

# EMPLOYEE PERCEPTIONS OF THE JOB ROTATION PROGRAM AT THE DEPARTMENT OF BUDGET AND MANAGEMENT, CARAGA

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## ABSTRACT

*This study explores employee perceptions of the Job Rotation Program at the Department of Budget and Management (DBM) Caraga. The research investigates employees' opinions on the program, its perceived impact on various aspects of their work, and the challenges they face during job rotation. The study utilized a quantitative non-experimental research design using a descriptive technique to gather data from employees at DBM Caraga. The findings of the study revealed that job rotation has minimal coverage or take-up among the employees. Also, the findings indicate that the employees anticipate that the Job Rotation Program will enhance productivity, innovation, and employee retention.*

**Keyword:** - Job Rotation Program, Employee Perception, Human Resource Management (HRM), Organizational Development, DBM Caraga

## 1. INTRODUCTION

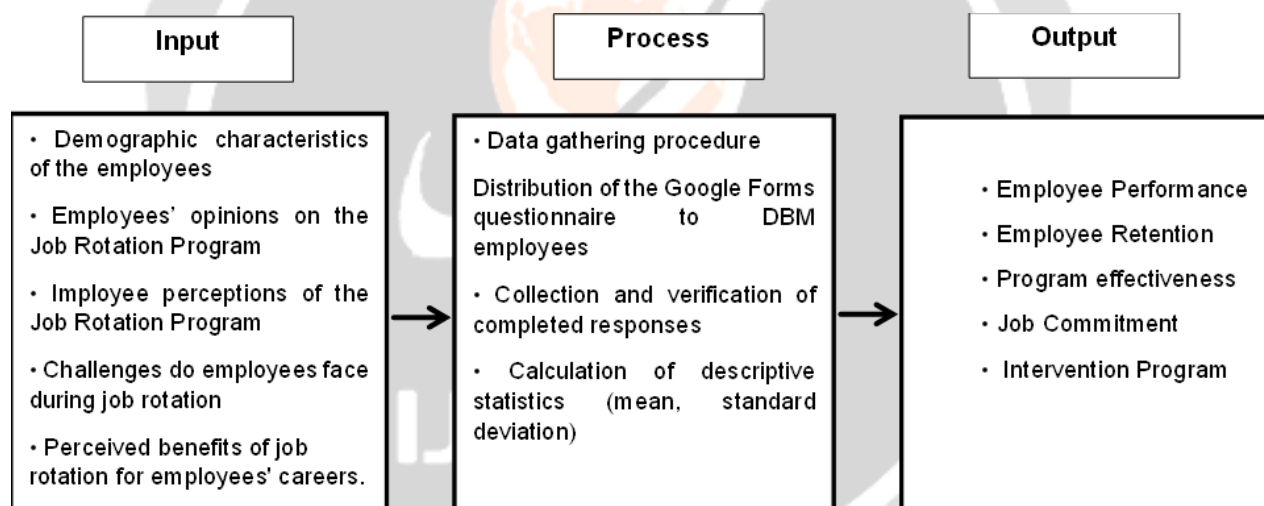
Human resources are among the most critical assets of any organization. They assist the organization in achieving competitive advantages and success. Their capabilities assist in converting the other resources into production (Abeyatunge, 2024). One of the primary issues is employee resistance, as individuals often prefer to remain in their current roles, where they feel confident and comfortable, leading to dissatisfaction and disengagement (Saputra and Tjahjono, 2024).

In this modern time and competitive world of work, organizations are utilizing different career development techniques. One of the established career development techniques widely employed by most organizations over the past decades is job rotation (Ranjbar and Gorji, 2018). Additionally, job rotations can expose skill gaps, particularly if employees are not adequately trained or prepared for their new responsibilities, decreasing performance and productivity. Furthermore, frequent role changes can place additional stress on employees as they adapt to new tasks, potentially leading to burnout or a decline in morale if the rotations are not well-managed or paced (Alizadeh et al., 2024). However, there are always two sides to the coin. Though extremely limited, the adverse effects of job rotation have also been discussed in the literature. Employees are supposed to work professionally and productively. (Arfah and Aditya, 2019). There is an awareness that the survival and development of organizations are based on the power of money or capital and are determined by the success of managing human resources. Moreover, job rotation between positions can disrupt team dynamics, as individuals with established working relationships may be replaced with those less familiar with the group's dynamics, hindering collaboration and communication. Paais and Pattiruhu, 2020). There can also be confusion over job expectations, particularly when roles are unclear or not well communicated, leading to misunderstandings and inefficiency. In some cases, the program can result in short-term operational disruptions, as employees in temporary roles may not be able to perform at the same level as those with more experience. This can strain remaining team members, affecting productivity (Widodoe et al., 2024).

