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EFFECT OF JOB ROTATION PROCEDURES ON EMPLOYEE ENGAGEMENT AT THE NATIONAL REGISTRATION BUREAU HEADQUARTERS IN NAIROBI CITY COUNTY, KENYA

Rebecca Wafula and **Dr. Weldon Kibet Ng'eno, PhD**

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Rebecca Wafula
Corresponding author, Postgraduate Student, Kenyatta University
Dr. Weldon Kibet Ng'eno, PhD
Senior Lecturer, Department of Public Policy and Administration, Kenyatta University

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Abstract:

Purpose of Study: This study examined the effect of job rotation procedures on employee engagement at the National Registration Bureau Headquarters in Nairobi City County, Kenya. Specifically, it assessed how job rotation contributes to employee skills development, motivation, teamwork and engagement. The study was guided by the Job Characteristics Model of work design.

Methodology: The study adopted a descriptive research design targeting 154 employees through census sampling. Data were collected using structured questionnaires and semi-structured interviews. A total of 146 questionnaires were returned, representing a 94.8% response rate. Quantitative data were analysed using descriptive statistics, Pearson correlation and regression analysis, alongside qualitative thematic analysis.

Findings: The findings revealed positive perceptions of job rotation procedures, particularly skills development (M=4.24), teamwork (M =4.22), motivation (M = 4.21) and task exposure (M= 4.17). Employee engagement was high, with mean scores ranging from 4.21 to 4.23. Correlation analysis established a strong positive relationship between job rotation procedures and employee engagement ($r = .741$, $p < .01$). Regression analysis demonstrated a statistically significant positive effect ($B = 0.312$, $\beta = .324$, $p < .001$). These results indicate that structured job rotation procedures are associated with improved employee engagement, supporting the Job Characteristics Model.

Conclusion: The study concluded that job rotation procedures significantly enhance employee engagement through skills development, motivation and collaboration. It recommends institutionalising competency-based rotation policies, providing appropriate training, ensuring transparent communication and regularly monitoring implementation. These measures can strengthen employee commitment, promote professional development and improve workforce effectiveness within public institutions.

Keywords: *Job rotation procedures, employee engagement, skills development, employee motivation, National Registration Bureau, Kenya*

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1.0 INTRODUCTION

1.1 Background of the Study

Employee engagement is a positive and energetic state of mind at work, marked by vigor, dedication and absorption (Bakker et al., 2023). Engaged employees put effort into their tasks, remain committed to their organisations and serve clients with care. Even so, engagement remains low in many workplaces. Gallup (2025) reported that only 21% of employees worldwide were engaged in 2024.

Organisations use several job design tools to strengthen engagement, and job rotation is one of the most common. Job rotation is the planned movement of employees between tasks, roles or departments so that they gain wider experience and meet fresh challenges (Mlekus et al., 2022). When it is well planned, rotation can build skills, reduce boredom and encourage cooperation across units. When it is poorly planned, it can create confusion about roles and added stress (Foroutan et al., 2021). The effect of rotation on engagement therefore depends on how rotation procedures are designed and applied. Public institutions that serve citizens directly, such as the National Registration Bureau (NRB), need employees who are skilled, flexible and committed. This study examines whether job rotation procedures achieve these aims at the NRB Headquarters in Nairobi City County.

1.1.1 Global perspective

Engagement is a global concern. Gallup (2025) found that 21% of employees worldwide were engaged in 2024, and Europe recorded the lowest regional share at 13%. In Germany, Mlekus et al. (2022) conducted two experiments with 135 and 159 participants. They found that task rotation raised expected job satisfaction, intrinsic motivation and positive affect, largely because it added skill variety and task identity. The second experiment confirmed these results only in part, which shows that rotation does not work the same way in every setting. In Asia, Malaysia has used job rotation in its civil service to develop staff. Yusof et al. (2023) surveyed 196 administrative assistants from a population of 403 in the Melaka state civil service. They found that job rotation had a positive and significant relationship with employee performance, and that job satisfaction helped to explain this relationship. Evidence from these two countries therefore shows that rotation can improve work attitudes and results, provided that employees find it meaningful and satisfying.

