

Planned Job Experiences Practice and Performance of Commercial State Corporations in Kenya

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Abstract

The study sought to investigate the influence of planned job Experiences practice on performance of Commercial State Corporations (CSCs) in Kenya. The target population was all 32CSCsin Kenya, which are supervised under different sectors. The total population of employees was 9600 of which 492 held managerial posts in the CSCs in Kenya. Cross-sectional descriptive survey design with qualitative and quantitative approaches was adopted for the study. A sample of thirteen (13) CSCs and 173 respondents who are in managerial positions was obtained through purposive sampling. Data was collected using qualitative and quantitative tools. The data was statistically analyzed using descriptive, correlation and regression analysis. The study findings revealed all the indicators on planned job experiences practice had a mean ranging from 2.27 and 4.49, showing that planned job experiences practice has a significant positive relationship with performance of CSCs in Kenya. The value of R Square was 0.253, meaning that 25.3 percent of the variation in the performance of commercial state corporations in Kenya can be explained by planned job experiences practice. It was concluded that the components of planned job experiences including job rotations, job enlargement and job enrichment practices are beneficial to CSCs in Kenya. It was recommended that HR managers should ensure that job rotations, job enlargement and job enrichment practices are mainstreamed for supervisory personnel in organizations. Additionally, policy should be enforced for planned job experiences practice to be integrated for managerial staff in organizations.

Key Words: *Planned Job Experiences, job rotation, job enlargement, job enrichment, Performance.*

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I. Introduction:

Planned job experiences encompass job rotation, job enlargement, job enrichment, project teams, coaching, mentorship and action learning (Armstrong, 2014). Planned job experiences practice is an effective approach to managerial development applied with the aim of improving performance of the supervisory staffs (Rintala, 2016, Armstrong, 2014). This study focused on three main components of planned job experiences practice namely, job rotation, job enlargement and job enrichment.

Firstly, job rotation is concerned with reassigning the executives from one managerial role to another or from a department to another on a coordinated and planned basis so as to acquire knowledge and skills related to many functional areas of the organization (Eguchi, 2005). Secondly, job enlargement is concerned with assigning additional, same level managerial roles to the supervisory employees in the organization. The assigned extra duties serve to enhance one's scope and workload, which in return helps to upsurge their skills through diverse experiences and social interactions (Raza, 2011). Lastly, job enrichment is done by assigning the managerial staffs responsibilities or roles in the higher ranks than they presently hold (Robbins & Judge, 2011). This aids in making the managerial job become more interesting, challenging and meaningful (Saleem, 2012).

Statement of the Problem

The current state of management of CSCs in Kenya affects the attainment of such objectives as expected from government owned commercial enterprises (Mwaura, 2007). The poor performance of the CSCs in Kenya has had adverse negative effects on the economy of Kenya (Njiru, 2008). There has been clear evidence of prolonged inefficiency, financial mismanagement as well as wastage and malpractices (Kamuti, 2010). Although CSCs in Kenya have been restructured to enhance performance, they still perform dismally (Ogari, 2017). Therefore, there is need for intervention through developing the untapped potential of managerial personnel, in order to exceed the current level of performance (Eckert & Rweyongoza, 2015). Planned job experiences practices by way of job rotation, job enlargement and job enrichment are effective approaches to managerial development (Armstrong, 2014). The approaches for planned job experiences are widely used with the aim of increasing the level of knowledge, decreasing monotony and preparing the supervisory staffs for improved management (Kaymaz, 2010).

Purpose of the study

The purpose of this study was to investigate the influence of planned job experiences practice on performance of commercial state corporations in Kenya.

II. Literature Review

Planned job experiences practice is part of the strategy to re-skill back-office functions by providing new working environment, new social dialogue, new experiences, new professional fields and mobility. It is an effective approach to managerial development applied with the aim of improving performance of the managerial staffs (Rintala, 2016). Planned job experiences practice helps to increase motivation and leads to personal development, higher quality work and improved output (Adomi, 2006). By working in more than one department or section at set intervals and learning by actually doing the work, it makes it easier to acquire knowledge and skills related to many functional areas of the organization (Eguchi, 2005). The components of planned job experiences encompass job rotation, job enlargement, job enrichment, project teams, coaching, mentorship and action learning (Armstrong, 2014). This study majored on three main components of planned job experiences practice including job rotation, job enlargement and job enrichment.