Although studies linking the effect of job rotation on employee performance and enhancing employee performance, such as the impact of engagement, job rotation, compensation, and motivation, exist, most of them have been conducted in foreign settings. Similar studies have not been conducted in the Philippines. Furthermore, most existing studies limit their exploration to the bivariate association of the involved dimensions. This compelled the researcher to explore the relationship between the two variables in the Philippine setting. There is a pressing need to understand the factors contributing to the Job Rotation Program at the Department of Budget and Management, Caraga. With the offices in the government sector undergoing significant changes and reforms, it is important to identify the key variables critical to promoting employee perceptions and the job rotation program. Therefore, the urgency of this study lies in its potential to inform the Department of Budget and Management of Caraga's policies and practices that can benefit from job rotation for skill diversification. However, there is limited focus on how it facilitates cross-departmental knowledge transfer, especially in complex government functions.

This study presents the Job Rotation Program (JRP) and explores employee perceptions of such programs within the context of the Department of Budget and Management (DBM) Caraga. Other job satisfaction issues include compensation, workers' age, promotion, feeling of belonging, appreciation, equitable work policies, and management's leadership style (Nazim and Mahmood, 2018). The study aims to provide an overview of the theoretical frameworks, benefits, challenges, and empirical findings relevant to job rotation. Special emphasis will be placed on how employees perceive job rotation programs and the factors influencing their attitudes, particularly within public sector organizations like DBM Caraga.

### 1.1 Schematic Diagram



**Figure 1.** Schematic Diagram of the Study

Figure 1 above shows the schematic diagram of the study in IPO framework model. The first box represents the Input, which includes both the dependent and independent variables. Contains the Demographic characteristics of the employees Employees' opinions on the Job Rotation Program, Employee perceptions of the Job Rotation Program, Challenges do employees face during job rotation, Perceived benefits of job rotation for employees' careers. The following section outlines the procedure through which the research collects, analyzes, and interprets data for each objective of the study. The final box displays the result derived from the study's findings.

### 1.2 Objective of the Study

This study aims to assess the effectiveness of the Job Rotation Program (JRP) at the Department of Budget and Management (DBM) Caraga by examining the demographic characteristics of employees, such as age, gender, years of service, position level, educational attainment, and job rotation experience. It seeks to evaluate employees' perceptions of the program's motivations, including skill development, knowledge sharing, and succession planning, while exploring the impact of the program on job satisfaction, skill enhancement, and career growth. The study also

identifies challenges faced by employees during rotation, particularly in terms of guidance, clarity of expectations, and resistance to change. Additionally, it aims to assess the perceived benefits of job rotation, such as improved productivity, innovation, and employee retention, and provide recommendations for enhancing the program through clearer communication, mentorship, and tailored training to ensure its effectiveness in employee development and organizational success.

## 2. METHODOLOGY

This study adopts a quantitative, non-experimental research design to examine employees' perceptions and experiences with the Job Rotation Program (JRP) at the Department of Budget and Management (DBM) Caraga. The research utilizes a descriptive approach, gathering data through a structured questionnaire that covers demographic information, job rotation experience, perceptions of the program's motivations and impact, and identified challenges and benefits. A sample of 25 employees, selected using convenience sampling from the department's 27 employees, will participate in the study. Data will be analyzed using descriptive statistics, including frequency distributions, means, and standard deviations, to assess the impact of the program on job satisfaction, skill development, career growth, and organizational performance. Ethical considerations, such as voluntary participation, informed consent, and confidentiality, will be strictly observed. The study aims to provide valuable insights into the effectiveness of the Job Rotation Program and inform improvements for employee development and organizational success within DBM Caraga.