1.1.2 Regional perspective

Evidence from Africa shows a similar pattern. Gallup (2025) reported that only 19% of employees in Sub-Saharan Africa were engaged. In Ghana, Suleman et al. (2022) surveyed 122 administrative staff at the University of Education, Winneba. They found that job satisfaction and organisational commitment partly explained the link between job rotation and employee performance, and they cautioned that rotation should support career growth and should not be used as a routine or as a form of punishment. In South Africa, Chinyamurindi and Mashavira (2024) studied 304 public service employees in the Eastern Cape. They examined engagement,

creativity and decent work as factors linked to job satisfaction and turnover intention, and they called for practical measures to address high turnover and low job satisfaction in the public service. Taken together, the two countries show that public employees in Africa value work that is meaningful and fairly managed, and that rotation must be designed with these needs in mind.

1.1.3 Local perspective

In Kenya, studies on job rotation have mostly examined performance. In level-four hospitals in the South Rift region, job rotation was moderately related to employee performance ($R = 0.506$, $\beta = 0.406$, $p < 0.05$) (Cherotich et al., 2021). In cement manufacturing firms listed on the Nairobi Securities Exchange, a survey of 443 employees showed that job rotation significantly enhanced performance (Mung'ala et al., 2024). At the East African Portland Cement Company, job rotation had a positive and significant effect on productivity ($\beta = 0.256$, $p = 0.026$) (Wambua & Wambua, 2025). In the County Government of Kiambu, job rotation was one of three on-the-job training methods that predicted employee performance ($\beta = 0.245$) (Mwaura, 2025). These studies agree that rotation is useful, but they measured performance and productivity and not engagement. Little is known about its effect on engagement in national government agencies.

1.1.4 National Registration Bureau in Nairobi City County, Kenya

The NRB is one of the directorates of the State Department for Immigration and Citizen Services in the Ministry of Interior and National Administration, and it has field offices in all counties and sub-counties (State Department for Immigration and Citizen Services [SDICS], 2025). Its Headquarters in Nairobi City County coordinates registration services and supports the offices across the country. The State Department's strategic plan for 2023 to 2027 records reforms that include the automation of registration services through live capture units in sub-county registries (SDICS, 2023). Such reforms change the way employees work and require them to learn new tasks and cooperate across departments. This study focuses on the 154 employees at the Headquarters in the administration, information systems, civil registration, human resource management and finance departments, because rotation among these departments is likely to shape how employees experience their work.

1.2 Statement of the Problem

Public registration services depend on employees who are attentive, accurate and willing to work across functions. The NRB has modernised its registration processes (SDICS, 2023), and this change requires employees who can move between tasks with confidence. Job rotation is one way of preparing such employees, yet its effect on their engagement at the NRB has not been tested. Kenyan studies on job rotation focus mainly on performance and productivity in hospitals (Cherotich et al., 2021), cement firms (Mung'ala et al., 2024; Wambua & Wambua, 2025) and a county government (Mwaura, 2025). They do not measure engagement, which covers vigor, dedication and absorption. International evidence is also mixed. Agustian and Rachmawati (2021) found that job rotation influenced engagement in the public sector only when employees also felt satisfied with their jobs, while Foroutan et al. (2021) drew attention

to the harmful side of rotation by examining role ambiguity and role conflict among hotel employees. Evidence from a national registration agency is missing altogether. Without such evidence, NRB managers cannot tell whether their rotation procedures strengthen engagement or need redesign. This study therefore examines the effect of job rotation procedures on employee engagement at the NRB Headquarters in Nairobi City County, Kenya.

1.3 Purpose of the Study

The purpose of the study was to determine the effect of job rotation procedures on employee engagement at the National Registration Bureau Headquarters in Nairobi City County, Kenya.

1.4 Research Hypothesis

H01: Job rotation procedures do not significantly affect employee engagement at the National Registration Bureau Headquarters in Nairobi City County, Kenya.

