

**ASSESSING THE IMPACT OF JOB ROTATION ON SKILLED DEVELOPMENT
AND ENGAGEMENT :THE CASE STUDY UGANDA CHRISTIAN UNIVERSITY**

CATHY ADONG

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**UGANDA CHRISTIAN
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DECLARATION

As per the university values of integrity and diligence, i have not received any unauthorized assistance while working on this paper. I declare that the work is authentically mine and to the best of my knowledge, it contains no traces of plagiarism or any other unethical practices . The only work used that has already been published by other persons has been purely for reference purposes.

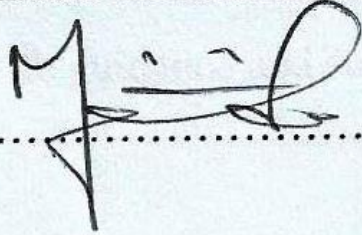
Signature Adong ADONG CATHY

Date..... 10th / 9 / 2024

APPROVAL

This paper has been submitted for examination with my approval

Signature.....



MR KABANDA MARTIN

Date.....

16th / 9 / 2024.

DEDICATION

I dedicate this research to my mother Mrs. ROFINA ATYEKO my lecturers, and my colleagues who have provided me with guidance and support towards completion of my research .

ACKNOWLEDGEMENT

I give glory and appreciation to God almighty for enabling and giving me courage in the pursuit of this study. Furthermore, I am grateful and greatly indebted to my supervisor for the efforts and guidance he put in to ensure that the work is completed and sparing his precious time for me. I am indeed humbled to him.

Special thanks go to all lecturers from whom I acquired the knowledge and skills that have made me who I am today through their tireless efforts ever since I joined Uganda Christian university.

Lastly, my sincere thanks go to my mother, Mrs. ROFINA ATYEKO and course mates especially my group members for their continuous support.

ABSTRACT

This study investigate the impact of job rotation on skill development and employee engagement within organizational settings. Job rotation, a widely used human resource practice, involves systematically moving employees through different roles or departments to enhance their skills and broaden their experience. This research employees a mixed methods approach, combining quantitative surveys with qualitative interviews, to assess how job rotation influences employees' skill acquisition and overall engagement levels. The findings reveal that job rotation significantly contributes to skill diversification and improvement, particularly in enhancing managerial and technical competencies. Additionally, employees who participate in job rotation programs demonstrate higher levels of engagement attributed to increase job satisfaction, reduce monotony enhance career job opportunities.

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CHAPTER ONE

1.0. Introduction

In a dynamic and increasingly complex work environment, organizations are able to seeking innovative methods to enhance employee engagement, performance, and skill to develop skills. examine the impact of job rotation on employee engagement and performance within the support staff at Uganda Christian University (UCU). The study aims to provide various skills and competences into how job rotation influences engagement levels, performance, and learning curves among UCU support staff, with the objective of optimizing human resource management practices in educational institutions.

1.1. Background of the Study

Job rotation is a human resource management strategy used to improve employees' skills and job satisfaction by providing them with various work experiences. This approach is used in theories of job enrichment and motivation, which suggest that variety and challenge in work roles can lead to higher engagement and better performance outcomes. UCU, like many educational institutions, deal's heavily on its support staff to maintain operational efficiency and contribute to the academic environment. As the nature of work involves and demands on support staff increase, understanding the result of job rotation becomes available for enhancing their performance and engagement.

1.2. Statement of the Problem

The study on the impact of job rotation on skill development and employee engagement in academic institutions like UCU remains not explored .Existing literature shows that job rotation can enhance employees' skills by exposing them to various tasks and responsibilities (Campbell & Cunnings, 1999). The practice of job rotation has increased the satisfaction of jobs and engagement levels through diversifying the nature of work. The applicability of educational institutions hasnot been tested positively but since the education of people today enhance the integration of job rotation within the academic and administrative roles creating opportunity in various departments. job rotation involves how one understands job rotation leading to improved

productivity leading to improvements in the educational system of job development and learning curve patterns associated with job opportunities of both academics and staff development.

