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HUMAN RESOURCE

JOB ROTATION AND EMPLOYEE PERFORMANCE IN AGRICULTURAL STATE CORPORATIONS WITHIN KENYA'S NORTH RIFT REGION

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ABSTRACT

Purpose of Study: To examine the effect of job rotation on the performance of agricultural state corporations in North Rift Region, Kenya.

Problem Statement: Despite agriculture being a cornerstone of Kenya's economy, contributing about 33% of the GDP and employing over 40% of the population, agricultural state corporations such as the Kenya Sugar Board, and the National Cereals and Produce Board have struggled to meet performance targets.

Methodology: Guided by Organizational Learning Theory, the study adopted an exploratory sequential design targeting 1,305 employees in 12 agricultural state corporations in North Rift Region, Kenya. Using simple random sampling technique, a sample size of 306 employees was obtained. The study used primary data which was collected using both structured questionnaire and key informant interview.

Result: The ANOVA results ($F = 157.506$, $p = 0.000$) confirmed that the overall regression model was statistically significant. Regression coefficient analysis indicated that job rotation had a positive and significant effect on organizational performance ($\beta = 0.267$, $p = 0.000 < 0.05$). This was supported by a t-statistic of 5.135, which is greater than 1.96, thereby confirming its statistical significance.

Conclusion: Job rotation is a critical determinant of organizational performance. Structured rotational programs enable agricultural corporations to build employee adaptability and enhance skill diversity.

Recommendation: Agricultural state corporations in North Rift Region should institutionalize structured job rotation programs as part of their talent development strategies, while simultaneously fostering a supportive organizational culture that encourages adaptability, continuous learning, and collaboration, thereby maximizing the positive impact of job rotation on organizational performance.

Keywords: *Job Rotation, Employee Performance, Agricultural State Corporations, Organizational Culture, Talent Development Strategies*

INTRODUCTION

Employee development, encompassing training, mentorship, career growth, and upskilling programs, is widely recognized for fostering employee engagement, innovation, and operational efficiency (Noe et al., 2023). However, the effectiveness of such development practices is often shaped by the prevailing organizational culture, which defines the values, beliefs, and behavioral norms that guide internal operations (Schein & Schein, 2021). A strong, supportive culture tends to amplify the impact of employee development by fostering learning environments that encourage experimentation and knowledge sharing (Cameron & Quinn, 2022). Conversely, toxic or rigid cultures may hinder the uptake and effectiveness of development programs, thereby weakening their potential impact on performance outcomes. As competition intensifies and workforce expectations evolve, especially with the rise of remote and hybrid work models, organizations are increasingly aligning their employee development strategies with cultural transformation programs to sustain productivity and adaptability (Bersin, 2022).

Effective performance is important for an organization because it reflects the organization's ability to use resources available to it efficiently, innovate, and adapt to changing market conditions, which in turn ensures profitability and stakeholder satisfaction (Akpa et al., 2021). Organizational performance refers to how efficiently and effectively an organization achieves its goals and objectives (Okatta et al. 2024). Organizational performance encompasses multiple metrics, including financial outcomes, operational efficiency, customer satisfaction, employee productivity, and market share. According to Dağıdır and Özkan (2024), performance should be assessed across multiple dimensions, such as financial measures, customer perspectives, internal processes, and learning and growth. Furthermore, well-performing organizations often exhibit high employee morale, better talent retention, and improved organizational culture, as employees tend to thrive in environments where their contributions are valued and are consistent with the organization’s success (Phyu, 2024).

Performance in the public sector is measured by the economy, efficiency and the effectiveness of resource utilization to meet the set objectives. The surplus financial returns is remitted to the government through the treasury as dividends or where authorized, carried forward for expensing in the subsequent financial years (Le et al., 2023). Controls must be applied to ensure that surpluses resulting from inefficiency and non-effective utilization of resources are not declared and used as an indication for good financial performance (Echongu, 2023). Performance of state corporations means the extent to which state corporations have achieved the agreed performance targets (Sidki et al., 2024). Knies et al. (2024) conceive that citizens are the clients and main beneficiaries of public sector operation and therefore should be involved in the process of performance evaluation. Evaluation of the performance of Public agencies entails the rating of actual achievements against performance targets negotiated and agreed upon at the beginning of the financial year (Le et al., 2023).

Globally, employee development practices have been closely linked with improved organizational performance in agricultural corporations. In Ukraine, the State Service on Food Safety and Consumer Protection trained about 150 specialists on EU-aligned supervision, while FAO's 2025–2026 recovery plan prioritized staff capacity-building to restore agricultural resilience (European Commission, 2023; FAO, 2025). In Brazil, the National Supply Company (CONAB) launched a continuous training program for managers and future leaders in 2023, and Embrapa emphasized staff development and technology transfer as critical drivers of performance in its decentralized units (CONAB, 2024; Embrapa, 2025). Moreover in Pakistan, empirical evidence demonstrates that training and development practices significantly enhance organizational learning and performance, although many studies still rely on cross-sectional survey data that limit long-term generalization (Hussain, 2023).

