

# THE EFFECT OF EMPLOYEE TRANSFERS ON PERFORMANCE IN AN ORGANISATION

## A CASE STUDY OF NTAKE BAKERY, NALUKOLONGO

BY

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### ABSTRACT

The study aimed at assessing the effect of employee transfers on performance in an organisation; A case study of ntake bakery, Nalukolongo. The study was guided by the following objectives; to find out the impact of lateral job transfers in organisations, to examine the benefits of lateral job transfers in organisations, to identify the different challenges faced during and after job transfer of employees. The study used descriptive research design, this was appropriate for gathering information, summarizing, presenting and interpreting it for the purpose of clarifying on the variables. The researcher adopted the use of questionnaire as a method of data collection. From the study findings it was revealed Lateral transfers enable employees to develop a broader skill set by exposing them to different functions, processes, and challenges within the organization. From the study findings it was revealed that transferring employees to new roles or locations within a company can be a complex process, posing numerous challenges for both the organization and them, From the study findings, it is concluded that employee transfers has upper hand in improving employee performance in an organisation like Ntake Co. Ltd. This is evidenced due to the fact that Lateral transfers enable employees to develop a broader skill set by exposing them to different functions, processes, and challenges within the organization

## CHAPTER ONE

### INTRODUCTION

#### 1.0 Introduction

This chapter presents the general background of the study, statement of the problem, objectives of the study for both general and specific objectives, research questions of the study, scope of the study, significance of the study and the definition of key terms.

#### 1.1 Background of the study

Human resource management is the main factor in ensuring the achievement of good performance. Human resources are an essential asset and the main factor for the survival of an organization. The success of managing human resources is the key to the success of the organization. One of the efforts to manage human resources is to do job transfer. Job transfer encourages employees to work better in achieving higher careers. From an organizational perspective, job transfer is used to stimulate employees to unleash their potential, which impacts improving employee performance. Many previous researchers have conducted studies examining the effect of job transfer on performance, but the results are still inconsistent. Previous research found that job transfer affects employee performance (Saravanan et al.,

2017; Van Wyk et al., 2018, Ravikumar, 2020). Other researchers found that job transfer did not affect employee performance (Salih & Al Ibed, 2017).

The inconsistency of the prior research results regarding the effect of job transfer on employee performance indicates that there are other variables that affect the relationship between job transfer and employee performance. The other variables include work motivation and job satisfaction. Saravanan et al. (2017) stated that job transfer reduces the level of boredom which causes an increase in the level of employee motivation. Furthermore, Ajusa and Atambo (2016) indicated that job transfer improves employees' psychological and physical health by creating positive employee attitudes and job diversification by reducing boredom and being self-motivated towards their work. Shahzadi et al. (2014) revealed that job transfer motivates employees to work effectively. Work motivation is needed to maintain a high level of performance (Chen and Kao, 2014).

In addition to motivation, job satisfaction also has a mediating role in the relationship between job transfer and employee performance. Concerning the impact of job satisfaction on performance, Zanti (2015) has revealed that management seeks to implement job transfer to increase employee satisfaction. In addition, job transfer reduces fatigue in performing repetitive tasks every day, increasing job satisfaction. Job satisfaction is a positive feeling about one's job, which results from an evaluation of its characteristics (Robbins, 2013). An employee with high job satisfaction has positive feelings about the job, while dissatisfied people have negative feelings. Al-Romeedy (2019) states that job satisfaction has a role in the relationship between job transfer and performance. Many previous studies examine job transfer, but only a few have been conducted in government organizations. Organizations often transfer jobs in an effort to develop existing human resources.

Many businesses, small and large, are attempting to improve work design systems by the development of employee transfer. Job transfer is a strategy conducted by organizations either private or public to improve employee performance and productivity (Schultz 2010). Job transfer is implemented in line with the business goals and human resource strategies of the organization. Job transfer can also be used to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. By allowing employees to rotate to other positions, the risk factors for some types of musculoskeletal disorders may be reduced. Individuals learn several different skills and perform each task for a specified time period.

