THE EFFECT OF JOB ROTATION ON ORGANIZATION PRODUCTIVITY

CASE STUDY BWERA INFORMATION CENTRE
KASESE DISTRICT (UGANDA)

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SCHOOL OF BUSINESS AND MANAGEMENT

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APPROVAL

This work has been prepared under my supervision and guidance

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DECLARATION

I hereby declare that this is my original work and it has not been submitted in any other institution.

Sign......

Njogu Catherine Wambui
DEDICATION

This project is dedicated to my family (The Njogu's family) for their moral support throughout my entire course.
ACKNOWLEDGEMENT

My greatest appreciation goes to the Almighty God who gave us the strength and hopes to carry out this project. I also put forward my appreciation to my parents Mr. And Mrs John Njogu who went an extra mile to see me accomplish my studies at Kampala International University.

I highly send my sincere gratitude to my supervisor Mr. Michael Ruteganda for his guidance, constructive criticism, and infinite input which yielded, to this research.

I acknowledge much support, assistance and prayers extended to me by family members who are Penninah, George, Ann and my niece Bettany Wairimu. May the Almighty God bless you all abundantly.
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LIST OF ACRONYMS

- **BIC**  Bwera Information Centre
- **NALU**  National Army for Liberation of Uganda
- **ADF**  Allied Democratic Forces
- **NGOs**  Non-governmental Organizations
- **ODI**  Overseas Development Institute
- **DFID**  Department of International Development
- **I.C.T**  Information Computer Technology
- **OD**  Organization Development
ABSTRACT

Decentralization presents an opportunity for non-governmental organizations (NGO’S) and local government to closely work together to improve service delivery.

However, despite the existence of a legal and instrumental framework to operationalise NGO’S and local government cooperation, the relationship between the two institutions is clear. This has had an impact on service delivery to the grassroots communities. The effect of job rotation on the organization productivity forms the focus of this study which is aimed at establishing the underlying factors that facilitate and deter Bwera Information Centre’s participation in productivity to the local people.

During the research process, the social workers, social leaders, employees and employers were interviewed and others given questionnaire guides that helped as testing tools for the researcher to derive the required data pertaining the effect of job rotation on organization productivity. With that the researcher was guided by four research questions as below:-

• What problems constrain organization’s participation in productivity to the community?
• How does the participation of organizations impact productivity to the community in relation to job rotation?
• What is the impact of job rotation on the organization productivity to the grassroots communities?

This study had three major significances; firstly; to assess whether job rotation in an organization leads to improved performance and if not find an alternative. Secondly; to find out other causes of criticisms and inefficiencies in organizations rather than unplanned job rotation and thirdly, to know whether all the inefficiencies and critics of poor performance in organizations is due to job rotation. This was done in Bwera Information Centre which is in Bukonzo West constituency, Bwera sub-county and in Kasese district.

Given the above four research questions, the researcher was able to drive the following conclusions and recommendations respectively;
• It was found out that the higher labour turnover, conflicts, poor performance and low productivity in an organization results from the organization's internal weakness, unqualified personnel, unplanned changes, lack of team building and inadequate training of staff.

• Research further revealed that, transparency and honesty, no conflicts, low labour turnover, high productivity and high performance results from adequate employees’ training, effective communication within the organization, clear organizational structures and team building to realize high productivity and high employees’ performance within the organization.

The researcher therefore recommended that, it is better to use the term planned sequence of experience rather than job rotation to emphasize that, the experience should be programmed to satisfy a learning specification for acquiring knowledge and skills in different departments and occupations.

• Success in using job rotation method depends on designing a program which sets down what trainees are expected to learn in each department in which they gain experience.

• Further still, research revealed that, there must be a suitable person available to see that trainees are given the right experience or opportunity to learn, and arrangements must be made to check the progress and it's essential however, to follow up each segment of experience to check what has been learnt and, if necessary modify the program.

• More so, the researcher found out that transparency and honesty, no conflicts, within the organization, low labour turnover, high productivity, and high performance in an organization requires employees' adequate training, effective communication, clear job description, clear organizational structures and team building in terms of better information and technology.
CHAPTER ONE

1.1 BACKGROUND OF THE STUDY

Bwera Information Centre (BIC) is not a profit making organization which is registered as a company limited by guarantee no.65332, and also as a community based organization by Kasese District Network in 2004. BIC’S vision is; creating a society where information is readily available and utilized for substantial development. Its mission is to provide information for empowerment, with several objectives of facilitating easy communication among people at the local level, enhancing access and use of information by women and their interest groups for their own emancipation, carrying out analytical research in relation to matters of information and communication. Finally, to network with other information providers and other development actors with similar objectives.

BIC currently is implementing a project supported by HIV as aimed at strengthening the centre and communities in Kasese District in areas of information sharing to enhance the participation of rural community to improve its livelihoods and determine its destiny through improved access to information and marketing strategy. The project purpose is to link Bukozo County to the world over for social and economic benefit of the progressive and illiterate farming groups striving towards commercial farming. From the above background, the researcher is encouraged to research on the effect of job rotation on organization productivity with specific emphasis to Bwera Information Centre in Kasese District.
1.1.1 THE SOCIO-ECONOMIC AND POLITICAL HISTORY OF KASESE DISTRICT

Kasese district local government is found in Western Uganda, 420km from Kampala. The district has a population of 360,000 people (1991 housing and population census), with an area of 2,740km². It is bordered by Bundibugyo in the north, the DRC Congo in the west, Kabalore in the northeast and Bushenyi in the south. Kasese is made up of two counties of Bukonzo and Busongora consisting of 21 sub-counties including the town councils of Kasese and Katwe Kabatoro.