## 3. RESULTS AND DISCUSSION

### 3.1 Demographic Profile

**Table 1. Determine the Demographic Profile of Respondents by Age, Gender, Years of Service in the Department, Position Level, Educational Attainment and Number of Job Rotations Experience**

Variable	Category	Frequency	Percentage (%)
Age	21-30 years old	9	36%
	31-40 years old	9	36%
	41-50 years old	4	16%
	51 years old and above	3	12%
Total		25	100%
Gender	Male	10	40%
	Female	15	60%
	Total	25	100%
Years of Service in the Department	0-10 years	17	68%
	11-20 years	3	12%
	21 years and up	5	20%
	Total	2	100%
Position Level	Entry Level	19	76%
	Managerial	1	4%
	Supervisory	5	20%
	Total	25	100%
Educational Attainment	Bachelor's Degree	16	64%
	High School Diploma	2	8%
	Masteral Degree	7	28%
	Total	25	100%
Number of Job rotations experienced	None	20	80%
	One	2	8%

	Two	2	8%
	Three or more	1	4%
Total		25	100%

Table 1 presents the demographic profile of the survey participants, categorized by age. The age groups 21–30 years and 31–40 years each recorded the highest frequency, with 9 respondents each, representing 36% of the total. In contrast, the age group 51 and above had the lowest frequency, with only 3 respondents, accounting for 12%. This distribution indicates that the majority of respondents are in the 21–40 age range, while the least number are in the 51 and above age group.

These findings suggest that the Department of Budget and Management (DBM) Regional Office XIII predominantly employs individuals in the younger to middle-aged demographic. Such a workforce is typically more adaptable to changes and new learning environments, which is advantageous for the successful implementation of a Job Rotation Program. A study conducted at Al-Kitab University in Iraq support the findings which examined the impact of job rotation on knowledge accumulation among employees. The findings revealed a positive correlation between job rotation and knowledge accumulation, suggesting that job rotation can be an effective strategy for enhancing employee skills and knowledge. This aligns with your observation that younger employees, who are often more open to learning, may benefit from such programs. (Ahmed, 2021).

In the same table in terms of gender, it shows that female has the highest frequency of 15 respondents or equivalent to 60% and male got the lowest frequency of 10 respondents or equivalent to 40%. This distribution indicates that the majority of respondents are female, while the least are male respondents. This distribution indicates that the survey sample from the Department of Budget and Management (DBM) RO XIII is mainly female. The gender-based demographic analysis highlights a greater presence of female employees in the surveyed group within DBM RO XIII. Such gender distribution is often found in numerous public sector and administrative positions worldwide, where women usually represent a significant segment of the workforce (for instance, in government agencies and service-based industries). This dominant female demographic can substantially impact how the Job Rotation Program is viewed, experienced, and effective. (Suh and Hijal-Moghrabi, 2022) suggest that women, especially in public administration, typically look for defined routes to advance their careers and develop skills, which can be effectively met through job rotation programs. Therefore, this broader group of women might perceive the Job Rotation Program as an essential opportunity for diversifying their skills and advancing their careers, with the potential for increased engagement if the program is structured to be fair and supportive.

In terms of years of service in the department, the range of years 0-10 had the highest frequency of 17, which is equivalent to 68%, while the range of years 11-20 had the lowest frequency of 3, or equivalent to 12%. This distribution indicates that a considerable segment of the DBM RO XIII workforce, among survey respondents, comprises relatively new to moderately experienced individuals, alongside a noteworthy proportion of long-serving employees. The years of service distribution offers crucial insights into workforce maturity, experience levels, and potential stability within DBM RO XIII. The prevalence of employees with 0-10 years of service suggests a younger or newer demographic in the department, with specific implications for the Job Rotation Program. The significant number of employees in the 0-10 years category points to a workforce generally in their career growth and development phase. Individuals in this category often seek skill acquisition, varied experiences, and clear paths for career advancement (Schworm, 2020). For this group, job rotation presents an attractive opportunity as it directly satisfies their demand for diverse learning experiences and exposure to various organizational roles, ultimately enhancing their competencies and prospects for career growth.

