
**JOB ROTATION AND WORKERS' PRODUCTIVITY IN THE PUBLIC SECTOR, A CASE STUDY
OF KWEEN DISTRICT LOCAL GOVERNMENT**

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ABSTRACT

The study aimed at job rotation and workers' productivity in the public sector, a case study of Kween district local government and it was guided by the following objectives; To assess the effect of implementing job rotation strategy on workers' productivity at Kween district local government, to examine the challenges of implementing the job rotation strategy at Kween district local government and to analyze the relationship between job rotation and workers' productivity at Kween district local government. The study utilized the descriptive design used to illustrate characteristics of a sample population and it sought to answer the question 'what' and precedes explanatory research. From the findings, the constant 0.439, shown that keeping all other factors constant, performance of Kween DLG on average increased by 0.439. The coefficient 0.875 shown that a unit increase in the job rotation on average led to 0.875 increases in the performance of an organization. The p-value (0.00) < 0.05 (was statistically significant at 95% confidence level); this implied that; job rotation had a significant impact on workers' productivity expressed in form of workers' timelines and the coefficient 0.049 shown that a unit increase in job rotation led to 0.049 increase in sales volume. The p-value (0.00) < 0.05 (was statistically significant at 95% confidence level); this implied that; job rotation had a significant positive relationship with the workers' productivity.

Key words: job rotation, workers, productivity and public sector

Background of the study

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Many businesses, small and large, are attempting to improve work design systems by the development of job rotation strategy (Paul & Kazaara, 2023). Job rotation is a strategy conducted by organizations either private or public to improve employee performance and productivity (Isaac et al., 2023). Job rotation is implemented in line with the business goals and human resource strategies of the organization. Job rotation can also be used to alleviate the physical and mental stresses endured by employees when working in the same position, year after year (Musaibah et al., 2023). By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Individuals learn several different skills and perform each task for a specified time period (Kazaara & Kazaara, 2023). There are different reasons a company may choose to utilize job rotation such as using job rotation as a learning mechanism. There are significant benefits that may outweigh the costs involved with training employees for diversified positions (Christopher, Moses, Muhindo, & Komunda, 2022). As a learning mechanism, employees are given the opportunity to learn necessary skills which can help them to advance within a company. This employment opportunity also has the effect of boosting morale and self-efficacy (Faridah et al., 2023). The company may benefit from using job rotation by having the ability to keep key staff within a company. This practice may allow a company to run more efficiently, and as a result, become more productive and profitable (Annet et al., 2023).

Job rotation is also practiced to allow qualified employees to gain more insights into the processes

of a company, and to reduce boredom and increase job satisfaction through job variation. Job rotation benefits employees who participate by reducing job burn-out, apathy, and fatigue, which ultimately increase the level of employee satisfaction and motivation Plowman (2017). Not all employees are open to the idea of job rotation. Higher performers compared to under performers are likely to like job rotation because it is perceived to add to a greater improvement in skills (Polycarp et al., 2023).

Job Rotation is where an individual is moved through a schedule of assignments designed to give that individual a breadth of exposure to the entire operation. The term job rotation can also mean the scheduled exchange of persons in offices, especially in public offices. Developed in Denmark in the 1980's, Job Rotation can be used in a variety of ways to meet the development and training needs of companies and employees, without a break in production (Emmanuel et al., 2023).

Statement of the Problem

Many management scholars have argued that one way to improve workers productivity is by job rotation. It is widely believed that job rotation is one way of motivating employees who do routine work (Damasus et al., 2023). Job rotation also gives opportunity to workers to acquire different skills in different job posts thus improving their productivity (Ntirandekura & Christopher, 2022). It keeps them motivated and highly productive thereby improving the overall organizational performance. As a result, several organizations have put in place avenues of rotating workers in different jobs to maximize employee performance/ productive (Isaac et al.,

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2023). Although different local governments in Uganda, including Kween local government have heeded to the advice by management scholars that job rotation improves employee productivity leading to transferring workers from different job posts to others (Alex & Kazaara, 2023); reports of poor productivity have continued to damage their reputation. There are still continued reports of delayed service delivery, absenteeism, corruption, nepotism, tardiness and overall poor productivity (Mark et al., 2023). Therefore, the researcher is compelled to analyze the effect of job rotation on workers' productivity in local governments, using Kween district local government as a case study (Wegulo et al., 2023).

