

The Impact of Job Rotation and Motivation on Employee Engagement of Subordinate and Ministerial Personnel in Government Departments of the Tonk District (Rajasthan)

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ABSTRACT

The study focuses on how structured job allocation, work distribution, and motivational factors influence employees' engagement, efficiency, and performance within public administrative setups. A total of 700 respondents participated in the survey, representing various government offices. Data were analyzed through descriptive statistics and regression analysis. The findings reveal that a majority of employees (around 94%) agree or strongly agree that work assignments in their departments are aligned with their skills and qualifications, indicating effective utilization of competencies. However, responses regarding work overload were mixed, with nearly 49% reporting that work arrangements sometimes lead to excessive workload, suggesting a need for better task balancing. Performance-related indicators show that most employees consistently meet deadlines, handle multiple tasks, and contribute effectively to team goals, reflecting high adaptability and commitment. Overall, the study concludes that job rotation and motivation significantly enhance employee engagement by promoting clarity, skill development, and a sense of ownership. It suggests that government departments should institutionalize structured job rotation programs, integrate training and development opportunities, and provide autonomy to employees to maintain high engagement levels and improve organizational effectiveness. The main aim of this paper is to study the impact of job rotation and motivation on employee engagement of subordinate and ministerial personnel in Govt. departments of the Tonk District of Rajasthan.

Keywords: Job Rotation, Motivation, Employee Engagement, Government Employees, Tonk District, Rajasthan.

Introduction

In the present era of administrative transformation, employee engagement has emerged as a critical factor influencing the productivity, efficiency, and overall performance of organizations—both in the public and private sectors. Engaged employees demonstrate higher levels of commitment, enthusiasm, and responsibility toward their work, contributing directly to institutional effectiveness and service delivery. Within government departments, where bureaucratic structures, hierarchical systems, and routine work often prevail, maintaining motivation and engagement among employees becomes particularly challenging.

Job rotation and motivation are two vital human resource practices that can enhance engagement and job satisfaction. Job rotation exposes employees to different roles and responsibilities,

enabling them to develop diverse skills, reduce monotony, and better understand organizational functioning. Motivation, on the other hand, drives employees to perform with purpose and enthusiasm, aligning their personal goals with organizational objectives. Together, these factors can strengthen professional growth, foster adaptability, and encourage innovation in public institutions.

In India, particularly in the Rajasthan government sector, subordinate and ministerial personnel play an essential role in administrative operations, record management, and public service delivery. Despite their crucial contribution, studies focusing on their engagement levels, motivational drivers, and the impact of job rotation remain limited. Most existing research has concentrated on private or corporate sectors, overlooking the unique structural and cultural challenges present in government organizations.

This study, therefore, seeks to fill this research gap by investigating the impact of job rotation and motivation on employee engagement among subordinate and ministerial employees working in various government departments of Tonk District, Rajasthan. The objective is to evaluate whether task alignment with skills, learning opportunities, autonomy, and well-defined work responsibilities positively influence engagement and performance.

By analyzing data from 700 respondents and applying both descriptive and inferential statistical tools, this study aims to provide practical insights for policymakers and administrators. The findings are expected to contribute to designing more effective human resource management practices in the public sector, promoting a culture of motivation, skill development, and sustained engagement among government employees.

Review of Literature

The reviewed literature spans themes of organizational reporting, governance, and job rotation's impact on employee outcomes. Reports like Digamber Finance (2021) and Kumar (2022) highlight financial transparency, governance, and resilience amid crises, while Mehta (2024), Patel (2024), and Verma (2024) emphasize corporate and public accountability through structured disclosures. Studies on job rotation (e.g., Shin et al., 2021; Mlekus et al., 2022; Vishwakarma, 2022; Sam-Mensah, 2022; Suleman et al., 2022; Al-Yafei, 2024) consistently report positive effects on job satisfaction, motivation, and performance, mediated by factors like organizational commitment and fairness. However, some (e.g., Chatterjee et al., 2023; Shahiri, 2023) note challenges such as work-life imbalance and training needs. Broader works (Das, 2024; Thimmaiah, 2024; Tenney, 2024) underline the critical role of job satisfaction and motivation in enhancing productivity and engagement. Collectively, the literature suggests that effective job rotation and transparent organizational governance contribute significantly to employee development, institutional accountability, and sustainable performance.