In the same table, in terms of position level, entry-level had the highest frequency of 19, which is equivalent to 76%. Meanwhile, managerial had the lowest frequency of 1, which is equivalent to 4%. This distribution indicates that the DBM RO XIII, among the survey participants, has a significantly larger base of entry-level staff compared to supervisory and managerial personnel. For this demographic, job rotation is an excellent tool for broad exposure, skill development, and career exploration. Boyd et al. (2025) highlight the importance of job rotation for entry-level employees, as it significantly enhances their organizational socialization, accelerates skill development, and provides a comprehensive view of various departmental functions. This experience enables them to identify areas they are interested in for future specialization and positions them for potential career growth within the public sector.

In terms of the educational attainment of the respondents, the Bachelor's degree had the highest frequency of 16 respondents, which is equivalent to 64%. Meanwhile, the high school diploma had the lowest frequency of 2, which is equivalent to 8%. This distribution indicates that the DBM RO XIII workforce, as represented by the survey participants, is highly educated, with nearly all holding at least a bachelor's degree and a significant portion possessing postgraduate qualifications. The high level of educational attainment among the survey respondents has significant

implications for the nature and perceived value of the Job Rotation Program. A highly educated workforce typically possesses strong cognitive abilities, adaptability, and a drive for continuous learning, which are all crucial for successful job rotation. Employees with higher educational qualifications are generally more inclined toward intellectual challenges, continuous learning, and career advancement opportunities (Yang et al., 2024). They are likely to perceive job rotation not merely as a means of exposure but as a structured avenue for deepening expertise, acquiring specialized skills, and expanding their professional networks.

In the same table, in terms of the number of job rotations experienced, none had a higher frequency of 20, which is equivalent to 80%, and three or more had a frequency of 1, which is equivalent to 4%. This information indicates that the Job Rotation Program, as of this survey, has had minimal coverage or uptake among surveyed DBM RO XIII employees. The fact that nearly all respondents have never experienced job rotation significantly shifts the nature of "employee perceptions of the Job Rotation Program" from a metric of firsthand experience to one based on perceptions within a largely inexperienced workforce. Therefore, this research is crucial for evaluating the workforce's readiness for job rotation and the effectiveness of the program's communication and outreach efforts. A study conducted by Bierema et al. (2023) indicates that the successful implementation of HR development programs relies heavily on effectively communicating the program's goals, benefits, and selection criteria to foster worker commitment and involvement. The existing information suggests a clear gap in reaching a broader range of employees or motivating them to participate in the program.

### 3.2 Job Rotation Experience

**Table 2. Evaluate employees' opinions regarding their participation and the organizational motivation behind the Job Rotation Program**

Indicators	Responses	Frequency	Percentage (%)
Experienced Job Rotation in Current Organization	Yes	5	20%
	No	20	80%
<b>Total</b>		<b>25</b>	<b>100%</b>
Often has been rotated	Less than six (6) months	0	0%
	6-12 months	2	40%
	1-2 years	2	40%
	More than 2 years	1	20%
	<b>Total</b>	<b>5</b>	<b>100</b>
Motivated Organization to Implement Job Rotation	Skill Development	21	84%
	Employee Satisfaction	10	40%
	Knowledge Sharing	18	72%
	Succession planning	16	64%
	Others (specify)	0	0%

Table 2 presents the job rotation experience of the respondents. In terms of experienced job rotation in the current organization, "no" received the highest frequency of 20, which is equivalent to 80%. Meanwhile, "yes" received the lowest frequency of 5, which is equivalent to 20%. This finding is significant, as it provides essential background knowledge for interpreting the subsequent information gathered through the survey regarding employee sentiments related to the Job Rotation Program. Most employees at DBM RO XIII without previous work rotation



experience suggested that the program had relatively limited coverage, was recently implemented, or had low involvement when the survey was conducted. Mohammad Saif and Islam (2024), in their research on human resource development programs in the public sector, recognize typical obstacles such as inflexible organizational designs, insufficient resources, managerial resistance, and inadequate training for rotational positions.