2.0 LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Job Characteristics Model (JCM)

According to the Job Characteristics Model (JCM) of Hackman and Oldham (1976), the way a job is designed shapes employees' motivation, satisfaction and engagement. The model holds that five core job dimensions create psychological states that influence work outcomes such as performance, commitment and personal growth. Skill variety is the range of skills a job requires. Task identity is the extent to which an employee completes a whole piece of work from start to finish. Task significance is the importance of the work to others. Autonomy gives employees freedom to decide how to carry out their tasks, and feedback tells them how well they are performing. Together, these dimensions strengthen intrinsic motivation and job satisfaction and reduce absenteeism, turnover and disengagement.

At the NRB, the JCM is useful for studying job rotation. Rotation widens skill variety, exposes employees to complete work processes and brings feedback from different supervisors and colleagues. For example, when a registration officer is moved to an information systems or field task, the wider role adds variety and meaning, which can raise satisfaction and motivation. These outcomes support the NRB's aim of efficient service delivery and a committed workforce.

The JCM also stresses that jobs must match employees' abilities. Poorly planned redesign can cause overload, role ambiguity and skill mismatch, which reduce engagement and raise stress (Humphrey et al., 2007). In bureaucratic organisations such as the NRB, where job descriptions are often rigid, rotation must be planned carefully so that it empowers employees and does not create new pressures.

This study therefore uses the JCM to explain how job rotation procedures influence employee engagement, defined by vigor, dedication and absorption. The model links job features to

measurable engagement outcomes, and it helps to explain not only whether rotation improves engagement but also why.

2.2 Empirical Review

2.2.1 Job Rotation Practices and Employee Engagement

International studies show that rotation can improve work attitudes, but the results depend on how it is applied. In Germany, two experiments showed that task rotation raised expected job satisfaction, intrinsic motivation and positive affect, and that skill variety and task identity were the strongest explanations. The second experiment confirmed these results only in part (Mlekus et al., 2022). In Indonesia's public sector, job rotation influenced engagement when employees were also satisfied with their jobs (Agustian & Rachmawati, 2021). In contrast, Foroutan et al. (2021) examined role ambiguity and role conflict among hotel employees and drew attention to the negative side of rotation. These studies suggest that rotation supports engagement when it is meaningful and clear, and harms it when it is confusing or imposed.

Studies in public institutions point the same way. Among civil servants in Melaka, Malaysia, job rotation had a positive and significant relationship with performance, and job satisfaction acted as a mediator (Yusof et al., 2023). Among administrative staff in Ghana, job satisfaction and organisational commitment partly explained the effect of rotation on performance, and rotation worked best when it supported career growth and was not used as punishment (Suleman et al., 2022).

Kenyan studies report positive effects on performance. Job rotation was positively related to employee performance in level-four hospitals (Cherotich et al., 2021) and in cement firms (Mung'ala et al., 2024). It also had a significant effect on productivity at the East African Portland Cement Company (Wambua & Wambua, 2025) and a positive effect on performance in the County Government of Kiambu (Mwaura, 2025). However, none of these studies measured engagement, and none was conducted in a national registration agency where employees combine administrative work with services to the public. This study fills that gap by measuring both rotation procedures and engagement at the NRB Headquarters.

2.2.2 Employee Engagement

Engagement is commonly explained through the job demands–resources theory, which treats job resources such as autonomy, feedback and development opportunities as sources of vigor, dedication and absorption (Bakker et al., 2023). Rotation can act as a resource when it offers learning and variety, and as a demand when it brings unclear roles or heavier workloads (Foroutan et al., 2021).

Research in public services shows why engagement matters. In the South African public service, Chinyamurindi and Mashavira (2024) examined engagement, creativity and decent work in relation to job satisfaction and turnover intention among 304 employees. In Kenya, Mwaniki and Omuya (2024) found that employee commitment improved productivity, service

delivery, cost efficiency and the work environment in state departments, and they recommended stronger employee engagement and fair policies. Gallup (2025) reported that only 19% of employees in Sub-Saharan Africa were engaged, which shows the scale of the challenge.

