However, how it will impact employees’ productivity remained underexplored. Therefore, this study seeks to evaluate the impact of job rotation on employees’ productivity at Action against Hunger in Kiryandongo District-Uganda.

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 as a sample size of 108 was used with employees on Table 3.1. 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. Care would be taken to ensure that all respondents are represented in the study. Areas were chosen using the simple random sampling technique to ensure that each unit in the entire population under the study is represented.

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.

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) (Nelson et al., 2022).

Table 1: Interpretation of Mean Range

<i>Mean Range</i>	<i>Response</i>	<i>Mode Interpretation</i>
3.26 - 4.00	<i>Strongly Agree</i>	<i>Very High</i>
2.51- 3.25	<i>Agree</i>	<i>High</i>
1.76 – 2.50	<i>Disagree</i>	<i>Moderate</i>
1.00 – 1.75	<i>Strongly Disagree</i>	<i>Low</i>

The Pearson linear correlation coefficient was used to determine the relationship between job rotation and employee productivity at 0.05 significant levels. Pearson's linear correlation coefficient and regression analysis was used to establish whether there was any significant relationship between job rotation and employee productivity in Action against Hunger, Kiryandongo District.

RESULTS

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

Table 2 Effect of job rotation on job training

<i>Response</i>	<i>Frequency</i>	<i>Percentage</i>
<i>agree</i>	172	95%
<i>disagree</i>	9	5%
<i>Total</i>	181	100%

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 3 Effect of job rotation on orientation

<i>Response</i>	<i>Frequency</i>	<i>Percentage</i>
<i>agree</i>	154	85.1%
<i>disagree</i>	18	9.9%
<i>not sure</i>	9	5%
<i>Total</i>	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.

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

Table 4 shows the relationship between employee job rotation and employee productivity.

<i>Response</i>	<i>Frequency</i>	<i>Percentage</i>
<i>agree</i>	148	81.8%
<i>disagree</i>	33	18.2%
<i>Total</i>	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 5: 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 5, 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 6: Frequency and percentage of the respondent's sex

Category	Frequency	Percentage (%)
Male	65	60%

<i>Female</i>	43	40%
<i>Total</i>		
<i>Source: Primary data</i>	108	100%
<i>2015</i>		

According to table 6, 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 7 below.

Table 7: Frequency and percentage of the respondents' levels of marital status

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

From the findings in table 7, 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 8

Table 8: Frequency and percentage of the level of education

<i>Category</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>Diploma</i>	33	31%
<i>Bachelors</i>	56	52%

<i>Masters</i>		
<i>Ph.D.</i>	14	13%
<i>Total</i>	5	4%
<i>Source: Primary data</i>	108	100%
<i>2022</i>		

From the findings in table 8, 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 9: Frequency and percentage of the respondents' years spent at the organization.

<i>Category</i>	<i>Frequency</i>	<i>Percentage (%)</i>
<i>1-3years</i>	12	11%
<i>4-6 years</i>	34	32%
<i>7 and above</i>	62	57%
<i>Total</i>	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.

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.

Conclusions

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. Through this bearing in mind that empowerment opportunities may be limited when employees perform routine, repetitive production or service jobs in such companies. There is more potential for meaningful work and self-determination in jobs that have complex tasks and enriching job characteristics.

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