

**EFFECTS OF JOB ROTATION ON PERFORMANCE OF CUSTOMS
EMPLOYEES AT THE CONTAINER FREIGHT STATIONS IN MOMBASA,
KENYA**

BRIAN OBITA

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DECLARATION

This research project is my original work and has not been presented for examination in any other institution.

Brian Obita

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HDB335-C016-2406/2016

Signature

Date

This research project has been submitted for examination with my approval as the supervisor.

Mr. Benn Mumia (CPA K, MINCU)

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Lecturer, KESRA Mombasa

Signature

Date

Supervisor

DEDICATION

I dedicate this project to my family, my wife and more so I dedicate to the Almighty God.

ACKNOWLEDGEMENTS

I am profoundly obliged to numerous individuals; without whose assistance I would not have been successful in finishing this research study. Most importantly, I would like to extend my utmost appreciation to Mr. Benn Mumia without whose guidance; I would not have possessed the capacity to do this work successfully. His understanding, direction and awesome insightfulness have been of incredible incentive in the creation of this work. I sincerely appreciate the lecturers of the Department of Customs and Tax studies. They furnished me with the theoretical base and learning that have been indispensable to the finalisation of this work. I profoundly appreciate my family for their understanding and love when I have been away for significant lots either perusing or taking a shot at my investigation. Their comprehension has been of incredible incentive to me. Above all I thank God; without whose heavenly support this examination would not have been finished.

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LIST OF ACRONYMS AND ABBREVIATIONS

CFS	Container Freight Station
KRA	Kenya Revenue Authority
USA	United States of America

DEFINITION OF TERMS

Job rotation	Job rotation is the execution by a worker of another task temporarily for a concurred timeframe (Adjei, 2012).
Task rotation	Task rotation refers to periodical movement of employees from tasks that are unpleasant rationally or demanding physically to less demanding ones to make them relax for some time (Gowsalya & Jijo, 2017).
Within-function rotation	Within-function rotation refers to turn between occupations with responsibilities that are comparable and in similar areas of operation or functions (Bennett, 2003).
Cross-functional rotation	Cross-functional rotation refers to moving employees from one task to another in various organization sections over time (Bennett, 2003).
Performance of customs employees	Performance of customs employees refers to how well customs employees perform their tasks, duties and responsibilities (Salih, 2017).

ABSTRACT

Job rotation is a human resource strategy meant to improve employee performance. Job rotation results in increased employee performance at the work place. Despite job rotation being significant in enhancing employee performance, the performance of customs employees has not been impressive as evidenced by delays and inefficiency at the container freight stations in Mombasa. At the container freight stations in Mombasa, there is unacceptably high staff discontent with human resource performance. Low employee morale coupled with basic capacity and operational restrictions is also a hindrance to improvements in employee performance at the container freight stations in Mombasa. The study generally aimed at establishing effects of job rotation on customs employee performance at the container freight stations in Mombasa, Kenya. The study specifically determined the effect of task rotation, within-function rotation and cross-functional rotation on performance of customs employees at the container freight stations in Mombasa, Kenya. The study was founded on expectancy theory, adult learning theory and transformative learning theorem. Using a descriptive cross-sectional survey and a population of 131 customs officers working at the 21 customs container freight stations in Mombasa, with a sample of 99 customs officers took part in the actual study. Self-administered structured questionnaires aided in data collection. Pilot study was undertaken to test validity and reliability of the questionnaire. The study conducted both descriptive and inferential analysis. Inferential statistics included multiple regression analysis and Karl Pearson's Coefficient of correlation. The study found out that task rotation significantly predicts performance of customs employees at the container freight stations in Mombasa, Kenya ($\beta_1 = 0.260$; $p > 0.05$). It was revealed that within-function rotation significantly predicts performance of customs employees at the container freight stations in Mombasa, Kenya ($\beta_2 = 0.327$; $p < 0.05$). It was noted that cross-functional rotation significantly predicts performance of customs employees at the container freight stations in Mombasa, Kenya ($\beta_3 = 0.311$; $p < 0.05$). It was concluded that job rotation improves performance of customs employees at the container freight stations in Mombasa, Kenya. The study recommended that KRA should task rotation, within-function rotation and cross-functional rotation should be enhanced so as to boost performance of customs employees at the container freight stations in Mombasa, Kenya. The outcomes of this study will guide KRA management on job rotation strategies to enhance performance of customs employees and provide a basis for further research.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