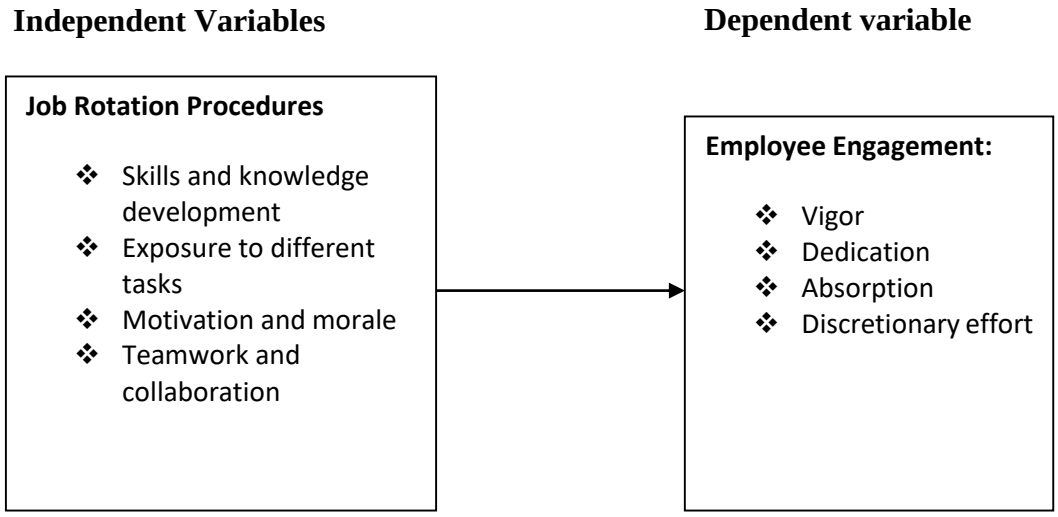
These studies show that engagement matters for public service, but they do not link it to job rotation procedures in a national registration agency. This study addresses that gap.

2.3 Conceptual Framework

A conceptual framework shows the expected relationship between the variables of a study. In this study, job rotation procedures are the independent variable and employee engagement is the dependent variable. Job rotation procedures are measured through skills and knowledge development, exposure to different tasks, motivation and morale, and teamwork and collaboration. Employee engagement is measured through vigor (energy and enthusiasm), dedication, absorption and discretionary effort. The framework expects that well-structured rotation procedures will raise engagement.

Figure 2.1

Conceptual Framework



Note. Source: Researcher (2025)

3.0 RESEARCH METHODOLOGY

The study will adopt a descriptive research design to examine the effect of job rotation procedures on employee engagement at the National Registration Bureau Headquarters in Nairobi City County, Kenya. The target population will comprise 154 employees drawn from the administration, information systems, civil registration, human resource management and finance departments. A census sampling technique will be adopted to include all 154

employees. Structured questionnaires and semi-structured interview guides will be used to collect quantitative and qualitative data, respectively. The questionnaires will employ a five-point Likert scale to measure job rotation procedures and employee engagement. A pilot study involving 15 respondents will assess the clarity and suitability of the research instruments. Content and construct validity will be established through expert assessment and alignment with relevant theoretical constructs, while reliability will be tested using Cronbach's alpha, with a coefficient of 0.7 or higher considered acceptable. Data collection will commence after obtaining the necessary institutional and research authorisations. Quantitative data will be analysed using descriptive statistics, correlation and regression analysis in SPSS, while qualitative data will be analysed thematically. Findings will be presented using tables, graphs and charts. Ethical considerations will include informed consent, voluntary participation, confidentiality, anonymity and secure data storage throughout the research process.

4.0 RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate

Table 4.1 shows the number of questionnaires distributed and the number returned by respondents.

Table 4.1

Response Rate

Response	Frequency	Percent
Retrieved	146	94.8
Unretrieved	8	5.2
Total	154	100

Source: Research Data (2026)

Of the 154 questionnaires distributed, 146 were returned, a response rate of 94.8%, while 8 questionnaires (5.2%) were not returned. This rate is high. For comparison, a meta-analysis of 1,071 online surveys in education research reported an average response rate of 44.1% (Wu et al., 2022). A high return rate lowers the risk that non-respondents differ from respondents, and so it strengthens confidence that the findings represent the NRB Headquarters workforce. It also shows that employees were willing to share their views on job rotation and engagement. The response rate was therefore adequate for analysis and interpretation.