Objectives of the study

1. To assess the effect of implementing job rotation strategy on workers' productivity at Kween district local government
2. To examine the challenges of implementing the job rotation strategy at Kween district local government.
3. To analyze the relationship between job rotation and workers' productivity at Kween district local government

Methodology**Research Design**

The research design refers to the general approach used by an investigator to assimilate components of the study to effectively address a research problem. It is made up of an outline of the compilation, measurement and scrutiny of data. The study utilized the descriptive design used to illustrate characteristics of a sample population. The design sought to answer the question 'what' and precedes explanatory research. The study utilized the descriptive research design to conduct the survey (Sharpe, 2015). The dependent variable was organizational performance which are indicators used to determine level of achievement of set goals by a firm while the independent variable was performance appraisals which is a systematic assessment of performance by employees in a firm.

Population

A research population is defined as an assortment of persons or items which form the focalpoint of a methodical inquiry (Levy, & Lemeshow, 2018). The population defined has to have individuals or objects with similar characteristics. However, due to the great size of most populations, it is not possible for researchers to test all the individuals as it would be expensive and time consuming. Instead, they made use of sampling techniques (Levy, & Lemeshow, 2018). The population for this study consisted of fifty employees of Kween district local government.

Table 1

Category	Population	Percentage
Top district local government officials	5	10%
Political leaders of the district	10	20%

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Administrative level staff	10	20%
Accounting staff	10	20%
Operational staff	15	30%
Total	50	100%

Sampling Design

Sampling is the practice of selecting units from a population for study to achieve a fairly generalized result of the population studied (Cooper, Schindler, & Sun, 2016). Hence, a sample is the group of individuals selected to take part in the study and the people who took part are referred to as participants. Sampling allows a researcher to achieve generalizability, which is the extent to which findings of research can apply to the target population (Manly, McDonald, Thomas, McDonald & Erickson, 2017). To achieve accuracy for a study, the population must possess characters with high similarity. Basic steps of sampling involve identifying a population of interest and then specifying a sampling frame. The researcher then identifies a sampling method determine the sample size and eventually carry out the primary research.

Sample Size

Sample size determination involves selecting the quantity of observations to consider in the statistical sample. The size is vital as it allows the researcher to make inferences about the population. Determining the sample size is important as it improves level of precision. (Dattalo, 2018). A critically selected sample also reduced the degree of variability which is the disparity in the optimum level of precision. A population with heterogeneous characteristics requires a greater size of the sample to achieve an optimum level of precision (Ryan, 2018). The study used a sample size of fifty participants spread across four categories which included top district management, political leaders, accounting staff and operational staff across the district's different departments.

Table 2 Sample Size

Category	Population	Percentage
Top district local government officials	5	10%

Political leaders of the district	10	20%
Administrative level staff	10	20%
Accounting staff	5	20%
Operational staff	10	30%
Total	40	100%

Data Collection Methods

It is a systematic process that involves gathering and measuring information from various sources to achieve complete and accurate representation of previously set hypotheses. It enabled a researcher to answer relevant research questions, evaluate the outcome and make predictions and recommendations about probable future trends (Dooley, 2016).

Quantitative data collection relied on random sampling and structured data collection methods that held diverse experiences into predetermined response categories. The methods used produced results that were easy to summarize and analyze. Quantitative research concerns itself with testing hypotheses derived from a phenomenon of interest. Quantitative data collection techniques include interviews, questionnaires and surveys, focus groups, case studies and documents and records (Neuman, 2017). The study utilized primary data for data collection. Questionnaires were used to capture information from the target population (Olsen, 2016).

The close ended questionnaires enabled the researcher to isolate responses from external influences. The questionnaires were designed to be easily understood hence reducing ambiguity among the participants (Dörnyei, & Taguchi, 2019). The questionnaires were structured in four parts, the first to gain background information and then the research questions in open ended and close ended questions and finally a chance for the participants to give their opinion and recommendation about performance appraisals.

The researcher also used the drop and pick technique to administer the questionnaires where the researcher left the respondents with the questionnaire to guarantee the participants enjoyed privacy ensuring confidentiality and impartiality of the information ~~and~~ (Hinkin, 2018). Using questionnaires had the benefit of permitting the researcher to gather the information in a standardized method making the responses objective. The questionnaires also enabled the researcher to collect data from a large part of the participants.

Data Analysis

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Data analysis is the process of examining, refining and converting and representing data with the aim of discovering useful information, drawing conclusions and making recommendations which support the decision-making process of the target audience. The process turns written data into findings (Wilson, 2018). Data obtained in the field must be processed for analysis. Data analysis for a quantitative study involves decisive scrutiny and interpretation of figures in an attempt to rationalize the emerging findings. Comparison of findings in the literature review and field research findings is important to the study (Bryman, 2015).