The ethnic composition shows that the Bakonzo are the dominant ethnic group (81%) followed by Basongora (6%) and Banyabindi. The Bakonzo are mainly cultivators and the Basongora are cattle keepers.

Economically, subsistence agriculture accounts for 85% involvement of the population. Fishing is carried out in the lakes Edward and George. The district is endowed with various commercial activities. Open trade with the DRC places, with the district help of vibrant border trade. Mining of copper, limestone, lime, extraction of cobalt, salt and brick making have widened the economic base of the district. Today, tourism is a lucrative activity in the district due to the existence of Mt.Rwenzori National Park and Queen Elizabeth National Park.

The political history of Kasese District has been bitter since 1919. The uprising of the Bakonzo people against the colonial administrators in the region is culminated into the death of the prominent leaders, namely Tibamwenda, Nyamutswa and Kapolyo. These were executed by hanging and buried in one single grave at Kagando hospital in 1921. For more than 40 years, the Rwenzori region has experienced bitter conflicts with complex origins causing untold suffering (Amanyire 2002). The walkout from the Toro kingdom parliament (Rukurato) in 1962 by the Bamba and Bakonzo councilors culminated into the creation of a kingdom that resisted government up to 1982 when the successor of King Mukirania Isaya, Charles Wesley Mumbere Iremangoma surrendered to government.

The formation of the National Army for liberation of Uganda (NALU) by Amon Bazira and later joined by the Allied Democratic Forces (ADF) rebels in the Rwenzori mountains continued terrorizing the population until the 2000 when ADF was finally wiped out.
Given this state of the political history, it follows that, the people of Kasese have not peacefully enjoyed the fruits of decentralization. The local population has always been suspicious of the role of the central government. The civil war between the Bamba, Bakonzo, and Batoro has traumatized the population. Therefore, their ‘flourish’ in the NGO’S phenomenon stems from this bitter history, the people believe the NGO’S are liberators and saviour. Given therefore the above socio-economic and political setup within the area, how does job rotation affect organization’s productivity within Bwera Information Centre?

1.2 Research Problem

Decentralization presents an opportunity for NGO’S and local government to closely work together to improve service delivery. However, despite the existence of a legal and instructional framework to operationalise NGO’S and local government cooperation, the relationship between the two institutions is clear. This has had an impact on service delivery to the grass root communities. The effect of job rotation on the organization productivity forms the focus of this study, which is aimed at establishing the underlying factors that facilitate and deter BIC’S participation in productivity to the local people.

1.2.1 Research Questions

- What are the factors that facilitate organizations productivity?
- What problems constrain organizations participation in productivity the community?
- How does the participation of organizations impact productivity to the community in relation to job rotation.
- What is the impact of job rotation on the organizations productivity to the grassroots’ community?

1.3 Objectives of the study

- To analyze factors influencing job rotation in an organization.
- To examine the effects of job rotation on the organization’s productivity.
- To establish how an effective job rotation can create better productivity in an organization.
1.4 Scope of the study
The scope of the study was Bukonzo West Constituency in Kasese District. The study was particularly limited to; local farmers, business people, social workers, and political leaders within the constituency of Bukonzo West who provided relevant information about the effect of job rotation to organization's productivity and finally found out the obstacles that hinders productivity in organization rather than job rotation.

1.5 Significance of the study
- To assess whether job rotation in an organization leads to improved performance and if not find an alternative.
- To find out whether all the inefficiencies and critics of poor performance organizations is due to job rotation.
- To assess and find out other causes of criticism and inefficiencies in organizations rather than job rotation which is unplanned.
1.6 CONCEPTUAL FRAMEWORK
The research shows the relationship between two variables that is job rotation (independent variable) and organizational productivity (dependent variable).
To understand job rotation one has to evaluate the elements as shown in the framework below which when carefully analyzed leads to improvement in productivity of Bwera Information Centre in Kasese District, Uganda.

Conceptual Model

Job rotation → Bwera Information centre → Result

Internal Environment
Risk management
Control Procedures
Monitoring
Information and Technology

Internal Weakness
Unqualified personnel
Unplanned changes
Lack of team building
Inadequate training

Result
High labour turnover
Conflicts
Poor performance
Low productivity

Result

Job rotation

Transparency and honesty
No conflicts
Low labour turnover
High productivity
High performance

Adequate training
Effective Communication
Clear job description
Clear organizational structure
Team Building

Internal Environment
Risk management
Control Procedures
Monitoring
Information and Technology
CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 INTRODUCTION

The effect of job rotation in organizational productivity was the subject of analysis in this chapter. Internal weakness, structure, unqualified personnel and unplanned changes in organizations was the main cause of research which brings about inefficiencies, criticism and finally poor performance as far as organizational productivity is concerned.

2.2 The effects of NGO'S and local government participation in service delivery.

Participation of NGO'S in service delivery in Uganda has primarily focused on poverty alleviation through the provision of services, addressing the barriers faced by the local communities in accessing the services, increasing people’s productivity and ability to appreciate services.