This section discusses concepts of job rotation and performance of customs employees. In human resource management, job rotation is a standout amongst the most imperative issues. In the organizational setting, the effectiveness employees relies upon the improvement of the person's activity as indicated by human ability and attributes (Adjei, 2012). Job rotation is a technique in public and private organizations meant to enhance representative execution and efficiency (Schultz & Schultz, 2017). Job rotation is executed in accordance with organizational business objectives and personnel procedures. Through job rotation, anxieties persevered by employees physically and mentally due to undertaking tasks repetitively, can be eased. People take in a few distinct aptitudes and perform each undertaking for a predefined era (Adjei, 2012).

Job rotation intends to expand information, aptitudes and skills through movement of individuals from one job onto another or office to office (Delpasand, Raiisi, Begdely & Shahabi, 2010; Ho, Chang, Shih & Liang, 2009). There are noteworthy reasons as to why workers should be prepared for broadened positions (Adjei, 2012). It gives employees the opportunity to learn skills which are essential for advancement within the organization, boosting self-esteem and motivating employees (Adjei, 2012). This opportunity likewise has the impact of boosting spirit and self adequacy. Apart from staff retention, job rotation promotes organizational efficiency and consequently leads to increased productivity profitability of the organization (Adjei, 2012).

Job rotation entails the changing of positions and roles by employees in an organization. It can allude to different kinds of rotations (Gowsalya & Jijo, 2017). Task rotation normally happens in tasks involving repetition and those that require a lot of physical involvement. Workers are usually moved occasionally from these tasks that are unpleasant rationally or demanding physically to less unpleasant or demanding ones (Gowsalya & Jijo, 2017). Position rotation involves changing positions and nature of work of employees, in order to promote professional development of the employee as well as acquiring the skills, expertise and experiences. Workers are placed in different positions, offices or locations (Gowsalya

& Jijo, 2017). According to Khan (2010, as cited in Adjei, 2012), not all employees embrace job rotation. Khan (2010, as cited in Adjei, 2012) additionally includes that higher achievers, contrasted with under achievers, are probably going to like job rotation as it leads to improvement of employee capabilities and skills.

In Kenya, the Customs and Border Control Department at Kenya Revenue Authority (KRA) ensures that revenue collection is enhanced and curbs the pilferage avenues of the revenue. The Customs and Border Control Department performs job rotation in various departments in order to improve customs employees' performance. In the month of December 2015, KRA adopted the job rotation program in various departments which was in line with human resource framework of demystifying staff rotation. By carrying out job rotation, the KRA at large has enhanced transparency, efficiency and employee skills and reduced chances of possible staff collusion in matters of tax leaks.

Traditionally, the job rotation program was done for a period stretching 2 to 3 years at KRA. When the dynamic job rotation program was introduced at KRA, it changed and reduced the rotation program depending on the management level type. The senior management had the job rotation done after 6 months, the supervisors had it done after 4 months while junior officers had it after a period of 2 to 3 months. With a strict timely revenue collection target, the Customs and Border Control Department has been able to establish if the job rotation program is effective; it also helps the organisation receive feedback from the container freight station (CFS) officers.

The performance of customs employees at the container freight stations is not impressive as evidenced by delay in cargo clearance at the container terminal (Odhiambo, 2015). Containers remained longer at the port of Mombasa in the first half of 2015. This reversed previous gains as users grappled with technologies that are new; which were introduced in order to promote a system of customs in East Africa that is seamless. The average container dwell time at the terminal ranged at 5.3 during the period to June 2015 contrasted with 3.7 in 2014 (Odhiambo, 2015). There is disappointment among exporters and importers owing to working with a dispirited and non-committal workforce (Seif, 2014).

The United States of America (USA), job rotation is fundamental in maximising employee experience in the organisation, which will lead to a high-performance workplace. A highly performing workplace endeavours to get best in human capital and attain sustainable results

(McClelland & Burnham, 2003). Initiative that gives priority to the human capital viewpoint when setting the objectives of the organization, rouse their workers to perform better and also meet stakeholder expectations (McClelland & Burnham, 2003). According to Jorgensen (2005), job rotation enables the staff to work on diverse tasks in different positions over given periods. Lateral transfers aim at equipping the employees with valuable skills, experience and knowledge. This is usually referred as on-the-job training; which positively affect employees at the workplace in USA (Huang, 2009).

