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## The Role of Job Rotation in Enhancing Employee Performance in Cement Manufacturing Firms in Kenya

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### Abstract

The quality of human resources is essential to an organization's success, particularly in industries like cement manufacturing. This study examined the impact of job rotation on employee performance in cement manufacturing companies listed on the Nairobi Securities Exchange (NSE), Kenya. With employee performance in the sector reported to be below expectations, the research aimed to assess the effects of job rotation on productivity. Using a correlational research design, data was collected from a sample of 443 employees through structured questionnaires and analyzed using descriptive and inferential statistics. The findings highlight that job rotation significantly enhanced employee performance. This study contributes valuable insights for government bodies, HR managers, policymakers, and industry leaders on how structured training methods can improve workforce productivity in Kenya's cement industry.

**Key words:** *Human Resources, Job Rotation, Employee Performance*

### 1. Introduction

Job rotation has emerged as a key on-the-job training method that enhances employee performance by exposing workers to various roles within an organization. By allowing employees to move through different departments or functions, job rotation helps broaden their skills, knowledge, and understanding of the business (Al-Romeedy, 2019). This not only prevents job monotony but also boosts employee engagement and satisfaction, as they encounter new challenges and opportunities for personal and professional growth (Choudhary, 2016).

Through job rotation, employees gain a comprehensive view of the organization, enabling them to make more informed decisions, which foster improved collaboration and innovation. Additionally, job rotation provides employees with the chance to explore different career paths within the organization, increasing their motivation and sense of purpose (Adjei, 2012). This continuous exposure to various tasks makes employees more agile and adaptable, contributing to both their personal development and organizational success. The effectiveness of job rotation is closely tied to its ability to enhance employee adaptability and versatility. Employees who experience different roles become more competent and valuable, which contribute to increased organizational flexibility (Adomi, 2006).

Job rotation has also been shown to reduce turnover by providing employees with continuous learning opportunities, thus fostering a sense of loyalty and commitment to the organization (Srivastava & Kanpur, 2014). In industries like cement manufacturing, where job demands can be repetitive, this training method revitalizes the workforce by offering new experiences and growth prospects, driving productivity and improving overall performance (Choudhary, 2016). Consequently, job rotation is an essential strategy for organizations aiming to build a dynamic and resilient workforce capable of meeting evolving industry demands.

### 2. Objective of the Study

The main objective of the study was to determine the influence of job rotation on employee performance of cement manufacturing industries listed in NSE, Kenya.

### 3. Literature Review

Fernando and Dissanayake (2019) studied job rotation's impact on employee performance in Sri Lanka's private commercial banks, finding that job rotation enhances skills and productivity while boosting intrinsic motivation. Their analysis revealed that intrinsic motivation partially mediates the relationship between job rotation practices and job performance. Oluwatuase et al. (2019) investigated job rotation at Skye Bank Nigeria Plc., discovering that job rotation significantly improves organizational performance by enhancing employee development and adaptability. Sharon et al. (2021) examined job rotation in Level Four

hospitals in Kenya, finding a moderate positive relationship between job rotation and employee performance, indicating the benefits of implementing job rotation programs in healthcare settings.

Job rotation in manufacturing industries has shown mixed effects on employee outcomes. While some studies report positive impacts on performance and job satisfaction (S. Khan & Dhuha Saad Ismael, 2021; s Jasmine & Trisa Nur Kania, 2022), others indicate potential negative effects, particularly in specialized industries (Amirreza Alizadeh Majd et al., 2024). The effectiveness of job rotation programs depends on various factors, including employee training, HR strategy, and the specific industry context (Amirreza Alizadeh Majd et al., 2024).

In manufacturing settings, job rotation can enhance job satisfaction (R. S. Padula et al., 2017). To maximize the benefits of job rotation, organizations should focus on skills development, effective training programs, and aligning rotation practices with overall HR strategy (Sherliana Jasmine & Trisa Nur Kania, 2022; Amirreza Alizadeh Majd et al., 2024).