Research Gap

While existing literature extensively explores the impact of job rotation, motivation, and job satisfaction on employee performance and engagement across corporate, banking, healthcare, and educational sectors (e.g., Shin et al., 2021; Vishwakarma, 2022; Sam-Mensah, 2022; Al-Yafei, 2024), there remains a notable lack of research focusing on government departments, particularly at the district level in India. Therefore, this study seeks to fill this gap by analyzing the interplay between job rotation, motivation, and employee engagement among government employees in the Tonk District, providing insights into public-sector human resource practices in a rural Indian context.

Research Methodology

Research Objective

- The main aim of this paper is to study the impact of job rotation and motivation on employee engagement of subordinate and ministerial personnel in Govt. departments of the Tonk District of Rajasthan.
- To study the job engagement of the employees and relationship of job rotation and motivation and satisfaction.

Research Type: Descriptive

Research Area: Tonk District, Rajasthan

The research focuses on subordinate and ministerial staff from the following selected government departments of Tonk District:

- Department of Treasury and Accounts – Offices of Treasury/Sub-Treasury
- Department of Medical and Health – Offices of CMHO, BCMHO, CHC, PHC, and related health institutions
- Department of Revenue – Offices of District Collector, SDO, Tehsildar, and other revenue offices
- Department of Panchayat Raj – Offices of CEO and BDO
- Department of School Education – Offices of CDEO, DEO, CBEO, BEE0, and non-teaching staff of selected government schools
- **Data Collection:** Primary Method
- **Data Collection Tool:** Well structured close ended questions based on likert scale.
- **Sampling Method:** Simple Random Sampling
- **Sample Size:** 700
- **Data Analysis:** Graph, Chi-square and Software used: SPSS, Excel.

Data Analysis

Table 1: Mostly various work is being assigned in different offices and work places according to employees skills and qualification

Responses	Numbers	Percentage
Strongly Agree	295	42.14
Agree	364	52
Neutral	16	2.29
Disagree	14	2
Strongly Disagree	11	1.57
Total	700	100

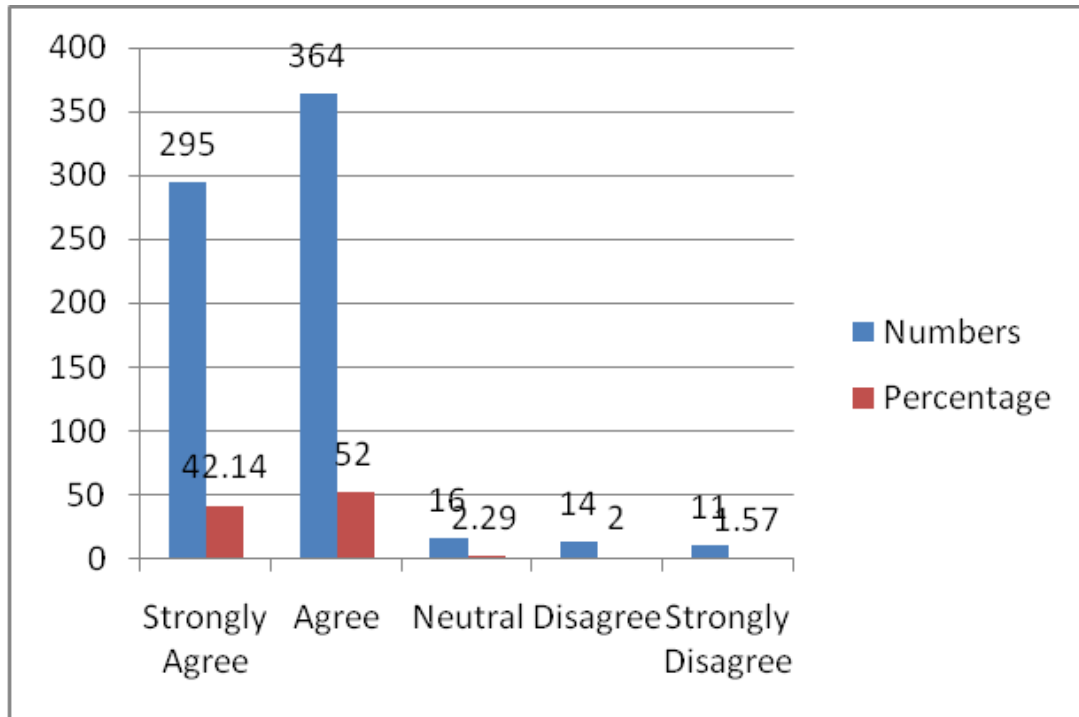


Figure 1: Mostly various work is being assigned in different offices and work places according to employees skills and qualification