Job transfer has existed in business for so many years. It may have been called multi-tasking, lateral transfer, job-shadowing or simply doing what was needed to get the job done. Many independent and family owned businesses use job transfer as a means to learn operations and become "well-rounded" employees. Larger businesses faced with the reality of a shrinking labour pool and an aging executive workforce look up to job transfer as a succession planning tool. To some extent, job transfer enhances the skills and legacy of the organization while working to retain younger employees who increasingly demonstrate desires to learn and experience new things. This "expedition" experienced by younger employees helps them to understand the value of each functional area's contribution to the organizational mission.

Job transfer helps workers to 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 transfer permits individuals to gain experience in various phases of the business and, thus, broaden their perspective. It is also believed that

job transfer has the ability to decrease the amount of boredom and monotony experienced by employees who work in the same position for extended periods of time.

Job transfer is also practiced to allow qualified employees to gain more insights into the processes of a company, and to reduce boredom and increase job satisfaction through job variation. Job transfer benefits employees who participate by reducing job burn-out, apathy, and fatigue, which ultimately increase the level of employee satisfaction and motivation Plowman (2012). Not all employees are open to the idea of job transfer. Higher performers compared to under performers are likely to like job transfer because it is perceived to add to a greater improvement in skills Khan (2010).

Employee Transfers affect performance, where the dimensions or indicators of Employee Transfers are; promotion, demotion, suspension of promotion, job release or suspension, temporary transfer, job rotation, production transfer, replacement transfer, versatility transfer, and personnel transfer (Hasibuan, 2013) affect the dimensions or performance indicators, which are work quality, work quantity, timeliness, effectiveness, and independence (Robbins, 2016).

Employee transfer have a significant effect on performance, if the implementation of employee transfers is carried out with the aim of increasing knowledge and skills, optimizing work unit performance, and fostering employee competence (Nurfitri Ayu Mandasari, Magfirah, 2017). Employee transfer is the most influential factor on employee performance, this is in line with research conducted by: (Dan & Han, 2018).

With the large scope of work carried out by employees, and employees have the aim to develop themselves and trigger the employee's concerned to achieve a higher career so that it will encourage employees to improve performance, so that employee transfer's variables affect employee performance (Purba, 2020).

## **1.2 Problem statement**

Years ago, management, thought employees come and work to achieve their economic objective. However it is being observed that in addition to economic objectives, employees also demand certain training opportunities and job satisfaction. (Ingram, P. (2000).

Allowing employees to perform the same transactional duties everyday usually make them feel bored and unsatisfied with what they are doing. (Brewster, C. (2001). Thus the importance of job transfer is introduced to alleviate the physical and mental stresses endured by employees when working in the same position, year after year. The researcher seeks to find out the effectiveness of job transfer in the organization and ways and means to improve the awareness of job transfer.

## **1.3 Objectives of the study**

There are two main objectives for the study; these are general objective and specific objectives.

### **1.3.1 General objective**

To assess the effects of employee transfers on employee performance in an organisation

### **1.3.2 Specific objectives**

- i. To find out the impact of lateral job transfers in organisations
- ii. To examine the benefits of lateral job transfers in organisations.

- iii. To identify the different challenges faced during and after job transfer of employees

### 1.4 Research questions

Following the research objectives, the research has the following specific research questions to be answered.

- i. What is the impact of lateral job transfers in organisations
- ii. What are the benefits of Lateral job transfers in organisations.
- iii. what are the different challenges faced during and after job transfer of employees

### 1.4 Scope of the study

#### Content scope

The study sought to determine relationship between employee transfers on performance in an organisation through assessing impact of lateral job transfers in organisations, identifying the different challenges faced during and after job transfer of employees and suggest possible way how job transfer be improved to benefit both employees and organisation.

#### Geographical Scope

The study was conducted at Ntake bakery and company ltd which is Located in Nalukolongo, Nateete parish, Rubaga south sub county, Kampala district. The company produces Bread, cookies, cake, buns, and training services for students even wheat flour, toilet papers

#### Time Scope

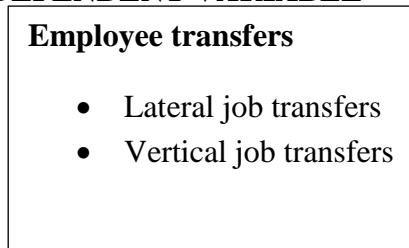
The study covered information regarding employee performance in Ntake Bakery for a period of three years that is from 2019 – 2023 because this is the period when performance of employees was very poor.