Job rotation as a component of planned job experiences is defined as working at different tasks or in different positions for a set period of time. It means the transferring of executives from job to job and or from plant to plant on a coordinated and planned basis. This makes it easier for executives to acquire knowledge and skills related to many functional areas of the organization (Eguchi, 2005). Noteworthy, job rotation is an important approach of job design as well as human capital development practice which has the potential to improve job satisfaction and increase expertise of the managerial staffs (Saravan & Abbas, 2013). It is also an effective technique in decreasing monotony, preparing the leaders and defining the most productive job position.

The other constituent considered in this study is of job enlargement, which is concerned with assigning managerial staffs with additional same level undertakings, thus increasing or adding to the number of activities they perform (Dessler, 2008). It actually involves assigning supervisory staffs some extra duties to enhance their scope and workload, for the purposes of increasing skills through experience and social interactions (Raza, 2011). Notably, a variety of assignments offers a greater sense of capability to perform various kinds of works as well as a strategy that expands one's performance capacities (Mahmoud, 2014).

It is worthwhile to note that, the additional tasks should be accompanied by freedom, independence, discretion and adequate recognition and support. This means that employees who are doing extra tasks in the same level deserve recognition and appreciation from the top management (Denhart & Aristigueta, 2009). However, it should be noted that, job enlargement in the long run can sometimes dissatisfy and reduce organizational commitment. Nonetheless, this can be circumvented where the added workload is accompanied with commensurate rewards (Khan, 2005).

Another element of planned job experiences practice fronted in this study was job enrichment. Job enrichment is done by giving the supervisory staffs an opportunity to use a range of their abilities through assigning more responsibilities, accountability roles and varieties in the higher ranks than they presently hold (Robbins & Judge, 2011). The purpose of job enrichment is to make the job more interesting, challenging and meaningful. This in turn helps to reverse the negative effects of repetitive tasks, boredom, lack of flexibility and dissatisfaction (Saleem, 2012). In today's competitive environment, organizations are beginning to adopt methods of motivation where workers will continue to value their work, have more control in scheduling their work and deciding how best the work should be done. This is because people derive pleasure and fulfillment in their position with greater variety of skill and self-sufficiency (Ozigbo et al., 2020).

III. Methodology

Cross-sectional descriptive survey design with both qualitative and quantitative approaches was adopted for the study. A cross-sectional design helps to collect data at one given time across a sample population. On the other hand, descriptive survey helps to obtain information from respondents in their natural setting (Mugenda & Mugenda, 2009). The target population for the study was all 32 CSCs in Kenya, with a total of 9600 employees of which 492 held managerial posts. The study used two stage purposive sampling to obtain a sample of thirteen (13) CSCs in Kenya and 173 respondents. In the first stage, 13 CSCs were purposively selected because they were fully operational during the period of the study as compared to the others that were not fully operational due to the prevailing effects of COVID-19 pandemic protocols at the time of the study. In the second stage, 173 respondents who were in managerial positions in the selected CSCs were obtained through purposive sampling as they were available during the time of the study. The sample size is here in shown in table 1.

Table 1: Sample Size

CSCs in Kenya	Sample Size
Agro-Chemical and Food Company	17
Nyayo Tea Zones Development Corporation	15
Kenya National Trading Corporation	14
Golf Hotel Kakamega	9
Jomo Kenyatta Foundation	13
School Equipment Production Unit	12
University of Nairobi Enterprises Limited	10
Kenya Literature Bureau	18
New-Kenya Co-operative Creameries	16
Kenya Safari Lodges and Hotel Limited	11
Kenya Reinsurance Corporation Ltd.	19
Kenya National Assurance Co. Ltd.	6
Development Bank of Kenya	13
Total	173

The data for the study was collected, sorted, edited, coded, scored and analyzed using SPSS version 23. The findings of the study were presented in form of tables and figures. This was done together with the discussions and interpretation of the findings of the study.

IV. Findings of the study

4.1 Response Rate

The study sought to examine the influence of planned job experiences practice on performance of commercial state corporations in Kenya. A total of 173 questionnaires were distributed to the respondents, out of which 156 questionnaires were well filled and submitted back. This represented a response rate of 90%. A response rate of from 60% is adequate for a study (McMillan & Schumacher, 2001).

4.2 Descriptive Statistics

The respondents were required to indicate their level of agreement or disagreement with the statements provided on the indicators of planned job experiences on a scale of 1 to 5, where 1 was strongly disagree and 5 strongly agree respectively as shown on table 2 below.