The above table shows that out of 962 respondents, 426 (60.86%) agree and 495 (70.71%) strongly agree that various work assigned in their office and workplace is in accordance with their skills and qualifications. About 16 respondents (2.29%) remain neutral, while 14 (2%) disagree and 11 (1.57%) strongly disagree. This indicates that an overwhelming majority of employees perceive that their tasks are aligned with their competencies, suggesting effective skill utilization and appropriate distribution of work responsibilities within the organization.

Table 2: Employees never experience work overload due to work arrangement

Responses	Numbers	Percentage
Strongly Agree	40	5.71
Agree	270	38.57
Neutral	50	7.14
Disagree	300	42.86
Strongly Disagree	40	5.71
Total	700	100

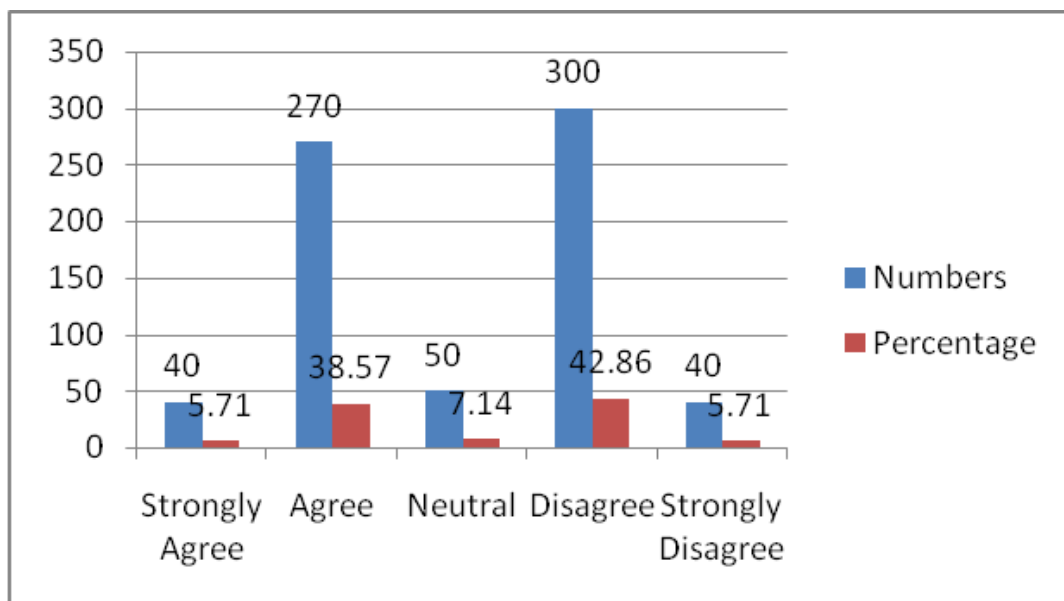


Figure 2: Employees never experience work overload due to work arrangement

The above table shows that out of 700 respondents, 270 (38.57%) agree and 40 (5.71%) strongly agree that they never experience work overload due to work arrangements. About 50 respondents (7.14%) remain neutral, while 300 (42.86%) disagree and 40 (5.71%) strongly disagree. This indicates that nearly 44% of employees feel their workload is manageable, whereas about 49% perceive that work arrangements lead to overload. These findings reflect a mixed opinion among employees, highlighting the importance for organizations to ensure balanced work distribution and strategies to minimize stress caused by task allocation.