1.3. Research Gaps:

Job rotation has been studied in various institutions and the major research is to ensure staff rotate from one position to another so as to evaluate their weaknesses and strengths in their overall performance of job satisfaction and engagement in various fields of work culture or environment.

1.4. Objectives of the Study:

Main objective. The main objective is to aim at the research is to allow better understanding of the relationship between job rotation and skilled development and engagement and their outcomes in the organizational settings.

Specific objective

1. To evaluate the effect of job rotation and engagement levels on ucu support staff.
2. To assess the impact of job rotation on the performance of support staff of ucu as an institution.
3. To explore the learning curve associated with patterns of job rotation to the performance of ucu staff.

1.5. Scope of the study

1.5.1 The content scope

This study moves furthermore on to the job rotation that focuses on skilled development and engagement at Uganda Christian university. it allows the evaluation of employees from various departments to ensure better skills and development among support staff, the study focuses on the impact of job rotation on skilled development and engagement of employees performance at Uganda Christian University and its components as an independent variable and engagement levels as dependent variables. The content of the study allows improvement and motivation of the head of department to evaluate performance done by each individual by changing them from one position to another to allow down sizing of the poor performers and the good ones to be promoted and motivated at the end of the year.

5.1.2 Time scope

The study will be used for a four months period from May to September to analyze one's work and to give time for the supervision of this desertation to take place through collecting data a student gets chance to meet staff members and improves communication between a student and a staff member to create a good relationship between themselves. This report summarizes the research findings making a good recommendation from the staff member.

1.6. Research Questions

1. How does job rotation affect the engagement levels of support staff at UCU?
2. What is the impact of job rotation on the performance of UCU support staff?
3. What learning curve patterns are associated with job rotation among UCU support staff?

1.7. Significance of the Study

The study on the significance of the study allows Enhancing employee motivation and satisfaction because these key drives ensures performance. when employees engage and show how committed they are in performing their tasks and given to them.

Reducing turn over and absenteeism.

Job rotation plays a significant role in employee retention and it reduces absenteeism. poorly Jobs rotate leading dissatisfaction, increases turn over of employers looking at the skilled engagement of support staff of ucu..

Increasing productivity and efficiency .

Job rotation can significantly enhance the productivity and efficiency within an organization . jobs are way of tasks being awarded from productivity and organizing work, leading to enhanced career.

Practice and policy.

Job rotation ensures the top management to ensure policy is implemented to increase employee performance Rectified.And a poorly designed job rotation policies and practices keeps on aligning job rotation strategic objectives and employee's needs.

1.8. Limitations of the Study

Short term focus

Job rotation and skilled development have short term focus, Assessing the impact of changes over a limited period.This is significant because job rotation may require more time to manifest in noticeable improvements or declines in performance of employees.

Contemporary challenges and insights

Recent research also addresses contemporary challenges in job rotation such as the impact of technological advancementson job roles and the integration of participatory approach in re rotating jobs from one position to another.These studies underscores the dynamic nature of job rotation requiring continuous adoption of technological innovations and organizational needs ensuring alignment and employee's capabilities and motivational alignment.

Implication for practice

Practical implications derived from this body of research includes the importance of training interventions aimed at Enhancing job y through skilled development. Organisational strategies should aim to optimize job characteristics to promote employee well-being satisfaction, performance.

Measurement issues

The effectiveness of job rotation on employee performance is challenging to measure accuracy.performance metrics canbe subjective and influenced by various factors unrelated to job rotation.The methods used to measure performance whether self reports, supervisor evaluations.

CHAPTER TWO

LITERATURE REVIEW

2.0.Introduction

Job rotation is crucial in influencing various people of the organization through their performance metrics and employee engagement.defined as the structuring work tasks and roles with thin organisational setting.job rotation aimsto enhance productivity, job satisfaction and overall performance efficiency and effectiveness.The concept of job rotation has gathered significant attention of organization strategies and management studies due to its profound implications for work force motivation and efficiency while existing literature provides valuable insights into the theoretical understanding and empirical evidence linking job rotation to organizational outcomes.