In the same table, in terms of how often the employee rotated, 6-12 months and 1-2 years got the highest frequency of 2, which equivalent of 40%. while, less than six months got the lowest frequency of 0 which equivalent to 0%. Evaluating the qualifications, performance, and readiness for new roles of only five respondents ensures their reliability as candidates for job rotation. Employees who consistently exceed performance expectations are prime candidates for job rotation. Their proven track record indicates they can adapt to new challenges and maintain productivity in different roles. Additionally, (Jasmin and Kania, 2022).found that job rotation positively affects employee performance, particularly when employees are rotated to roles that align with their skills and interests. Employees who have been rotated and have demonstrated adaptability and skill development are considered reliable for future roles. This finding is significant, as it provides essential background knowledge for interpreting the subsequent information gathered through the survey regarding employee sentiments related to the Job Rotation Program. Most employees at DBM RO XIII without previous work rotation experience suggested that the program had relatively limited coverage, was recently implemented, or had low involvement when the survey was conducted. Mohammad Saif and Islam (2024), in their research on human resource development programs in the public sector, recognize typical obstacles such as inflexible organizational designs, insufficient resources, managerial resistance, and inadequate training for rotational positions.

In terms of motivated organizations to implement job rotation, skill development received the highest frequency of 21, which is equivalent to 84%, while others received a lower frequency of 0 or equivalent to 0%. It highlights that all indicators strongly suggest employees perceive the main driving force behind the Job Rotation Program as skill-based advantages. The various alternatives focused on skill (such as building, enhancing, developing, diversifying, acquiring, and improving) garnered the most responses. This indicates that most employees believe the agency's motivation is to bolster the skills and capabilities of its workforce. The importance of "Skill Development" aligns with the well-known benefits of job rotation. Research consistently shows that job rotation effectively allows employees to acquire new skills, broaden their understanding of different roles, and enhance their competencies (Saeed et al., 2020).

### 3.3 Employees' perception towards the impact of the Job Rotation Program

**Table 3. Assess how employees perceive the impact of the job rotation on job satisfaction, skill development, and career growth**

Indicators	Mean	SD	Verbal Description
<i>Job Satisfaction</i>	4.3	0.049	Positive
<i>Skill Development</i>	4.1	0.075	Positive
<i>Career Growth</i>	4.2	0.069	Positive
<b>General Average</b>	4.2	0.014	Positive

Table 3 presents employees' perceptions of the impact of job rotation on job satisfaction, skill development, and career growth. Job satisfaction received the highest rating, with a mean score of 4.3, indicating that employees are generally happy with their current roles. Career Growth also scored well with a mean of 4.2, suggesting a positive perception of career advancement opportunities. However, Skill Development received the lowest score at 4.1, still positive, but implying that there might be some areas to improve when it comes to developing employees' skills. The General Average score of 4.2 reflects an overall favorable view of job satisfaction, career growth, and skill development across the board. Ahmed et al. (2021) pointed out that career development activities, of which job rotation can be one, tend to correlate positively with job satisfaction among public sector agencies. The expectation of novelty in challenge and learning opportunities inherent in job rotation may be considered stimulating and leads to increased job satisfaction. However, the answers and the limited number of disagreements suggest that some workers might be holding back or have doubts about the program's effect on their satisfaction. This hesitance may arise from perceived challenges in adjusting to new roles or disruptions to current operations. Understanding these results is essential for effectively implementing and communicating the Job Rotation Program to all employees, addressing concerns, and fostering a more positive perception. In contrast, (Gubicza and Remsei, 2024) demonstrate that experience gained through job rotation across different departments facilitates skill acquisition, improves job competencies, and increases adaptability. The anticipation of gaining diverse skills and knowledge likely drives the respondents' high level of agreement. Such a favorable perspective on skill development via job rotation can significantly motivate employee participation and serve as a key benefit for the program's value to the organization.