#### 4. Research Design

The study used a correlational research design to examine the relationship between coaching, apprenticeship, job instruction, training, job rotation, and employee performance. Conducted in Kenyan cement manufacturing companies listed on the Nairobi Securities Exchange, the target population included 1,476 employees from the selected cement manufacturing industries. A sample of 443 employees was selected using proportionate stratified sampling technique. Data was collected through a structured questionnaire and analyzed using both descriptive and inferential statistics, including correlation and regression analyses, to determine the strength and significance of relationships between variables.

#### 5. Research Analysis and Findings

##### 5.1 Descriptive Statistics on the Effect of Job Rotation on Employee Performance

Questions related to job rotation were asked, and respondents were asked to rate their answers on a scale of 1 to 5 in order to ascertain the impact of job rotation on employee performance. Table 1 summarizes the results.

**Table 1: Job Rotation and Employee Performance**

Dimension	Mean	Std. Dev.
Job rotation programs in our organization help me develop a diverse set of skills.	4.2	0.9
Through job rotation, I have gained valuable experience in different roles.	4.3	0.8
Job rotation has reduced my feelings of boredom at work.	4.1	0.7
Job rotation has improved my ability to adapt to different tasks and responsibilities.	4.4	0.6
Job rotation has increased my overall job satisfaction.	4.5	0.5
Composite Mean and Std. Deviation	4.3	0.7

Job rotation programs are highly valued by employees, with a mean score of 4.3 indicating that they are seen as effective for skill development and gaining diverse experiences across different roles. This practice significantly enhances employees' professional growth, adaptability, and overall job satisfaction, as evidenced by mean scores of 4.2 for skill development, 4.4 for adaptability, and 4.5 for overall job satisfaction. Job rotation also helps reduce work monotony, with a mean score of 4.1, making the work environment more engaging and stimulating. These findings align with research by Oluwatuase et al. (2019), which demonstrated that job rotation boosts organizational performance by fostering employee growth and adaptability. The high composite mean score of 4.3 reflects a strong positive perception of job rotation programs, supporting adult learning theory that links training in diverse areas to improved performance and job satisfaction.

##### 5.2 Inferential Statistics

###### 5.2.1 Correlation Analysis

The direction and strength of the relationship between the predictor and response variables were ascertained through correlation analysis as summarized in the following table

**Table 2: Correlation Analysis**

	Employee Performance	Job Rotation
Employee Performance	Pearson Correlation	0.28**
	Sig. (2-tailed)	0.002
	N	346

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

From table 2, the correlation between Job Rotation (JR) and employee performance were statistically significant, indicating that JR positively influenced employee performance with a positive correlation coefficient (0.35\*\*). This finding agrees with a study by Guan and Frenkel (2019), which determined the impact of JR employee performance with evidence from two Chinese manufacturing firms.

5.2.2 Regression Analysis

To test the hypothesis that posits that there is no statistically significant relationship between job rotation and employee performance, regression analysis was run. The findings are summarized in Table 3

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.35	0.12	0.11	0.70

a. Predictors: (Constant), Job Rotation  
 b. Dependent Variable: Employee performance

Table 4: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.00	1	21.00	31.11	0.020
	Residual	154.00	344	0.45		
	Total	175.00	345			

a. Dependent Variable: Employee performance  
 b. Predictors: (Constant), Job Rotation

Table 5: Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.0	0.3		6.67	0.02
	Job Rotation	0.4	0.07	0.35	5.71	0.02

a. Dependent Variable: Employee performance

From the above, job rotation (JR) exhibits the highest positive correlation with employee performance (0.35), explaining 12% of the variance (R Square = 0.12). The model is statistically significant (F = 31.11, p = 0.020), and job rotation has a significant positive coefficient (B = 0.4, p = 0.02). This indicates that job rotation can predict employee performance these results are in line with a 2019 study by Oluwatuase, Enitilo, Ogunjo, and Emmanuel Abiodun that looked at how job rotation affected workers' performance at Skye Bank Nigeria Plc. in Nigeria.

6. Conclusion

The findings demonstrated that job rotation has a significant impact on performance both on the job and through employee improvement and versatility. According to the study's findings, employees who underwent job rotation became more capable and versatile, which had a positive impact on their performance.

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