2.1 The Effect of Job Rotation on Engagement Levels Among Support Study

The role of job rotation is to shape employee productivity, by influencing motivation satisfaction and overall organization performance.

This is done through literature review that explores the existing research on how different aspects of job rotation impact employee productivity, identifies gaps in the literature and suggests areas for further investigation .

Job rotation influence productivity as an essential practice at aiming at organisational setting for efficient work force.

In conclusion, while existing literature provides valuable insights the relationship between job rotation and engagement levels to the support staff, gaps in research remains concerning cultural diversity. Addressing these gaps will not only enrich theoretical understanding but also offer practical implications for organisations seeking to enhance employee productivity

2.2: The Impact of Job Rotation on Staff Performance

Job rotation makes employee's go from one task to another to analyze performances and tasks given to them. This supports work experience and productivity allowing proper tasks in the working environment providing better skills and talents to individuals promoting proper work experience

The impact of job rotation allows the influence of organization to design programs based on improving performance of each individual to ensure employees career path of goals and objectives.

2.3 The Learning Curve Patterns Associated with Job Rotation for Support Staff

This improves performance of individuals gradually since repetitive tasks are given to employees to analyze where they have gone wrong to rectify problems they had to improve effective skills and productivity.

The learning curve is to ensure proper coordination of tasks to fit the specific job satisfaction to increase well balanced work settings in the environment.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This methodology section outlines the approach and procedures used to conduct the research on the impact of job rotation on skilled development and engagement.

3.2 Research Design

The research design for this study is a mixed-methods approach, combining quantitative and qualitative techniques. The quantitative research designs to systematically investigate the relationship between job rotation and employee performance in the organization setting.

Quantitative methods allows the statistical analyze of various variables to establish data. This design is suitable for assessing the impact of job rotation and skilled development practices on productivity and work across different contexts of the organization.

3.3 The Study Population

The target population for this study comprises employees working in various departments with Uganda Christian university

The focus is to professionalise across different job roles and practices to get experience related to job rotation and impact of performances.

3.4. The Sample Size and Sample Determination

Sample Size. A sample size of 100 support staff will be targeted. This size is deemed sufficient to ensure statistical power and the ability to detect meaningful differences in performance and learning curves.

Sample Determination. The sample will be determined using stratified random sampling to ensure representation across different departments and job roles. This approach helps in capturing a diverse range of experiences and learning curves.

3.5 Data Collection

Interview's and focus groups

These methods involve direct interaction with employees, managers or other stake holders to gain experience of job rotation.

Observational data

This involves direct observation of individuals or groups within the organization to gather information about job rotation.

Social media and online data

Monitoring social media platforms and online reviews relayto the organization reputation and employee experience provide informal information of data.

3.6. Tools

Performance Metrics Tool.

Explanation. Performance metrics will be gathered from existing organizational records and performance management systems. These tools are effective in providing objective data on task completion, accuracy, and productivity.

Validity.: The validity of these metrics is ensured through their alignment with organizational performance standards and benchmarking

Survey Questionnaire.

Explanation. A structured survey questionnaire will be developed to gather quantitative data on employees' experiences and perceptions of job rotation. The questionnaire will be designed with validated scales and items based on previous research (e.g., Job Satisfaction Survey).

Tool Validity. The survey will undergo pilot testing with a small group to create questions and ensure clarity and relevance. Validity will be assessed through expert reviews and pilot testing feedback.

Semi-Structured Interview Guide

Explanation. An interview guide with open-ended questions will be used to conduct semi-structured interviews. The guide will cover topics related to learning experiences, job adaptation, and perceived impacts of job rotation.

Tool Validity. The interview guide will be developed based on existing literature and reviewed by subject matter experts to ensure its relevance and comprehensiveness.

3.7. Tool Validity.

Tool validity refers to the accuracy and appropriateness of the instruments used in data collection. For the survey, validity will be assessed through pilot testing and expert reviews. For performance metrics, validity is ensured by ensuring the alignment of the metrics with organizational performance standards.