In as much as job rotation is known for reducing monotony at work place, it can also prevent the aspect of specialisation. Lack of specialisation is one of the greatest criticisms of this approach of job management. This aspect of lack of specialisation can be of real effect to some job positions which require good performance and specialisation (Plowman, 2010). Ho, Chang, Shih & Liang (2009) support the principal of on job training through job rotation as it gives a practical learning experience. Ho et al. (2009) noted that job rotation among nurses affects satisfaction with jobs and commitment to the organization and that job satisfaction positively effects organizational commitment in Taiwan.

Eriksson and Ortega (2004) from Denmark posited that job rotation aspect promotes employer and employee learning. As a method of training, job rotation makes the work productive as it facilitates the acquisition of skills in the United Kingdom. By working in various departments or sections, an employee is able to acquire skills and knowledge related to various areas of company that are functional (Bennet, 2003). In Egypt, Nafei (2014) emphasizes that job rotation is important in increasing performance due to job satisfaction and diversity of skills diversity. Salih (2017) noted that the relationship between job rotation and performance of employees at Red Sea University in Sudan are not significantly related statistically.

1.2 Statement of the Problem

Job rotation is a human resource approach meant to improve employee performance. Job rotation results in increased employee performance at the work place (Schultz & Schultz, 2017; Nafei, 2014). Despite job rotation being significant in enhancing employee performance, the performance of customs employees has not been impressive as evidenced by delays and inefficiency at the container freight stations in Mombasa. At the container freight stations in Mombasa, there is unacceptably high staff discontent with human

resource performance (Okoth, 2016). Low employee morale coupled with basic capacity and operational restrictions is also a hindrance to improvements in employee performance at the container freight stations in Mombasa. The consequences of these problems include inefficiency and delays in cargo clearance at the container freight stations. Idle ships in anchorage result in additional expense of fuel consumed and lost time because of unwarranted time of waiting. The expenses are generally passed on to shippers who are not at all in charge of the port operations. In the long run, economic growth and development in Kenya and the East African countries that import goods through the port of Mombasa will be hindered (Datche & Kisingu, 2017). There is evidence in literature that job rotation affects customs employees' performance. Adjei (2012) established that job rotation enhances staff productivity at Utrak Financial Services Limited in Ghana. Mazidi (2014) found out that significance of job rotation to performance of staff in customs administration of Golestan and Mazandaran are positively and considerably related. A review of relevant literature revealed that no study has been done with specific focus on the effects of task rotation, within function rotation and cross-functional rotation on performance of customs employees. Empirical studies also reported mixed results on the effect of job rotation on employee performance. Moreover no study has been conducted at the container freight stations in Mombasa, Kenya focusing on the effects of job rotation on performance of customs employees. Therefore, this study sought to establish the effect of job rotation on performance of customs employees at the container freight stations in Mombasa, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study is to establish the effect of job rotation on performance of customs employees at the container freight stations in Mombasa, Kenya.

1.3.2 Specific Objectives

- i. To assess the effect of task rotation on performance of customs employees at the container freight stations in Mombasa, Kenya.
- ii. To determine the effect of within-function rotation on performance of customs employees at the container freight stations in Mombasa, Kenya.

- iii. To establish the effect of cross-functional rotation on performance of customs employees at the container freight stations in Mombasa, Kenya.

1.4 Research Questions

- i. What are the effects of task rotation on performance of customs employees at the container freight stations in Mombasa, Kenya?
- ii. What is the effect of within-function rotation on performance of customs employees at the container freight stations in Mombasa, Kenya?
- iii. What are the effects of cross-functional rotation on performance of customs employees at the container freight stations in Mombasa, Kenya?

1.5 Significance of the Study

The study provides information to the management of KRA on the effect of various job rotation initiatives being implemented on performance of employees. To the employees of KRA, the outcomes of this study will inform decision making on the job rotation policies that will be beneficial to them if enforced. To academicians and researchers, this study fills knowledge gaps in literature and provides directions for further research.

1.6 Scope of the Study

This research study was conducted in 21 container freight stations in Mombasa, Kenya. The respondents of the study were customs officers working at the 21 customs CFS in Mombasa, within a period of two months.