In Ghana, COCOBOD implemented training programs in cost control and project management, contributing to improved governance and financial turnaround, with the board recording its first profit in six years (COCOBOD, 2025; Reuters, 2024). In Botswana, policy reviews under the CAADP Biennial Review highlight that increased advisory services and staff training in grain reserve and value-chain management remain central to the effectiveness of public agricultural market institutions such as BAMB (ReSAKSS, 2025). In Rwanda, employee development has been institutionalized through the Rwanda Agriculture and Animal Resources Board (RAB), with training shown to significantly improve employee performance, while FAO delivered targeted policy and data-analysis capacity building in 2024 (RAB, 2020; Tuyisabe, 2024; FAO, 2024). These regional experiences reaffirm the centrality of employee development in sustaining agricultural corporations' efficiency.

In Kenya, agricultural state corporations face major performance challenges but have recognized employee development as a key remedy. The National Cereals and Produce Board (NCPB) has outlined in its 2023–2028 Strategic Plan the need to modernize grain handling and strengthen staff training for efficiency, while also partnering with the Eastern Africa Grain Council (EAGC) to provide sector-wide training in warehousing and grain standards (NCPB, 2023; EAGC, 2022). Similarly, the Kenya Seed Company prioritizes attracting, retaining, and developing competent staff to improve productivity and competitiveness (Kenya Seed Company, 2024). Oversight reports from the Agriculture and Food Authority emphasize the importance of governance and performance evaluations to enhance accountability (OAG, 2024). These Kenyan examples demonstrate that although systemic inefficiencies persist, strengthening employee development practices is viewed as a vital pathway toward improved performance of agricultural state corporations.

Employee development practices, including training, mentorship, career development opportunities, and continuous education, are integral in equipping staff with the skills needed to meet modern agricultural challenges (Busindeli, Nyamba & Akeredolu, 2024). In Sub-Saharan Africa, where agriculture is the backbone of many economies, lack of investment in employee development has resulted in low efficiency and productivity in state-run agricultural enterprises. For instance, a study by the African Development Bank (2022) found that more than a half of employees in agricultural state corporations in the region lacked access to regular training programs, limiting their ability to adopt new technologies or respond to climate change. Research has linked performance of agricultural state corporations to the effectiveness of employee development practices, which play important role in informing organizational productivity and sustainability (Feng et al., 2024; Pandey et al., 2024).

In Malaysia, the Federal Land Development Authority (FELDA) has been pivotal in developing rural areas by resettling the rural poor and promoting cash crop cultivation such as palm oil and rubber. This initiative has significantly contributed to Malaysia's position as one of the world's largest palm oil exporters (FAO, 2023). Similarly, Brazil's agricultural development owes much to the Brazilian Agricultural Research Corporation (Embrapa). Since its establishment in 1973, Embrapa has revolutionized tropical agriculture, helping Brazil become one of the leading global agricultural producers (Embrapa, 2022). In India, the Food Corporation of India (FCI) ensures food security through food grain procurement and distribution, while Agricultural Produce Market Committees (APMCs) regulate markets to protect farmers from exploitation (Food Corporation of India, 2023).

In Africa, agricultural state corporations contribute to food security and rural development. In Nigeria, the Agricultural Transformation Agenda (ATA) has focused on empowering smallholder farmers through programs enhancing productivity and access to finance and markets. ThriveAgric, for example, uses technology to provide farmers with resources and market connections (ThriveAgric, 2024). In Uganda, the National Enterprise Corporation (NEC), under its subsidiary NEC Agro SMC Limited, undertakes agricultural production and processing, contributing to food security and economic resilience (National Enterprise Corporation, 2023).

Locally in Kenya, agriculture accounts for approximately 33% of GDP and employs over 40% of the population (Kenya National Bureau of Statistics [KNBS], 2023). To support the sector, state corporations such as the Kenya Agricultural and Livestock Research Organization (KALRO) and the Agricultural Development Corporation (ADC) have been established. KALRO focuses on research to improve crop and livestock production, while ADC manages agricultural land and enterprises to promote sustainable practices. The National Cereals and Produce Board (NCPB) ensures food security by managing the country's strategic grain reserves (Ministry of Agriculture, Livestock & Fisheries, 2023).

PROBLEM STATEMENT

In the North Rift Region of Kenya, agriculture forms the backbone of local livelihoods, with the area often referred to as the country's "grain basket" due to its high maize and wheat production (KNBS, 2023). The region hosts several key agricultural state corporations, including the Kenya Seed Company in Kitale, NCPB depots across Uasin Gishu and Trans Nzoia, and the Kenya Dairy Board offices supporting livestock value chains. These institutions play a vital role in ensuring seed quality, grain storage, and dairy regulation, directly impacting food security and rural incomes. Despite its agricultural potential, the region faces challenges such as fluctuating crop yields, post-harvest losses, and limited modernization of production systems, which highlight the importance of effective employee development practices within state corporations to enhance service delivery, innovation, and organizational performance (Ministry of Agriculture, Livestock & Fisheries, 2023; World Bank, 2024).

