

**JOB ROTATION AND WORKERS' PRODUCTIVITY ON THE PUBLIC SECTOR IN UGANDA. A CASE
STUDY OF KAMWENGE TOWN COUNCIL**

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ABSTRACT

This research report study aimed to investigate the “the influence of job rotation on the workers’ productivity on the public sector in Uganda; A case study of kamwenge town council”. Questionnaires were used to collect data under a case study research design. Qualitative and quantitative means were used to analyze the data. The objectives of the study used were; to establish the relationship between job rotation and employee performance in Kamwenge Town Council in Uganda, to identify how effective job rotation in improving workers’ productivity and to find out the challenges of job rotation in Kamwenge Town Council in Uganda. To achieve this objective, the study sampled 35 respondents because it is large enough compared to the study population in Kamwenge town council that is 1 Mayor, 15 council members and 19 local people/community members, the respondents were selected using purposive sampling method, it was important because it gave the researcher freedom to select certain respondents with in-depth knowledge regarding the issue under investigation. The study found out that majority of the respondents were females compared to males. This implies that females engage themselves more in job rotation compared male, the findings shows that the majority of the respondents were 25 to 35 years. The findings showed that most of the respondents had attained education to degree level. Study Found out majority of respondents were married. The researcher recommends that satisfaction with job position and professional happiness should be made 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.

Keywords: job rotation, worker productivity and the public sector

Background of the study: According to (Ntirandekura, Ainebyoona, et al., 2022), human resources are the most important resource compared to other resources such as machinery, material, land, etc. In an organizational context, the effectiveness of human resources depends on the development of an individual's work according to human abilities and characteristics. Job rotation is one of the most important issues in human resource management (Christopher, Moses, Muhindo, & Komunda, 2022). Job rotation, sometimes called cross-training, is one of many forms of on-the-job training and formal executive development efforts. Task rotation helps the worker understand the different steps that go into creating a product and/or providing a service, how their own efforts affect the quality and efficiency of production and customer service, and how each team member contributes to the process (Christopher, Mojžiš, Muhindo and Komunda, 2022). Thus, job rotation allows individuals to gain experience in different phases of the company's business and broaden their horizons. Job rotation is a development technique that has been widely used (Paul & Kazaara, 2023). Job rotation is one of the most important issues in human resource management. Many businesses, both small and large, are attempting to improve their job design systems by developing a job

rotation strategy. Job rotation is a strategy implemented by private or public organizations to improve employee performance and productivity (Ntirandekura & Christopher, 2022). Job rotation is carried out in accordance with the business goals and human resources strategy of the organization. The dependent variable in this will be worker productivity. According to (Alex & Kazaara, 2023), an employee contributes his work and expertise to the employer's efforts and is usually hired to perform specific duties that are part of the job. An employee is a person who is hired to regularly provide services to the company for remuneration and who does not provide these services as part of an independent business (Winny et al., 2023). Many organizations limit increasing employee productivity to skill acquisition. The type of work environment in which employees operate determines the way such organizations thrive. Rotation helps workers understand the various steps that go into creating a product and/or providing a service (Christopher, Muhindo, & Nakalema, 2022), how their own efforts affect the quality and efficiency of production and customer service, and how each team member contributes to the process (Gracious, 2023). Thus, job rotation allows individuals to gain experience in different phases of the business and broaden their horizons.

Problem statement

Organizations encourage the use of job rotation to motivate employees as a means of improving worker productivity and as a method of training and development. Employees are therefore rotated from one department to another. Today, the main concern of the public sector is to motivate employees as well as increase productivity (Isaac et al., 2023), training and development and employee engagement through job rotation (Emmanuel et al., 2023). However, several studies such as (Christopher, Moses, Muhindo and Komunda, 2022) argue that workers face several challenges such as poor job satisfaction, low motivation; low involvement of employees in matters related to the organization and insufficient ability to fulfill their duties due to job rotation. This prompted competent employees to move to the private sector in search of a better working environment (Deus, 2023). Low employee morale is a problem that plagues many workers, resulting in the loss of qualified personnel (Christopher, Moses, Muhammad et al., 2022). Despite the fact that organizations have embraced job rotation, there are still persistent complaints, for example, many public sectors still experience high staff turnover, yet it increases rapidly in a short period of time, and there are growing concerns about high staff turnover rates. They seem to be stressed in the workplace (Mark & Jacob, 2023), so in order to realize the true potential of job rotation, the study will investigate the effect of job rotation on the productivity of workers in KTC.