1.7 Limitations of the Study

During collection of data, some sampled subjects were unwilling to fill in questionnaire. However, they were assured that the data collected was meant for academic work only and will be used confidentially. Some respondents were also busy at the times they were approached to fill the questionnaire. However, the researcher and the respondents agreed on timelines within which questionnaires would be ready.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter gives a theoretical review, theories guiding the study. Critical reviews of empirical literature, the conceptual framework for variables under study, summary of reviewed literature relevant to the study and research gaps are also outlined.

2.2 Theoretical Review

Theoretical review shows a review of theories relevant to the study. They are; the expectancy theorem, the adult learning theorem and transformative learning theory.

2.2.1 Expectancy Theory

Victor Vroom (1964) is considered to be the father of expectancy theory in the year at Yale School of Management. The theory explains the purpose for prioritization of a behavior over another. An individual anticipating a good outcome is motivated to make a decision that would positively influence the outcome. If an individual therefore believes that he/she can meet a set goal or objectives, his beliefs will be spurring the desired results hence improved compensation Redmond (2010). The ambition towards achieving a set goal or a need is sufficient to make the effort appreciated (Ismail, Abdul-Majid & Musibau, 2017).

The assigning of tasks to employees should factor in the relationship between effort and results, this enables the balancing of challenging tasks based on employee performance so as to minimize dullness, workers frustration and improve the performance of the employees. This requires the manager to consider and become aware of their employees' individual skills and abilities, their competency individually, For example, if a worker believes that he can't meet a target assigned to him/her, will be demotivated and the relationship between effort and outcome becomes delicate. Managers ought to understand that there is difference in the workers esteem, confidence and morale when determining their performance and efforts (Ismail, Abdul-Majid & Musibau, 2017).

The theory therefore can be used to encourage workers behaviour. Workers are motivated if involved in job rotation exercises if the expectations will be an advantage to him by improving his performance (Ismail, Abdul-Majid & Musibau, 2017). Employee will feel encouraged to take part in job rotation having expectation that it will improve their knowledge, and expects being rewarded from his efforts (Werner & Desimone, 2009). This theory has been criticised for using between-subject strategy, the critics argued the theory advocated on the analysis of dissimilarities in an individual, and not across different topics hence factoring these distinctions, it doesn't not result to valid outcomes (Redmond, 2010). The expectancy theory was the basis for conceptualizing that task rotation affects performance of customs employees at container freight stations in Mombasa, Kenya.

2.2.2 Adult Learning Theory

Lieb (1991) highlighted that the basis of a successful trainer from which an adult learn is believed to be the most preferred choice. The theory is also referred to as andragogy, it brought about a myriad of hypothesis in relation to the approaches whereby grown-ups pass by learning. Adult learning method emphasizes the significance of learning method. This theory suggests that learning system should be based on the set problems with a two way communication between the teacher and learner, so that their relationship will be egalitarian instead of instructive (Fidishun 2000). The six principals of adult learning are recognized by an American professional and theorist of adult education known as Knowles. The principles include adults concentrate on the objectives they set; characteristic of an adult being self-directed, encouraged and inspired internally; adult characteristic of incorporating life experiences and skills with experience gained from learning; practicability of an adult; and the consideration accorded to adult learners (Ismail, Abdul-Majid & Musibau, 2017).

Self-direction and being motivated from internally are considered to be features of an adult. In a scenario which requires actions, imparting of information or idea to the adult to be enforced, such adults reject such learning (Fidishun, 2000).

Human resource development managers must ensure that employees in higher ranks to be trained in more self-directed and dependable learning in addition to promoting employee internal motivation towards acquiring the skills and knowledge (Ismail, Abdul-Majid & Musibau, 2017). Adult learning theory was the basis for conceptualizing that within-

function rotation and cross-functional rotation affect performance of customs employees at the container freight stations in Mombasa, Kenya.

2.2.3 Transformative Learning Theory

The Transformative learning theory was hypothesis was created by Mezirow and Marsick in the year 1978. The proponents advocated it to be learning that changes hazardous frames of reference to make them more comprehensive, discriminatory, intelligent, open, and candidly ready to adjustment (Mezirow & Associates, 2000; Taylor, Cranton & Associates, 2012). Transformative learning hypothesis has various components. It starts with person being occupied with exercises that results in a muddling quandary driving them to change or move one of their importance constructions or significance points of view, which are a piece of their casing of reference. The move might be quick or epochal, beneath or additional. Might be in the instrumental or informative learning space. It consistently affects the life of a person, with the result that the individual attempts to understand their encounters (Howie & Bagnall, 2013).