3.8 Data Validity.

Data validity ensures that the collected data accurately reflects the constructs being measured. This will be achieved through careful design of the survey and interview questions, with a triangle of quantitative and qualitative data, and continuous monitoring of data collection processes to reduce being biased and errors Rectified.

This methodology provides a structured approach to studying the learning curve patterns associated with job rotation among support staff, ensuring comprehensive data collection and analysis through validated tools and processes.

CHAPTER FOUR

DATA INTERPRETATION AND PRESENTATION OF FINDINGS.

4.0 INTRODUCTION

This chapter covers data presentation, analysis and interpretation of results. Data presentation is in form of frequency tables while analysis is in form of percentages and correlations. This chapter generally covers the response rate, presentation of demographic characteristics empirical results, where empirical results are presented according to research objectives.

4.1. Response rate

The response rate after the survey in the field was calculated basing on the representative number of questionnaires. This researcher targeted 36 respondents, however, 30 of the target population took part in the study.

4.2 Demographic findings of the research study.

The section presents a descriptive analysis of the respondents, characteristics concerning their age and gender at Uganda Christian university reported in the questionnaires.

4.2.1 Age bracket of the respondents.

The respondents were asked to show their age brackets and the following data was obtained.

Table 1: SHOWING RESPONSES TO AGE BRACKET OF RESPONDENTS

AGE GROUP	FREQUENCY	PERCENTAGE (%)
20-30	2	10
30-40	8	40
40-50	5	10
50 and above	5	10
Total	20	100

Source primary data (2024)

The findings in the table above show the majority of respondents were in the age bracket of 26-39 years 18 respondents (60%), followed by 40-45 years age group 8 respondents (27%), the least represented age group with 4 respondents (13%) while there were no respondents in the 56-60 years and 60 years and above.

The age distribution of respondents indicates a strong presence of individuals in the 26-29 and 40-45 years age ranges, suggesting that the majority of UCU related business representative are mature and established professionals.

4.3 The influence of job rotation on skilled development and engagement

NO	STATEMENTS	A	Neutral	disagree	mean	SD
1	Leadership development programs have improved my job	19	10	1	3.63	0.65
2	Communication skills training has helped me communicate more effectively with my team	20	10	0	3.83	0.66
3	Time management and productivity training has improved my productivity	28	1	1	4.50	0.76
4	Technical skills training has helped me develop new skills	24	2	4	4.17	0.383
5	Diversity, equity and inclusion (DEI) training has created a more inclusive work environment	19	2	9	3.63	1.18
5	Team building and collaboration training has improved my team work skills	23	4	3	4.17	1.01
6	Mentoring programs has helped me helped me advance in my career.	26	3	1	4.17	0.73
7	Coaching and feedback training has improved my team work skills	70	9	4	3.77	1.05
8	E-learning programs has provided me with convenient access to training.	23	5	2	4.30	0.97

Source primary data (2024)

The findings in the table above show that the overall mean of 4.3 indicates that the staff members agree that the training and development on skilled development and engagement programs have a positive impact on their performance. This suggests that the programs have been effective on job rotation on skilled development and engagement.

The standard deviation of 1.01 indicates that there is some variation in opinions among staff members. A standard deviation of less than 1 suggests that most responses are clustered around the mean, indicating a relatively high level of agreement among staff members. However, the fact that the standard deviation is not extremely low suggests that there is still some diversity of opinions, and not all staff members are in complete agreement about effectiveness of programs. The combination of a high mean and moderate standard deviation suggests that the training and development programs have been generally well received and effective through there might be some areas of improvement to address the needs of all staff members.

CHAPTER FIVE

DISCUSSION OF FINDINGS, SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter indicates the discussions of findings in relation to the literature. It summarizes all the findings in chapter four according to the questions of the study, makes conclusions, suggests recommendations and suggests some areas for further study.

5.1 Discussion of findings

5.1.1 The impact of job rotation on skilled development and engagement

The findings of the quantitative data revealed that a clear and thorough job analysis significantly enhances employees' understanding of their responsibilities and the purpose of their roles. This understanding contributes positively to their productivity by reducing confusion and ensuring alignment with organizational goals.