Specific objectives;

- To establish the relationship between job rotation and employee performance in Kamwenge Town Council in Uganda
- To identify how effective job rotation in improving workers' productivity.
- To find out the challenges of job rotation in Kamwenge Town Council in Uganda

Methodology

The study used a descriptive cross-sectional design that was conducted at a single place in time and focused on the research under study. The descriptive cross-sectional design was used to establish whether there is a significant relationship between job rotation and employee performance. The ex-post fact design was to be used because respondents were asked things that had already happened. The cross-sectional design was employed because a cross-section of respondents may be selected to participate in the study all at once. Quantitative approach was used to process data which can be quantified and is numeric in nature. For example, the respondents' age, income, number of times they have visited a given destination in a given period of time, etc. According to Creswell et al. (2013), quantitative research helped in getting an in-depth analysis of the problem under investigation. Qualitative approach was used to describe qualitative data which cannot be quantified in numbers. This included respondents' opinions and ideas. Qualitative research was also applied in order to describe current conditions or to investigate

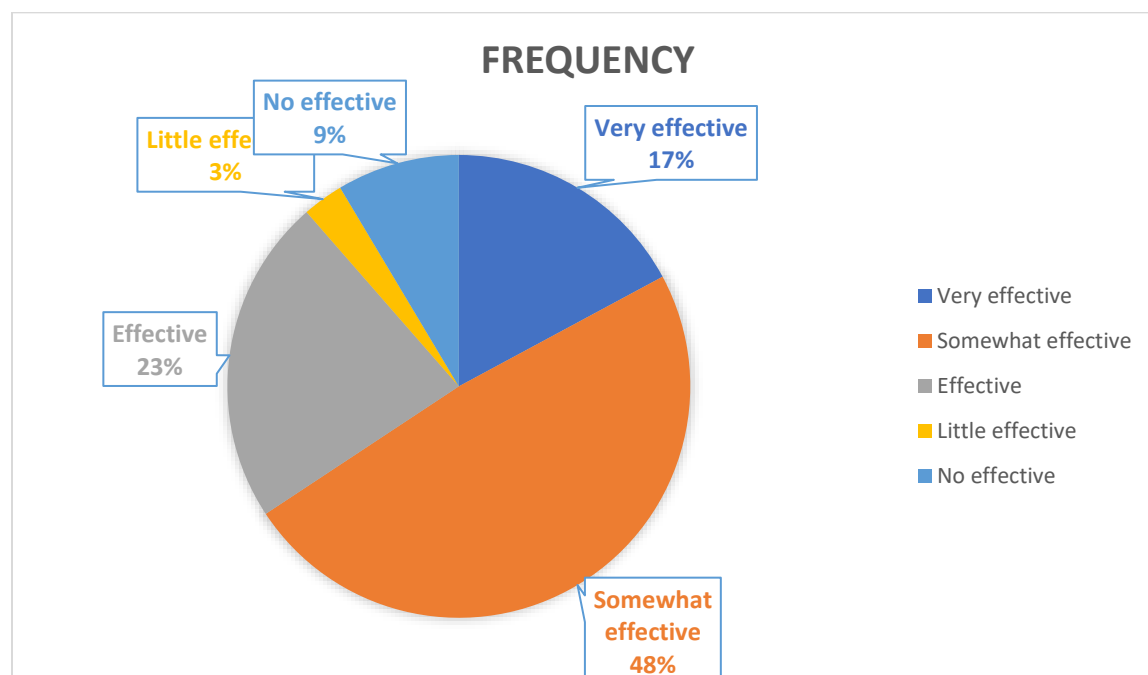
Received: 12.11.2023**Accepted: 21.11.2023****Published on: 30.11.2023**

relationships, including effects and relationships. In addition, it helped in answering questions concerning the current state of the subject under study. The target population of the study was primarily 90 respondents including the Mayer, council members and local people because they are the key formants with the necessary information to complete this study in Kamwenge Town Council. The study used a sample size of 35 respondents because it is large enough compared to the study population in Kamwenge town council that is 1 Mayer, 15 council members and 19 local people/community members. This researcher used self-administered questionnaires for the respondents. These were distributed among the respondents in their respective positions. The justification for using this instrument was that questionnaires are easy to quantify and analyze. In addition, the questionnaire was used because the study focused on opinions, attitudes, feelings and perceptions of the respondents. Data analysis was done through the use of SPSS and STATA (Nelson et al., 2022). These were analyzed through figures and tables. In addition to that, a comparison of data was also done in order to ascertain whether the information gathered from the respondents is accurate.