This hypothesis is essential as it has staying power as a thought that is extraordinary, and makes branches and firmly related thoughts productively, while staying consistent with its unique development (Mezirow, 2009, 2012). There have been four fundamental sorts of basic reaction to the hypothesis. Reactions of the principal compose don't give occasion to feel qualms about the hypothesis's veracity, yet recommend that sure components lack, or require further clarification, keeping in mind the end goal to enhance it (Baumgartner, 2012; Cranton & Taylor 2012; Taylor, 1997; Taylor, 2007; Taylor, 2011). Reactions of the second kind are those that can be considered contentions that experience the ill effects of a roundabout causality quandary, in which it is vain to contend whether one occasion precedes another (Collard & Law, 1989; Clark & Wilson, 1991; Inglis, 1998). Reactions of the third kind are those that include a dismissal of the hypothesis from a clashing philosophical point of view. In this classification, Pietrykowski (1996) contended that this theory is excessively pioneer and emancipationist (Mezirow, 2000). Reactions of the fourth kind are those that, while drawing in with various angles or utilizations of the hypothesis, make little yet noteworthy reactions that raise doubt about a component of the hypothesis (Howie & Bagnall, 2013).

Transformative learning hypothesis still conforms to its original form, notwithstanding a heap of disputes voiced against it. The hypothesis is contended to be theoretically hazardous, aside from at the level of a theoretical simile, which last renders its numerous irregularities immaterial, and clarifies its prominence amongst academic professionals, as well as the fact that it's to a great extent being overlooked as a subject deserving of serious scrutiny (Howie & Bagnall, 2013). Individual job fulfillment and responsibility are likewise important elements of transformative learning (Bryman, Stephens & Campo, 1996). It was noted that there is possibility of making inspiring decisions and improving efficiency (Marcinelli, 1997). The transformative learning theory was the basis for conceptualizing that cross-functional rotation affects performance of customs employees at the container freight stations in Mombasa, Kenya.

2.3 Conceptual Framework

Conceptual framework alludes to a gathering of ideas, normally communicated abstractly through word models, which are extensively characterized and deliberately sorted out to give a center, method of reasoning and an apparatus for integrating and interpreting information (Mugenda & Mugenda, 2013). The independent variables were; task rotation, within-function rotation and cross-functional rotation. The dependent variable was performance of customs employees at the container freight stations in Mombasa, Kenya. The conceptual framework is illustrated in Figure 2.1.