4.2 Descriptive Analysis

4.2.1 Job Rotation Practices and Employee Engagement

This section presents employees' views on job rotation at the NRB Headquarters. Table 4.2 shows the percentage of respondents in each response category, together with the mean and standard deviation for each statement. SD means strongly disagree, D disagree, N neutral, A agree and SA strongly agree.

Table 4.2

Job Rotation Practices and Employee Engagement

Statement	SD	D	N	A	SA	Mean	Std. Dev
Job rotation enhances employee skills and knowledge.	0.7	2.7	5.5	54.1	37.0	4.24	0.71
Employees are regularly exposed to different tasks through rotation.	1.4	3.4	7.5	52.1	35.6	4.17	0.74
Job rotation improves employee motivation and morale.	0.7	2.7	6.2	55.5	34.9	4.21	0.70
Job rotation enhances teamwork and collaboration.	0.7	3.4	5.5	53.4	37.0	4.22	0.71
Job rotation has improved employee engagement at NRB.	0.7	2.7	6.8	54.1	35.7	4.21	0.70

Source: Research Data (2026)

Most respondents agreed that job rotation improves skills and knowledge. In total, 91.1% agreed or strongly agreed (54.1% and 37.0%), the mean was 4.24 and the standard deviation was 0.71. Only 3.4% disagreed. This suggests that moving between roles and departments widened employees' technical and organisational knowledge, and that staff see rotation as a learning opportunity and not as a disruption. The finding agrees with Kenyan evidence that job rotation is positively related to performance in hospitals, manufacturing firms and county government (Cherotich et al., 2021; Mung'ala et al., 2024; Mwaura, 2025). In terms of the JCM, learning new tasks increases skill variety, which Mlekus et al. (2022) identified as one of the strongest explanations for the benefits of rotation.

Respondents also agreed that employees are regularly exposed to different tasks. A total of 87.7% agreed or strongly agreed (52.1% and 35.6%), with a mean of 4.17 and a standard deviation of 0.74. This was the lowest mean in the table, and it carried the largest neutral share (7.5%). The result suggests that rotation is applied fairly regularly, but that it may not reach

every employee equally. Exposure to different functions helps employees to see how units depend on each other, which supports the task identity dimension of the JCM. Rotation should therefore be predictable and open, because Suleman et al. (2022) cautioned that it should not become a routine or a punishment.

On motivation and morale, 90.4% agreed or strongly agreed (55.5% and 34.9%), with a mean of 4.21 and a standard deviation of 0.70. Varied work reduces boredom and renews interest, especially in registration work that involves repeated procedures. Yusof et al. (2023) reported a similar pattern in the Malaysian civil service, where job rotation was positively and significantly related to performance and job satisfaction helped to explain the link. This suggests that gains in morale at the NRB may also carry over into the quality of service.

Teamwork and collaboration also gained from rotation. In total, 90.4% agreed or strongly agreed (53.4% and 37.0%), the mean was 4.22 and the standard deviation was 0.71, while 4.1% disagreed and 5.5% were neutral. Public service delivery depends on cooperation across departments. When employees work in several units, they understand their colleagues' roles better, misunderstandings fall and work flows more smoothly. This result shows that rotation helps to build working relationships that extend beyond a single department.

Finally, 89.8% agreed or strongly agreed (54.1% and 35.7%) that job rotation has improved employee engagement at the NRB, with a mean of 4.21 and a standard deviation of 0.70. Employees themselves therefore link rotation with greater engagement. This agrees with Agustian and Rachmawati (2021), who found that job rotation influenced engagement in the public sector when satisfaction was present. The high agreement on motivation and morale in Table 4.2 suggests that a similar route may operate at the NRB.