### 1.6 Significance of the study

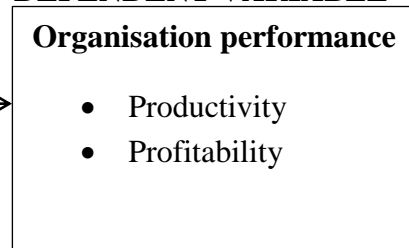
- i. The study may help many financial and non-financial organisations to see the essence of job transfer and how beneficial to employees’ development.
- ii. The study may seek to unearth how important is the incorporation of job transfer in an organization’s processes and procedures could benefit an organisation
- iii. The study may enlight knowledge that job transfer is also practised to allow qualified employees to gain more insights into the processes of a company, and to reduce boredom and increase job satisfaction through job transfer.

### 1.7 Conceptual framework

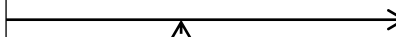
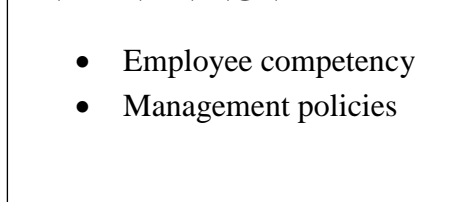
#### INDEPENDENT VARIABLE



#### DEPENDENT VARIABLE



#### INTERVENING VARIABLE



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.0 Introduction

This chapter entails the description of how the research is to be carried out. It represents research design, area of study, study population, sampling procedures, sample size, sampling techniques, data sources, data collection methods and instruments, quality control, validity, reliability, measurement of variables, data analysis, ethical considerations and limitations of the study.

#### 3.1 Research Design

The study used descriptive research design, this was appropriate for gathering information, summarizing, presenting and interpreting it for the purpose of clarifying on the variables. The study employed this research design as a qualitative analysis which involved careful and in-depth investigation of a particular unit or event under study for purposes of generalization. The design was appropriate for qualitative studies of this nature which sought to investigate deeply into the phenomenon under study.

#### 3.2 Study Population

The study targeted a study population of 60 employees from Ntake Bakery Ltd selected from its its department such as stores, accounts and finance, production, marketing and human resource & administration departments.

#### 3.3 Sample size & Sampling techniques

##### 3.3.1 Sample size

This research used stratified random sampling procedure to select a sample to represent the entire population. According to Krejcie and Morgan, (1970) the study used a sample size of 52 respondents.

**Table 3.1 showing sample size**

<b>Respondents category</b>	<b>Sample size</b>	<b>Sampling Technique</b>
Accounts and finance	8	Simple random sampling
Human resource & administration departments	5	Purposive sampling
Production,	10	Simple random sampling
Marketing	12	Simple random sampling

Stores	15	Simple random sampling
<b>Total</b>	<b>50</b>	

### 3.3.2 Sampling Techniques

The researcher used a stratified sampling technique to all population groups of the study. Stratified sampling means that the research partitions the population into sub populations with their common characteristics that were easily sampled. This technique allowed the researcher to have required information basing on the set objectives of the study. The sampling procedure was applied to enable the researcher to obtain accurate and reliable samples that were helpful to collect quantitative and qualitative data, the sampling process was done by means of random sampling for employees. This sampling procedure allowed an equal chance for all traders to be selected as samples of the study.

### 3.4 Data Collection Methods and Instruments

#### 3.4.1 Data Collection Methods

##### 3.4.1.1 Questionnaire Method

The researcher adopted the use of questionnaire as a method of data collection to the identified set of respondents. Questionnaire was useful because it is efficient use of time that is information was collected from a large number of people and the questions can be easily analyzed, anonymity is possible and everyone got the same questions that is, it is standardized. The study used the questionnaire method. This was because the mentioned method was cheap in the collection of data and also provided a wide range of data.

#### 3.4.2 Data Collection Tools/Instruments

The instruments of data collection are tools used to collect both primary and secondary data. Suitable, usable and adequate data for the study was collected through administering questionnaires.

##### 3.4.2.1 Administering Questionnaire

Questionnaire was used and was conveniently used because it is cheaper and quick to administer, it is the above researcher's effect and variability, and is highly convenient for the respondents as they could fill them during free times or when workloads are manageable. The questionnaires were designed in strategic way comprising of statements to be agreed on by the respondents. Closed ended questionnaire were preferred because it enabled the researcher to get feedback according to the research objectives.