RESULTS

Effectiveness of job rotation in improving workers' productivity.

Figure 1: Effectiveness of job rotation in improving workers' productivity.

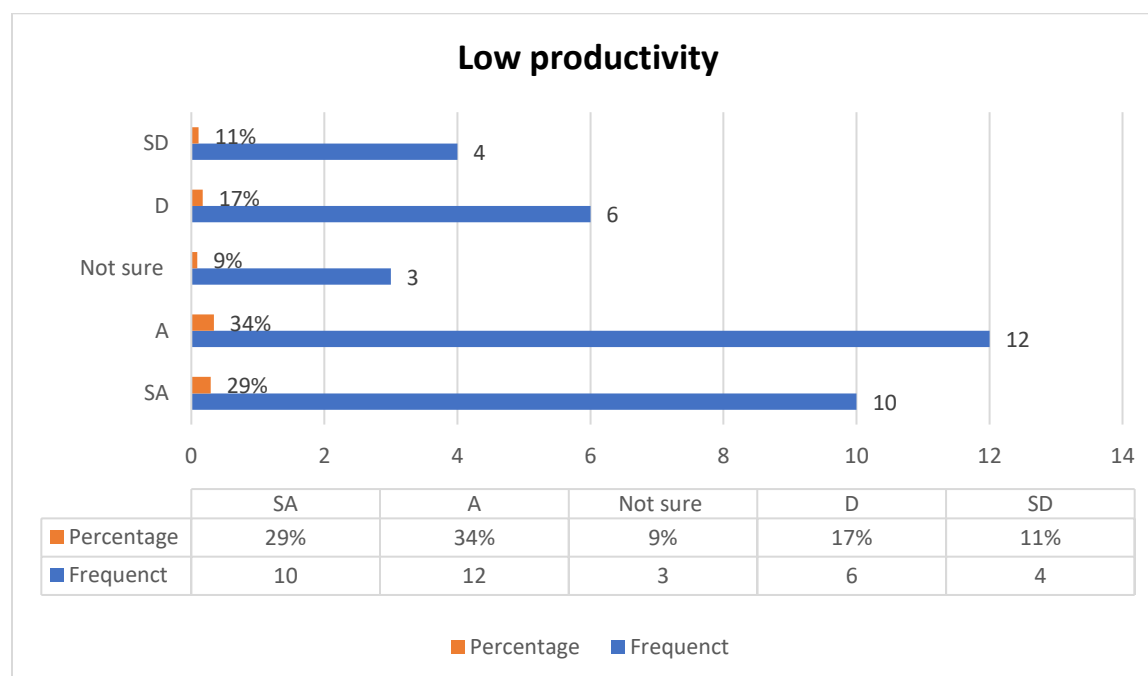


Source: Primary Data

The study also saw it to be very necessary to know the impact of job rotation have on the employer, employee and the organisation when introduced in an organisation. The researcher wanted to find out the effectiveness of job rotation in Kamwenge town council. Figure 4 shows that 6 (17%) respondents acknowledged the fact that job rotation was very effective because it promotes learning opportunities (Emmanuel et al., 2023), again 17 (49%) respondents responded it was somewhat effective since employees have the chance to learn, also 8 (23%) respondents think job rotation was effective and 1 respondent thinks job rotation has little effect in the organisation and 3 (9%) respondents recognized that job rotation has no effectiveness in the organization since it was time wasting. To a large extent, majority of the respondents were positive that indeed job rotation was effective in their organization (Christopher, Moses, Muhindo, & Komunda, 2022).

Challenges of job rotation

Figure 2: It brings about low productivity since it will take time for the new employee to adjust



Source: Primary Data

Most employees were of the opinion that job rotation brings about low productivity since it takes time for the new employee to adjust to new position where they have a steep learning curve ahead. On average, a total of 63% agreed to that consisting of 12 agreeing and 10 strongly agreeing. However, 9% were not sure, 28% were not on the same opinion that job rotation decreases worker's productivity that is 17% disagreed while 11% Strongly disagreed saying

Received: 12.11.2023

Accepted: 21.11.2023

Published on: 30.11.2023

that by allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced (Christopher, Moses, Muhindo, & Komunda, 2022), Job Rotation is also believed to have the ability to decrease the amount of boredom and monotony experienced by employees who work in the same position for extended periods of time thus increasing worker's productivity (Collins et al., 2023), about 3 employees at 9% were not sure.

