

**THE EFFECT OF JOB ROTATION ON EMPLOYEE JOB PERFORMANCE IN
UGANDA: A CASE STUDY OF PRINTING AND PUBLISHING CORPORATION,
ENTEebbe, WAKISO DISTRICT**

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**A RESEARCH REPORT SUBMITTED TO THE COLLEGE OF HUMANITIES
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REQUIREMENTS FOR THE AWARD OF BACHELOR'S
DEGREE IN PUBLIC ADMINISTRATION OF
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UNIVERSITY**

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DECLARATION

I, Wafula David Whyns, Reg. BPA/37856/123/DU solemnly declare that this Research Report entitled “**The Effect of Job Rotation on Employee Job Performance in Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District, Uganda**” with the exception of the acknowledged references, ideas and concerns is my own original work and has never been presented and submitted to any organization or higher institution of learning for award of a degree or any other Academic Award.



Sign:

Wafula David Whyns

BPA/37856/123/DU

9th. 9. 2015

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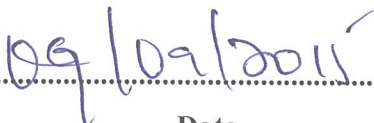
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APPROVAL

This is to approve that this Research Report prepared and presented by Wafula David Whyns, Reg. BPA/37856/123/DU has been carried out under my close supervision and is now ready for submission to the College of Humanities and Social Sciences in partial fulfillment of the requirements for the Bachelors` Degree in public administration of Kampala International University.

Sign: 

Dr. Benjamin Bella Oluka (PhD)
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..... 
Date

DEDICATION

I dedicate this Research work to my beloved father Wafula Patrick, mother Namusisi Aidah, sisters, brothers and friends who abundantly provided, supported and facilitated for my achievement to this status and towards the accomplishment of this task.

May God bless you abundantly.

ACKNOWLEDGEMENT

In a very special way I want to thank the almighty God for providing, protecting and guiding me throughout my stay and study and more specifically for the completion of this research work.

I extend my sincere appreciation and thanks to Kampala International University and all the lecturers in the college of Humanities and social sciences for imparting professionalism into this work.

I also thank the entire staff of Uganda Printing and Publishing Corporation, Entebbe for their cooperation and support, and in particular my supervisor/senior lecturer Dr. Benjamin Bella Oluka for his support, supervision and assessment which was pivotal to enable this research work become a success.

It is impossible for the reason of space to acknowledge all individuals who contributed to the success of this research work at every level but above all I must say that may the almighty God bless you all.

ABSTRACT

This research was carried out in 2015 in order to study the effect of job rotation on employee performance in Uganda Printing and Publishing Corporation, Entebbe. It was guided by a set of objectives which included: establishing the level of job rotation in Uganda printing and Publishing Corporation, investigating whether there is a significant relationship between employee job rotation and employee job performance and also to find out the challenges faced by Uganda printing and publishing corporation, Entebbe, Wakiso District. The research method is a case study approach in which Pearson linear correlation coefficient is used for testing the data. Statistical population includes all official staff, 160 individuals, working in the Human resource department in Uganda Printing and Publishing Corporation, 108 individuals were selected as sample size. In order to collect required data for two standard questionnaires (job rotation and employee performance questionnaires) were utilized.

According to calculations, reliability coefficient of questionnaire was estimated 0.80. Also, this amount was calculated with both SPSS and Cronbach's alpha which is desirable coefficient and indicates high reliability of measurement tool.

The study showed that there are significant relationships between importance of job rotation and employee performance, management style and challenges in organization and employee performance, organization goals of job rotation and employee performance and also, job satisfaction with job rotation and employee performance in Uganda printing and publishing corporation.

The study thus recommends that company planners are suggested to pay attention to provided prioritization of effect of job rotation factors on employee performance, staff differences by their gender and education in this regard, in order to reinforce job rotation basics in the Company.

The findings of the study concluded 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.

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LIST OF ABBREVIATIONS/ ACRONYMS

CVI	Content Validity Index
OJT	On-the-Job Training
PLCC	Pearson Linear Correlation Coefficient
SPSS	Statistical Package for Social Scientist
HRM	Human Resource Management
HR	Human Resource

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter dealt with the introduction, background, statement of the problem, research objectives, and research questions, scope of the study, significance of the study, the conceptual framework and key operational terms.

1.1 Background of the study

The aim of the study was to investigate the relationship and effect of job variables rotation, job performance and organizational commitment among the employees working in an organization. Job rotation, sometimes called cross training, is one of the many forms of on-the-job training and a formal effort at executive development. Job rotation can be defined as lateral transfer of employees among a number of different positions and tasks within jobs where each requires different skills and responsibilities. Individuals learn several different skills and perform each task for a specified time period. Rotating job tasks helps worker understand the different steps that go into creating a product and/or service delivery, how their own effort affects the quality and efficiency of production and customer service, and how each member of the team contributes to the process. Hence, job rotation permits individuals to gain experience in various phases of the company's business and, thus, broaden their perspective. Job rotation is a developmental technique that has been widely used Zeira, (1974); Beatty, Schneier and McEvoy, (1987).

The most important strategies of job rotation for financial institutions in the 21st century must be the practicing of effective and well designed, to commit, motivate and improve the performance of the people. In other words, job rotation is a mechanism through which the managers determines the employees' commitment, productivity and innovation in their respective jobs Ortega, (2001), also update them about the recent changes in professional climate, which criticize any organizations in order to survive and compete in today's market driven system effectively. Since it is supported by an annual budget, it acts as a focus for the coordination, planning and provision of a range of training activities, workshops and short courses for all categories of employees and prioritizing their activities according to identified needs and demand. Heads of departments will have specific responsibility for encouraging departmental staff/employees, as individuals and as departmental team, to undertake activities

whether from centrally provided programme of activities or conferences or seminars outside the Organization, which will support their development to the fullest potential.

1.2 Statement of the Problem

The failure of management to identify the job rotation gaps for the areas that need skills and knowledge of employees. Due to the transformation, changes, lack of the importance of education necessity and features in sciences and technology and inability of employees to expose themselves. Some scholars state about importance of education and rotation: “actually, education is management” which means that without staff education in form of training, management basics will be insecure and in danger. Staff rotation is vital and inevitable which should be continuously noticed with management procedures; so that, other management activities will be useful. In fact, rotation at jobs is one of the fundamental and logical ways for guidance of staff attempts in organization and it causes utilization of latent talents, imagination power and creation of intellectual flexibility in staff Mir Sepasi,(2007), Previous experience reminds us that changes in professional pathway of jobs and work methods are inevitable and the only solution is education and human resources development which can guide our present world to changing future world (Abtahi, 1997, p: 70).

1.3 Research Objectives of the Study

1.3.1 General objective

To examine the impact of Job rotation on employee job performance in Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District.

1.3.2 Specific objectives;

The specific objective is to;

- (i) To establish the level of job rotation in Uganda Printing and Publishing Corporation, Entebbe, Uganda.
- (ii) To investigate whether there is a significant relationship between employee job rotation and employee job performance in Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District, Uganda.
- (iii) To find out the challenges faced by Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District, Uganda.

1.4 Research question

- (i) What is the relationship of job rotation on employee in Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District?
- (ii) Is there a significant relationship between employee job rotation and employee job performance in Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District?
- (iii) What are the challenges faced by Uganda Printing and Publishing Corporation in promoting the job rotation process and employee job performance?

1.5 Scope of the Study

1.5.1 Geographical Scope

The study was carried out at Uganda Printing & Publishing Corporation which is located along Airport Road near State House Main Gate in Entebbe, Wakiiso District, Uganda. The Company is working in Advertising, Newspaper publishers, Books, Book publishers' business activities and others.

1.5.2 Content Scope

The study was confined to the job rotation in terms of; on-the-job training, workshops, staff training, self-assessment/self development as well as organizational efficiency in terms of; division of labor, rules and policies; planning, organizing and controlling at Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District in Uganda.

1.5.3 Time Scope

The study covered a period of six months and will take place from February 2015 to July 2015. It was to start with writing a research proposal followed by data collection, analysis and interpretation and finally the submission of final Research Report.