NGO’S complement government efforts, fill gaps, and initiate their own programmes in consultation with community leaders. However, while some NGO’S have analyzed and defined the most vulnerable groups and the key areas of service delivery, many have not and work with a narrow focus, lacking an in-depth analysis of the community needs. In a study carried out by the Overseas Development Institute (ODI) in Uganda, (Wallace.Y 2000:224) found that while NGO projects are often small, they penetrate areas of Uganda where the state has not been able to provide services and access for poor people in more deprived and remote areas like Bwera sub-county in Bukonzo County where Bwera Information Centre operates. There is evidence that many NGO’S work better with people who have some education, and with men, many NGO’S are urban base and lack skills and organizations require doing community needs assessment (Dickhitch 1991: 13). However, the challenge is whether the NGO coverage caters for the community grass root expectations. In a review carried out by the Department of International Development (DFID) of participatory approaches by NGO’S it was found out that staff from CARE, ACTION AID, Busoga Trust, and Vision Terudo work closely with the people on the ground and have an understanding of the problems they face and so does the Bwera Information Centre in its catchment area.

In the review a wide range of NGO’S showed a diverse range of abilities to work with the people, and showed wide disparities in the competence of the NGO’S in their analytical and facilitative skills.(Wallace 2000:245). What needs to be brought to light is
whether NGO'S use participative methodologies in service delivery, where the rural poor people’s voices are listened to, participatory bottom up approaches are employed and cycles of poverty are well understood.

The success of the most activities carried out by NGO’S in Uganda depends to a great extent on the popular support of the people. Similarly, Bwera Information Centre (BIC) has trained 20 progressive farmers, (9women and 11men) in the use of I.C.T to help improve on their farming and marketing strategies. It has further established internet connectivity to help in networking with the rest of the development partners and also fostering information accessibility and sharing. Trained community members in computer application, management/ leadership skills, gender mainstreaming and microfinance entrepreneurship “(about 85 females and 35 males have been trained. This success greatly depends on the popular support of the people by participating effectively and efficiently.

The demands that are increasingly being on local government by the people as a result of devolution of power to grassroots levels require sharing the responsibility of service delivery with NGO’s. In the event of limited resources in local Government, NGO’s have taken challenge and responsibility of filling the gap. However, it is urged that NGO’s in Uganda are still weak; they have narrow social bases and their activities have no impact in terms of buttressing democratic values of good governance (Wallace 2000, Nyanyabyaki 2000). However, most NGO’s operate as individual organizations struggling to operate as individual organizations struggling to capture the mandate of the beneficiaries and the support of the donors. This seems to leads to duplication of services at the district (Namara 2002; 67) –Solving the problem of duplication of services and ensuring effective networking are challenges facing district NGO network or sectoral umbrellas. In order to avoid duplication of Bwera Information Centre is aimed at creating a society where information is readily available and utilised for sustainable development to provide information for empowerment that effects productivity in individual organizations.

The demand for services at grass root level seems to be growing. People want better education, health and clean environment, clean water, improved roads, access to better technology and market, safety for their life and property, subsidized credit and microfinance etc. and local government provision of these services has not matched people’s expectations, therefore people are increasingly looking for NGO’s support to
supplement state provided services, that is why Bwera Information Centre carries out lobby and advocacy activities on access and sharing information for substantiable development and enhancement of organizational productivity, this is enhanced through, current news services: daily newspapers, periodical magazines and radio announcements or media. On the contrary there are problems of human resource development at local government level, staff work in poor conditions with insufficient remunerations, and this has led to lack of commitment and appreciations of government policy on the part of the public servant. While NGO’s have supplemented salaries of government staff attached to their projects, this has attracted unnecessary employment of public servants by NGO’s and has a negative effect on staff performance when the project is withdrawn. (Nyerere 1993:21) Similarly in many NGO’s, the human resource personnel has resorted to job rotation which too negatively affect performance if unplanned. In turn, it is a generally held view by many researchers that some NGO’s have been guilty of poor performance, practice waste and lack of professionalism. They lack confidence and competence to challenge some bad policies of government because of insufficient skills, knowledge and information to handle policy issues (Namara 2002:59, Oyugi 2002:10).

Some NGO’s have crowned out governments by offering better services, and in some cases have made little secret of their wish to replace government structures (Bennett 1995:XII) but government has also been described as having provided little evidenced assistance reacted to the challenges that affect their relationship with NGO’s in service delivery.
2.3 Job rotation/planned experience in relation to NGO's productivity

Job rotation aims to broaden experience by moving people from job to job or department to department. It can be an inefficient and frustrating method of acquiring additional knowledge and skills unless it is carefully planned and controlled (Armstrong 2001:893). What has sometimes been referred to as the 'cook's tour' method of moving trainees from department to department has incurred much justified criticism because of the time wasted by them in locations where no one knew what to do with them or cared. It is better to use the term planned sequence of experience rather than job rotation to emphasize that the experience should be programmed to satisfy a learning specification for acquiring knowledge and skills in different departments and occupations. Success in using this method depends on designing a program which sets down what trainees are expected to learn in each department or job in which they gain experience and eventually increase productivity. There must also be a suitable person available to see that trainees are given the right experience or opportunity to learn, and arrangement must be made to check progress. A good way of stimulating trainees to find out for themselves is to provide them with a list of questions to answer. It is essential, however to follow up each segment of experience to check what has been learnt and if necessary modify the programme. Through job rotation, Bwera Information Centre has enhanced action learning, as developed by Revans (1971), is a method of helping managers develop their talents by exposing them to real problems. They are required to analyse them to real problems. They are required to analyse them, formulate recommendations, and then, instead of being satisfied with a report, take action. It accords with the belief that managers learn best by doing rather than being taught. Since experienced managers have a huge curiosity to know how other managers have a huge curiosity to know how other managers work, and people in turn learn only when they do something, and they learn only when they do something, and they learn more, the more responsible they feel the task to be. (Armstrong 2001:894).
2.4 Job enrichment in relation to the Organisational productivity

Job enrichment aims to maximize the interest and challenge of work by providing the employee with a job that fits him or her (Armstrong 2001:282). It is a complete piece of work in the sense that the worker can identify a series of tasks or activities that end in a recognisable and definable product. It further affords the employee as much variety, decision-making responsibility and control as possible in carrying out the work it still provides direct feedback through the work itself on how well the employee is doing his or her job. Job enrichment as proposed by Herzberg (1968) is not just increasing the number or variety of tasks; nor is it the provision of opportunities for job rotation. It is claimed by supporters of job enrichment that they do not result in positive increase in motivation and eventually leads to poor organizational productivity.