Across the five statements, mean scores ranged from 4.17 to 4.24 (grand mean 4.21) and standard deviations from 0.70 to 0.74. The low spread shows that employees held similar views, which points to rotation being applied as a regular practice and not as an occasional event. Even so, between 3.4% and 4.8% of respondents disagreed with each statement, and 5.5% to 7.5% were neutral. Management should therefore check that rotation is equally clear and fair in every department. Overall, the findings agree with the JCM and with earlier studies: well-run rotation builds skills, motivation and teamwork, which are the foundations of engagement. They support making rotation a formal human resource policy at the NRB.

4.2.2 Employee Engagement

Employee engagement is the dependent variable of the study. Table 4.3 presents employees' views on their energy, dedication, absorption and willingness to go beyond minimum requirements, which are the core features of engagement (Bakker et al., 2023).

Table 4.3
Employee Engagement

Statement	SD	D	N	A	SA	Mean	Std. Dev
Employees show high levels of energy and enthusiasm at work.	0.7	2.7	6.2	54.1	36.3	4.23	0.70
Employees are fully dedicated to their work responsibilities.	0.7	3.4	5.5	55.5	34.9	4.21	0.71
Employees are fully absorbed in their daily tasks.	0.7	2.7	6.8	54.8	35.0	4.21	0.70
Employees feel motivated to go beyond minimum job requirements.	0.7	2.7	5.5	55.5	35.6	4.23	0.69
Overall, employees are highly engaged in their work at NRB.	0.7	2.7	6.2	54.8	35.6	4.22	0.70

Source: Research Data (2026)

Employees reported high levels of energy and enthusiasm. In total, 90.4% agreed or strongly agreed (54.1% and 36.3%), the mean was 4.23 and the standard deviation was 0.70, while 3.4% disagreed. Energy is the vigor component of engagement, and this result suggests that employees approach their work with enthusiasm. Energised employees are important in a public office where citizens expect prompt and accurate service.

Dedication was also high. A total of 90.4% agreed or strongly agreed (55.5% and 34.9%), with a mean of 4.21 and a standard deviation of 0.71. Some 5.5% were neutral and 4.1% disagreed, so commitment is strong but not complete. Mwaniki and Omuya (2024) found that employee commitment improved productivity and service delivery in Kenyan state departments, which shows why this result matters for the NRB.

Employees were also absorbed in their daily tasks: 89.8% agreed or strongly agreed (54.8% and 35.0%), with a mean of 4.21 and a standard deviation of 0.70. Absorption means concentration and focus on the task at hand. Registration work needs accuracy, so high absorption is a favourable sign for the quality of identity records. The neutral share of 6.8% was the highest among the engagement items, and it suggests that some employees may find it harder to stay fully focused.

Respondents also showed willingness to go beyond minimum requirements. In total, 91.1% agreed or strongly agreed (55.5% and 35.6%), the mean was 4.23 and the standard deviation

was 0.69, the lowest in the table. This indicates strong discretionary effort, meaning that employees help others and take on extra tasks because they want to and not because they must.

On overall engagement, 90.4% agreed or strongly agreed (54.8% and 35.6%), with a mean of 4.22 and a standard deviation of 0.70. Mean scores across the five items ranged only from 4.21 to 4.23 and standard deviations from 0.69 to 0.71, which shows that engagement was high and consistent. These self-reported scores should be read with care. A five-point agreement scale is not directly comparable with the engagement measure used by Gallup (2025), whose regional figure for Sub-Saharan Africa was 19%, and employees may also tend to answer favourably in a workplace survey. The interview data and the regression results that follow therefore provide an important check on the descriptive picture.

Taken together, the results show that employees at the NRB Headquarters display the three features of engagement, namely vigor, dedication and absorption, together with discretionary effort. This provides a sound base for testing whether job rotation procedures explain these levels of engagement.

4.3 Inferential Statistics

The Pearson correlation coefficient (r) ranges from −1 to +1. A positive value shows that two variables move in the same direction, and a negative value shows that they move in opposite directions. The closer the value is to ±1, the stronger the relationship. Significance values show whether the relationship is statistically significant. Regression analysis was then used to test the effect of job rotation procedures on employee engagement.