1.6 Significance of the Study

It was expected that when the study is carried out and accomplished successfully, it was to help understand and comprehend the impact of job rotation and the causing decline in employee performance. fiscal accountability, the move toward the performance accountability and the details of benefits The study was therefore to help in filling the gaps by providing vital information to the management of Uganda Printing and Publishing Corporation, Entebbe. The findings explain why there was need for and costs

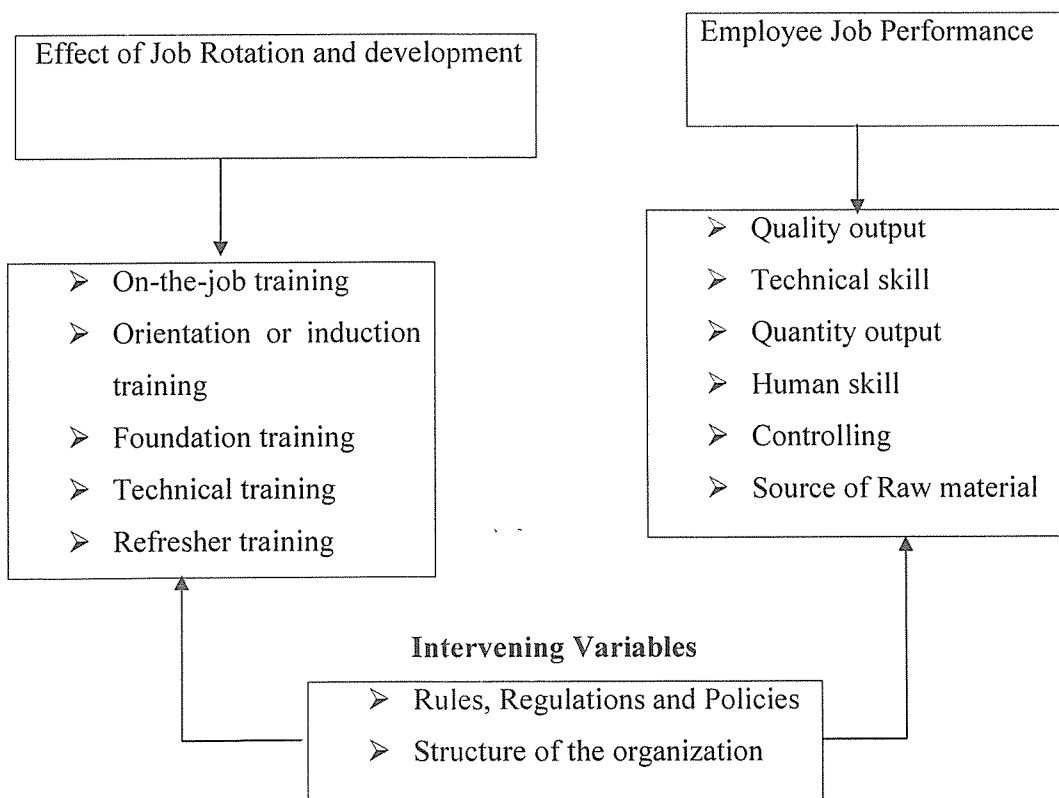
The researcher benefited from the study by knowing the methods of financial control, importance, challenges and some of the solutions as well as fulfilling the requirements for the award of a Bachelors` Degree in Public Administration at Kampala International University. Based on the general public, the findings were evident that training and development under job rotation enhances the employee performance. Through the training and development of people, the responsibilities and roles they play inside the company were emphasized. There was a great effect not only in the performance but also in the cost control and the managing of the employees.

1.7 Conceptual Framework

Job rotation is a useful experience for education of employees who have potential talent for Holding senior organizational positions. Thus, it was necessary for them to work in different Organizational units in order to acquire essential organizational knowledge for fulfillment of Future responsibilities and duties and contribute to the overall performance of employees and the organization efficiency.

Independent Variable (IV)

Dependent Variable (DV)



Source: Primary Source 2015

Figure 1: Conceptual framework

The Figure (1) shows the relationship between job rotation and development and Employee Job performance, hence job rotation has an important impact on the quality, quantity, technical skills, human skill, controlling and the source of raw material as indicated.

Orientation training or induction training: is a training that most organizations provide to the new employee after the job rotation process is carried out. A new recruit will be unaware of the rules, regulations and structure set up of the new position, hence familiarizing with them is the responsibility of HR department so that the employee is at ease and able to work effectively at the new position and environment. Rogers and Olmsted, (1957).

Foundation training: this is given to employees to improve their overall skills like leadership skills, communication skills and coordination skills and also understand their new position well to gain knowledge regarding the administration.

Technical training: provides employees with the technical training that suits their new positions and work as well, it is provided both to new recruits in new positions as well as to existing employees.

Refresher training: in this training skills and abilities are updated. Employees need to be up-to-date with the changing scenarios especially in the technological sector. The employees cannot work with obsolete skills, hence they are given refresher training to help improve their productivity after the rotation process. Van Dersal, (1962).

1.8 Key Operational Terms

Employee effectiveness: According to the study is a measure of the relationship between employee inputs (skills and effort) and outputs (good and services produced) and in simple terms the more output an employee can achieve with a given amount of inputs, the more effective they become.

On-the-job training: According to the study, relates to formal training on the job or new acquired position. An employee becomes experienced on the job over time due to modification of the job behaviors at the point of training or acquisition of skills.

Planning: According to the study, refers to the managerial process of setting objectives, strategies, policies, programs and procedures and determining the resources, course of action and time frame for achieving them.

Organizing: According to the study, refers to the determination of the necessary activities, their types, structure, responsibilities and grouping them in a meaningful way that ensures the realization of the set objectives.

Controlling: According to the study, is the managerial process of measuring, correcting, and regulating the various activities in an organization. It involves the management of deviations from the standards set so as to take corrective measures.

Self-development/Self-assessment: This means a personal desire to improve through an individual's attempt to embark on the study and practical explosive that is independent of the organization's role and contribution. Self-assessment is personal identification of strengths, opportunities, weaknesses and challenges with an attempt to improve and build current efforts for the fulfillment of corporate movement.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter dealt with the literature review relevant to the study. It concentrated on what scholars, academicians and the previous findings of other authors had written about the subject under investigation. This information was solicited from primary sources for instance journals, magazines, books and other sources. The researcher was able to relate the study to a larger ongoing dialogue and debates in the literature about the topic.

2.1 Theoretical Review

Modern organization theory is rooted in concepts developed during the industrial revolution in the late 19th and early 20th centuries. Weber believed that bureaucracies, staffed and rotated by bureaucrats, represented that the ideal organizational form. Weber based his model bureaucracy on legal and absolute authority, logic and order. In it, responsibilities for workers are clearly defined and behavior is tightly controlled by rules, policies and procedures. In effect, Weber's bureaucracy was designed to function like a machine; the organization was arranged into specific functions, or parts, each of which worked in concert with the other parts to form a streamlined process. Weber's theories of organizations, like others of the period, reflected an indifferent and impersonal attitude toward the people in the organization. Indeed, personal aspects of human behavior were considered unreliable and were viewed as a potential detriment to the efficiency of any system. Abiodun, (1999).

Humans were likened to a bundle of skills that could be inserted into the system like a cog in a machine. Although his theories are now considered mechanistic and outdated, Weber's views on bureaucracy provided important insight into process efficiency, division of labor, and hierarchy of authority (Abiodun, 1999). Another important contributor to organization theory in the early 1900s was Henri Fayol. He is credited with identifying four basic managerial functions that characterize successful organizations: planning-thinking before acting; organizing-setting up policies and procedures and regulate employee behavior; staff rotation-recruiting a suitable workforce; controlling-motivating workers to pursue the goals of the organization.

Weber's and Fayol's theories found broad application in the early and mid-20th century, largely as a result of the work of Fredrick W. Taylor (1856-1915). In a 1911 book entitled.

'The Principles of Scientific Management,' Taylor outlined his theories and eventually implemented them on American factory floors. Taylor's theory of scientific management mimicked the four basic managerial functions identified by Fayol, and adopted the same basic attitudes about the process efficiency championed by Weber. Although elements of Taylor's research and findings have been criticized, he is credited with helping to define the role of job rotation, training, wage incentives, employee selection and work standards in employee job performance.