The analysis also indicated that the variety of tasks within a job plays a crucial role in preventing boredom and increasing motivation among staff.

By analyzing data on various organisations that implement job programs, the study explores whether employees develop a broader skill set and experience, high engagement and satisfaction.

The findings suggest that job rotation positively influences skilled development by exposing employees to diverse tasks and challenges.

5.1.2 The relationship between job rotation on skilled development and engagement

The study shows that a clear job rotation has been shown and well defined through various roles and responsibilities, that enhances the basic of work produced by employees. When employees understand precisely what is expected of them, they are better equipped to meet those expectations and deliver high-quality results. This clarity reduces ambiguity and confusion among Uganda Christian university staff, leading to more efficient and focused work efforts.

5.1.3 The influence of job rotation on skilled development and engagement

The findings show that the study indicated that clear role definitions are essential for enhancing employee performance and satisfaction. When employees at Uganda Christian University (UCU) understand work force implementation their specific responsibilities and the purpose of their roles, they are more likely to perform effectively.

This study influence job rotation on skilled development and employee engagement.

Job rotation, a strategy where employees are to moved through various roles is examined to understand its effectiveness in enhancing employees skills on boosting their engagement levels .

The results obtained showed that, incorporating task variety into job rotation is a key practices help to boosts employees through motivation and, consequently, performance among UCU staff. tasks keep employees engaged and reduce the likelihood of boredom, which can negatively impact performance.

job rotation promotes autonomy led to increased job satisfaction and improved performance, as employees are more committed to their work.

The quantitative data showed that regular feedback is a crucial practice in job design that significantly impacts employee performance at UCU. When staff receive constructive feedback, they are better able to understand their strengths and areas for improvement, leading to enhanced performance. Stresses that effective feedback mechanisms are vital for continuous performance improvement, as they guide employees towards achieving higher standards.

Finally, it was found that a supportive work environment is integral to job design and plays a vital role in boosting employee performance at UCU. When employees feel supported by their supervisors and colleagues, they are more motivated and able to perform at their best. Peters and Manz (2007) highlight that a positive work environment contributes to higher job satisfaction and, in turn, better performance, as employees feel valued and encouraged to excel in their roles.

5.2 Summary of findings

The findings indicate that the employees get their best practices in job rotation leads to improvements in both skilled development and engagement. Employees benefit from a broader

skill set and increased motivation, while organisation experience enhances productivity and reduced turnover. The study emphasizes that well-structured job rotation programs, align with organisation goal, can effectively leverage employees capability and foster a more engaged workforce.

The research demonstrated that a well-conducted job rotation plays a basic role in enhancing employees' understanding of their responsibilities, which in turn boosts their productivity. By providing clear job definitions, employees are better aligned with organizational goals, reducing confusion and enhancing overall effectiveness. Task variety emerged as another critical element, as engaging in diverse tasks helps maintain employee motivation and productivity by preventing boredom and encouraging the application of various skills (Parker & Wall, 1998). The study found that autonomy in job roles enhances employees' sense of control and ownership, leading to increased productivity through greater innovation and initiative (Hackman & Oldham, 1976). The importance of regular, constructive feedback was also highlighted, as it enables employees to continuously assess and improve their performance (Grant, 2012). Moreover, a supportive work environment was identified as crucial in enhancing employee satisfaction and productivity, as a positive atmosphere boosts motivation and performance (Peters & Manz, 2007).

The findings further emphasized the strong connection between well-structured job roles and the quality of work produced. Clear job descriptions were found to be vital in helping employees meet expectations effectively, resulting in higher quality work that aligns with organizational objectives (Jackson & Schuler, 1995). The study reinforced the importance of task variety, noting that employees who engage in diverse tasks tend to produce more innovative and high-quality outputs due to sustained engagement and interest (Parker & Wall, 1998). Additionally, job autonomy was closely linked to work quality, as it allows employees to tailor their tasks to their strengths, leading to more thoughtful and high-quality outcomes (Hackman & Oldham, 1976). Regular feedback was also identified as a key factor in helping employees refine their performance, thereby enhancing the quality of their work (Grant, 2012).