### 3.5 Quality control

#### 3.5.1 Validity

To ensure validity of the questionnaire, the researcher sought the expert opinion of the supervisors before going to the field to collect data. The content validity of the research instruments were ensured through expert judgment provided by my supervisor. **Gall et al. (2004)** points out that content experts help bring out content validity by defining in precise and detailed terms the domain of the specific content that the test is assumed to represent and then determines how well that content universe is sampled by test.

### **3.5.2 Reliability**

Reliability was based on the extent to which the items in an instrument generate consistent responses over several trials with different audiences in the same setting or circumstances. Reliability was considered reliable when measured at least 0.9 (90%). The reliability of the instruments and data was established following a pre-tested procedure of the instruments before their use with actual research respondents.

### **3.6 Data Collection procedures**

The variables were measured using a Likert-scale. A scale consists of a number of statements which express either favorable or unfavorable attitude towards the given object to which the respondents are asked to respond. Each response is given a numerical score, indicating its favorableness or unfavorableness and the scores are totaled to measure the respondents' attitudes. The scale of 1-5 was used to help the researcher measure the extent to which research objectives are achieved where-by 1 represented strong agreement, 2= Agree with the statement, 3= undecided, 4= Disagree and 5= strongly disagree (Denscombe, 2000).

The study variables that are both independent and dependent variables were measured using the five point Likert type scale. This scale was used because it was assumed important in establishing numerical strength of study variables and understanding the perception of respondents

### **3.7 Data Analysis**

#### **3.7.1 Quantitative Analysis**

The collected data was analyzed by descriptive statistics involving weighted average and percentages. The researcher used Ms. Excel to aid in data analysis. Quantitative data was analysed through descriptive means. Descriptive means included use of frequencies, percentages, means and standard deviations. This kind of data was presented using frequency tables, pictograms and graphs or pie charts.

#### **3.7.2 Qualitative Analysis**

Data collected from respondents was presented, deduced and analyzed through descriptive narration, graphs, tables and pie charts. Descriptive narration was used to examine the qualitative data collected from respondents. Data collected was organized into a common data pool. It was transcribed, synchronized and grouped into themes. During analysis, themes were generated from the responses and categories. A coding scheme was adopted to create themes.

### **3.8 Ethical Consideration**

Ethics in this study were adhered to by the following processes;

The researcher attained an introductory letter from the university to be used for accessing different targeted respondents.

The researcher also obtained informed consent of the respondents on the arrival at the data collection sites.

The researcher observed and respected the privacy and confidentiality of all the participants and respondents in this study.

### 3.9 Limitations of the study

Financial constraints in carrying out research. The study required a lot of funds like transport, general welfare and stationary costs.

The researcher also experienced time constraints in data collection due to the delay of respondents, analyzing of data and in the final presentation of the report which took a lot of time.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

#### 4.1 Introduction

This presents analysis and interprets the data in three sections in line with the objectives of the study. The data have been collected from self-administered questionnaires from 52 respondents. The data collected have been tabulated and analyzed by descriptive statistics.

#### 4.2 Background information of respondents

The researcher used the help of respondents during the study who gave relevant information. The background information of these respondents was considered. Responses on these were as shown in tables below;

##### 4.2.1 Gender Distribution of the Respondents

The study sought to ascertain the gender of the respondents that participated in the study and results obtained are summarized in table 4.1 below;