Job rotation is one of the factors to enhance the productivity of an organization, but it needs proper training and cooperative colleagues to support the employees in the current position (Gómez, Lorente, & Cabrera, 2004). Job rotation is defined as the organized movement of an employee from one position to another position at a designed period in the same department (Malinski, 2002; Storey, 2001). It engages occasional shifting of employees from an assigned work to another where every work needs different experiences, rules, obligations and expertise (Langton, Robbins, & Judge, 2012). Similarly, Hiltrop *et al.*, (1995) expressed that job rotation as a shifting of employees in different projects and positions, which is related to the previous environment. Furthermore, organizations also concentrate on the same practices in their working environment and the managers decide it on the basis of their employee's performance. Other factors relevant to the job rotation were also indicated in the studies that are, rotating homework, shifts and changes in the working environment, creativity, cross working exercise and re-posting. Job rotation has been defined as an organized move of employees from one job duty to another at a designed time and distance (Malinski, 2002). Job rotation is said to be a brilliant approach for the organizations to train their employees. Beatty, Schneier, & McEvoy, (1987).

Employees play an important role in the advancement and quality enhancement of an organization under job rotation process. Spencer, (1994). Therefore, it is needed to develop the skill, knowledge, interests and understanding of the technological changes in the organization sectors. In similar fashion, the employees will work at different positions and places in organizations, and at the time of categorization, it will be based on their individual skill, knowledge and capability. Gómez, et al., (2004). The Organization not only appeal to the employees for improving their commitment, but also rotates in order to get the fruitful outcome from them, which is becoming a sources of tough, complex and sometime unclear in a co-operated environment (Smith, 1995). With regard to recent changes in the organizational

sectors, Performance is also an important task within an organization Boje, (1991) Oxenburgh, Marlow, & Oxenburgh, (2004). Therefore, to enhance the productivity of an organization, it needs to develop enthusiasm, assurance and job attachment of an employee and to grant them valuable guidance plan.

In addition, the current study tries to learn the understanding directed towards job rotation programs which stimulate the employees, operating for organizations/companies. It is also helpful for the organizations to develop assurance, performance and job commitment of their employees. The current study also aims to inform managers about the rotation, performance and commitment of an employee towards his work in the different departments and sectors. For the last two decades, organizations/companies have been continuously struggling to plan the best performance, rewarding different techniques and tools but the rotation process has tried to fill the gaps.

Traditionally, job rotation is usually addressed at an organizational level. From the employers' point of view, organizational theorists have advocated frequent rotation as a means of reducing fatigue and boredom on production jobs so as to maintain productivity Miller, Dhaliwal, & Magas, (1973) and fairly frequent rotation after the initial hiring as a means of orientation and placement Wexley & Latham, (1981). Job rotation enables the training of workers to be backups for other workers so that managers have a more flexible work force and a ready supply of trained workers, Rothwell & Kazanas, (1994). When rotation occurs at longer intervals, it has been thought as a practice of progressive human resource development or a means of enhancing the value of work experience for career development Campion, Cheraskin, & Stevens, (1994).

Also from the employers' standpoint, however, the practice of job rotation may be very costly. As pointed out by Yoder, Heneman, Turnbull, and Stone (1958), while job rotation may encourage generalization, it prevents job specialization so that the optimal level of performance cannot be reached. Although this problem may be negligible for many jobs, it can be very serious for those jobs where high specialization is needed so that the costs in terms of training and supervision are prohibitive. One should not be surprised by the fact that only 42.5% of the companies are practicing job rotation and that they carry out their job-rotation policy selectively and cautiously Huang, (1997). Thus, for a job-rotation study at individual level, the focused question is whether the individuals perceive there is a job-

rotation practice that they actually participate with, rather than whether the companies/organizations have allegedly adopted a policy of job rotation.

This research is based on modern organization theory of Max Weber (1864-1920). It states that bureaucracies, staffed by bureaucrats, represented the ideal organizational form. Weber based his model bureaucracy on legal and absolute authority, logic, and order. In it, responsibilities for workers are clearly defined and the behavior is tightly controlled by rules, policies and procedures. In effect, Weber's bureaucracy was designed to function like a machine; the organization was arranged into specific functions, or parts, each of which worked in concert with the other parts to form a streamlined process. Weber's theories of organizations, like others of the period, reflected an indifferent and impersonal attitude toward the people in the organization. Humans were likened to a bundle of skills that could be inserted into the system like a cog in a machine. Although his theories are now considered mechanistic and outdated, Weber's views on bureaucracy provided important insight into process efficiency, division of labor, and hierarchy of authority.

The independent variable of this study was Job rotation and development which was the process of teaching employees better and more profitable ways of working. The organization was committed to job rotation and development defined as defined as policies, procedures and practices designed to develop knowledge, experience, attitude and skills of employees and by doing so to enhance effectiveness and welfare of the individual and institution. It entailed a commitment to make equitable provision for job rotation and development activities for all employees of every category and grade, at all levels of seniority and in all modes of employment, including part-time and full-time, temporary and permanent.

The dependent variable in this was employee efficiency. According to Encyclopedia Britannica (1986) An employee contributes labor and expertise to an endeavor of an employer and is usually hired to perform specific duties which are packaged into a job. An Employee is a person who is hired to provide services to a company on a regular basis in exchange for compensation and who does not provide these services as part of an independent business. Many organizations limit their productivity enhancement of employees to the acquisition of skills. The type of work environment in which employees operate determines the way in which such organizations prosper. According to Akinyele (2010),

2.2 Levels of Job Rotation and Employee performance

The concept of high performance level is informed by Parson's theory (1951). He theorized that the collective is composed of the social interactions of employees, objects and norms and is more than the sum of the actions and attitudes of individuals in the collective system. These systems of interactions emerge from multiple levels of analysis namely; individual, group, organization or societal. The theory of action levels proposes that employee performance and learning processes upsets the dynamic balance in a social system creating change. Change in a social system occurs through both learning process and performance process Swchwandt, (1997). The theory concentrates on the systematic relationship between the actions of employees in the social system and their collective capacity to adapt to internal and external environments. Studies on job rotation and performance in organizations indicated that organizations obtain sustained competitive advantage depending on personnel productivity, learning systems development and developing employee intellectual asset. According to Xie, (1995) he posited that developing and improving skills is a requirement for organizational capabilities and coping with new developments and challenges. He further argued that job rotation is a cure of stress thus improves on job performance and occupational status of an employee. The theory proposed that social action consists of an employee, a situation, symbols, norms and values. The theory is based on voluntarism where an employee makes choices among a variety of values and provides possible actions through a creative process Ritzer, (1992).

This system of actions accumulates and distributes energy in the form of motivation Rogers, (2003). The functional prerequisites are generalized to all levels of analysis namely; individual, group, activity, network, organization and society as well as all other types of systems. The subsystems of action are interdependent and help to create a process of mutual exchange of energy and resources which in turn supports the total system of action Schwandt, (1997). Parson described these exchanges as the media of interchange. The theory is relevant to the study because it recognizes learning organization and aids in meshing the organization as a unified purposeful system composed of interrelated parts to achieve high performance. Jaime (2000) posited that job rotation promotes psychological and physical health of employees through creating positive attitudes on employees, facilitating their health and increasing the variety of work through reduction of boredom to work, seeing things in a new perspective, decreasing in physically demanding portfolios and having self motivation towards their positions in organizations. Plowman (2010) confirms that when the strategy is

implemented in line with the business goals and human resource strategies of the organization it aids in stimulating human mind through diversity of challenges. Studies by Ortega (1999) and Weichel et al. (2010) indicated job rotation could be used for development of knowledge and fusion both in breadth and depth and when this strategy takes effect those who have rotated are expected to master new knowledge and to integrate all facets of knowledge resources in the organization.

2.2.1 Job Rotation and Job Satisfaction

Job satisfaction refers to an individual's general attitude toward his or her job. According to Locke (1976), job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job and job experiences. As Robbins (1993) put it, when people speak of employee attitudes, they often mean job satisfaction. Job satisfaction, like any attitude, is generally acquired over a period of time as an employee gains more and more information about the workplace.

Job satisfaction is related to a number of variables including organization structural characteristics such as hierarchy, size, and centralization Porter & Lawler, 1965; Berger & Cummings, (1990) and job characteristics such as skill variety, task significance, task identity, autonomy, and feedback Hackman & Oldham, (1975 & 1976). Conceivably, the practice of job rotation contributes at least to skill variety and task identity. In addition, employees see job rotation as a way of acquiring the skills needed for promotions and as an investment by the employer in their development. Therefore, rotating employees to different positions is an excellent way to motivate employees, give them a sense of belonging, reduce boredom and fight off a lack of commitment Campion et al., (1994).