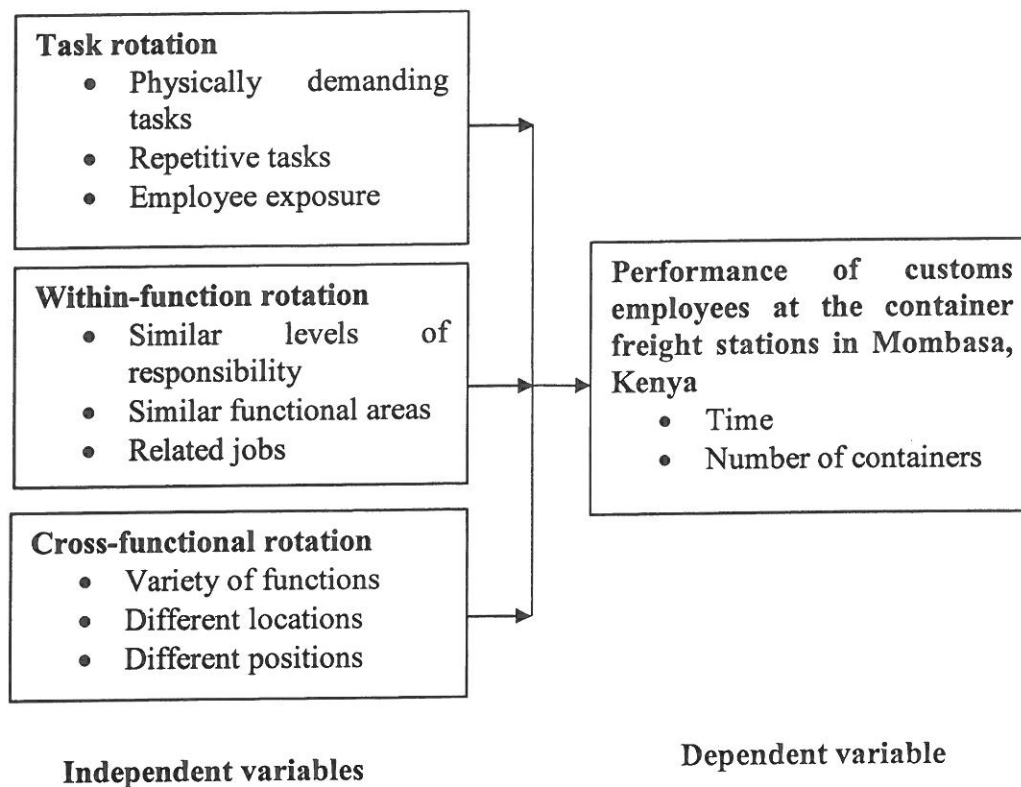


Figure 2.1:Conceptual Framework

2.3.1 Task Rotation

Task rotation is the periodical movement of employees from tasks that are unpleasant rationally or demanding physically to less demanding ones to make them relax for some time (Gowsalya & Jijo, 2017).According to Plownan (2012, as cited in Khan, 2012), job rotation is likewise done to enable qualified workers to comprehend organizational procedures, to decrease boredom and increase employee satisfaction. Plownan (2012, as cited in Khan, 2012) noted that job rotation benefits workers who take an interest by diminishing occupation wear out, lack of care, and weakness, which at last increment the level of worker fulfillment and inspiration (Plowman, 2012).

2.3.2 Within-function Rotation

Within-function rotation refers to turn between occupations with responsibilities that are comparable and in similar areas of operation or functions (Bennett, 2003). Job rotation is affected by coordination and is intended to expand ones viewpoint, information, aptitude, and contacts (Oparanma & Nwaeke, 2015). As indicated by Bennett (2003) job rotation can

either be within-function or cross-functional. Within-function rotation involves the movement of individuals between tasks with comparable duties and responsibilities and in similar functional or operational areas (Gowsalya & Jijo, 2017).

2.3.3 Cross-functional Rotation

Cross-functional rotation implies moving between posts in various parts of the firms over a period (Bennett, 2003). In any case, as opposed to movement between various jobs that are in similar functional areas and firmly identified with one another, the individual would be move through various jobs in various divisions. Cross-functional rotation furnishes the worker with formative chances and the technique can likewise be utilized by the organization to assemble information on aptitudes, interests and potential to demonstrate their ability to work once placed in certain areas of the organization (Bennett, 2003).

2.3.4 Performance of Customs Employees

Performance of a worker refers to how well a worker undertakes his or her assignment, obligations and duties (Salih, 2017). Job performance refers to the outcome of human behaviour in the light of the procedures and techniques that guide the work towards achieving the desired objectives (AlRubiq, 2004). According to Sultan (2004, as cited in Alquraan, 2011), the idea of the activity execution communicates the net impact of the endeavours of the individual beginning from abilities and consciousness of the job or undertakings which at that point alludes to the level of accomplishment and consummation of tasks. Performance of employees can be measured by achievement of organizational goals, completion of work within time and employee commitment (Alquraan, 2011).

2.4 Empirical Review

In this section, relevant empirical literature is reviewed. Adjei (2012) studied the effects of job rotation on Utrak Financial Services workers' performance in Ghana. The study determined that job rotation promotes development of knowledge, skills and attitudes that consequently ameliorate professional development of organization's workers. The examination likewise uncovers that job rotation eases both physical and mental anxieties persisted by workers whilst working similarly situated quite a long time. It additionally discovered that job rotation lead to increased efficiency and keeps up a good corporate

picture. Respondents conceded that job rotation helps to prepare and utilize workers accessible to fill positions. However, the study did not assess the effects of either task rotation, within function rotation or cross-functional rotation on performance of customs employees. Moreover, these are the results of a case study in a company in financial services sector in Ghana hence the results may not be generalisable to the CFS in Mombasa, Kenya.