2.5 Motivation in relation to organizational productivity.

A motive is a reason for doing something. Motivation is concerned with the factors that influence people to behave in certain ways, with three components as listed by Arnold et al (1991) namely; direction which involves what a person is trying to do; effort which concerns how hard a person is trying; and persistence that concerns how long a person keeps on trying. Motivating other people is about getting them to move in the direction you want them in a given order to achieve a result. Motivation can be described as goal directed behaviour, people are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward; one that satisfies their needs whether organizational productivity as a result of job rotation or job enrichment.

Well motivated people are those with clearly defined goals who go take action that they expect will achieve those goals. Such people may be self motivated, as long as this means they are going in the right direction to achieve what they are to achieve, then this is the best form of motivation. The organization as a whole can provide the context within which high levels of motivation can be achieved by providing incentives and reward, satisfying work, and opportunities for learning and growth such as job rotation. But managers still have a major part to play in using their motivating skills to get people to give off their best, and to make good use of the motivational processes provided by the
organization. Motivation at work can take place in two ways; first, people can motivate themselves by seeing finding and carrying out work (or being given work) that satisfies their needs or at least leads them to expect that their goals will be achieved. Secondly, people can be motivated by management such methods as pat, promotion, praise, etc. There are two types of motivation as originally identified by Herzberg et al (1957); Intrinsic Motivation, the self-generated factors that influence people to behave in a particular way or to move in a particular direction. These factors include responsibility (feeling that work is important and having control over one’s own resources), autonomy (freedom to act), scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement inform of job rotation.

Extrinsic Motivation: What is done to or for people to motivate them. This includes rewards, such as increased pay, praise, promotion and punishment, such as disciplinary action, withholding pay or criticism. Extrinsic motivation can have an immediate and powerful effect, but it will not necessarily last long. The intrinsic motivators, which are concerned with the quality of working life (a phase and movement emerged from this concept), are likely to have a deeper and longer term effect because they are inherent in individuals and not imposed from outside.

However, the basic requirements for job satisfaction may include comparatively high pay, an equitable pay system, and real opportunities for promotions, considerate and participative management, and a reasonable degree of social interaction at work, interesting and varied tasks and high degree of autonomy: control over work pace and work methods. The degree of satisfaction obtained by individuals, however, depends largely upon their own needs and expectations, and the working environment. But research has not established any strongly positive connection between satisfaction and performance. A satisfied workmen is not necessarily a high producer and a high producer is not necessarily a satisfied worker. The claim that good performance results in satisfaction rather than vice versa has not been proved (Armstrong 2001:165).
2.6 Organizational development and productivity

Organizational development is concerned with planning and implementation of programmes designed to enhance the effectiveness with which an organization functions and responds to change. Overall, the aim is to achieve or adopt a planned and coherent approach to improving organizational effectiveness. An effective organization as par Armstrong (2001:258), can be defined broadly as one that achieves its purpose by meeting the wants and needs of its stakeholders, matching its resources to opportunities as it may enhance job rotation, adapting flexibly to environmental changes and creating a culture that promotes commitment, creativity, shared values and mutual trust. Organizational development is concerned with processes not structure or systems with the way things are done rather than what is done. Process refers to the ways in which people act and interact. It is about the roles they play on a continuing basis to deal with events and situations involving other people and to adapt to changing circumstances.

Organization development (OD) has been defined by French ad bell (1990)as: 'a planned systematic process in which applied behavioural science principles and practices are introduced into an on going organization towards the goals of effecting organizational improvement, greater organizational competence, and greater organizational effectiveness.' The focus is on organizations and their improvement or, to put it another way, total systems change. The orientation is on action-achieving desired results as a result of planned activities. The classic and ambitious approach to organisational development was described by Bennis (1960) as follow: organisation development is a response to change a complex educational strategy intend to change the beliefs, attitudes, values and structures of organisation so that they can better adopt to new technologies, markets, and challenges, and the dizzying rate of change itself. As organisation development is realised, organisation productivity is enhanced, thus the two go hand in hand. Similarly, some organisation development and productivity have been enhanced by resorting to job rotation, whereby employees have been identified and given a fresh responsibility that fits their knowledge, skills and capacity.
CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

This chapter shows the different trends the researcher followed during the study. It clearly shows the research design, the population sample, sample selection, sample size, research instruments, study procedure and finally methods of data analysis.

3.1 RESEARCH DESIGN

The research design used was descriptive. The researcher in this case described, explained and analysed the data concerning the effects of job rotation towards organisational productivity to their people of Kasese district with regards to Bwera Information Centre with that both qualitative and quantitative methods were used.

3.2 POPULATION SAMPLE

The research was carried out in Bwera Information Centre (BIC). BIC is found in Bukonzo west constituency, Kasese District and it particularly focused on social workers, local leaders, employers and finally employees.

3.3 SAMPLE SELECTION

With this, the researcher used purposive random sampling technique, whereby the researcher looked for competent people who gave information about the effect of job rotation in organisation productivity that tackled the problem of the study. The social workers, employees, local leaders, and employers were the competent people who provided information. This technique ensured that the sample selected was a representative of the sub-groups, as they exist in the targets population.