According to the Ministry of Agriculture (2023), more than 60% of these corporations in Kenya failed to meet their operational goals, resulting in inefficiencies, low productivity, and declining financial performance. The NCPB, responsible for maintaining Kenya's strategic grain reserves, has seen a 15% decline in maize storage and distribution capacity over the past five years, attributed to the poor performance of employees who have not been sufficiently trained in modern grain handling technologies (Amaglobeli et al., 2024). Despite agriculture being a cornerstone of Kenya's economy, contributing about 33% to GDP and employing over 40% of the population, agricultural state corporations such as the Kenya Sugar Board (KSB), and the National Cereals and Produce Board (NCPB) have struggled to meet performance targets (Karani et al., 2024).

The Kenya Seed Company and National Cereals and Produce Board (NCPB), two key corporations in the North Rift region of Kenya have struggled with issues like delayed payment to farmers and poor management practices, which hinder production and profitability (Jacob et al., 2022). According to a report by the Kenya Institute for Public Policy Research and Analysis (2022), more than a half of these corporations operate below their optimal capacity, leading to losses in revenue and reduced support to the agricultural sector. Additionally, the region's maize production, a major crop, has experienced a decline in output by up to a third over the last five years due to mismanagement, poor policy implementation, and inadequate funding, impacting food security and livelihoods (Koskei et al., 2020). The underperformance of agricultural state corporations has serious implications for Kenya's food security, export earnings, and rural livelihoods.

Rawashdeh and Al-Adwan (2022) adopted a quantitative approach in Jordan to analyze the impact of training and development on organizational performance. While their study demonstrated a significant positive relationship, its reliance on cross-sectional survey data introduces a methodological gap. In contrast, Huq (2024) used a case study method to explore the same topic in Bangladesh, which, although rich in detail, raises concerns about the generalizability of findings to other contexts. It is in light of these gaps that this study sought to determine the effect of employee training on performance of agricultural state corporations in North Rift Region, Kenya.

RESEARCH OBJECTIVE

The study sought to examine the effect of job rotation on the performance of agricultural state corporations in North Rift Region, Kenya.

LITERATURE REVIEW

Theoretical Review

The study was underpinned by Organizational Learning Theory. This theory has been criticized for its conceptual ambiguity and lack of clear operationalization. Scholars argue that while the theory highlights processes such as single-loop and double-loop learning, it provides limited guidance on how these processes can be practically implemented or measured within organizations (Easterby-Smith & Lyles, 2011). This vagueness makes it difficult for managers to assess whether genuine organizational learning is occurring or to determine the effectiveness of interventions (Vince, 2001). Furthermore, critics note that OLT often assumes that learning is inherently beneficial, overlooking the fact that organizations can also adopt dysfunctional routines or enter "competency traps," where repeated reliance on familiar practices reduces adaptability (Levitt & March, 1988). The theory also tends to idealize learning environments without fully addressing structural barriers, such as bureaucracy and rigid hierarchies that inhibit knowledge sharing in many public organizations (Fiol & Lyles, 1985; Crossan et al., 1999).

Another criticism is that OLT overemphasizes rational and cognitive aspects of learning while downplaying the influence of politics, power, and emotions within organizational life. Studies show that learning is often shaped by conflicts of interest, power struggles, and resistance to change, yet OLT under-theorizes these dynamics (Vince, 2001; Easterby-Smith & Lyles, 2011). Additionally, the theory has been critiqued for assuming that all employees have equal access to learning opportunities, ignoring inequalities in participation and voice (Marsick & Watkins, 2003). Critics further contend that OLT pays insufficient attention to external environmental pressures—

such as regulatory frameworks and market shifts that also shape organizational adaptation (Bapuji & Crossan, 2004). These limitations suggest that while OLT provides valuable insights into how organizations acquire and use knowledge, it must be complemented by perspectives that account for power, politics, and institutional constraints to fully capture the realities of organizational learning.

Empirical Review

In their study, Oparanma and Nwaeke (2015) examined the effects of job rotation on organizational performance in manufacturing companies in Nigeria. The study focused on evaluating the impact of job rotation on productivity, skill improvement, talent development, and the correction of irregularities. The findings revealed a significant and positive relationship between job rotation and employee performance, with the skills and knowledge gained from job rotation leading to enhanced productivity. Additionally, job rotation was found to assist management in identifying and correcting errors. The study concluded that job rotation positively influences organizational performance and recommended that companies implement job rotation practices. It also emphasized the importance of establishing a strong internal control system and ensuring that employees involved in wrongdoings are appropriately disciplined.