Table 3: Performance Related

Performance Related Question	Always	Mostly	Sometimes	Rarely	Never
I complete my work efficiently.	221	467	7	3	2
I am able to finish tasks within given deadlines.	219	465	9	4	3
I can handle multiple tasks simultaneously.	198	422	67	8	5
I effectively solve problems related to my job.	168	415	104	11	2
I handle unexpected challenges effectively.	162	428	97	12	1
I feel confident and productive after successful completion of my task	89	397	113	98	3
I can adapt quickly when work priorities change.	218	464	10	5	3

I maintain high accuracy while working under pressure.	38	322	248	72	20
I contribute effectively towards team goals.	222	442	24	7	5
I take initiative in completing tasks without constant supervision.	88	399	112	99	2
I manage my workload effectively to avoid delays.	84	403	115	96	2
I perform consistently even during stressful situations.	92	412	101	93	2
I stay focused and avoid distractions while working.	215	467	10	5	3

The table reflects employees' self-assessment of their performance in relation to stress and work demands:

- **Work Efficiency:** Most respondents reported high efficiency, with 467 (mostly) and 221 (always) completing their work efficiently. Only a very few (7 sometimes, 3 rarely, 2 never) reported lower efficiency.
- **Meeting Deadlines:** Similar to efficiency, 465 (mostly) and 219 (always) indicated they can finish tasks within given deadlines, showing strong time management capabilities despite work pressure.
- **Handling Multiple Tasks:** A large portion, 422 (mostly) and 198 (always) can manage multiple tasks simultaneously, although 67 (sometimes) face challenges, indicating that multitasking may still be a stressor for some employees.
- **Problem Solving:** 415 (mostly) and 168 (always) feel they can effectively solve job-related problems, while 104 (sometimes) find it challenging, highlighting that complex problem-solving can be a moderate stress factor.
- **Handling Unexpected Challenges:** 428 (mostly) and 162 (always) report handling unexpected challenges effectively, showing adaptability among employees, although 97 (sometimes) struggle occasionally.
- **Confidence After Task Completion:** Fewer employees feel consistently confident, with 397 (mostly) and 89 (always) reporting high confidence, while 98 (rarely) and 113 (sometimes) indicate lower confidence, suggesting that recognition or support may influence perceived productivity.
- **Adapting to Changing Priorities:** 464 (mostly) and 218 (always) report adaptability, indicating strong flexibility in managing shifting tasks.
- **Accuracy Under Pressure:** 322 (mostly) and 38 (always) maintain high accuracy under pressure, but 248 (sometimes) and 72 (rarely) struggle, suggesting that quality can be affected during high-stress periods.
- **Team Contribution:** 442 (mostly) and 222 (always) contribute effectively to team goals, indicating strong collaborative performance.
- **Initiative Without Supervision:** 399 (mostly) and 88 (always) take initiative, while 112 (sometimes) and 99 (rarely) need more guidance, suggesting autonomy varies among employees.
- **Workload Management:** 403 (mostly) and 84 (always) manage workload effectively, with 115 (sometimes) facing delays, showing occasional stress from workload pressure.
- **Consistent Performance Under Stress:** 412 (mostly) and 92 (always) perform consistently during stressful situations, while 101 (sometimes) experience performance dips.
- **Focus and Avoiding Distractions:** 467 (mostly) and 215 (always) remain focused, indicating strong concentration despite workplace demands.

The majority of employees report high performance (mostly/always) across tasks, problem-solving, adaptability, and team contribution. Moderate stress-related challenges are observed in accuracy

under pressure, multitasking, initiative without supervision, and confidence after task completion. These findings suggest that while employees are largely capable and productive, targeted interventions such as stress management training, workload balancing, and supportive supervision could further enhance performance and reduce the impact of stress.

Hypothesis: There is positive impact of job rotation and motivation on employee engagement

- There is positive impact of job rotation on employee engagement

Table 4: Regression Statistics

Multiple R	0.603061
R Square	0.363682
Adjusted R Square	0.36002
Standard Error	0.669869
Observations	700

Table 5: Regression Statistics

	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	4	178.2433	44.56084	99.30547	7.62E-67
Residual	695	311.8638	0.448725		
Total	699	490.1071			

Table 6: T-Statistic and P-Values

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>
Intercept	-2.17015	0.29885	-7.26167	1.03E-12
Well defined task	0.449435	0.060394	7.44176	2.94E-13
Specialized	0.272727	0.052189	5.22573	2.3E-07
Autonomy	0.281463	0.070427	3.996515	7.11E-05
Learning and Development	0.494253	0.067947	7.27414	9.43E-13

The regression results indicate a moderate to strong relationship between job rotation and employee engagement, with Multiple R = 0.603 and $R^2 = 0.364$, showing that 36.4% of the variation in employee engagement is explained by job rotation factors. The ANOVA results ($F = 99.31$, $p < 0.001$) confirm that the overall model is highly significant, indicating that job rotation is an important predictor of employee engagement.