3.4 SAMPLE SIZE

A sample of sixty respondents was used; it consisted social workers, politicians, local leaders, employees and employers. Some were given questionnaires and others interviewed to get adequate information from both literates and illiterates among the respondents.
3.5 RESEARCH INSTRUMENTS

The researcher used three instruments to collect data. Questionnaires and interview guide were used with focus group discussions.

a) Focus group discussions were conducted among the youth and adult beneficiaries of the project at village level. This method was used to obtain respondents’ impressions, interpretations, attitudes, and opinions about the topic under study.

b) Unstructured interviews were conducted among the social workers, employees, local leaders and employers to analyse the extent at which job rotation affects organisational productivity. The objective of this method was to cause some preliminary issues to surface to enable the researcher carryout in-dept interviews to explore and probe into several issues that might be central to the broad problem area.

c) Self administered questionnaire were administered at sub-country and parish levels. A list of predetermined questions was posed focusing on the variables under study.

3.6 RELIABILITY OF RESEARCH INSTRUMENTS

Research instruments was pre-tested in the 3 parishes to enable re-adjustments on the interviews schedule and checklist to enlist more data from respondents, reduction of the increasing number of open-ended questions to focus the study.

3.7 METHODS OF DATA ANALYSIS

3.7.1 QUANTITATIVE DATA

Data was coded and analysed using statistical package of social scientists. Item by item and frequent response was categorised and analysed accordingly.

3.7.2 QUALITATIVE DATA.

Here, response was recorded and then transcribed. Data was analysed using themes and code categories. The study opinions, ideas, and interests were coded according to the themes of the study.
CHAPTER FOUR
DATA PRESENTATION AND ANALYSIS.

4.0 INTRODUCTION.

This chapter presents and analyses the researched data pertaining the effect of job rotation on organization productivity with specific reference to Bwera Information Centre (BIC). The social workers, local leaders, employees and employers proved relevant data against which the researcher based her final findings. The questionnaire and interview guide in addition to several focus group discussions helped a great deal in gathering the information and then the following research questions guided the whole research process.

1. What are the factors that facilitate organizations' productivity?
2. What problems constrain organization participation in productivity to the community?
3. How does the participation of an organization impact productivity to the community in relation to job rotation?
4. What is the impact of job rotation/changing employees from one job department to another on the organization's productivity to the grassroots community?

It was on proper analysis of the above four research questions that the researcher was able to base her conclusions as far the effects of job rotation on organizationis productivity.
4.1.1 Research Question One

- What are factors that facilitate organizations productivity?

Under the above research question, several other questions were set to provide reliable information pertaining organizations productivity and the research presented the responses in frequency counts and percentage form in a tabular form.

TABLE I. Which of the following can enhance increased productivity in an organization?

<table>
<thead>
<tr>
<th>opinion</th>
<th>Social workers</th>
<th>Local leaders</th>
<th>employers</th>
<th>employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F0</td>
<td>%</td>
<td>F0</td>
<td>%</td>
</tr>
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<td>a) employee Motivation</td>
<td>10</td>
<td>67</td>
<td>5</td>
<td>50</td>
</tr>
<tr>
<td>b) Planned Job rotation</td>
<td>03</td>
<td>20</td>
<td>3</td>
<td>30</td>
</tr>
<tr>
<td>c) Job design</td>
<td>02</td>
<td>13</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>100</td>
<td>10</td>
<td>100</td>
</tr>
</tbody>
</table>

SOURCE= Primary Data

From the research it was revealed that employees’ motivation can enhance increased organizational productivity. This was justified by sixty seven (67%) percent of the social workers, local leaders, employers and employees respectively. Here, motivation is concerned with the factors that influence people to behave in certain ways, with three components as listed by Arnold et al (1991) direction which involves what a person is trying to do; effort which concerns how hard a person is trying; and persistence that concerns how long a person keeps trying. Motivating other people is about getting them to move in the direction you want them in a given order to achieve a result. Motivation can be described as goal directed behavior, people are motivated when they expect that a course of action is likely to lead to the attainment of a goal and a valued reward, but twenty percent (20%) sixty seven percent (67%), thirty percent (30%) and fifteen percent (15%) of my respective respondents argued that organizations productivity is enhanced by planned job rotation. Here, research revealed that, job rotation aims at broadening
experience by moving people from job to job or department to department. It can be an inefficient and frustrating method of acquiring additional knowledge and skills unless it is carefully planned and controlled (Armstrong 2001:893). However, this method of moving employees from department to department has incurred much justified criticisms because research revealed that, time is wasted by them in locations where no one knows what to do with them or cared. There must also be a suitable person available to see that trainees are given the right experience or opportunity to learn, and arrangements must be made to check the process. But a low percentage of my respondents suggested job design as a way to increase organizations productivity. Research revealed that job design is the specification of the contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements as well as social and personal requirements of the job holder.

Job design in this case has two aims: first to satisfy the requirements of the organization for productivity, operation and efficiency, and quality of products or services, and second, to satisfy the needs of the individuals for interest, challenge and accomplishment thus provides commitment to carrying out the job well

Research in this case, revealed that, employee motivation, planned job rotation and job design contribute to organizational productivity. In this regard, Bwera Information Centre has been experiencing internal weaknesses, unqualified personnel, and unplanned changes, lack of proper team building and inadequate training which in turn results into high labor turnover, conflicts, poor performance and low productivity.
4.1.2 Research Question Two.
- What problems constrain organization participation in productivity to the community?