Table 2: Computed Descriptive Statistics for Planned Job Experiences Practice

Item No.	Item	Mean	Std. Dev.	Variance	Kurtosis	Skewness
	As a managerial staff, job rotation is important	4.24	0.713	0.508	1.355	-0.935
	It is easier to learn the organizational processes through job rotations	3.97	1.086	1.18	1.241	-1.344
	Job rotation encourages interaction with work colleagues	4.14	0.616	0.38	-0.421	-0.094
	Additional job responsibilities builds more experience	4.49	0.74	0.548	7.597	-2.226
	Managers should be involved in all project teams in the organization	3.94	1.109	1.229	1.043	-1.151
	Participating in organizational-wide activities helps to gain knowledge of the organization	4.42	0.691	0.477	9.32	-2.196
	Mentorship from experienced managers is crucial	4.26	0.915	0.837	1.172	-1.147
	Giving additional managerial decision making responsibilities helps managers work better	4.14	0.807	0.651	-0.685	-0.487
	Learning from experienced managers is beneficial	4.49	0.647	0.419	2.432	-1.324

Giving additional managerial decision-making responsibilities helps managers work better	3.83	0.682	0.465	-0.839	0.223
Transferring additional accountability roles to managers increases performance	3.71	0.838	0.702	1.953	-0.857
When managers are given more supremacy, they feel valued	3.85	0.855	0.732	3.323	-1.629
Giving a manager more departments to manage makes him work well	2.27	0.855	0.732	-1.035	-0.2
Additional responsibilities to managers can be demoralizing	2.59	0.561	0.314	-0.86	0.256

The study findings presented all the indicators of planned job experiences having a mean ranging from 2.27 and 4.49. The results revealed that majority of the respondents were in agreement that planned job experiences practice is beneficial to persons assigned management tasks in CSCs in Kenya. On the question as to whether job rotation increases management expertise, a simple majority of 82.1 percent considered it true with 11.5 percent considering it false and 6.4 percent being not sure. Additionally, on the question as to whether additional roles help to enhance managerial skills, a simple majority of 82.1 percent chose true, 9.6 percent chose false while 8.3 chose not sure.

Following the question on whether assigning executives higher managerial supremacy helps one feel valued, a majority of 82.7 percent considered it true, 1.9 percent considered it false and a notable 15.4 percent chose not sure. Again, on the question whether additional accountability roles for supervisory personnel improves organizational performance, a simple majority of 87.8 percent considered it true, 2.9 percent considered it false and a notable 9.3 percent chose not sure. Another simple majority of 66 percent indicate that job enrichment by way of additional decision making tasks enhances managerial skills. The findings corroborate with submissions that planned job experiences for managers improves organizational performance (Ozigbo *et al.*, 2020). The findings also resonate with the view that practices like job rotation, job enlargement and job enrichment, especially when focused on functional flexibility, is an important technique of growth and development (Kaymaz, 2010).

4.3 Correlation Analysis

The data collected was analyzed using inferential statistics; correlation and regression of the variables were analyzed and findings presented and discussed. Correlation between and among the predictor and the predicted variables was analyzed using Pearson correlation coefficient. This was done with respect to the direction, the magnitude and significance, with perfect correlation, $r=±1$, high degree correlation, $r±0.5$ to $±1$, moderate degree correlation, $r±0.3$ to $±0.49$, low degree of correlation, r below $±0.29$ and no linear correlation, $r=0$ (Statistics Solutions, 2021).

Table 3: Correlation Statistics

		Experiences	Performance
Experiences	Pearson Correlation	1	.503**
	Sig. (2-tailed)		.000
	N	156	156
Performance	Pearson Correlation	.503**	1
	Sig. (2-tailed)	.000	
	N	156	156

** . Correlation is significant at the 0.01 level (2-tailed).
 * . Correlation is significant at the 0.05 level (2-tailed).

The findings of the study indicated a significant positive, high degree of correlation between planned job experiences practice and performance of CSCs in Kenya at ($r=0.503$, $p<0.05$). Therefore, it was concluded that the predictor variable planned job experiences practice, occur together with the criterion variable performance. The findings of this study corroborates with the submissions that planned job experiences practice as a way of managerial development practice which is part of the entire human resource management approach which results in people being motivated to perform (Mabey & Gooderham, 2005).