A study by Nour (2024) sought to establish the role of job rotation on employee performance in telecommunication companies in Hargeisa, Somaliland. Using a descriptive research design and non-probability sampling, the study sampled 95 individuals. The findings indicated that job rotation significantly influenced job satisfaction and productivity. Additionally, a positive correlation was found between job rotation and employee performance, suggesting that increased job rotation positively affects performance. The study concluded that job rotation plays a critical role in improving organizational effectiveness and employee outcomes. In view of the findings, the study recommended that telecommunication companies in Hargeisa should continue to make use of job rotation as a strategy to improve employee performance and the overall organizational performance.

In a different study, Liang, Nipo, and Wong (2023) explored the impact of the job rotation system on employee performance in Chinese state-owned enterprises, focusing on factors such as training, commitment, and development opportunities. The study used human capital theory and the ability, motivation, opportunity (AMO) theory to analyze this relationship. A synthesized literature review was employed, drawing on a 10-year longitudinal analysis of previous studies. The findings revealed that both individual and organizational performance significantly improved following job rotation, irrespective of the industry. Additionally, the study identified that while gender had no significant effect on the relationship between job rotation and employee performance, age and tenure played important moderating roles. The study concluded by providing practical recommendations for human resource departments in state-owned enterprises and for scholars and researchers, emphasizing the importance of tailoring job rotation strategies to individual characteristics like age and tenure.

A study by Mburu and Njoroge (2025) investigated the impact of job rotation on organizational performance within Kenya's public sector agencies, focusing on monthly operations and service delivery metrics across 200 staff members in four agencies. Data were gathered using structured questionnaires, performance records, and semi-structured interviews. The researchers applied multivariate analysis, including regression models and path analysis, to assess how rotating employees across different functional roles influenced performance indicators such as task completion rates, error reduction, and staff adaptability. The findings showed that employees who experienced job rotation recorded a 15% improvement in task efficiency and a 22% reduction in errors compared to those in static posts. Additionally, job rotation significantly enhanced internal communication and cross-functional understanding, leading to smoother processes. The study concluded that job rotation fosters flexibility, reduces dependencies on single individuals, and strengthens team collaboration ultimately boosting organizational resilience. Recommendations included designing rotation assignments with clear learning objectives and duration, and fostering managerial support to help employees adapt to new roles.

Another empirical study by Santos, Patel, and Lima (2025) assessed job rotation's effect on organizational performance in Brazilian agricultural firms. The study included 180 mid-level employees from both state and private agricultural institutions, randomly assigned to two groups: one undergoing cross-departmental job rotation over six months, and a control group remaining in their original roles. Performance metrics such as productivity (outputs per worker), innovation (number of new process suggestions), and job satisfaction were tracked. Using difference-in-difference (DiD) analysis, the authors found that the rotated group demonstrated a 12% increase in productivity, a 30% rise in process innovation suggestions, and a marked improvement in employee engagement scores. The study emphasized that when combined with formal mentorship and clear role transitions, job rotation not only maintains performance levels during transitions but actively enhances innovation and morale. It recommended that organizations tailor rotation programs to align with employees' career paths and provide installation support such as peer mentoring and performance debriefing.

A study by Tarus (2014) examined the effects of job rotation as a strategy for creating a high-performance workplace at Lake Victoria North Water Services Board in Kenya. The study emphasized the importance of high-performance workplaces for organizational profitability and competitiveness, noting that many organizations adopt job rotation to enhance performance and maintain their competitive advantage. An explanatory survey design was used, with stratified and simple random sampling methods employed to select respondents. Structural equation modeling (SEM) was utilized for model specification and hypothesis testing. The SEM results revealed that job rotation significantly predicted high-performance workplace outcomes, corroborating previous research. The study contributed to the development of measurement variables, factor reliability coefficients, and a job rotation model. It concluded that organizations should improve performance by strengthening job rotation strategies.

In Kenya, Muganda (2018) examined the factors affecting employee performance in government parastatals in Kenya, with a specific focus on the Kenya Power and Lighting Company Limited's Nakuru branch. A descriptive research design was used, with a population of 32 employees. Since the population size was manageable, the census technique was employed to include all targeted employees. Primary data were collected using open-ended questionnaires, while closed-ended questions gathered secondary data. The study concluded that employees effectively balanced daily needs with work demands and that senior management involved junior employees in decision-making, enhancing their commitment to the organization's goals. Additionally, promotions were based on academic qualifications and experience. The study recommended that Kenya Power should implement a work-life balance program to motivate and improve employee performance and that government institutions should provide safe and comfortable working environments. Further research was suggested on the impact of pay-for-performance on employee performance in public institutions.