In an attempt to answer the above research question, the researcher formulated several questions which provided relevant information and in this way, the respondent either agreed or disagreed with the fact in question as tabulated in table ii below.

**Table II. Community involvement in financial management in an organization leads to better productivity in many instances.**

<table>
<thead>
<tr>
<th>opinion</th>
<th>Social worker</th>
<th>Local leader</th>
<th>employer</th>
<th>employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F0</td>
<td>%</td>
<td>F0</td>
<td>%</td>
</tr>
<tr>
<td>Yes</td>
<td>05</td>
<td>33</td>
<td>02</td>
<td>20</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
<td>67</td>
<td>8</td>
<td>80</td>
</tr>
<tr>
<td>Total</td>
<td>15</td>
<td>100</td>
<td>10</td>
<td>100</td>
</tr>
</tbody>
</table>

**SOURCE=Primary Data**

From research, it was revealed that, the community involvement in financial management in an organization can not lead to better productivity as par the above percentage and frequency count data. With Bwera Information Centre where the situation is worrying due to internal weakness, unqualified personnel, unplanned changes, lack of team building and inadequate training which in turn result into high labor turnover, internal conflict, poor performance and low productivity. It is not justified to involve the community in financial management, but rather Bwera Information Centre needs adequate employee training, effective communication both within and outside the organization, clear job description, clear organizational structures and proper team building which will in turn lead to transparency and honesty, no conflict within and out the organization, low labor turnover, high productivity and high performance which will enhance organizational development. However, organizational development is concerned with processes not structures or systems with the way things are done rather than what is done. Processes refer to the ways in which people act and interact. It is about the roles they play on a continuing basis to deal with events and situations involving other people.
and to adapt to changing circumstances. Organizational development in this case as to French ad Bell (1990) refers to a planned systematic process in which applied behavior and science, principles and practices are introduced into an on going organization towards the goals of effecting organizational improvement, greater organizational competence and greater organizational effectiveness. With Bwera Information Centre therefore, much is still needed to balance the interest of the community and organizational development set up.
4.1.3 Research Question Three

- How does the participation of an organization impact productivity to the community in relation to job rotation?

To answer the above research question, the researcher formulated another question which required respondents’ response of either; agree or disagree to see how relevant employees’ love for work can better productivity rather than motivating factors as tabulated in table iii.

Table III. Is it that only employees’ love for work that can lead to better productivity in an organization rather than the various kind of motivation

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Social workers</th>
<th>Local leaders</th>
<th>employers</th>
<th>employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F0 %</td>
<td>F0 %</td>
<td>F0 %</td>
<td>F0 %</td>
</tr>
<tr>
<td>Agree</td>
<td>05 33</td>
<td>02 20</td>
<td>05 33</td>
<td>05 25</td>
</tr>
<tr>
<td>Disagree</td>
<td>10 67</td>
<td>8 80</td>
<td>10 67</td>
<td>15 75</td>
</tr>
<tr>
<td>Total</td>
<td>15 100</td>
<td>10 100</td>
<td>15 100</td>
<td>20 100</td>
</tr>
</tbody>
</table>

SOURCE=Primary Data

It was indeed revealed according to research that, it was not only employees’ love for their work that enhances better productivity in an organization. Other kinds of factors however, are also important according to table iii above. This statement is justified from the research findings as given by the above frequency counts and percentages by the social workers, local leaders, employees and employers above as they give sixty seven percent, eighty percent, sixty seven percent and seventy five percent respectively in a bid that its not only employees love for their work that enhances organizational productivity. However, research revealed that, job enrichment in turn aims to maximize the interest and challenge of work by providing the employees with a job that fits him or her (Armstrong 2001:282). It is a complete piece of work in the sense that the worker can identify series of tasks or activities that end in a recognizable and definable product. It further affords the employee as much variety, decision-making responsibility and control as possible in carrying out the work it still provides direct feedback through the work itself on how well the employee is doing his or her job.
4.1.4 Research Question Four.
- What is the impact of job rotation/ changing employees from one job or department to department on the organizations productivity to the grassroots community?

On analysis research question four, the research formulated another question that provided respondents’ responses to unplanned job rotation in an organization and thus, options of agreeing or disagreeing were given for the respondents own choice of analysis as par table iv below.

**Table IV: Unplanned job rotation can lead to organizational poor performance.**

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Social workers</th>
<th>Local leaders</th>
<th>employers</th>
<th>employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>F0 %</td>
<td>F0 %</td>
<td>F0 %</td>
<td>F0 %</td>
</tr>
<tr>
<td>Agree</td>
<td>15 100</td>
<td>10 100</td>
<td>20 100</td>
<td>10 75</td>
</tr>
<tr>
<td>Disagree</td>
<td>0 0</td>
<td>0 0</td>
<td>0 0</td>
<td>05 25</td>
</tr>
<tr>
<td>Total</td>
<td>15 100</td>
<td>10 100</td>
<td>20 100</td>
<td>15 100</td>
</tr>
</tbody>
</table>

SOURCE=Primary Data

From the above Table IV, it was revealed beyond doubt that, unplanned job rotation enhances employees’ poor performance in an organization. This was justified by a hundred percent of social workers, local leaders, employees respectively and also seventy five percent of the employers while twenty five percent of the employers, disagreed with the fact in question. Research rather revealed that, it can be an inefficient and frustrating method of acquiring addition knowledge and skills unless it is carefully planned and controlled (Armstrong 2001:893). Job rotation has in turn incurred much justified criticism because of the time wasted by them in locations where no one knew what to do with them or cared. But rather research revealed that success, in using job rotation method depends on designing a program which sets down what trainees are expected to learn in each department or job in which they gain experience and eventually increase productivity. There must however, be a suitable person available to see that trainees are given the right experience or opportunity to learn and arrangements must be made to check the process.
CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS.