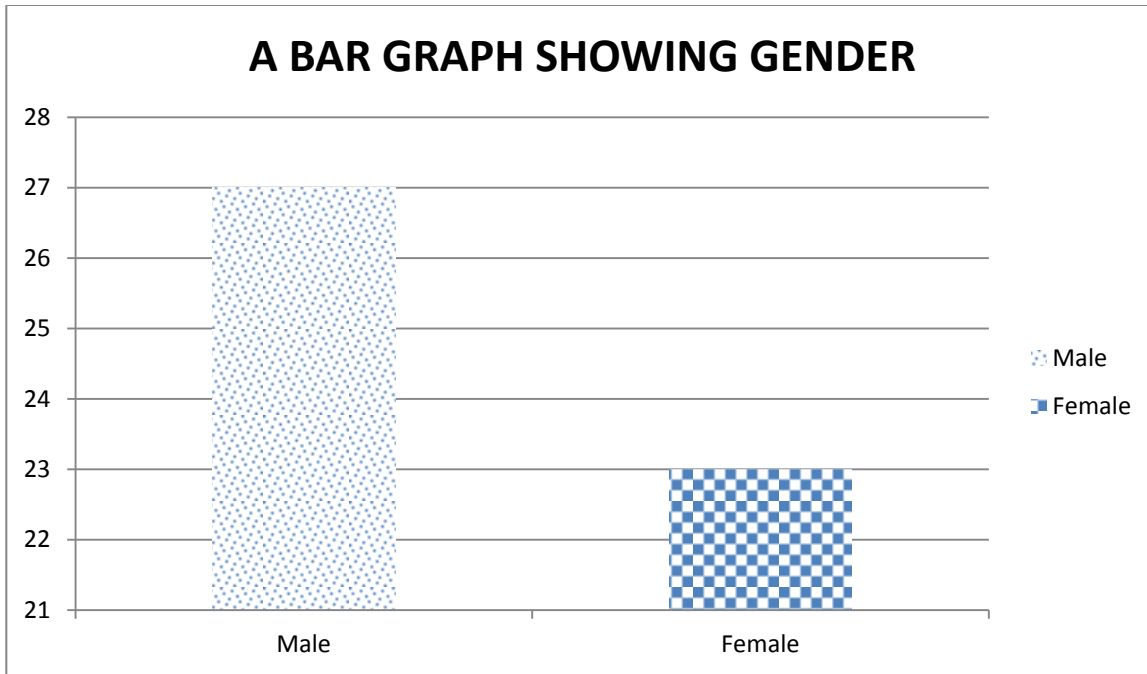
**Table 4.2 Gender**

Gender	Frequency	Percentage (%)
Male	27	54
Female	23	46
<b>Total</b>	<b>50</b>	<b>100</b>

**Source:** Primary Data, 2024

Table 4.2 above shows that out of the total respondents who participated in the study, 27(54%) of them were male respondents and other 23(46%) were female. This could be interpreted to mean that there was equal number of respondents who participated during the study.





Source; Primary Data, 2024

#### 4.2.2 Age bracket

The sought to ascertain the age of the respondents that participated in the study and results obtained are summarized in table 4.3 below:

**Table 4.3 age bracket**

Age bracket	Frequency	Percentage (%)
18-30 yrs	13	26
31-45yrs	27	54
Above 45 yrs	10	20
<b>Total</b>	<b>50</b>	<b>100</b>

Source: Primary Data, 2024

Table 4.3 above shows that, only 13(26%) were between 18-30 years, 27(54%) of the respondents were between 31-45 years, and 10(20%) were above 45 years. This means that most of the respondents were mature and old implying that they have stayed in Ntake Bakery Ltd for a long period as seen in table 4.3.

#### 4.2.3 Work experience

The study also further sought to ascertain the number of years respondents have been working with or in Ntake Bakery Ltd and results obtained are summarized in table 4.4.

**Table 4.4 Work experience**

<b>Work experience</b>	<b>Frequency</b>	<b>Percentage (%)</b>
0-2yrs	-	-
3-5yrs	10	20
6-10yrs	15	30
10-20yrs	20	40
Above 20yrs	5	10
<b>Total</b>	<b>50</b>	<b>100</b>

**Source:** Primary Data, 2024

Table 4.4 above shows the number of years respondents have spent working in Ntake Bakery Ltd. Results obtained show that 10(20%) of them had worked for 0-2 years, majority 20(40%) of them have worked in Ntake Bakery Ltd for a period 10-20 years, 5(10%) of them have worked for a period above 20 years, 15(30%) of the respondents had served for a period of 6-10years. This means that most of respondents had stayed for long period in Ntake Bakery Ltd.