Table 4.4

Table 4.4 presents the Pearson correlation between job rotation procedures and employee engagement at the National Registration Bureau Headquarters, Nairobi.

Table 4.4
Pearson correlation

	Job Rotation Procedures	Employee Engagement
Job Rotation Procedures.	1	.741**
Employee Engagement.	.741**	1

Note. n = 146. Correlation is significant at the 0.01 level (2-tailed). Source: Research Data (2026)

The findings indicate a strong positive and statistically significant relationship between job rotation procedures and employee engagement ($r = .741$, $p < .01$). This suggests that improved job rotation procedures are associated with higher employee engagement. The finding agrees with Mwaura (2025) and Wambua and Wambua (2025) and supports the Job Characteristics Model's emphasis on skill variety.

Table 4.5

Table 4.5 shows the model summary for job rotation procedures explaining employee engagement at the National Registration Bureau Headquarters, Nairobi.

Table 4.5

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.821	.674	.668	.41215

Note. Predictor: (Constant), Job Rotation Procedures.
Dependent variable: Employee Engagement.
Source: Research Data (2026)

The findings indicate that job rotation procedures explain 67.4% of the variation in employee engagement ($R^2 = .674$, adjusted $R^2 = .668$). This demonstrates substantial explanatory power, suggesting that job rotation is an important predictor of employee engagement. The remaining 32.6% is attributable to other factors, including leadership, recognition, remuneration and organisational culture.

Table 4.6

Table 4.6 presents ANOVA results testing whether job rotation procedures significantly predict employee engagement at the National Registration Bureau Headquarters.

Table 4.6

Anova Results

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression.	6.984	1	6.984	16.89	< .001
Residual.	59.537	144	.413		
Total.	66.521	145			

Note. Dependent variable: Employee Engagement.
Predictor: (Constant), Job Rotation Procedures.
Source: Research Data (2026)

ANOVA confirms the regression model is significant ($F(1, 144) = 16.89$, $p < .001$), meaning job rotation procedures reliably predict employee engagement. The residual mean square is small relative to regression, indicating explanatory value. This supports Mwaura (2025) and Wambua and Wambua (2025), who found significant rotation effects, and aligns with the JCM's claim that enriched job design improves engagement.

Table 4.7

Table 4.7 presents regression coefficients showing job rotation procedures' effect on employee engagement at the National Registration Bureau Headquarters, Nairobi.

Table 4.7

Regression coefficients

Model	B	Std. Error	Beta	t	Sig.
(Constant).	1.102	0.310		3.56	< .001
Job Rotation Procedures.	0.312	0.076	0.324	4.11	< .001

Note. Dependent variable: Employee Engagement. Source: Research Data (2026)

Regression results show a significant positive effect of job rotation procedures on employee engagement (B = 0.312, β = .324, t = 4.11, p < .001). One-unit rotation increase raises engagement by 0.312 units. This moderate effect mirrors Mwaura (2025, β = .245), Wambua and Wambua (2025, β = .256) and Cherotich et al. (2021, β = .406), supporting JCM.

The regression equation is:

Employee Engagement = 1.102 + 0.312 (Job Rotation Procedures)

Because p < .05, the null hypothesis (H01) that job rotation procedures do not significantly affect employee engagement was rejected. The effect is consistent in magnitude with Kenyan rotation studies, although those studies measured performance rather than engagement. The result fits the JCM, which expects well-designed jobs through skill building, variety and teamwork to raise engagement at the NRB Headquarters.

5.0 SUMMARY OF THE STUDY

The study examined the effect of job rotation procedures on employee engagement at the National Registration Bureau (NRB) Headquarters in Nairobi City County. Out of 154 questionnaires distributed, 146 were completed and returned, representing a response rate of 94.8%. The descriptive findings established that employees generally held positive perceptions of job rotation procedures, with mean scores ranging from 4.17 to 4.24. Specifically, 91.1% agreed that job rotation enhances employee skills and knowledge (M = 4.24), while 87.7% indicated that employees were regularly exposed to different tasks (M = 4.17). Additionally, 90.4% agreed that job rotation improves employee motivation and morale (M = 4.21), while an equal proportion recognised its contribution to teamwork and collaboration (M = 4.22). Overall, the findings demonstrated that job rotation was perceived as an important practice for promoting employee development, motivation and workplace cooperation.