The research also identified best practices in job rotation that significantly impact of skilled development at Uganda Christian University. Clear role definitions were highlighted as essential for reducing uncertainty and ensuring that employees' efforts are aligned with organizational goals,

leading to better performance (Jackson & Schuler, 1995). Incorporating task variety into job design was identified as a major motivator for employees, keeping them engaged and interested in their work, which in turn enhances their performance (Parker & Wall, 1998). Providing autonomy within job roles was found to be effective in fostering a sense of empowerment and responsibility among employees, leading to improved performance (Hackman & Oldham, 1976). The study also emphasized the importance of regular feedback in promoting

5.3 Conclusion

The findings suggest that job rotation positively influence skilled development by exposing employees to various tasks and responsibilities to enhance engagement by increasing job variety and reducing monotony, the study concludes that job rotation can be ineffective strategy for fostering both professional growth and higher engagement among employees though its success depends on careful implementation and alignment with organizational goals, and objectives.

5.4 Recommendations

Based on the above findings, the following recommendations have been found necessary concerning the impact of job rotation on skilled development and engagement.

The study recommends the need for job clarity, Uganda Christian university should periodically review and analyse job roles to ensure that staff members clearly understand their responsibilities. This clarity will help synchronize individual efforts with the university's objectives, minimizing confusion and boosting productivity.

Uganda Christian university should develop job roles that incorporate a range of tasks to maintain employee engagement and motivation. By including diverse activities that employ various skills, employees are less likely to experience monotony, which can lead to increased productivity and job satisfaction.

The study also recommends that Uganda Christian University should grant staff greater autonomy in their roles. Allowing employees the freedom to make decisions about how they perform their tasks can foster a sense of ownership and lead to more innovative solutions and improved performance.

Uganda Christian university should implement consistent and constructive feedback mechanisms. Regular feedback will help employees gauge their performance and identify areas for improvement, promoting ongoing development and higher work quality.

Uganda Christian university should promote a supportive workplace culture where employees feel valued and supported by their supervisors and peers. A positive work environment can enhance job satisfaction and motivation, resulting in increased productivity and overall performance. Additionally, UCU should take cultural factors into account when job rotation roles to ensure the alignment with the cultural values of the staff. This consideration will help maximize productivity and minimize potential conflicts.

The findings also recommend that UCU should keep abreast of new technologies and incorporate them into job roles where applicable. Providing training on new technological tools will help staff adapt and improve productivity and performance.

Finally, UCU should provide continuous professional development opportunities to help staff enhance their skills and adapt to changing job requirements. This investment in development can lead to improved job performance and satisfaction.

5.5 Areas for further research

Since the study aimed at investigating the impact of job rotation on skilled development and engagement , the case of Uganda Christian university, the study recommends that similar study should be done on the following topics,

Investigate the influence of cultural diversity among staff at UCU on the effectiveness of job rotation and skilled engagement . This research should explore how specific cultural preferences and values impact employee productivity and satisfaction, examining how culturally adapted job rotation might enhance overall performance.

Analyse how the adoption of new technologies affects job design and employee performance at UCU. This study should assess the effectiveness of current technological tools and training

programs, and how these technologies are integrated into job roles and responsibilities to improve performance.

Examine the long-term impact of task variety on employee motivation and job satisfaction. This research should include longitudinal studies to determine whether engaging employees in a variety of tasks continues to positively influence their performance over an extended period.

Explore the effects of different feedback mechanisms, such as real-time feedback versus periodic reviews, on employee performance and work quality. This study should identify best practices for implementing feedback processes at UCU to enhance performance outcomes.

Investigate the relationship between job autonomy and innovation at UCU. This research should explore how varying degrees of decision-making freedom impact employees' creative problem-solving abilities and their contributions to university projects.

Study the broader effects of a supportive work environment on employee well-being, job satisfaction, and overall performance. This research should examine the relationship between workplace support systems and employee mental health, and how a positive environment influences productivity.