### **4.3 FINDINGS ON THE IMPACT OF LATERAL JOB TRANSFERS IN AN ORGANISATION**

This section provides information on the impact of lateral job transfers in an organisation and the results are summarized in table 4.6 below;

**Table 4.5 showing Impact of lateral job transfers in an organisation**

	<b>Strongly agree</b>	<b>agree</b>	<b>Not sure</b>	<b>disagree</b>	<b>Strongly disagree</b>	<b>Total</b>
Lateral transfers can enhance employees' skill sets and knowledge by exposing them to different functions, processes, and challenges within the organization	29(58%)	17(34%)	2(4%)	2(4%)	-	50(100%)

Lateral transfers can positively impact employee morale and job satisfaction by providing new challenges and opportunities for personal and professional growth	38(66%)	10(20%)	2(10%)	-	-	50(100%)
Lateral transfers can enhance organizational efficiency and flexibility by ensuring that the right people are in the right roles, and by building a more adaptable workforce	30(60%)	1(2%)	1(2%)	18(36%)		50(100%)
While lateral transfers offer many benefits, they also come with challenges that organizations must address.	42(84%)	7(14%)	1(2%)	-	-	50(100%)
lateral transfers can be a crucial part of career development, providing a pathway for growth when vertical promotions are not available	35(70%)	13(26%)	2(4%)	-	-	50(100%)

Source; Primary Data, 2024

According to study findings in table 4.6 it was revealed that 29(58%) of the total respondents strongly agreed that Lateral transfers can enhance employees' skill sets and knowledge by exposing them to different functions, processes, and challenges within the organization, 17(34%) agreed, 2(4%) were not sure, 2(4%) disagreed, and this implies that majority were in agreement that Lateral transfers can enhance employees' skill sets and knowledge by exposing them to different functions, processes, and challenges within the organization.

According to study findings in table 4.6 it was revealed that 38(66%) of the total respondents strongly agreed that Lateral transfers can positively impact employee morale and job satisfaction by providing new challenges and opportunities for personal and professional growth, 10(20%) agreed, 2(10%) were not sure, and this implies that majority were in agreement that Lateral transfers can positively impact employee morale and job satisfaction by providing new challenges and opportunities for personal and professional growth.

Downloaded from [www.mutoonline.com](http://www.mutoonline.com) According to study findings in table 4.6 it was revealed that 30(60%) of the total respondents strongly agreed that Lateral transfers can enhance organizational efficiency and flexibility by ensuring that the right people are in the right roles, and by building a more adaptable workforce, 18(36%) disagreed, 1(2%) agreed, 1(2%) were not sure, this implies that majority were in agreement that Lateral transfers can enhance organizational efficiency and flexibility by ensuring that the right people are in the right roles, and by building a more adaptable workforce.

From the study findings in table 4.6 it was revealed that 42(84%) of the total respondents strongly agreed that the While lateral transfers offer many benefits, they also come with challenges that organizations must address, 7(14%) agreed, 1(2%) were not sure, this implies that majority were in agreement that while lateral transfers offer many benefits, they also come with challenges that organizations must address.

From the study findings in table 4.6 it was revealed that 35(70%) of the total respondents strongly agreed that the lateral transfers can be a crucial part of career development, providing a pathway for growth when vertical promotions are not available, 13(26%) agreed, 2(4%) were not sure, this implies that majority were in agreement that lateral transfers can be a crucial part of career development, providing a pathway for growth when vertical promotions are not available.

#### 4.4 FINDINGS ON THE BENEFITS OF LATERAL JOB TRANSFERS IN AN ORGANISATION

This section provides information on the benefits of lateral job transfers in an organisation and the results are summarized in table 4.7 below;

#### 4.7 showing findings on the benefits of lateral job transfers in an organisation

	Strongly agree	agree	Not sure	disagree	Strongly disagree	Total
Lateral transfers enable employees to develop a broader skill set by exposing them to different functions, processes, and challenges within the organization	42(84%)	7(14%)	1(2%)	-	-	50(100%)
Offering lateral transfers can increase employee motivation and engagement by providing new challenges and opportunities for career growth without necessarily climbing the vertical corporate ladder	35(70%)	13(26%)	2(4%)	-	-	50(100%)
When employees move laterally, they carry with them their accumulated knowledge and expertise, which can be disseminated across different departments	27(54%)	22(44%)	1(2%)	-	-	50(100%)
Lateral transfers can be part of a strategic leadership development program, preparing employees for future leadership roles by giving them a well-rounded understanding of the organization's operations and challenges	29(58%)	17(34%)	2(4%)	2(4%)	-	50(100%)

Exposure to different perspectives and challenges through lateral transfers can enhance employees' problem-solving skills and foster innovation	38(66%)	10(20%)	2(10%)	-	-	50(100%)
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Source; Primary Data, 2024

From the study findings in table 4.7 it was revealed that 42(84%) of the total respondents strongly agreed that Lateral transfers enable employees to develop a broader skill set by exposing them to different functions, processes, and challenges within the organization, 7(14%) agreed, 1(2%) were not sure, this implies that majority were in agreement that Lateral transfers enable employees to develop a broader skill set by exposing them to different functions, processes, and challenges within the organization.