A study by Aliu (2025) examined the importance of training on organizational performance through an extensive review of contemporary literature grounded in Human Capital Theory. The study analyzed how both formal and in-service training interventions influence productivity, service delivery, and organizational growth. Drawing from multiple empirical sources across public and private institutions the study emphasized that training should not be perceived as a cost but as a strategic investment with long-term returns. The study further highlighted that organizations with consistent training programs reported higher efficiency, adaptability to technological change, and greater employee satisfaction. Findings demonstrated a strong positive relationship between systematic training practices and organizational performance, particularly in dynamic sectors where innovation and continuous improvement are crucial. The study concluded that prioritizing structured employee training enhances service quality and productivity while safeguarding organizational competitiveness. Based on these findings, it was recommended that organizations institutionalize training budgets and integrate employee development into corporate strategy to ensure sustainable performance gains.

Another study by Rampun et al. (2025) investigated the effect of training transfer on employee and organizational performance using a quantitative design. The research involved two groups of 120 employees each, representing diverse organizational contexts, and assessed the degree to which training outcomes were effectively applied in the workplace. Data were analyzed using correlation and regression techniques to establish the link between training transfer and performance outcomes. The findings indicated a very high positive correlation, with training transfer explaining 78.2% of the variance in employee performance. The study further revealed that managerial support, alignment of training content with job requirements, and post-training follow-up were critical enablers of effective transfer. Without these factors, the benefits of training diminished significantly. The study concluded that while training is vital for organizational growth, its effectiveness largely depends on the extent to which learned skills are reinforced and utilized in the workplace. They recommended that organizations develop strong feedback systems, mentorship programs, and supportive cultures to maximize the impact of training investments on performance.

METHODOLOGY

The study was anchored in the positivist research philosophy, which holds that reality is objective, observable, and measurable through empirical evidence. The study employed exploratory sequential design to determine the effect of employee development practices on performance of agricultural state corporations and the moderating effect of organizational culture on the relationship between employee development practices and the performance of agricultural state corporations in North Rift Region, Kenya. This study targeted 1,305 employees working in 12 agricultural state corporations in the North Rift of Kenya. The employees were subdivided into three categories; senior level managers, middle level managers and lower level staff. Managers were included in the study because they play a central role in formulating, implementing, and overseeing employee development practices that directly influence organizational performance. A sample is a subset of the group or population under study. A good sample should truly represent the target population (Cooper & Schindler, 2006). The study used stratified random sampling technique and adopting Yamane formula to calculate the sample size as shown below.

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = corrected sample size,

N = population size.

e = margin error or the level of precision

1 = Constant

This formula assumes a degree of variability (i.e. proportion) of 0.5, the level of precision of 5% and a confidence level of 95%. Applying the formula to 1,305 target population, the sample size for the study was:

$n = 1{,}305/ \{1+ 1{,}305 (0.05)^2\}$

n = 306

This study used purely primary data which was collected using both structured questionnaire and Key informant interviews (KIIs). Primary data is customized to match the unique requirements and goals of a study, guaranteeing that the information gathered is pertinent and helpful. Primary data is more accurate and dependable than secondary data because it comes directly from the source and has not been acquired earlier, making it potentially outdated or unsuitable for the current research setting. The questionnaires contained purely closed-ended questions designed in a Likert scale and had multiple sections. Data analysis, according to Zikmund et al. (2010), is the use of reasoning to comprehend the data that has been obtained with the goal of identifying reoccurring patterns and condensing the pertinent information discovered throughout the research. Data obtained from the questionnaires underwent quantitative analysis to generate both descriptive and correlation statistics.

Linear regression analysis was also conducted to establish relationship between employee training and the dependent variable. The particular inferential statistic was linear regression modeling. To determine the overall model significance, the analysis of variance was examined. The coefficients of the equation was used to determine the effect of employee training on performance of agricultural state corporations in North Rift Region, Kenya. The significance of the different variables was assessed using a critical p value of 0.05. Tables were used to display the outcome of the results. The following linear regression model was used to show the effect of job rotation on performance;

$Y = \beta_0 + \beta X + \epsilon$

Where;

Y = Performance

X = Job Rotation

FINDINGS AND DISCUSSION

Out of the targeted 306 respondents, 241 questionnaires were completed and returned by middle-level and lower-level staff, while 18 senior-level managers participated through interviews. The overall response rate was 78.8%, which was considered satisfactory for survey-based research. Demographic results revealed that majority of respondents were male (58.9%), while females accounted for 41.1%. Regarding age, most respondents were between 26–33 years (32.8%) and 18–25 years (28.6%), suggesting that the workforce is predominantly young. Employees aged between 34–40 years accounted for 24.1%, while those aged 41–50 years made up 13.3%. With respect to education, majority of respondents (46.1%) had attained college-level education, followed by 24.1% who held university-level qualifications. In terms of work experience, 35.3% of respondents had served for more than 15 years, indicating a significant portion of the workforce with extensive institutional knowledge. Respondents with 1–5 years of experience constituted 21.2%, while those with less than one year and those with 11–15 years of experience each accounted for 15.4%. The demographic characteristics suggest that the study's findings were derived from a diverse, experienced, and reasonably well-educated workforce, ensuring the credibility and relevance of the responses collected in assessing the influence of employee development practices on organizational performance.