The first step involved checking the questionnaires for completeness and visibility. The data was then converted allowing data entry into spreadsheets. The data then went through validation where the researcher ensured that the data collected was correct and useful. The data was then sorted according to the respondents' answers. A summary was made which reduced the amount of detail available to the main points and the information that concerned the research questions. An aggregate was created by combining multiple pieces of data from the study and analysis was conducted which involved interpreting the data and representing it. A report was then written as a summary of the details of the findings (Wetcher-Hendricks, 2016). To ease the process of analysis the researcher used the SPSS data analysis software for data examination (Nelson et al., 2022).

RESULTS

Table 3 Number of times employees have been rotated

Variable	Frequency	Percentages
Only Once	28	70.0
2-4 time	11	27.5
5-6	1	2.5
Total	40	100

Source: primary data 2022

Number of times employees have been rotated

Table 3 shows the number of times employees have been rotated. It is evident that, employees who have worked in the district local government within 12 months have experience some level of job rotation. The table shows that 28 (70%) respondents have been rotated only once and also, 11 (27.5%) respondents have been rotated 2 to 4 times and 1 (2.5%) respondent has been rotated 5-6 times. This gives a clear indication that the attaché importance to job rotation by given employees the chance to be rotated within their first 12 months in the organization (Moses et al., 2022)

Various departments in which employees have worked as a result of job rotation

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Table 4 various departments in which employees have worked as a result of job rotation

Departments	Frequency	Percentage (%)
1 department	2	5.0
2 departments	33	82.5
3 departments	4	10
more than departments	1	2.5
Total	40	100.0

Source: Primary data, 2022

Table 4 shows that, 2 (5.0%) respondents have worked in only one department. Also, 33 (82.5%) respondents have worked in two departments as a results of job rotation, 4 (10%) respondents have worked in three departments whiles only one respondent has worked in more than three departments.

This is a clear indication that all the respondents have experienced some level of movement fromone department to another as a result of job rotation. This indicates that the district local government adopts job rotation to move their employees from one department to another which helps them to alleviate boredom and also learn from the other departments (Alex & Kazaara, 2023).

Effect of implementing job rotation on workers' productivity at Kween DLG

It was critical to identify the significance employees derive from the job rotation programme in their district local government. The researcher wanted to know if employees and management see any importance from the programme and whether it has helped to improve their performance level. The study shows that 6 (15%) out of the 40 responses indicated job rotation was significant since it improves performance level; 14 (35%) said it was somehow significant, whiles 14 (35%) responded it was significant; 6 (15%) said there was no significance in job rotation programme in their district local government since it took them away from, they like doing most (Ntirandekura et al., 2022).

The results show that 28(70%) participants mentioned their satisfaction with the job rotation programme as a way of developing their skills on the job, also 11 (27.5%) mentioned their satisfaction with job rotation programme as a way of the various job assignment making the job enjoyable and develop new relationship, one participant mentioned his satisfaction with the job rotation programme as a way of developing new relationships (Paul & Kazaara, 2023).

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Responses from participants on the impact of the job rotation on their job performance revealed that 12 (30%) mentioned that the job rotation has equipped them with the skills to enable them to work effectively in the digital environment. 24 (60%) also mentioned that the job rotation programme has helped them to work effectively on the job. Some 4 (10%) also mentioned that the job rotation programme has helped them to do what they did not know before (Zowena et al., 2023).

Achievements related to the job rotation programme were: 14 (35%) participants indicated that it has helped them to acquire new skills and the skills required of the various departments; 14 (35%) participants mentioned that the different postings during the job rotation programme made the job more interesting since it has reduced the physical and mental stress for doing the same kind of job every day; and 6 (15%) participants mentioned that new friends were established during the job rotation programme, while 6 (15%) mentioned some departmental leaders were not willing to accept new members in their department. Their reason was that it delays productivity, since the time needed for production was used to train new members (Allan et al., 2023).

The study further indicates some benefits respondents derived from job rotation programme at Kween DLG. Four (10%) respondents said job rotation has helped them to build up more experience from different departments again 10 (25%) respondents said job rotation has helped them to get more knowledge from different departments when they were rotated (Wegulo et al., 2023). Six (15%) respondents said job rotation has helped to reduce boredom and work stress when they were moved into different departments while 2 (25%) respondents said it has helped them use their talents for a wide range of work. Eight (20%) respondents said job rotation has provided them with an opportunity to take part in team building and personal development and 10 (25%) respondents said job rotation has provided them with further training to improve their qualifications. These agree with what the following writers wrote about the various benefits of job rotation (Faith et al., 2023).