2.2.2 Job Rotation and On-The-Job Training

Training is giving new or present employees the skills they need to perform their jobs. On-the-job training (OJT) involves having a person learn a job by actually performing it on the job. In many companies, OJT is the only type of training available to employees Dessler, (1994). One important form of OJT is job rotation in which the employee moves from job to job at planned intervals. The advantages of job rotation have been long recognized by organizational theorists. As summarized in Sargent (1952): a job rotation plan provides well-rounded training and a background of experience for the individuals; it streamlines the organization through periodic introduction of new managerial viewpoints; it stimulates the

development of the individual because of the element of competition introduced; it eliminates the assumption by an individual of any “vested right” in a particular job; it tests the individual; it minimize friction caused by personality clashes or personal feuds; and it widens the trainee’s circle of acquaintances among company executives.

2.2.3 Orientation training or induction training

This is a training that most organizations provide to the new employee after the job rotation process is carried out. A new recruit will be unaware of the rules, regulations and structure set up of the new position, hence familiarizing with them is the responsibility of HR department so that the employee is at ease and able to work effectively at the new position and environment (Rogers and Olmsted, (1957).

2.2.4 Foundation training

This training is given to employees to improve their overall skills like leadership skills, communication skills and coordination skills and also understand their new position well to gain knowledge regarding the administration Kayode, (2001).

2.2.5 Technical training

This type of training provides employees with the technical training that suits their new positions and work as well, it is provided both to new recruits in new positions as well as to existing employees Van Dersal, (1962).

2.2.6 Refresher training

In this training skills and abilities are updated. Employees need to be up-to-date with the changing scenarios especially in the technological sector. The employees cannot work with obsolete skills, hence they are given refresher training to help improve their productivity after the rotation process Van Dersal,(1962).

2.3 The relationship between job rotation and employee Performance

In most organizations there is a described importance of the staff development process in line with job rotation in relation to its link to the achievement of organizational goals and its relation to serving the needs and interest of employees, utilize an operational model for the implementation of an effective staff development program in the organizational setting.

Job rotation helps to identify and describe several strategies for providing professional employee development opportunities for organization's personnel. Staff development in education in relation to job rotation has come to be viewed as indispensable if the goals of the organization are to be realized and the need dispositions of the employees are to be met. According to studies from management consultants the largest single factor driving job satisfaction and rotation is the opportunity for growth and career development Bathurst, (2007).

2.3.1 Division of labor on Job Rotation

A fundamental principle of organizations with which Adam Smith begins with, is that specialization and the division of labor increase the productivity of workers by allowing them to concentrate on simple, narrowly defined tasks. Because greater division of labor generates higher productivity, organizations generally have an incentive to increase the degree of specialization in their organization of work. Not all organizations appear to promote high degrees of specialization, however. For example, some organizations are well-known for their practice of job rotation, which assigns each worker not to a single and specific task but to a set of several tasks among which he or she rotates with some frequency. This practice clearly limits the degree of specialization, suggesting the possibility that the rotation of jobs produces certain benefits that outweigh lost productivity from reduced specialization Appelbaum and Batt [1994], Osterman [1994].

2.3.2 Rules and Policies

According to Dr. John Sullivan, San Francisco State University, December 16, (2013), there is need to realize time Sensitivity, where by a job rotation is a short- to medium-term job assignment with dual goals of getting important work done while developing an employee's capabilities. The most common and impactful of all job rotations are "development rotations," which in addition to the obvious development component can also have goals for increasing the exposure for high-potential individuals. This helps you boost retention and better assessing their leadership or promotional capabilities. Start by avoiding these common time-related development rotation errors like Sticking to a fixed length for a rotation. A fixed time option may seem desirable because it makes business, succession and career planning easier. However, a fixed time can actually be a mistake because predicting in advance how long it will take an individual to complete their goals during the rotation is extremely difficult. As a result, the best approach is to start by setting "a range of time" for the rotation.

2.3.3 Planning

Planning: this refers to the managerial process of setting objectives, strategies, policies, programs and procedures and determining the resources, course of action and time frame for achieving them. There is a need in every organization to enhance the employee job performance Oguntimehin, (2001). The implementation of job rotation and development are one of the major steps that most organizations need to enhance employee job performance Oguntimehin, (2001). With organizations having better job rotation and developed employees, they are able to avoid wasteful spending and improved performance Oguntimehin, (2001). In today's environment employees are increasingly demanding change, choice, flexibility, as well as variety in their work. The value of the organization increases with better job rotation and trained employees, having highly motivated and a sense of responsibility as captivating the organization as their own, Northcraft et al, (1990).

2.3.4 Organizing

Organizing: refers to the determination of the necessary activities, their types, structure, responsibilities and grouping them in a meaningful way that ensures the realization of the set objectives Mondy, R.W. *et al* (1990).

2.3.5 Job Rotation

Job rotation differs from other practices in that each worker is actually specialized in a single task at any point in time but periodically rotates across tasks over time. Contrary to complete specialization, the worker is not specialized in the same task at all times; and contrary to crafts production and job enlargement, he or she is not assigned to several tasks at the same time. Perhaps the best known examples of job rotation can be seen in the case of some organizations. As Ouchi [1981, 32] notes, "lifelong job rotation holds true for all employees in many organizations. An electrical engineer may go from circuit design to fabrication to assembly, a technician may work on a different machine or in a different division every few years, and all managers will rotate through all areas of the business." Based on case studies of various large steel plants.

2.3.6 Controlling

Mockler defines managerial control as "the systematic effort by management to compare performance to predetermined standards, plans or objectives in order to determine whether performance is in line with these standards and in order to take any remedial action required

to see that resources are being used in the most efficient way possible in achieving corporate objectives”Mondy, R.W. *et al* (1990)

Control is an essential component of management and planning in particular because there is need to constantly monitor the progress of an employee and organization against original plans and objectives. Control is necessary because unpredictable disturbances occur that often cause actual results to deviate from objectives or planned results. In physical systems control is an integral part of the design of machines, for example Circuit Breaker, Switches, Engine Governors Oguntimehin, (2001). In management systems control is exercised by means of information. Most managers do not observe actual operations directly and often have to rely on information about activities that have taken place in order to exercise control. It is for this reason that formalized information systems are so essential for controlling the operations at both operational and tactical levels of management Mondy, R.W. *et al* (1990).

2.4 Challenges of Job Rotation

Human beings are dynamic in nature, therefore the need to be current and relevant in all spheres of human endeavors make staff development a necessity, to keep track with current event and methods. Griffin, (1978) Ajibade, (1993), Adeniyi,(1995) and Arikewuyo (1999) have drawn the attention of the entire sundry to the inestimable value of job rotation under training and development.

It is an avenue to acquire more and new knowledge, develop further the skills and techniques to function effectively. Scholars, experts, social scientist and company administrators now recognize the fact that job rotation under training is obviously indispensable not only in the development of the employees but also facilitate the productive capacity of the workers. Training is not coaxing or persuading people to do what is wanted but rather a process of creating company conditions that will cause personnel to strive for better performance. Among other scholars that highlighted the usefulness of training are Akintayo (1996), Oguntimehin (2001) and Graig (1976).

2.5 Related studies

Job Rotation has been used to implement the increasing employee momentum and taking active part in job within the organization, which are incredibly vital for valuable performance Zeira, (1974). Job Rotation establishes a successful routine of increasing talents, enthusiasm,

encouragement and motivation of an employee within the organization, Friedrich, Kabst, Weber, & Rodehuth, (1998). Job Rotation is the procedure all the way through which an organization's employee learns work skill from different activities to eliminate burnout from the job tasks, Olorunsola,(2000). Job Rotation is an opening chance for worker to expand an admiration of organizational objectives, to produce more liberal facts of the dissimilar field, to build up a strong network of the organizational associates and to increment employee acquisitions, Lindbeck & Snower, (2000).