Descriptive Analysis

Job Rotation

The study sought to examine the effect of job rotation on the performance of agricultural state corporations in the North Rift Region, Kenya. To address this objective, respondents were requested to express their level of agreement with various statements relating to job rotation practices within their organizations. The results are presented in Table 4.6.

Table 1: Descriptive Statistics on Job Rotation

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
My organization helps employees adapt to new roles effectively through job rotation.	2.90%	7.10%	23.20%	32.40%	34.40%	3.88	1.05
My organization uses job rotation to enhance skill diversity among employees.	1.30%	6.30%	40.20%	26.40%	25.90%	3.69	0.97
My organization promotes exposure to different roles to improve employee competencies.	6.70%	17.20%	30.10%	26.80%	19.20%	3.35	1.17
My organization provides opportunities for employees to apply their skills in various departments.	2.10%	7.50%	32.00%	30.30%	28.20%	3.75	1.01
My organization uses job rotation as a strategy to improve overall productivity and performance.	7.50%	8.70%	27.80%	36.50%	19.50%	3.52	1.13

My organization enables employees to gain important experience from rotating across diverse job functions.	8.70%	6.20%	27.40%	31.10%	26.60%	3.61	1.19
My organization uses job rotation to identify and develop employee talent within the organization.	5.00%	7.50%	27.00%	28.20%	32.40%	3.76	1.13

The findings in Table 1 reveal varied perceptions regarding job rotation practices in agricultural state corporations within the North Rift Region, Kenya. On the item assessing whether organizations help employees adapt to new roles through job rotation, 66.8% of respondents agreed (32.4%+34.4%). This item had a mean score of 3.88 and a standard deviation of 1.05. The relatively high mean suggests general agreement that job rotation aids role adaptability, while the moderate standard deviation indicates slight variations in how effectively this practice is implemented across corporations. Regarding job rotation as a tool for enhancing skill diversity, 52.3% of respondents agreed, reflected in a mean score of 3.69 and a standard deviation of 0.97. This suggests respondents share a broadly consistent view that job rotation helps broaden employee skills. Nevertheless, the lower agreement percentage indicates that some corporations may not systematically rotate staff to build diverse competencies.

Exposure to different roles for competency improvement recorded the lowest agreement level, with only 46.0% of respondents affirming this practice. The corresponding mean was 3.35 with a higher standard deviation of 1.17. This reflects significant variability and weaker agreement, suggesting that exposing staff to diverse functions is not consistently practiced or recognized as a priority across all corporations. This gap highlights a potential underutilization of job rotation as a strategic capacity-building tool. In terms of opportunities to apply skills in various departments, 58.5% of respondents agreed that their organizations support cross-departmental assignments. This item yielded a mean of 3.75 and a standard deviation of 1.01. The findings indicate that while job application in multiple departments is moderately embedded in organizational practices, its implementation is neither universal nor systematic across all entities.

Job rotation as a strategy to improve productivity and performance was supported by 56.0% of respondents. The item recorded a mean score of 3.52 and a standard deviation of 1.13, pointing to a fairly neutral overall perception, with substantial response variation. This suggests inconsistent recognition of job rotation as a direct driver of performance, possibly due to differing organizational priorities or implementation challenges. Regarding job rotation providing experience through diverse job functions, 57.7% of respondents agreed, with a mean of 3.61 and a standard deviation of 1.19. The findings reflect cautious optimism, but also indicate that experiences from rotations are not consistently viewed as significant across the corporations.

Furthermore, job rotation as a method for identifying and developing employee talent was affirmed by 60.6% of respondents. This statement posted a mean of 3.76 and a standard deviation of 1.13, suggesting moderate agreement and slightly varying experiences. The findings imply that while talent development through job rotation is acknowledged, its strategic execution may be limited or unevenly applied. These descriptive results reflects moderate agreement that job rotation contributes to skill diversity, role adaptability, and performance enhancement. However, high standard deviations across several items point to inconsistent application and mixed perceptions across corporations. The findings imply that even though job rotation is present as a human resource practice, its strategic integration as a structured tool for talent development, competency improvement, and productivity enhancement remains limited.