Table 1: It takes employees away from the work they like to do most or what they enjoy doing

Category	Frequency	Percentage
SA	15	43%
A	8	23%
Not sure	2	6%
D	6	17%
SD	4	11%
TOTAL	35	100%

Source: Primary Data

Table 1 above shows respondent's opinions on whether job rotation takes employees away from work they like to do most or what they enjoy most which intern demotivates employees which leads to poor performance and low productivity in turn. 15 (43%) of the population strongly agreed that the job rotation takes away work they enjoy most. 23% of them were agreed, 6% of employees were not sure about the statement (Kazaara & Kazaara, 2023), 17% disagreed while 11% strongly disagreed. This implied that majority thought job rotation demotivates them by taking away work they enjoy most since they have to acquire more skilled on the new position which is costly and time consuming (Christopher, Moses, Muhindo, & Komunda, 2022).

Relationship between job rotation and employee performance

This study further sort to establish the Relationship between job rotation and employee performance in Kamwenge town council. This section therefore, required the respondents to indicate their extent of agreement or disagreement on various statements regarding the Relationship between job rotation and employee performance.

Table 2: Relationship between job rotation and employee performance

Received: 12.11.2023

Accepted: 21.11.2023

Published on: 30.11.2023

Statement	F	SA	F	A	F	NS	F	D	F	SD
Division of labor generates higher productivity; organizations generally have an incentive to increase the degree of specialization in their organization of work	15	43%	10	29%	2	6%	4	11%	4	11%
Job rotation provides a challenging environment thus increasing employee performance	12	34%	16	46%	1	3%	6	17%		
Provides platform for equity and fairness	5	14%	10	29%	2	6%	11	31%	7	20%
Employees gain skills and knowledge by taking new responsibilities thus improving employee performance	18	51%	7	20%	1	3%	5	14%	4	11%
Leads to poor communication and reduced teamwork thus creating conflicts leading to people quitting their jobs which affects the performance of the organisation.	10	26%	20	53%	4	11%	2	5%	2	5%

Source: Primary Data

In their response as to whether their division of labor generates higher productivity, organizations generally have an incentive to increase the degree of specialization in their organization of work, 43% of the respondents strongly

Received: 12.11.2023

Accepted: 21.11.2023

Published on: 30.11.2023

agreed to the statement (Moses et al., 2023), 29% to agreed, 6% remained undecided, while 22% were not in agreement with the statement. This is an indication that most employees in the public sectors are in agreement that there is a relationship between job rotation and employee's performance (Allan et al., 2023).

On providing a challenging environment, 34% strongly agreed that job rotation provides a challenging environment which in turn enhances employees' performance, 46% to agreed, while 3 % were undecided and 17% disagreed while none of the respondents strongly disagreed. This shows that when there a challenging environment in the organisation it ensures a change of scenery with new responsibilities that challenge the employees to learn and adapt which in turn is a great way to reduce boredom (Winny et al., 2023), motivate employees and increase their personal agility as employees are rotated in different departments, they feel more confident in decision making through combining diverse groups and thinkers (Kazaara & Kazaara, 2023). This may be due to the fact that job rotation among the employees promotes collaboration and team work which is good for improving employee performance (Christopher, Moses, Muhindo, & Muhammad, 2022).

In terms of providing a platform for equity and fairness, 14% of the respondents strongly agreed, 29% agreed, 6% were undecided while 31% disagreed while 20% strongly disagreed that job rotation creates a plat form for equity and fairness. This implied that majority of the respondents (51%) were not in agreement that job rotation creates a platform for equity and fairness (Davids et al., 2023). 51% strongly agreed that employees gain skills and knowledge by taking new responsibilities thus improving employee performance, 20% agreed, 3% were indecisive and 14% disagreed while 11% strongly disagreed with the statement. This shows that majority of the employees were in agreement that through job rotation employees gain skills and knowledge by taking new responsibilities thus improving employee performance (Ntirandekura, Friday, et al., 2022).

Conclusion

Basing on the findings of the study that show that job rotation as a strategy has a significant effect on high performance. This means that as organizations enhance job rotation, they are more likely to perform highly. Thus, it is believed that the management of organisation need to consider the strength of this relationship, and focus on maintaining high performance 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. The employees in those departmental sectors always perceive job rotation positively, they may have control over several tasks making the jobs more intrinsically motivating.

Recommendations

The researcher recommends that satisfaction with job position and professional happiness should be made 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. So, it is important to have employees that are happy with their job. This should be noticed more in such organizations and it increases the quality of staff professional life and productivity.

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