Today's specialized type of business nature requires the financial making cooperations and institutions, to bring in ingenious job rotation programs which tolerate the employees to be trained in order to find their feet at new skills which help them to keep themselves up-to-date. Therefore, job rotation is said to be an excellent tool for enhancing employee commitment and job performance, which is very important for the smooth and effective functioning of an organization Schein, (1967), (2003); Yusoff & Khan, (2013); Zeira, (1974). However, in the existing literature less attention has been given to relationship between job rotation, commitment and performance, therefore the current study was conducted on the relationship between impact of job rotation on employee performance and commitment.

Performance is considered as a behavior and can be operated in different techniques such as individual performance, the group's performance and organizational performance. The performance of the employees can be determined in both positive and negative aspects Jans & Frazer-Jans, (2004). According to the Panatik (2012) studies examine that job stress affects the organizational commitment, job performance, job satisfaction, turnover intentions and overall productivity of an employee. Consequently, some unwanted physical and psychological problems were developed by job stress among employees in their working environment, whose outcome is not so good and have poor performance and less commitment to their organization Qureshi et al., (2013).

Today, each manager and totally each system hopes to have flexible, skillful and multi-skill staff. Such individuals can simplify and accelerate affairs and save time and even resources in activities (Pagani & Origo, 2008, p: 34). Making employees more efficient is the most effective way for achieving competitive advantage in present situation as human resources are considered as the most valuable production factors, the most important capital and main resource of competitive advantage that create fundamental capabilities of each organization.

What is important in human resources development is that human resources improvement is not only achieved by technical and special education/training and rotation, also staff education should be developed by various methods and this will be possible only by implementation of strategic plans in human resources management.

In conclusion, the literature review does not cover the issue of the effect of job rotation and on employee job performance in a printing and publishing corporation and hence this was needed to carry out this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter dealt with the research methodology of the study, specifically focusing on research design, area of the study, population of the study, sampling design, sources of information, data collection instruments, research procedures, validity and reliability, data analysis and presentation, ethical consideration as well as research limitations.

3.1 Research Design

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

3.2 Research Population

The study comprised of a target population of 160 as a sample size of 108 was used with employees on Table 3.1. The key informants were comprised of employees, managers, directors and other stake holders who directly or indirectly involved in the day-to-day operational activities of monitoring, deliveries, finances and disbursements of all types. These employees were selected because majority of them engage in daily transaction of their respective desks/sections in Uganda Printing and Publishing Corporation.

3.3 Sampling Procedure

There were interviews on appointment and questions collected with or without response. Choice of respondents was based on three techniques; stratified sampling hence the respondents were to be grouped into strata, purposive sampling thus the strata was based on only intended respondents and simple random sampling hence any strata would be adopted to represent the entire population. Stratified sampling ensured that all categories of respondents were to be represented; while simple random sampling was given to each respondent as a chance of representation and purposively to cater for those participants under the study. Care would be taken to ensure that all respondents are represented in the study. Areas were chosen using the simple random sampling technique to ensure that each unit in the entire population under the study was represented.

3.4 Methods of Data Collection

The data collection instruments were basically to be self-administered questionnaires, which would comprise of; open and close-ended questions that require respondents to answer all questions to the best of their knowledge and options given to avoid deviating from the variables under the study. Interviews would be conducted during data collection from which the researcher was to have to ask questions and respondents answer from selected sections. The interview was to be supplemented with a document analysis of various sections or branches and assess their performance.

3.4.1 Interview guide

An interview guide was used to get the first hand information and able to learn from the respondent as well as bridging the gap between the questionnaire and what was exactly happening on the ground. The researcher carried out a face-to-face interview with those interviewees who were important in research because through it one was to gather information needed in order to support the research and also it was to serve as a baseline. The research was preferred because it was intended to promote answer to the statement of the problem.

3.4.2 Questionnaire guide

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

The questionnaire consisted of three main sections, first section consisted of demographic or personal characteristics like age, marital status, gender and experience, second consisted of questions related to determination of job rotation and development. Third section of questions related to determination of employee job performance. Organizational commitment was analyzed by factors of Allen and Meyer (1990), while items analyzed job rotation and having reliability of 0.80. In the study the researcher used the convenient sampling methods, the researcher visited study area and distributed the questionnaires among the employees.108

questionnaires were distributed. The researcher himself distributed every questionnaires to employees, some of them refused to fill in the questionnaire, a total 98 were collected where 10 were useless and incomplete, which were not suitable for using final data analysis. The response rate of the selected organizational employees in Uganda Printing and Publishing Corporation, Entebbe was 90%, which was a very good response to the data analysis. In the study, the descriptive statistics were used; therefore, it not only examined the characteristics of the respondents, but also informed the researchers and organizations for the prevalence of the study variables in the organization`s sector.

3.4.3 Document Analysis

Relevant documents on staff development policy, on-the-job training manual, records, periodicals, newspapers, strategic plan, internet journal, articles, financial reports and other publications were to be consulted for triangulation purposes. The data that was collected to address issues concerning, job rotation and employee job performance in Uganda Printing and Publishing Corporation and the available literature on those factors, solutions/techniques that they come up with to curb the factors and why they were not helping to curb the situation.

3.5 Validity and Reliability

3.5.1 Validity

The research instruments were given to content experts to evaluate the relevance, flow, wording and clarity of questions or items in the instrument, after which a content validity of the questionnaires, the researcher specified the indicators which were relevant to the concept being measured.

Table 3.1: Validity of the data analysis

Items	Valid Items	Total Items	Validity
Job Rotation	25	25	100%
Employee Job Performance	30	30	100%

The results in table 2 indicated that 25 items were used on Job Rotation and 30 items were used on Employee Job Performance, validity was based on the contents of the instrument.

$$\text{Content Validity Index (CVI)} = \frac{\text{The number of relevant questions}}{\text{The total number of questions}}$$

A representative sample of indicators from the domain of indicators of the concepts of: Company/Organizational performance was selected which was referred to as sampling validity.

The researcher relied on the supervisor and experts in the study to measure content validity. The supervisor assessed what concept the instrument was trying to measure and ascertained that the instruments adequately measured Job rotation and employee Job Performance in Uganda Printing and Publishing Corporation.

Although the constructs developed in this study, were measured primarily on previously validated measurement items and strongly grounded in the literature, they were modified to suit Uganda Printing and Publishing Corporation to measure and also the necessary adjustment were made after consultation to ensure that instrument was clear, relevant, specific and logically arranged.

3.5.2 Reliability

Reliability of the instrument was evaluated with respect to internal consistency reliability and test-retest reliability. The data in the Table 3.1 shows the analysis of the independent variables, the principles underlying each of the skills. Both the composition of the original scales and their standardized scale alpha values are presented. Within operations research, coefficient alpha Cronbach, (1951) values greater than 0.6 are generally considered acceptable Flynn et al, (1990). This threshold will be used for analysis. For the principles underlying the problem solving paradigm, the coefficient was 0.80. Item number 30 exhibited the lowest correlation, of 0.57.

Table 3.2: A cronbach alpha of coefficients for reliability instrument

Items	Cronbach's Alpha	Number of Items
Job Rotation and Employee Job Performance in Uganda Printing and Publishing Corporation	0.8001	30

Guide: Item-Total statistics

Cronbach alphas of 0.8001, which indicates a high organizational performance in Uganda Printing and Publishing Corporation for our scale with this specific sample.

3.6 Data Gathering Procedures

3.6.1 Before Data Gathering

- (i) An introduction letter was secured from the College of Humanities and Social Sciences to conduct the study after which permission from Uganda Printing and Publishing Corporation was sought.
- (ii) The researcher oriented and briefed his research assistants on the sampling and data gathering procedures.

3.6.2 During Data Gathering

- (i) The respondents were requested to answer the questionnaires as objectively as possible and not to leave any option unanswered.
- (ii) The researcher emphasized that picking of the questionnaires was after five days from the date of distribution.
- (iii) During the picking of questionnaires, all returned questionnaires were checked to see if all were fully answered.

3.6.3 After Data Gathering

The data collected was collated, organized and entered for data processing and analysis.

3.6.4 Data Analysis

Data analysis involved editing, categorizing, and tabulating the collected data sets. Frequencies and percentage distribution was used to determine the profile of the respondents. Means score was used to determine Job rotation and Employee Job performance.