Challenges of implementing the job rotation strategy

Table 5: Challenges from employee's point of view

Variables	Frequency	Percentage (%)
It takes employees away from the work they like to do most or what they enjoy doing	15	37.5
It brings about low productivity since it will take time for the new employee to adjust	10	27.8
Employees may have breath of experience but don't have deep knowledge and expertise of one particular job.	11	30.6
No response	4	10
Total	40	100

Source: Primary data, 2022

After an interview with the HRM, the researcher was also granted an interview by the employees of the organization. Members were also asked of the various limitations they have encountered as a result of the job rotation programme. Findings indicate the different limitations employees have encountered as a result of job rotation. Fifteen (37.5%) of the participants said job rotation takes employees away from the work they like to do most or they enjoy doing, also 10 (25%) participants said it brings about low productivity since it will take time for new employees to adjust while 11 (27%) participants said employees may have breath of experience but do not have deep knowledge and expertise of one particular job. Four (10%) people did not grant the interview (Christopher, Moses, Muhindo, & Muhammad, 2022).

Relationship between job rotation and workers productivity at Kween DLG

Correlation analysis

Table 6 Shows the relationship between risk job rotation and workers' productivity at Kween DLG

		Job rotation	Workers' productivity
Job rotation	Pearson Correlation	1.000	.823**
	Sig. (2-tailed)		.000
	N	40	40

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Workers' productivity	Pearson Correlation	.823**	1.000
	Sig. (2-tailed)	.000	
	N	40	40

Source: Statistical Package for Social Scientists (SPSS)

The relationship between the variables was tested using Pearson correlation coefficient. This was used because the job rotation and organizational were assigned numerical values. From the table above, it is clearly indicated that there is a strong relationship between job rotation and workers' productivity in Kween DLG. This is indicated by positive results of Pearson Correlation, where $r = 0.823$, $p < .01$ (Nelson et al., 2023). It therefore implies that job rotation strongly affects workers' productivity in Kween DLG. The leadership of Kween DLG should therefore continue assessing its risks to ensure smooth running and excellent performance of the organization.

Table 7: Regression Analysis

Model Summary (b)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816(a)	.666	.334	4.107

a Predictors: Job rotation.

b Independent Variable: Worker's productivity.

The R-square measures the goodness of fit. Therefore, the R-square 0.666 shows that 66.6% of the variations in the workers' productivity of an organization can be explained by job rotation while only 33.4% can be explained by other factors. Therefore, since $R\text{-square } 0.666 > 0.5$, hence a good fit.

Table 7: Coefficients (a)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.439	0.343		0.730	0.468
Timeliness	0.875	0.637	0.815	0.790	.000
Productivity	0.049	0.882	-0.089	0.189	.001
	0.252	0.462	0.041	0.545	0.018

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Other factors	0.875	0.437	0.615	0.790	0.234

a. Dependent Variable: Workers' productivity

The constant 0.439, shows that keeping all other factors constant, performance of Kween DLG will on average increase by 0.439. The coefficient 0.875 shows that a unit increase in the job rotation would lead on average to 0.875 increases in the performance of an organization. The p-value (0.00) <0.05 (is statistically significant at 95% confidence level); this implies that; job rotation has a significant impact on workers' productivity expressed in form of workers' timelines (Isaac et al., 2023). The coefficient 0.049 shows that a unit increase in job rotation would lead to an average 0.049 increase in sales volume. The p-value (0.00) <0.05 (is statistically significant at 95% confidence level); this implies that; job rotation has a significant positive relationship with the workers' productivity. The coefficient 0.252 shows that a unit increases in job rotation would lead on average 0.252 increases in the service delivery of an organization. The p-value (0.00) <0.05 (is statistically significant at 95% confidence level); this implies that; job rotation has a significant positive relationship with employees' organizational citizenship behavior.

Conclusion

In conclusion, it could be said Kween DLG job rotation program has been in operations for five years and has helped solve manpower problems, reduce physical and mental stress and skill development needs. The aim of this study was to evaluate the impact of job rotation on employees' performance. Evidently, the job rotation program is a tool for skills development to enable employees to work effectively in all departments in the district local government.

A well-planned and well-adopted job rotation program can help to equip employees with the various skills needed to work effectively in the information age. In other words, job rotation programs provide inexperienced staff with on-the-job training and widened existing staff knowledge thereby, offering staff an opportunity to promote their skills and become valuable assets to the district local government.

Recommendations

The study has shown that apart from moving employee to accumulate experiences, management must involve employees who are involved in the process. Employees must be involved in job rotation to be able to understand that they are governed by policies of the district local government.

Making sure employees can see how their jobs relate to an agency's overall mission is an important part of successful human resources management. Employee involvement is creating an environment in which people

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have impacts on decisions and actions that affect their jobs.

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