The findings further established that employee engagement levels at NRB Headquarters were high, with mean scores ranging from 4.21 to 4.23. Specifically, 90.4% of respondents agreed that employees demonstrated energy and enthusiasm at work, while 90.4% recognised their dedication to work responsibilities. Similarly, 89.8% agreed that employees were absorbed in their daily tasks, while 91.1% indicated willingness to go beyond minimum job requirements. Overall, 90.4% agreed that employees were highly engaged in their work (M = 4.22, SD = 0.70). These findings demonstrated positive levels of vigour, dedication, absorption and discretionary effort among employees.

The inferential findings indicated a positive and statistically significant relationship between job rotation procedures and employee engagement ($r = .741$, $p < .01$). The regression analysis further indicated that job rotation procedures significantly predicted employee engagement ($F(1, 144) = 16.89$, $p < .001$). The regression coefficient was positive ($B = 0.312$, $\beta = 0.324$, $p < .001$), demonstrating that improvements in job rotation procedures were associated with increased employee engagement. Consequently, the null hypothesis that job rotation procedures do not significantly affect employee engagement was rejected. The findings support the Job Characteristics Model, which associates skill variety and meaningful work experiences with improved employee motivation and engagement.

6.0 CONCLUSION

The study concludes that job rotation procedures have a positive and significant effect on employee engagement at the NRB Headquarters. Employees view rotation as a way of building skills, renewing motivation and strengthening teamwork, and these benefits are associated with high levels of vigor, dedication and absorption. Rotation is therefore more than an administrative arrangement. It is a job design practice that supports a committed and capable workforce in a public institution that serves citizens directly.

The study also concludes that the benefits depend on how rotation is managed. A small share of employees disagreed or were neutral on each statement, which suggests that clarity, fairness and support are needed for all staff. International evidence shows that rotation can raise role ambiguity and role conflict when it is poorly planned (Foroutan et al., 2021) and that it works best when it supports career growth (Suleman et al., 2022). The results come from a single organisation and rely on self-reported views, so they should be applied to other agencies with care.

7.0 RECOMMENDATIONS

Based on the findings, the study makes the following recommendations. First, the NRB should adopt job rotation as a formal human resource policy. The policy should state the purpose of rotation, the departments involved, the length of each assignment and the criteria for selecting employees, so that rotation is predictable and fair.

Second, management should match rotation to employees' competencies and provide training and orientation before each move. This reduces the risk of overload, skill mismatch and role ambiguity, which the Job Characteristics Model and the literature identify as threats to engagement (Foroutan et al., 2021; Humphrey et al., 2007). Supervisors should explain new roles clearly and give regular feedback during each assignment.

Third, rotation should be linked to career development. Employees who gain new skills through rotation should see these skills recognised in promotion and training decisions, so that rotation is viewed as an opportunity and not as a punishment (Suleman et al., 2022).

Fourth, the NRB should involve employees in planning rotation, communicate decisions early and listen to concerns. Finally, the human resource department should review rotation regularly using engagement surveys and staff feedback, and it should pay particular attention to departments where neutral or negative views were more common. Such reviews will help to keep rotation effective as registration systems and services continue to change.

8.0 AREAS FOR FURTHER RESEARCH

Future research should test the effect of job rotation on engagement in other national government agencies and in regional and county registration offices, so that findings can be compared across settings. Longitudinal studies would show how engagement changes over time as employees move through rotation cycles. Studies that include job satisfaction and organisational commitment as mediating variables would explain how rotation affects engagement, as suggested by Agustian and Rachmawati (2021) and Suleman et al. (2022). Finally, research could compare job rotation with other job design practices, such as job enrichment and job enlargement, and could use objective service delivery data alongside employee perceptions.

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