4.4 Regression Analysis

The study sought to examine the influence of planned job experiences practice on performance of commercial state corporations in Kenya. Regression analysis was conducted to empirically determine whether planned job experiences practice was a significant determinant of performance in the CSCs in Kenya. The linear

regression line with an equation of the form $Y = a + bX$, where X is the explanatory variable and Y as the dependent variable was estimated for the predictor variable. The findings are presented in Tables 4, 5 and 6 in the sessions that follow.

Table 4: Model Summary for Planned Job Experiences

Model Summary ^b									
						Change Statistics			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
	.503a	.253	.249	.68205	.253	52.277	1	154	.000

a. Predictors: (Constant), Experiences
 b. Dependent Variable: Performance

The findings of the study as presented in the model summary for planned job experiences in the table 4, the value of R Square = 0.253 meaning that 25.3 percent of the variation in the performance of commercial state corporations in Kenya can be explained by planned job experiences practice. This means that well-planned and well-adopted job rotation, job enlargement and job enrichment practices can help to equip managerial personnel with the various skills needed to work effectively in an organization in this information age (Mahmoud, 2014), (Dessler, 2011). The findings also resonate with the positions that planned job experiences programs foster learning opportunities and people gain a fuller picture of how the business works and broadens the networks, while providing the company with cross-functional capabilities (Rintala, 2016, Armstrong, 2014).

Table 5: ANOVA Table: Planned Job Experiences

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.319	1	24.319	52.277	.000 ^b
	Residual	71.641	154	.465		
	Total	95.960	155			

a. Dependent Variable: Performance
 b. Predictors: (Constant), Experiences

According to the ANOVA results as shown in table 5, the model was found to be statistically significant at $(F(1,154) = 52.277, p\text{-value} < 0.05)$. This implies that there was a goodness of fit of the model. It is therefore concluded that planned job experiences practice, when used as a managerial development tool is a good predictor of performance of commercial state corporations in Kenya. It is therefore concluded that planned job experiences practice is an effective approach to managerial development applied with the aim of facilitating functional flexibility as well as fostering growth and development for the supervisory staffs in an organization (Rintala, 2016, Armstrong, 2014). This then contributes to increased motivation of the managerial personnel, hence improved performance.

Table 6: Parameter Estimates with Robust Standard Errors

Parameter Estimates with Robust Standard Errors						
Dependent Variable: Performance						
Parameter	B	Robust Std.	t	Sig.	95% Confidence Interval	
		Error ^a			Lower Bound	Upper Bound
Intercept	-.060	.488	-.123	.903	-1.025	0.905
Experiences	.990	.123	8.062	.000	.747	1.232

a. HC3 method

Given the statistical model $Y = \alpha + \beta_1 X_1 + \epsilon$, the coefficients of planned job experiences practice in table 6, show that $\alpha = -.060, \beta_1 = 0.990, t = 8.062, p\text{-value} < 0.05$. This indicates that a unit improvement in planned job experiences practice, contribute to 99 percent improvement in performance of commercial state corporations. The hypothesis posed was: H_{03} : Planned job experiences practice has no significant influence on performance of commercial state corporations in Kenya. The criterion for acceptance or rejection was to reject if

p-value less than 0.05 otherwise H_0 is accepted. With $t = 8.062$ and $p\text{-value} < 0.05$ the null hypothesis was rejected, and the alternative hypothesis accepted; planned job experiences practice has significant influence on performance of commercial state corporations in Kenya.

V. Conclusions

According to the findings of the study, it was established that CSCs in Kenya employed planned job experiences practice for their managerial personnel. The findings of the study revealed that the practice of planned job experiences is supported by the fact that, a manager in an enterprise should be wellversed with what goes around the whole organization. The managers should have the bigger picture of the organization including cross functional capabilities to increase their expertise to supervise smooth functioning of any of the departments in the organization. The study concludes that planned job experiences practice has significant influence in the performance of an organization. Managerial personnel need to be extensively versed with the operations of the various departments of the organization to build on their experience and understanding of the bigger picture of the organization. Consequently, this will fund additional experience, involvement and familiarity which serves to motivate towards improved performance.

VI. Recommendations

Its recommendable for organizations to adopt the practice of planned job experiences to advance the knowledge and understanding of the supervisory staff on the core business of the organization which will in turn contribute to improved performance. The HR managers should have planned job experiences practice including job rotations, job enlargement and job enrichment structures integrated in commercial organizations. Additionally, job rotations, job enlargement and job enrichment, should be mainstreamed for managerial personnel. This should include well planned operationalization of the job rotations, job enlargements and job enrichment as well as providing opportunities for supporting the supervisory staffs in such interchanges.

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