Thematic Analysis

During interviews, top-level managers were asked to share their perspectives on how job rotation affects employee performance and skill development, as well as the challenges and benefits observed when employees are assigned to different roles or departments. Responses were drawn from managers across agricultural state corporations involved in seed production, irrigation services, farm inputs distribution, and agricultural research. Regarding the impact of job rotation on employee performance and skill development, one manager in operations management explained:

> *"In my view, job rotation helps employees learn new skills and become more adaptable. When employees move between departments, they understand the organization better and become flexible. This flexibility directly improves problem-solving because they can handle a wider range of tasks."*

Another manager supervising field operations noted:

> *"Rotating staff improves their competence significantly. Employees who started in administration but later worked in farm operations or irrigation units develop a broader understanding of how their work affects the entire organization. As a result, their performance improves when they return to their original role."*

Similarly, a respondent from the research division observed:

> *"When staff are exposed to new departments, they tend to acquire technical skills they did not have before. This approach has enhanced collaboration between departments as employees appreciate the challenges faced by other units."*

On the challenges and benefits of job rotation, several managers acknowledged that while job rotation fosters skills development and organizational understanding, it is not without challenges. A manager from the human resource department explained:

> *"The main benefit is skills enhancement and preventing monotony. Staff do not feel stuck in one role for years, and this keeps them motivated. But not everyone welcomes rotation. Some employees resist when moved to areas they are unfamiliar with, especially if they feel it is outside their specialization."*

A respondent from an agricultural inputs corporation added:

> *"Rotating staff has helped in identifying hidden talents. Employees discover strengths they never knew they had. For example, someone in clerical work may perform well when rotated to handle inventory or customer relations. But on the downside, it can slow operations at first, as the rotated employee takes time to adjust and learn new tasks."*

The interview findings revealed that job rotation is perceived as a beneficial strategy for employee development and organizational integration. Managers recognized its role in skill diversification, employee engagement, and cross-departmental understanding. However, they also highlighted the need for structured rotation programs, clear communication, and managerial support to address adjustment challenges and avoid operational disruptions.

Organizational Performance

The dependent variable in this study was organizational performance, focusing on agricultural state corporations in the North Rift Region, Kenya. The assessment considered dimensions such as productivity, service delivery, goal achievement, operational efficiency, and stakeholder satisfaction. The findings are presented in Table 2.

Table 2: Descriptive Statistics on Organizational Performance

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Dev.
Our financial performance has been on the rise over the past 5 years.	0.00%	7.10%	22.40%	28.60%	41.50%	4.22	0.75
Job delivery among the staff in our organization has been improving.	2.10%	9.10%	19.90%	31.50%	37.30%	3.93	1.06
We have managed to increase our market share of the years.	2.10%	4.60%	22.00%	32.40%	39.00%	4.02	0.99
My organization regularly monitors and assesses productivity levels to ensure continuous improvement.	2.50%	3.30%	23.20%	32.80%	38.20%	4.01	0.99
My organization achieves high levels of employee performance in meeting organizational goals.	3.30%	6.20%	19.50%	27.00%	44.00%	4.02	1.09
My organization emphasizes quality control to maintain consistent work quality.	4.60%	12.00%	24.10%	32.40%	27.00%	3.65	1.13
My organization promotes innovation and efficiency to enhance overall productivity and performance.	3.70%	13.30%	16.20%	39.80%	27.00%	3.73	1.11

The findings in Table 2 reveal generally positive perceptions regarding the organizational performance of agricultural state corporations in the North Rift Region, Kenya. Starting with financial performance, 70.1% of respondents agreed (combining 28.6% who agreed and 41.5% who strongly agreed) that their financial performance has improved over the past five years. This item recorded the highest mean score of 4.22. Notably, the standard deviation is reported as 2.75, which seems unusually high for Likert scale data and suggests a possible reporting or data entry error. Assuming this value is incorrect, the mean score nonetheless indicates that most respondents perceive consistent financial growth within their organizations.

Regarding job delivery improvements among staff, 68.8% of respondents agreed, with a mean score of 3.93 and a standard deviation of 1.06. This suggests that employees generally perceive improvements in work performance and task execution across their organizations, though with moderate variations in experience. Market share growth was affirmed by 71.4% of respondents. This item yielded a mean score of 4.02 and a standard deviation of 0.99, indicating consistent agreement among respondents that their organizations have expanded their market presence over time. The low variability suggests uniformity in market performance perceptions across the corporations.

Regular monitoring and assessment of productivity to ensure continuous improvement were confirmed by 71.0% of respondents. This statement achieved a mean score of 4.01 and a standard deviation of 0.99. The findings suggest that most organizations systematically track productivity levels, supporting ongoing improvements in operational efficiency. High levels of employee performance in meeting organizational goals were reported by 71.0% of respondents, reflected in a mean score of 4.02 and a standard deviation of 1.09. This indicates that goal achievement is generally strong across the corporations, although some variability exists in individual organizational experiences.

With regard to quality control, 59.4% of respondents agreed that their organizations maintain consistent work quality through quality control measures. This item recorded the lowest mean score of 3.65 and a standard deviation of 1.13, highlighting weaker perceptions in this area and greater variability in practices. This finding suggests that quality control systems may not be uniformly embedded across all corporations. Similarly, promotion of innovation and efficiency to enhance productivity and performance was confirmed by 66.8% of respondents. This statement posted a mean of 3.73 and a standard deviation of 1.11, reflecting moderate agreement and some differences in the extent to which innovation-driven improvements are prioritized across corporations.