Basing on the study findings presented in table 4.7, it was revealed that 35(70%) of the total respondents strongly agreed that Offering lateral transfers can increase employee motivation and engagement by providing new challenges and opportunities for career growth without necessarily climbing the vertical corporate ladder, 13(26%) agreed, 2(4%) were not sure, this implies that majority were in agreement that Offering lateral transfers can increase employee motivation and engagement by providing new challenges and opportunities for career growth without necessarily climbing the vertical corporate ladder.

Basing on the study findings presented in table 4.7 it was revealed that 27(54%) of the total respondents strongly agreed that When employees move laterally, they carry with them their accumulated knowledge and expertise, which can be disseminated across different departments, 22(44%) agreed, 1(2%) were not sure, this implies that majority were in agreement that When employees move laterally, they carry with them their accumulated knowledge and expertise, which can be disseminated across different departments.

Basing on the study findings presented in table 4.7 it was revealed that 29(58%) of the total respondents strongly agreed that Lateral transfers can be part of a strategic leadership development program, preparing employees for future leadership roles by giving them a well-rounded understanding of the organization's operations and challenges, 17(34%) agreed, 2(4%) were not sure, 2(4%) disagreed, this implies that majority were in agreement that Lateral transfers can be part of a strategic leadership development program, preparing employees for future leadership roles by giving them a well-rounded understanding of the organization's operations and challenges.

From the study findings in table 4.7 it was revealed that 38(66%) of the total respondents strongly agreed that the exposure to different perspectives and challenges through lateral transfers can enhance employees' problem-solving skills and foster innovation, 10(20%) agreed, 2(10%) were not sure, this implies that majority were in agreement that exposure to different perspectives and challenges through lateral transfers can enhance employees' problem-solving skills and foster innovation.

#### 4.5 FINDINGS ON CHALLENGES FACED DURING AND AFTER JOB TRANSFERS

This section provides information on the challenges faced during and after job transfers and the results are summarized in table 4.8 below;

**Table 4.8 showing challenges faced during and after job transfers**

	<b>Strongly agree</b>	<b>agree</b>	<b>Not sure</b>	<b>disagree</b>	<b>Strongly disagree</b>	<b>Total</b>
Transferring employees to new roles or locations within a company can be a complex process, posing numerous challenges for both the organization and them	27(54%)	22(44%)	1(2%)	-	-	<b>50(100%)</b>
Ensuring that the outgoing employee effectively transfers their knowledge and responsibilities to their successor can be difficult	29(58%)	17(34%)	2(4%)	2(4%)	-	<b>50(100%)</b>
If the transfer involves a physical relocation, logistics such as finding housing, moving belongings, and adjusting to a new city can be major hurdles	42(84%)	7(14%)	1(2%)	-	-	<b>50(100%)</b>
Employees may experience stress and anxiety due to the uncertainties and challenges of adapting to a new role or environment	35(70%)	13(26%)	2(4%)	-	-	<b>50(100%)</b>
There may be high expectations for the employee to perform well immediately, which can create pressure and stress	27(54%)	22(44%)	1(2%)	-	-	<b>50(100%)</b>

Source; *Primary Data, 2024*

From the study findings in table 4.8 it was revealed that 27(54%) of the total respondents strongly agreed that Transferring employees to new roles or locations within a company can be a complex process, posing numerous challenges for both the organization and them, 22(44%) agreed, 1(2%) were not sure, this implies that majority were in agreement that Transferring employees to new roles or locations within a company can be a complex process, posing numerous challenges for both the organization and them.