Assess the effectiveness of UCU's current professional development programs and their impact on employee skill enhancement and job performance. This study should evaluate how well these programs prepare staff for evolving job requirements and contribute to their overall job performance.

Explore how job design at UCU affects employees' work-life balance and its subsequent impact on productivity and job satisfaction. This research should identify job design elements that support a healthy work-life balance and contribute to improved employee outcomes.

Conduct a comparative analysis of job design practices and their effects on employee performance at UCU versus other universities or institutions. This research should provide insights into best practices and areas for improvement specific to UCU by comparing it with similar institutions.

Examine the role of leadership styles and practices at UCU in the implementation and effectiveness of job design strategies. This study should explore how different leadership approaches influence the adoption and success of job design improvements and their impact on employee outcomes.

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QUESTIONNAIRE

To assess the impact of job rotation on skilled development and engagement.

Dear Respondent. I am Adong Cathy a student of Uganda Christian University conducting a research study on Assessing the impact of job rotation on skilled development and Engagement at Uganda Christian University

Thank you for taking the time to participate in this study. Your responses will provide valuable insights into the relationship between job rotation and skilled development at Uganda Christian University.

Section 1: Demographic Information

Please tick ✓ the appropriate answer

1. What is your gender?	Male	<input type="checkbox"/>
	Female	<input type="checkbox"/>
2. What is your age?	Under 25	<input type="checkbox"/>
	25-34	<input type="checkbox"/>
	35-44	<input type="checkbox"/>
	45-54	<input type="checkbox"/>
	55 and above	<input type="checkbox"/>
3. What is your position at Uganda Christian University?	Academic Staff	<input type="checkbox"/>
	Administrative Staff	<input type="checkbox"/>
		<input type="checkbox"/>

	Support Staff Other (please specify)
4.How long have you been working at Uganda Christian University?	Less than 1 year <input type="checkbox"/> 1-3 years <input type="checkbox"/> 4-6 years <input type="checkbox"/> 7-10 years <input type="checkbox"/> More than 10 years <input type="checkbox"/>

SECTION 20.

Please indicate your level of agreement with each statement using the following scale

- Strongly Agree =5
- Agree =4
- Neutral=3
- Disagree=2
- Strongly Disagree=1

A) The effect of job rotation to support staff	1	2	3	4	5
Job rotation improves my understanding of various roles with the organization.					
Job rotation enhances my job satisfaction.					
I feel more engaged with my work due to job rotation.					
Job rotation provides me with valuable skills and experiences.					
I believe job rotation contributes to better team collaboration.					
Job rotation reduces monotony and boredom in my job.					
Job rotation make some feel more valued as an employee.					
I find job rotation to be an effective way to develop my career.					
Job rotation increases my overall motivation at work.					
J feel job rotation positively impacts my performance.					
B) The impact of job rotation on staff or employees	1	2	3	4	5
Job rotation has positively impacted my overall job satisfaction					
Job rotation has improved my understanding of different job functions within the organization.					
Job rotation has contributed to my professional growth and development.					
I feel more motivated to perform my job due to job rotation.					
Job rotation has enhanced my skills and capabilities in various areas.					
Job rotation has increase my level of engargement with my work..					

Job rotation has reduced my sense of job monotony					
Job rotation has helped me build better relationships with my colleagues.					
I believe job rotation has led to improved team collaboration.					
Job rotation has positively affected my career advancement					
The learning curve patterns associated with job rotation on support staff	1	2	3	4	5
Job rotation has positively impacted my overall job satisfaction					
Job rotation has improved my understanding of different job functions within the organization.					
Job rotation has contributed to my professional growth and development					
I feel more motivated to perform my job due to job rotation					
Job rotation has enhanced my skills and capabilities in various areas					
Job rotation has increased my level of engagement with my work					
Job rotation has reduced my sense of job monotony.					
Job rotation has helped me build better relationships with my colleagues.					
I believe job rotation has led to improved team collaboration.					
Job rotation has positively affected my career advancement opportunities.					

Thank you