5.0 INTRODUCTION.
In this chapter, the researcher discusses, concludes and recommends the findings during the course of the study pertaining the effect of job rotation on organization productivity. Here, four research questions are discussed and it’s from which the research concludes and recommends for intervention in a bid to realized better performance or productivity in an organization.

5.1 DISCUSSION

5.1.0 Research Question One.
What are the factors that facilitate organizations’ productivity?
From research, it was found that, there are many factors that facilitate organizations productivity and among which are; planned job rotation, employee motivation, proper job design, employee love for work, job satisfaction, job enrichment and proper monitoring and evaluation mechanisms. Therefore, job rotation refers to changing employees from one job to another or from department to another and research revealed that planned job rotation enhances organizations productivity, employees’ motivation is concerned with the factors that influence people to behave in certain ways and directions in order to achieve a result and still, proper job design facilitates productivity in an organization whereby, job design is the specification of the contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder and improves operational efficiency and quality of products or services. Similarly, with Bwera Information Centre where productivity/services seem not promising, there is need for employee adequate training, effective communication, clear job description, clear organizational structure and team building. Research therefore revealed that when all these factors are put in place productivity can be realized.
5.1.1 Research Question Two.
What problems constrain organization participation in productivity to the community?
Assessing and analyzing the above, research question, research revealed that there are many problems that constrain organizations productivity to the community and with Bwera Information Centre as the case study, the following findings were revealed; organizations internal weaknesses, unqualified personnel, unplanned changes, lack of team building, inadequate training or capacity building and corruption among others. Research therefore revealed that, the above constraints result into high labor turnover, internal conflicts, poor organizational performance and low productivity these in turn affects organizational performance. But Armstrong (2001) deliberates on performance as a means of getting better results from organization, team and individual by understanding and managing performance within an agreed framework of planned goals, standards and competence requirements. It is a process for establishing shared understanding about what is to be achieved and an approach to management and development of people in a way that increases probability that is achieved in the short and long term.

5.1.2 Research Question Three.
How does the participation of an organization impact productivity to the community in relation to job rotation?
Indeed research revealed that organizational productivity and community participation work hand in hand to realize an increase in productivity. Job rotation being the changing of people from department to department enhances productivity if planned. This therefore reveals as par research that, the organizations which does not involve the community participation is a waste of time and ends up in failure. When the community is involved in production, constraints to job rotation can be overcome. The internal environment, risk management, control procedures, proper monitoring and information and technology, enhances transparency and honesty, no conflict, low labor turnover, high productivity and high performance.

In this regard, an organization therefore realizes organizational development which concerns planning and implementation of programmes designed to enhance the
effectiveness with which an organization functions and responds to change. An effective organization as par Armstrong (2001:258), can be defined broadly as one that achieves its purpose by meeting the wants and needs of its stakeholders, matching its resources to opportunities as it may enhance job rotation, adapting flexible to environmental changes and creating a culture that promotes commitment, creativity, shared values and mutual trust. Similarly, same organization development and productivity have been enhanced by resorting to job rotation, whereby employees have been identified and given fresh responsibilities that fit their knowledge, skills and capacity. This involves community involvement in productivity to enhance better organizational performance.

5.1.3 Research Question Four.

What is the impact of job rotation on the organization’s productivity to the grassroots community?

From research, it was found out that, job rotation aims to broaden experience by moving people from job to job or department to department. Research therefore revealed that, it can be an inefficient and frustrating method of acquiring additional knowledge and skills unless it is carefully planned and controlled. But Armstrong (2001:893), asserts, “it is better to use the term “planned sequence of experience”, rather than job rotation to emphasize that the experience should be programmed to satisfy a learning specification for acquiring knowledge and skills at different departments and occupations.” The research again found out that, success in using this method depends on designing a programme which sets down what trainees are expected to learn in each department in which they gain experience. Similarly, it was found out that, there must also be a suitable person available to see that trainees are given the right experience or opportunity to learn and arrangements must be made to check progress. A good way of stimulating trainees to find out for themselves is to provide them with a list of questions to answer. It is therefore essential, to follow up each segment of experience to check what has been learnt and if necessary, modify the program.
5.2 Conclusion.
From research, it was found out that the high labor turnover, conflicts, poor performance and low productivity in an organization results from the organization's internal weakness, unqualified personnel, unplanned changes, lack of team building and inadequate training of staff.

Research again revealed that, transparency and honesty, no conflicts, low labor turnover, high productivity and high performance results from adequate employees' training, effective communication within the organization, clear organizational structure and team building to realize high performance and high employee's performance within the organization.

5.3 Recommendation
From the researcher's findings, the following recommendations were realized to maintain the positive effects of job rotation on organization productivity;

- It is better to use the term planned sequence of experience rather than job rotation to emphasize that, the experience should be programmed to satisfy a learning specification for acquiring knowledge and skills in different department and occupations.

- Success in using job rotation methods depends on designing a programme which sets down what trainees are expected to learn in each department in which they gain experience.

- Further still, research reveal that there must also be a suitable person available to see that trainees are given the right experience or opportunity to learn, and arrangements must be made to check the progress and its essentials however, to follow up each segment of experience to check what has been learned and if necessary, modify the programme.