The data was analyzed with the help of Statistical Package of Social Scientist (SPSS). The findings of the study revealed that a positive relationship was found between job rotation, job performance and organizational commitment among the employees, whereas negative relationship was found between job performance and organizational commitment. The study results are useful for the public, employees' and managers. These numerical values and interpretations were utilized for the obtained means;

Table 3.3: Interpretation of Mean Range

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

The Pearson linear correlation coefficient was used to determine the relationship between job rotation and employee job performance at 0.05 significant levels. Pearson's linear correlation coefficient and regression analysis was used to establish whether there is any significant relationship between job rotation and employee job performance in Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District.

3.7 Ethical Consideration

To ensure confidentiality of the information provided by the respondents and to ascertain the practice of ethics in this study, the following activities were implemented by the researcher:

The respondents and states were coded instead of reflecting the names.

The researcher obtained an introductory letter from the College of Humanities and Social Sciences (Appendix VIII) of Kampala International University that introduced him to the concerned authorities for permission to collect data for the study.

Sought for permission through a written request to the concerned officials in Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District, Uganda.

Requested the respondents to sign in the Information Consent Form.

Acknowledged the authors quotes in the study through citations and references.

Presented the findings in a generalized and acceptable manner.

3.8 Limitations of the Study

The study faced the following limitations

- (i) Most of the departments of Uganda Printing and Publishing Corporation were very busy hence accordingly their time to a researcher was not easy. The researcher overcame that, by setting appointments where possible or delivering questionnaire to their respective sections or departments/desk and collected them later.

- (ii) Intervening or confounding variables: these are factors that were beyond the researcher's control such as honesty of the respondents and personal biases. The researcher requested the respondents to be as honest as possible and to be impartial/unbiased when answering the questionnaires.
- (iii) The research environments were classified as uncontrolled settings where extraneous variables had influence on the data gathered such as comments from other respondents, anxiety, stress and motivation on the part of the respondents while in the process of answering the questionnaires.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF MAJOR FINDINGS

4.0 Introduction

This chapter covered the presentation, analysis and discussion of the major findings focusing on the main variables of the research study which were to assess: the effect of Job rotation and employee performance. A case study of Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District, Uganda. This was done by use of, tables and other statistical methods.

4.1 Demographic Characteristics

4.1.1 Respondents' Age

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

Table 4.1: Showing Frequency and percentage distribution of the respondents' age group

Category	Frequency	Percentage (%)
Below 25 years	34	32%
25 – 35 years	40	37%
36 – 45 years	22	20%
46 and above	12	11%
Total	108	100%

Source: Primary data 2015

According to Table 4.1, the study findings show that; the category of the age group below 25 years were 34 (32%) of the respondents that took part in this study, majority of the respondents were between the age of 25-35 years with 40 (37%). while a few of them were around 36-45 years with 22(20%) and the least of 12(11%) were of 46 and above years.

4.1.2 Gender of the respondents

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

Table 4.2: Frequency and percentage of the respondents sex

Category	Frequency	Percentage (%)
Male	65	60%
Female	43	40%
Total	108	100%

Source: Primary data 2015

According to table 4.2, the study findings showed that majority of the respondents were male with 65(60%) while the rest of 43 (40%) were female

4.1.3 The level of Marital status of respondents

The research findings aimed at getting to know the marital status levels of respondents within the company and how it contributes to the performance as shown in the table 4.3 below.

Table 4.3: Frequency and percentage of the respondents' levels of marital status

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

From the findings in table 4.3, it was stressed that the levels of marital status showed that 43 (40%) were singles, majority of the workers were married with 61(56%) and the least of 4 (4%) were identified as divorced workers

4.1.4 Level of Education

The research findings aimed at getting the education differences in a bid to identify who are entitled to which position or post they hold in the company as shown in the table 4.4

Table 4.4: Frequency and percentage of the level of education

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

Source: Primary data 2015

From the findings in table 4.4, showed that diploma holders were 33(31%), most of the workers in the company were holding Bachelors degree with a 56 (52%) which was basically high according to the study, a few of them were master's degree holders with 14(13%) and the least number of 5(4%) were holding PhDs, this showed that most employees in the company were educated.

4.1.5 The number of years spent in the Business

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

Table 4.5: Frequency and percentage of the respondents' years spent in the company

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

Source: Primary data 2015

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

4.2 Discussion of Research Findings

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

Main theories stress that there is a significant relation between job rotation and employee performance in the Uganda printing and publishing company, Entebbe. The coefficient indicates the relation between dependent variable of Employee performance and independent variable of job rotation and development which changes between 0.80 and 0.57. It is obvious that percentage of changes in dependent variable is determined by independent variables. Significance is calculated 0.8001 here. As it is lower than significance error (0.01), it confirms the significance of relation between these two variables with 0.80 confidence level. So, significant relationship between job rotation and employee performance in organization, is statistically confirmed.

According to results related to the case study, there is 30% direct relationship between importance of job rotation in organization and employee Performance; so that, changes in importance of job rotation cause changes in dependent variable (employee performance) which means that in Uganda Printing and Publishing Corporation, Entebbe more attention is put to the importance of job rotation which leads to improvement and positive development of employee performance.

Due to results related to the case study, there is 36% direct relationship between job satisfaction with job rotation and employee performance; so that, changes in individual capabilities development cause changes in dependent variable (employee performance) which

means that in Uganda Printing and Publishing Corporation, more attention to job satisfaction with job rotation leads to improvement and positive development of staff performance. Significance level is calculated and confirms significant relationship between these variables with a confident level. So, this study is based on significant relation between job satisfaction with job rotation and employee performance in Uganda Printing and Publishing Corporation, is confirmed.

CHAPTER FIVE

SUMMARY OF MAJOR FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

5.0 Introduction

This chapter introduces the summary of the major findings of the study, recommendations and conclusions and finally highlights the areas that need further research.

5.1 Summary of Findings

The research study identified that the effect and importance of job rotation, employee job performance and organizational commitment in the company as per the results of the study, show that it is clear that as the rotation within the working environment is increasing, the employees' commitment to the company is also increasing, which in turn increases the loyalty of the employees within the company. On the other hand, job rotation increases the motivation level of the employee therefore the performance is also increased. Contributions of the Study according to acquired findings is that; it contributed to the theory, literature, development of measurements scales for job rotation and its model. And the Limitations of the Study were delimited to testing only the direct effect of job rotation strategy on high employee job performance in the company and it was only undertaken in human resource and sales departments basically targeting employees and their new acquired positions. Inclusion of managers, stakeholders may help to better the relationship between job rotation strategy and high employee performance.

Many scholars and theorists according to the study have tried to identify various dimensions of job rotation, satisfaction and employee performance; therefore to measure each dimension and its effect on staff productivity is considerably important. Job rotation, satisfaction and employee performance are a result of many factors including individual needs and interests; motivations; attitudes and personality in one hand and job coordinates such as organizational environment and culture as well as management, on the other hand. If these factors confirm each other this causes a condition in which an individual feels satisfaction and therefore their performance rises. Various and sometimes conflicting concepts about job rotation, satisfaction and employee performance to the company have been formed and developed and measures have been put forth to overcome them.

5.2 Recommendations

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

Due to the research results and confirmation of effective role of job rotation on staff Performance, managers and company planners are suggested to pay attention to provided Prioritization of effect of job rotation factors on staff performance, staff differences by their gender and education in this regard, in order to reinforce job rotation basics in the Company.

When it comes to organizational goals from job rotation and employee performance as a way of safety in workplace, job security is the most important factor in improvement of employee performance so, reinforcement of this factor by the company will increase employee performance by such a method. This happens by job rotation along with correct and appropriate management according to staff work and organization's need to their work and special skill and also by offering motivating payments for compensation of employees working in the organization.

There is a recommendation on management style in organization and employee performance according to results of management style in organization and staff performance, management domination is along with creative thinking style in provision of organizational and individual growth facilities and this character should mainly be experienced, spontaneous, self-confident, flexible, analyzer, pragmatic, with good relationship, creative thinking and sensitive to needs of employees and capable to integrate these needs within the organization's necessities. So, it is suggested to provide situations for education of intellectual styles which have positive relation with innovation and this situation should lead individuals to know their thinking styles and train them with appropriate methods.

In the area of satisfaction with job rotation and staff performance, a healthy organization creates dynamic leadership which is both task-oriented and relation oriented. Such an organization protects staff, guides them and maintains higher performance Standards. In addition, managers are independent in thought and action. When employee performance is increased, they work eagerly and satisfied and enjoy working in their workplace. Employees are committed to continuous education and learning. They like each other, trust each other, they are responsible to their job and are proud of their organization. So, crew is suggested to utilize appropriate combination of different styles in work environments in order to use advantages and capabilities of various styles and also as individuals with different thinking styles consider multiple aspects of relationship with customers, they can achieve better results beside each other.