Examining the coefficients of individual predictors:

- Well-defined Task → Engagement ($\beta = 0.449$, $p < 0.001$):
- Statistically significant and one of the strongest predictors. Employees who are given clear, well-defined tasks demonstrate higher engagement, as clarity enhances focus and motivation.
- Specialized → Engagement ($\beta = 0.273$, $p < 0.001$):
- Significant positive impact. When employees develop specialized skills through rotational exposure, they tend to feel more competent and committed to their roles.
- Autonomy → Engagement ($\beta = 0.281$, $p < 0.001$):
- Statistically significant. Providing autonomy within job rotation increases engagement levels by giving employees a sense of ownership and decision-making power in their work.
- Learning and Development → Engagement ($\beta = 0.494$, $p < 0.001$):

The strongest predictor in the model. Opportunities for learning and professional growth through job rotation contribute most significantly to employee engagement, reflecting that continuous skill enhancement fosters long-term commitment and enthusiasm.

Implications for Government Departments (Rajasthan Context)

- Implement structured job rotation programs that emphasize skill development, learning, and growth to keep employees engaged and motivated.
- Ensure tasks are well-defined during rotations to reduce ambiguity and improve job clarity.
- Provide autonomy within departments to build ownership and trust in the workforce.

- Link job rotation with learning and development initiatives, such as training, mentoring, and exposure to varied administrative functions, to maximize engagement outcomes.
- These strategies can lead to improved morale, reduced monotony, and higher organizational commitment among government employees in Rajasthan.

Interpretation

Job rotation has a significant and positive impact on employee engagement. Among its dimensions, learning and development opportunities and well-defined tasks emerge as the most influential factors. Autonomy and specialization also contribute meaningfully, though to a lesser extent. The model explains over 36% of the variance in employee engagement, indicating that structured and purposeful job rotation practices can substantially enhance how engaged employees feel with their work and organization. Hypothesis is accepted, there is a positive impact of job rotation on employee engagement. All job rotation dimensions well-defined tasks, specialization, autonomy, and learning & development significantly and positively influence employee engagement.

Conclusion

The study set out to examine the impact of job rotation and motivation on employee engagement among subordinate and ministerial personnel working in the government departments of Tonk District, Rajasthan. Based on comprehensive data analysis, it is evident that both job rotation and motivation significantly influence employees' engagement, performance, and overall job satisfaction.

The results from the regression analysis reveal a strong positive relationship between job rotation and employee engagement, with an R^2 value of 0.364, indicating that nearly 36% of the variation in engagement is explained by job rotation factors such as well-defined tasks, specialization, autonomy, and learning and development opportunities. Among these, learning and development emerged as the most influential predictor, followed by well-defined tasks. This shows that when employees are provided with opportunities to enhance their skills and clarity in their roles, they exhibit higher levels of enthusiasm, involvement, and organizational commitment.

The findings from descriptive data further indicate that most employees feel their work is aligned with their skills and qualifications, reflecting effective task allocation and utilization of competencies within departments. However, a notable proportion of respondents reported experiencing work overload, suggesting the need for better workload management and support mechanisms to maintain balanced work distribution and minimize stress.

Performance-related responses highlight that employees generally demonstrate high efficiency, adaptability, and teamwork, although challenges remain in maintaining accuracy under pressure and sustaining confidence after task completion. This suggests that targeted interventions such as stress management programs, recognition systems, and professional development initiatives can further strengthen engagement and morale.

Overall, the study concludes that structured job rotation practices coupled with motivational strategies can substantially enhance employee engagement and performance in government organizations. By emphasizing learning opportunities, autonomy, and clear task definition, administrative leaders can create a more dynamic, motivated, and committed workforce.

In the context of Rajasthan's government departments, adopting these practices can not only improve productivity but also contribute to a more responsive and efficient public service system. Future studies may expand this research by exploring additional factors such as leadership style, organizational culture, and digital transformation in enhancing employee engagement across the public sector.

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