- More so, research found out that, transparency and honesty, no conflict within the organization, low labor turnover, high productivity, and high performance in an organization requires employees adequate training, effective communication, clear job description, clear organization structures and team building in terms of better information and technology.
5.4 Areas for further research

- The effect of job design on organization productivity.
- The impact of communication barriers on organization performance.
- Assessing the inter-relation of motivating factors and employees love for work on organization productivity.
REFERENCE


Herzberg, f w, Mausner, B and Snyderman, B (1957) *the motivation to work*, Wiley, New York.
RE: REQUEST FOR CONDUCTING RESEARCH ON THE EFFECTS OF JOB ROTATION ON ORGANIZATION PRODUCTIVITY

I am Njogu Catherine Wambui Reg.No.BHR/5371/42/DF. I am a student at the above mentioned institution and carrying out a research on the effects of job rotation towards organization productivity in Kasese District with regard to Bwera Information Centre (BIC). Kindly assist and answer the respondents’ questions given therein.

I promise that whatever will be answers will be kept for only research purposes and confidential. Thank you in advance,

Yours sincerely,

Njogu Catherine Wambui.
QUESTIONNAIRE GUIDE

Name ............................................................................................................
Age ...........................................................................................
Occupation ..................................................................................
Marital Status ..................................................................................
Academic Qualification ........................................................................

PART ONE

CLOSED ENDED QUESTIONS (A=Agree, D=Disagree)

RESEARCH QUESTION ONE:
What are the factors that facilitate organizations productivity?
Circle the appropriate alternative.

1) Job rotation can lead to increased productivity in an organization.
   a) Agree  b) Disagree

2) Is it that its only employee’s motivation rather than job rotation that leads to organizational productivity increase?
   a) Agree  b) Disagree

3) Which of the following can enhance increased productivity in an organization?
   a) Employee motivation
      b) Planned job rotation
      c) Job design

4) Unplanned job rotation can lead to organizational poor performance.
   a) Agree  b) Disagree

5. Job rotation can only lead to criticisms and inefficiencies in an organization
   a) Agree  b) Disagree

6. Is it that only employees love for the work that can lead to better productivity in an organization rather than the various kinds of motivation?
   a) Agree  b) Disagree
Research Question Two

What problems constraints organization participation in productivity to the community?

7. Lack of people’s participation in organization ownership leads to poor productivity
   a) Agree  b) Disagree

8. Community involvement in financial management in an organization leads to better productivity in many instances
   a) Agree  b) Disagree

9. Misallocation of resources rather than unplanned job rotation leads to organizational poor performance
   a) Agree  b) Disagree

10. Lack of government support to some organizations leads to poor performance
    a) Agree  b) Disagree

11. Which of the following majorly leads to poor organization productivity?
    a) Poor government policies pertaining NGOs and CBO
    b) Poor planning by the human personnel that is involved in the organization development
    c) Inefficient personnel management in an organization

12. Which of the following is an obstacle to organization better performance in any organization productivity
    a) Poor manpower planning
    b) Poor manpower development
    d) Misuse of funds and misallocation of resources thus poor accountability in an organization
Research Question Four

What is the impact of job rotation/changing employees from one job or department to another on the organizations productivity to the grass root community?

17. List four advantages of non-governmental organizations.
   a)
   b)
   c)
   d)

18. How can job enrichment help in organizational productivity i.e. giving an employee the job that fits him/her.
   a)
   b)
   c)
   d)

18. Give four ways in which each of the following kinds of motivation can lead to increased organizations productivity

   a) Increment in staff salary
      •
      •
      •
      •
b) promotion of staff at work
   - 
   - 
   - 
   - 
   - 

19. Outline six ways in which Bwera Information Centre has helped both its members and the local community respectively.
   a) 
   b) 
   c) 
   d) 
   e) 
   f) 

20. How has job rotation helped employee performance at Bwera Information Centre?
   a) 
   b) 
   c) 
   d) 

21. Why should an organization network with related organizations that provide similar service for instance BIC networking with Kabarole Research and Resource Centre?
   a) 
   b)
INTERVIEW GUIDE

1. How is motivation of employees helping organizational productivity

2. How does job enrichment help in organizational productivity

3. Has the local community benefited from local NGOs and how has BIC helped the local community development?

4. List six constraints that block BIC to disseminate information to its member groups?

5. How has the local government helped the NGOs to provide services to the local people?

6. What distinguishes the local government and NGOs in service delivery to the people?

7. As BIC is found in Bwera sub-county; how has it helped the people of Bwera sub-county?

8. Apart from job rotation, how do the following help in organizations better performance
   a) Increment in staff salary
   b) Staff promotion
   c) Employee commitment at work.
CIRRICULUM VITAE

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Objective
To build a credible and remarkable profile in the field of Planning and Management of human resource

Key Professional Strengths
➢ Good communications skills, both oral and written.
➢ Good teamwork skills with the ability to lead the team, and be part of it and yet also able to work independently.
➢ Capacity to work hard, willingness to learn and face new challenges.
➢ Ability to work under minimum supervision.
➢ Ability to work with people of diverse disciplines, cultural backgrounds and social status.

EDUCATION BACKGROUND
August 2004-PRESENT
KAMPALA INTERNATIONAL UNIVERSITY
Bachelor of Human Resource Management

2003-2004
Egerton University
Certificate of Computer Studies

1999-2002
Kijabe High School
Certificate of Secondary Education

1991-1998
Mama Ngina Primary School
Certificate of Primary Education

LANGUAGE
Fluent in both English and Swahili

Hobbies
- Computer related activities.
- Reading.
- music, and swimming
References

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