From the study findings in table 4.8 it was revealed that 29(58%) of the total respondents strongly agreed that Ensuring that the outgoing employee effectively transfers their knowledge and responsibilities to their successor can be difficult, 17(34%) agreed, 2(4%) were not sure, 2(4%) disagreed, this implies that majority were in agreement that Ensuring that the outgoing employee effectively transfers their knowledge and responsibilities to their successor can be difficult.

From the study findings in table 4.8 it was revealed that 42(84%) of the total respondents strongly agreed that If the transfer involves a physical relocation, logistics such as finding housing, moving belongings, and adjusting to a new city can be major hurdles, 7(14%) agreed, 1(2%) were not sure, this implies that majority were in agreement that If the transfer involves a physical relocation, logistics such as finding housing, moving belongings, and adjusting to a new city can be major hurdles.

From the study findings in table 4.8 it was revealed that 35(70%) of the total respondents strongly agreed that Employees may experience stress and anxiety due to the uncertainties and challenges of adapting to a new role or environment, 13(26%) agreed, 2(4%) were not sure, this implies that majority were in agreement that Employees may experience stress and anxiety due to the uncertainties and challenges of adapting to a new role or environment.

From the study findings presented in table 4.8 it was revealed that 27(54%) of the total respondents strongly agreed that There may be high expectations for the employee to perform well immediately, which can create pressure and stress, 22(44%) agreed, 1(2%) were not sure, this implies that majority were in agreement that There may be high expectations for the employee to perform well immediately, which can create pressure and stress

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

#### **5.0 Introduction**

This chapter presents the summary of findings, conclusion drawn and recommendations arising from the study findings.

#### **5.1 Summary of Findings**

##### **5.1.1 Findings on the impact of lateral job transfers in an organisation**

It was revealed that Lateral transfers can enhance employees' skill sets and knowledge by exposing them to different functions, processes, and challenges within the organization, Lateral transfers can positively



impact employee morale and job satisfaction by providing new challenges and opportunities for personal and professional growth, it was further revealed that Lateral transfers can enhance organizational efficiency and flexibility by ensuring that the right people are in the right roles, and by building a more adaptable workforce, while lateral transfers offer many benefits, they also come with challenges that organizations must address and lateral transfers can be a crucial part of career development, providing a pathway for growth when vertical promotions are not available.

### **5.1.2 Findings on the benefits of lateral job transfers in an organisation**

From the study findings it was revealed Lateral transfers enable employees to develop a broader skill set by exposing them to different functions, processes, and challenges within the organization, Offering lateral transfers can increase employee motivation and engagement by providing new challenges and opportunities for career growth without necessarily climbing the vertical corporate ladder. It was also revealed that When employees move laterally, they carry with them their accumulated knowledge and expertise, which can be disseminated across different departments, Lateral transfers can be part of a strategic leadership development program, preparing employees for future leadership roles by giving them a well-rounded understanding of the organization's operations and challenges and exposure to different perspectives and challenges through lateral transfers can enhance employees' problem-solving skills and foster innovation.

### **5.1.3 Findings on challenges faced during and after job transfers**

From the study findings it was revealed that transferring employees to new roles or locations within a company can be a complex process, posing numerous challenges for both the organization and them, Ensuring that the outgoing employee effectively transfers their knowledge and responsibilities to their successor can be difficult, If the transfer involves a physical relocation, logistics such as finding housing, moving belongings, and adjusting to a new city can be major hurdles, Employees may experience stress and anxiety due to the uncertainties and challenges of adapting to a new role or environment and there may be high expectations for the employee to perform well immediately, which can create pressure and stress.

## **5.2 Conclusion**

From the study findings, it is concluded that employee transfers has uper hand in improving employee perofrmance in an organisation like Ntake Co. Ltd. This is evidenced due to the fact that Lateral transfers enable employees to develop a broader skill set by exposing them to different functions, processes, and challenges within the organization, and Offering lateral transfers can increase employee motivation and engagement by providing new challenges and opportunities for career growth without necessarily climbing the vertical corporate ladder

## **5.3 Recommendations**

I therefore recommend the following;

1. Organisations should transfer employees to new roles or locations within a company can be a complex process, posing numerous challenges for both the organization and them
2. Organisations should transfer employees since employees experience stress and anxiety due to the uncertainties and challenges of adapting to a new role or environment and there may be high expectations for the employee to perform well immediately, which can create pressure and stress.

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