The study has some limitation. First, the researcher had financial problems, therefore the researcher collected one time-targeted data, which is called cross-sectional approach and recommends that in future the studies should be done as a longitudinal approach. The sample of the study was from one company of printing and publishing so the researcher recommends that in future it could also be tested in comparison to other companies in other areas of Uganda. The study used the convenient sampling methods and size while for future research the researcher recommends the use of a large sample size for more accurate results.

5.3 Conclusions

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 company 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. If the employees in those departmental sectors always perceive job rotation positively, they may have control over several tasks making the jobs more intrinsically motivating. Employees' experience of intrinsic motivation would mean that the work they do generates the three

psychological states of experienced meaningfulness of the work experienced responsibility for outcomes of work and knowledge of the actual results of work activities.

Accompanied with the evidence on job rotating companies, however, suggests a stronger relationship between job rotation and change. Job rotation can improve a company /organization's ability not only to respond to change but to generate it. As per the evidence, job rotating companies typically tend to be innovative. To explain this stylized fact, we argue that job rotation promotes innovations of a "systemic" sort-across the stages of production as an unintended consequence. This too is largely a consequence of them broadening of workers' knowledge of the overall relationship among tasks, thereby promoting "process style" innovations that result in more efficient organization of tasks and lower production costs.

5.4 Areas for Future Research

The research finding covered only Uganda Printing and Publishing Corporation, Entebbe which is one among the printing and publishing companies in Uganda under Government Control. Further research should therefore be carried out in other companies in country and even advanced research to similar other companies in other countries doing similar businesses. This will therefore enhance other researchers to come up with general effects that have continually hindered the job rotation strategy and development of employees and organizations as well.

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APPENDICES
APPENDIX I:
RESEARCH INSTRUMENTATIONS
KAMPALA INTERNATIONAL UNIVERSITY
COLLEGE OF HUMANITIES AND SOCIAL SCIENCES

Dear Sir/Madam,
Greetings!

I am Wafula David Whyns a candidate for a Bachelors` Degree in public Administration at the college of Humanities and Social Sciences at Kampala International University with a thesis on, *“The effect of Job Rotation on Employee Job performance in Uganda Printing and publishing Corporation, Entebbe, Wakiiso District, Uganda”*

As I pursue this academic requirement, may I request your assistance by being part of this study?

Kindly provide the most appropriate information as indicated in the questionnaires and please do not leave any item unanswered. Any data from you shall be for academic purposes only and will be kept with utmost confidentiality.

May I retrieve the questionnaires two days after you receive them?

Thank you very much in advance,

Yours faithfully,

Wafula David Whyns

0772 041 126 (RESEARCHER)

INFORMED CONSENT

I am giving my consent to be part of the research study carried out by Mr. **Wafula David Whyns** that will focus on *“The effect of Job Rotation on Employee Job Performance in Uganda Printing and Publishing Corporation, Entebbe, Wakiiso District, Uganda.”*

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation any time. I have been informed that the research is voluntary and that the results will be given to be if I request for them.

Initials.....

Date.....

APPENDIX II:
QUESTIONNAIRE ON DEMOGRAPHIC CHARACTERISTICS OF THE
RESPONDENTS

Direction:

Please provide information about yourself. Kindly **tick** or **fill out** in the blank spaces of each option:

Code#

Date received by respondent.....

Company Employees

A. Gender:

Male

Female

B. Marital status:

Single

Married

Divorced

C. Age:

Below 25

25-35 years

36-45 years

46 and above

D. Educational level:

Diploma

Bachelors

Masters

Ph.D.

Others (please specify).....

E. Your position/post in the organization:.....

Manager

Employee

Director

F. Number of years in this business:.....

1-3 years

4-6 years

7 and above

APPENDIX III:

QUESTIONNAIRE TO DETERMINE JOB ROTATION AND DEVELOPMENT

Direction: Please write your preferred option on the space provided before each item. Kindly use the rating guide below:

Instructions:	Rating	Description
Strongly Agree	(4)	You agree with no doubt at all
Agree	(3)	You agree with some doubt
Strongly Disagree	(2)	You disagree with no doubt at all
Disagree	(1)	You disagree with some doubt

NO	The following statements/components are related to Level of Job Rotation and Development	Rating			
On-The-Job Rotation		1	2	3	4
1	Periodic In-House Rotation from Internal or External Resources				
2	Required Employees Who Attended External Rotation to Do Job Rotation				
3	Promotion forces for an employee to grow				
4	A Rotation provides experience in other areas of an employee's current department or in a new department within the business.				
5	Provide Internet, Intranet, and Webinar to help in the Rotation process				
Orientation on Job Rotation or induction on Job Rotation		1	2	3	4
6	Proper orientation can help the employee get up to speed much more quickly, thereby reducing the costs associated with the rotation plus the training needed with learning the job.				
7	Proper orientation and Rotation helps to reduce anxiety that results from entering into unknown situation, and helps provide guidelines for behavior and conduct, so that the employee doesn't have to experience the stress of guessing.				
8	Orientation shows that the organization values the employee, and helps provide the tools necessary for succeeding in the job during the rotation.				

9	It is important that employees learn as soon as possible what is expected of them, and what to expect from others, in addition to learning about the values and attitudes of the organization.	1	2	3	4
10	The better the initial orientation, the less likely supervisors and co-workers will have to spend time teaching the employees.	1	2	3	4
Technical training					
11	Network with your peers from other support centers	1	2	3	4
12	Maintain adequate coverage in your center by staggering training and rotation dates	1	2	3	4
13	Stay focused on learning by being out of the office	1	2	3	4
14	Structured discussions facilitate networking and learning from real world experiences	1	2	3	4
15	Launch a major organizational change initiative to improve service quality and efficiency	1	2	3	4
Refresher training					
16	Self-study at job rotation can be done anytime at the individual's pace.	1	2	3	4
17	Instructors share real-world experiences, examples, and facilitate participants' interaction.	1	2	3	4
18	Eliminate travel costs, including time away from the support center.	1	2	3	4
19	Learning is facilitated by someone who knows your business intimately.	1	2	3	4
20	Your instructor can customize specific areas to improve comprehension (e.g. show actual company reports).	1	2	3	4

Thank you for your valuable time and cooperation

APPENDIX IV:

QUESTIONNAIRE TO DETERMINE EMPLOYEE PERFORMANCE

Direction:

Please write your preferred option on the space provided before each item. Kindly use the rating guide below:

Response Mode	Rating	Description
Strongly Agree	(4)	You agree with no doubt at all
Agree	(3)	You agree with some doubt
Disagree	(2)	You disagree with some doubt
Strongly Disagree	(1)	You disagree with no doubt at all

Employee Efficiency		Rating			
No	Division of labor	1	2	3	4
1	Identify employee who are able to handle more responsibility than they currently have. Trusting your employees with greater responsibility helps motivate them.	1	2	3	4
2	Assign the tasks on your list to the employees on your staff. Consider the employee evaluations and conversations held with the employees when making decisions regarding delegation of these responsibilities.	1	2	3	4
3	Evaluate each employee to identify strengths and weaknesses. Determine if the skills each employee has line up with her current work responsibilities.	1	2	3	4
4	Identify redundancy in the current work responsibilities. For example, if two different people generate reports with the same information, maximize your employees' time by assigning that report generation to only one person.	1	2	3	4
5	Write a list of the primary tasks that you need completed by your employees. Use this as the master list when you divide the duties.	1	2	3	4
Planning					
6	Is there a problem with my pricing	1	2	3	4
7	Is my machinery in working order	1	2	3	4