The descriptive analysis of organizational performance suggests that most agricultural state corporations in the North Rift Region are perceived to be performing well, in terms of financial performance, market share growth, and employee goal achievement. The consistently high mean scores across these dimensions imply that organizations have realized significant operational and financial progress. Nonetheless, relatively lower agreement levels and higher variability in areas such as quality control and innovation indicate potential gaps. Strengthening formal quality assurance mechanisms and fostering innovation could help enhance overall productivity and service delivery further. The findings suggest that employee development practices, moderated by supportive organizational culture, contribute positively to corporate performance outcomes across the agricultural sector.

Correlation Analysis Results

Pearson correlation analysis was conducted to assess the strength and direction of the linear relationship between employee training and the performance of agricultural state corporations in North Rift Region. The results of the analysis are summarized in Table 3.

Table 3: Correlation Analysis Results

Variable	Performance	Job Rotation
Performance		
Pearson Correlation	1.000	
Sig. (2-tailed)		
Job Rotation		
Pearson Correlation	.642**	1.000
Sig. (2-tailed)	0.000	

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

Correlation analysis results showed that there was a strong positive and significant association between job rotation and organizational performance ($r = 0.642$, $p < 0.05$). This suggests that agricultural state corporations that engage in systematic job rotation practices such as cross-functional assignments, skill diversification, and exposure to different departments tend to achieve better performance outcomes. These findings support the assertions by Oparanma and Nwaeke (2015) that job rotation reduces employee stagnation by providing varied experiences and skill development opportunities, enabling organizations to maintain operational flexibility and improved performance.

Regression Analysis

The results indicate that the model was statistically significant in explaining the effect of job rotation on the performance of agricultural state corporations in North Rift Region, Kenya. This is supported by a p-value of 0.000, which is less than the standard significance level of 0.05 ($p = 0.000 < 0.05$), indicating that the effect of the independent variable on organizational performance is statistically significant.

The results also indicate that job rotation had a positive and significant effect on organizational performance ($\beta = 0.267$, $p = 0.000 < 0.05$). This was supported by a t-statistic of 5.135, which is greater than 1.96, thereby confirming its statistical significance. The result implies that a unit improvement in job rotation practices results in a 0.267-unit improvement in organizational performance. The findings further suggest that engaging in systematic job rotation such as cross-functional assignments, skill diversification, and departmental exposure significantly strengthens employee adaptability and operational efficiency. The study thus accepted the alternative hypothesis (H_a) that job rotation has significant effect on performance. These findings support the conclusions by Tarus (2014), who noted that well-structured job rotation programs enhance employee engagement and organizational flexibility in dynamic environments.

CONCLUSION

The study concludes that job rotation is a critical determinant of organizational performance. Structured rotational programs enable agricultural corporations to build employee adaptability and enhance skill diversity. By exposing employees to diverse functional areas, organizations can promote innovation and operational flexibility. Nonetheless, the findings indicate that the effectiveness of job rotation depends heavily on the prevailing organizational culture, which can either strengthen or weaken the impact of rotation programs on organizational performance.

RECOMMENDATIONS

Agricultural state corporations in the North Rift Region should develop a formalized job rotation policy that clearly outlines the frequency, duration, and departments involved in rotations. For example, employees could be rotated every 12–18 months across critical functions such as operations, finance, research, and customer service. This would ensure systematic exposure to diverse roles rather than ad hoc transfers. Such structured programs will help employees adapt to new roles more effectively, enhance operational flexibility, and reduce over-dependence on specific individuals in specialized departments.

Corporations should align job rotation with targeted training programs and succession planning frameworks. Before moving employees, management should provide orientation and mentorship to ensure smooth transitions. For instance, an employee rotated into irrigation services should first undergo technical training and job shadowing to minimize adjustment delays. Job rotation should also be tied to career progression, where successful completion of rotations becomes a requirement for promotion into supervisory or managerial roles. This will build a pool of versatile leaders while closing skill gaps within the sector.

To address resistance observed during rotations, corporations should foster a culture that values flexibility and continuous learning. Senior management should sensitize staff through workshops and forums on the importance of job rotation in enhancing performance and career growth. Furthermore, rotation programs should incorporate employee input by considering personal strengths and career interests. For example, employees interested in research could be rotated between laboratory analysis, field trials, and data management. Embedding rotation within a supportive cultural framework will reduce resistance and enhance employee acceptance of rotational practices.

Corporations should implement monitoring and evaluation systems to assess the effectiveness of job rotation on performance. Supervisors should be required to submit quarterly performance reports on rotated employees, highlighting improvements in adaptability, productivity, and collaboration. In addition, anonymous employee feedback surveys should be conducted after each rotation cycle to identify challenges and areas for improvement. This information should guide continuous refinement of job rotation programs. Linking evaluation results to organizational key performance indicators (KPIs) such as productivity targets, service delivery timelines, and innovation outputs will ensure that job rotation directly contributes to measurable organizational performance outcomes.

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