### 3.4 Challenges faced during Job Rotation of the Employees

*Table 4. Challenges faced by the employees during job rotation*

Variable	Responses	Frequency	Percentage
Challenges faced during job rotation	Lack of training	23	92%
	Insufficient Guidance	24	96%
	Unclear Expectation	20	80%
	Resistance to change	22	88%
	Others	0	0%

Table 4 shows that the biggest challenge employees face during job rotation is a lack of guidance, with 24 out of the respondents (94%) reporting this issue. In comparison, no one mentioned other challenges, indicating that insufficient guidance is a major concern for most employees. This mirrors findings from Adatara and Boni (2022), who explored the experiences of new graduate nurses in Ghana during their year-long clinical rotation program. Their study also highlighted similar difficulties, which have significant implications for nursing management and staff retention. Rahman et al. (2020) found similar challenges in their study on job rotation at the Erbil Administrative Technical Institute and Shaqlawa Technical Institute, emphasizing the barriers to implementing effective job rotation.

### 3.5 Benefits of Job Rotation of the Employee

*Table 4. Determine the perceived benefits of job rotation for employees.*

Indicators	Mean	SD	Verbal Description
<i>Productivity</i>	4.4	0.049	Positive
<i>Innovation</i>	4.3	0.075	Positive
<i>Emplayoyee Retention</i>	4.1	0.069	Positive
<b>General Average</b>	4.2	0.064	Positive

Table 5 show that overall, respondents view the organization's performance positively across all areas. The highest rating was for Productivity, with a mean score of 4.4 and the lowest variation among responses (standard deviation of 0.049), indicating strong agreement that productivity is a key strength. Employee Retention had the lowest mean score at 4.1, though it still falls within the positive range. This score also had a slightly higher variation (standard deviation of 0.069), suggesting there may be some differing opinions in how well the organization is retaining employees. The General Average score of 4.2, with a standard deviation of 0.064, reflects a generally positive perception of the organization's performance across all areas. (Stanford University. 2024) found that employees working from home two days a week maintained productivity levels comparable to their fully office-based peers. Importantly, this arrangement also led to a significant reduction in turnover rates, particularly among non-managerial staff. This suggests that flexible work options can sustain productivity while enhancing employee retention .

## 4. CONCLUSIONS

Based on the findings of this study, it is evident that the Job Rotation Program (JRP) at the Department of Budget and Management (DBM) Caraga has a generally positive perception among employees, though several areas require further attention and improvement. The majority of respondents are young to middle-aged employees, with a large proportion holding at least a bachelor's degree, suggesting that the workforce is well-educated and adaptable to new roles. However, most employees have not experienced job rotation, with 80% reporting no prior participation, which indicates that the program's coverage is limited or that it is in the early stages of implementation. This finding highlights a significant gap in the program's reach and suggests the need for broader participation to realize the full benefits of skill diversification and cross-functional knowledge transfer. Employees who have participated in job rotation generally view it positively, with job satisfaction, skill development, and career growth being the primary perceived benefits. The program is seen as a valuable tool for improving employee satisfaction, as evidenced by the high mean score for job satisfaction (4.3). Furthermore, skill development and career growth received positive ratings, although skill development had a slightly lower score (4.1), indicating that employees perceive room for improvement in this aspect of the program. The program's effectiveness in enhancing employee competencies and promoting career advancement is largely recognized, which aligns with the intended goals of job rotation.

Despite these positive perceptions, the study identifies a critical challenge: a lack of guidance during the job rotation process. The majority of employees (94%) reported insufficient guidance as a major barrier, which can lead to confusion, stress, and a negative impact on employee performance during rotations. This issue points to the need for clearer communication, structured training, and mentoring support to ensure smooth transitions and maximize the potential benefits of job rotation. Without adequate support, employees may struggle to adapt to new roles, diminishing the effectiveness of the program and potentially impacting overall productivity. Additionally, while employees perceive benefits such as increased productivity and knowledge sharing, employee retention received the lowest rating, suggesting that the program may not yet fully address concerns related to employee engagement and long-term retention. To improve this, DBM Caraga should consider focusing on the continuous evaluation of employee needs and providing additional career development opportunities to strengthen employee commitment and reduce turnover.

In conclusion, the Job Rotation Program at DBM Caraga is generally well-received by employees but requires significant improvements in guidance, support, and training to enhance its effectiveness. Expanding participation, improving communication, and addressing challenges in employee adaptation to new roles will be crucial to fully



realizing the program's potential to develop a more versatile, skilled, and engaged workforce. These steps will contribute to the success of both the employees and the organization in the long term.

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