8	Do my employees have enough experience or training to complete their assignments in a timely fashion	1	2	3	4
9	Are my manufacturing methods efficient	1	2	3	4
10	Strategic planning should focus on solutions	1	2	3	4
	Organizing				
11	Empower people to make Decision	1	2	3	4
12	Figure out which team-members should be involved in the brainstorming process based on the problem you're trying to solve	1	2	3	4
13	After you've assembled the right group of people, clearly state the specific problem you've trying to solve and allow everyone to shout out possible solutions without taking the time to analyze each option				
14	Embrace Self Interest	1	2	3	4
15	Separate Business and Personal Finances	1	2	3	4
	Job Rotation				
16	Don't Let Customers Dictate the solution for the rotation.	1	2	3	4
17	Reconfigure the job so that the nature of the required skills, training and rotation are somewhat similar and so that the overall nature of the job becomes more common.	1	2	3	4
18	Hire the candidate who most closely matched the requirements of the job and then plan for dedicated job rotation to bring that person's skills up to needed levels.	1	2	3	4
19	Get advice from a human resource professional. At this point, your need for their advice is probably quite specific, so they might provide services on a pro bono basis.	1	2	3	4
20	Hire a consultant for the position on a short-term basis, but only as a last resort as this may be quite expensive.	1	2	3	4
	Output per employee				
21	You have 5employees who each work 160 hours per month to produce 100 widgets.	1	2	3	4
22	The unit cost of a widget is: 5 employees x 160 hours = 180 worker-hours	1	2	3	4

23	Worker hours divided by 100 widgets per month equals 8 worker-hours per widget	1	2	3	4
24	Sales volume alone won't indicate how much profit or loss each sale represents, as a salesperson may make too many concessions or sell to poor credit risks in order to make a sale.	1	2	3	4
25	The number of calls made by a sales rep alone doesn't indicate if those accounts with the most profit potential are being serviced.	1	2	3	4
	Control				
26	I provide accurate, comprehensive and understandable information about the standards and actual performance.	1	2	3	4
27	Allow the right people to monitor their rightful fields	1	2	3	4
28	I report deviations quickly to minimize negative impacts	1	2	3	4
29	I keep track and monitor subordinates' delegated authority to ensure achievement of organizational objectives.	1	2	3	4
30	I improve morale: by reducing the chances of error	1	2	3	4

Thank you for your valuable time and cooperation

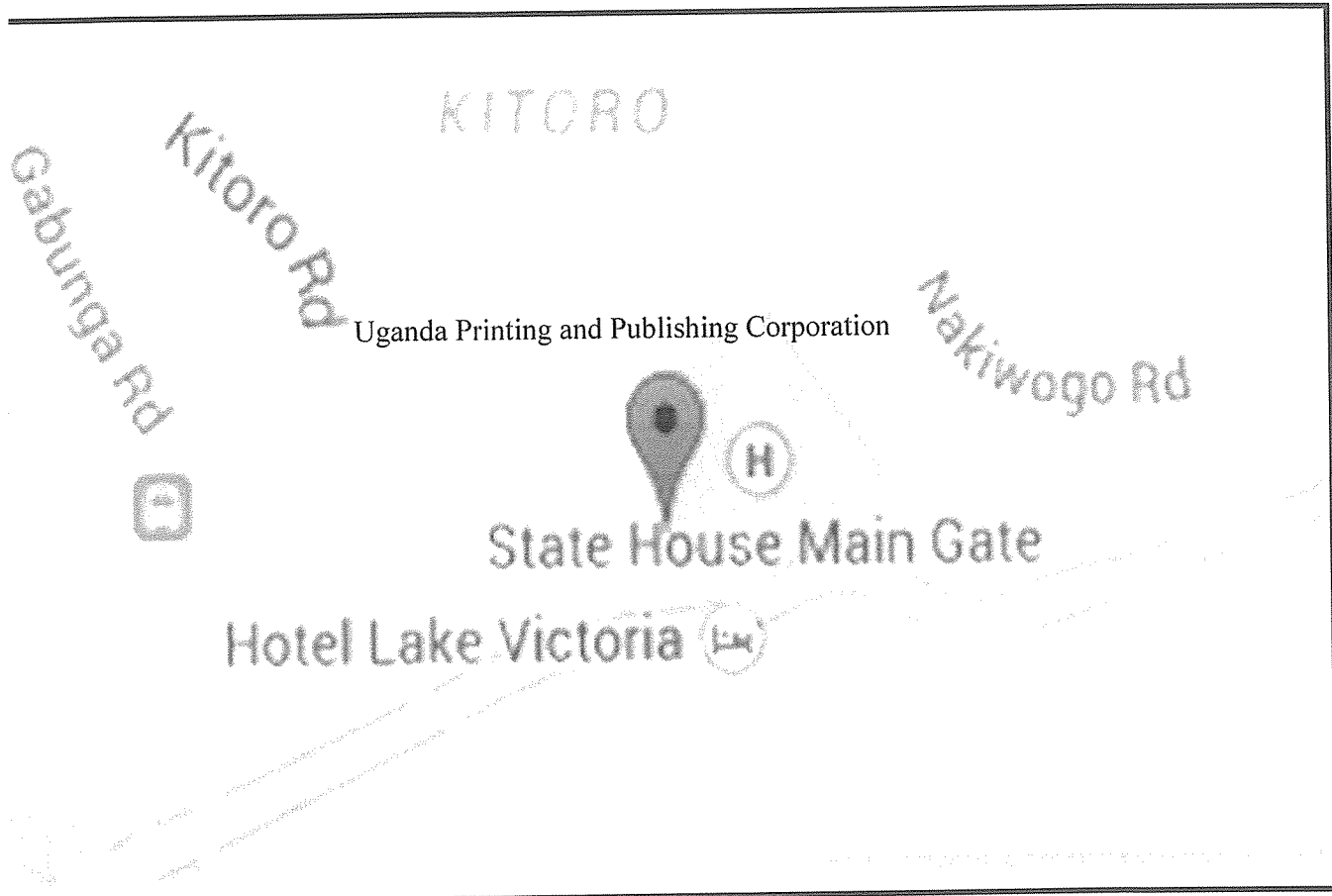
**APPENDIX V:
THE TIME FRAME OF THE STUDY**

		Feb. 2015	April.	June.	Jul. 2015
No	Activity				
1	Proposal Preparation				
2	Data Collection And Review				
3	Data Processing, Coding, Typing, Editing				
4	Submission of Final Proposal				
5	Report Preparation				
6	Data Processing, Coding, Typing, Editing				
7	Submission of the First Draft of the Report				
8	Discussing the Results with the Supervisor				
9	Reviewing and Correcting Typesetting Etc.				
10	Submission of Final Draft of the Report				

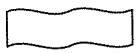
**APPENDIX VI:
THE BUDGET FOR THE STUDY**

NO.	DESCRIPTION	QUANTITY	UNIT COST	Total
1	Stationery			
	A) 3 Reams of photocopying paper	3	7000	21000
	B) 2 Reams of Ruled paper	2	8,500	17000
	C) 5 Floppy Diskettes	5	1000	5000
	D) 6 Bic Pens	6	500	3000
	E) 1 Flash Disk of 2.0 GB	1	28000	35000
	F) 5 Pencils	5	200	1000
	Sub Total			82000
	Secretarial Services			
	A) Typesetting		35000	35000
	B) Photocopying		15000	15000
	C) Binding	3 copies	15000	45000
	D) Printing	100 per page	1500	150,000
3	Travel Costs			285000
4	Data Treatment and Analysis			
	a) Literature Collection			40,000
	b) Coding			60,000
	c) Interpreting and Analysis			120,000
	d) Appointment schedules			40,000
	Sub Total			290000
	Grand Total			657000

APPENDIX VII:
SKETCH MAP OF ENTEBBE SHOWING THE LOCATION OF UGANDA
PRINTING AND PUBLISHING CORPORATION



Key



Main Road



Uganda Printing and Publishing Corporation



State House Main Gate



**COLLEGE OF HUMANITIES AND SOCIAL SCIENCES
DEPARTMENT POLITICAL AND ADMINISTRATION STUDIES**

Date: 14th July, 2015

To: HUMAN RESOURCE MANAGER,
UGANDA PRINTING AND PUBLISHING CORPORATION,
ENTEBBE, UGANDA

This is to introduce to you KAFULA DAVID KITHYNS Reg. No. BPA/37856/123/DU who is a bonafide student of Kampala International University. He is working on a research project for a dissertation, which is a partial requirement for the award of a Degree. I hereby request you, in the name of the University, to accord him all the necessary assistance he may require for this work.

I have the pleasure of thanking you in advance for your cooperation.

Yours sincerely,

Muzaare Gerald

Head of Department Political and Administrative Studies