Oparanma and Nwaeke (2015) examined how job rotation impacts on performance of organizations in Nigeria. This paper established that job rotation and employee performance have a significant and favorable relationship. It was revealed that productivity is improved owing to acquisition of new knowledge and skills from job rotation. It was also determined that job rotation helps even administration in recognizing and amending errors. However, the study did not assess the effects of either task rotation, within function rotation or cross-functional rotation on performance of customs employees. Moreover, the research was not conducted in Kenya.

Rashki, Hasanqasemi and Mazidi (2014) studied job rotation relation to performance of staff in customs administration in Iran. The findings revealed that positive correlation exists between job rotation and customs staff performance. However, the study did not assess the effects of either task rotation, within function rotation or cross-functional rotation on performance of customs employees. Moreover, the research was not conducted in Kenya. Nasiri pour (2009) examined how job rotation affects performance of nurses in Tamin Ejtemayi hospitals of Tehran. It was noted that job rotation does not result in improved performance of nurses. However, the study did not assess the effects of either task rotation, within function rotation or cross-functional rotation on performance of customs employees. Furthermore, the results of the study may not apply to the CFS in Mombasa Kenya where customs employees, and not nurses, work as the study was not conducted in Kenya.

2.5 Critique of the Existing Literature Relevant to the Study

There is evidence in existing literature that job rotation enhances the performance of employees according to results of studies conducted by Adjei (2012), Oparanma and Nwaeke (2015) as well as Rashki, Hasanqasemi and Mazidi (2014). However, contrary findings were noted in a study conducted by Nasiri pour (2009) in Tamin Ejtemayi hospitals of Tehran. Such contradictory or inconsistent discoveries would have been due to

the differences in the contexts within which these studies were done as well as conceptual differences. Despite not looking at job rotation from the perspectives of task rotation, within-function rotation and cross-functional rotation for customs employees, majority of studies indeed point out to the idea that job rotation is associated with improved employee performance.

2.6 Research Gaps

Adjei (2012) studied the influence of job rotation employee performance of employees in Utrak Financial Services Company in Ghana. Rashki, Hasanqasemi & Mazidi (2014) studied job rotation and performance of staff in customs organization in Iran. A review of relevant literature revealed that no study has been done with specific focus on the effects of task rotation, within function rotation and cross-functional rotation on performance of customs employees. Empirical studies also reported mixed results on the influences of job rotation on workers performance. Moreover no study has been conducted at the container freight stations in Mombasa, Kenya focusing on the effects of job rotation on performance of customs employees.

2.7 Summary

Throughout the review of literature, the research adopted expectancy theory whereby it puts forward the understanding that individuals would be motivated towards adopting actions that would yield expected results. The study notes the relationship between the effort and performance, whereby management ought to consider the balance while assigning the employees duties. Adult learning theory brought about a myriad of hypothesis in relation to the approaches via which the grown-ups pass through learning. The theory emphasizes the significance of learning method while suggesting that learning system ought to be based on the set problems with a two-way communication between the teacher and learner, so that their relationship will be egalitarian instead of instructive (Fidishun, 2000). It was determined that individual job fulfillment and responsibility are likewise important elements of transformative learning. It was established that job rotation and employee performance have a significant and favorable relationship. It was determined that job rotation is an important program for enhancing staff productivity.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter highlights methodology adopted while addressing the research problem. The research design adopted, population of the study, sampling technique as well as sample size, data collection techniques, pilot testing, data collection and data analysis methods adopted are also presented.

3.2 Research Design

This refers to the determination of techniques and methodology for obtaining the required data (Goertz & Mahoney, 2012). The study adopted descriptive cross-sectional survey design. This design was appropriate in light of the way that it includes gathering information so as to provide answers to inquiries of who, what, when and how (Mugenda & Mugenda, 2013).

3.3 Population

Population depicts the subjects of research that the researcher expects to generalize research findings on. The researcher usually desires to find information about the target population (Mugenda & Mugenda, 2013). The study population is the population from whom the expected data to discover answers to your exploration questions is gotten (Kumar, 2014). The study population was 131 customs officers working at the 21 customs CFS in Mombasa.

3.4 Sampling Frame

Sampling frame refers to the list all the items from where the researcher selects a representative sample for the study (Nachmias & Nachmias, 2008).

Table 3.1: Sampling Frame

Category	Target Population
Managers	7
Supervisors	34
Officers	90
Total	131

3.5 Sample Size and Sampling Technique

According to Ogula (2010), sampling is the selection of part or section elements from the entire population. A sample refers to the set of elements of the population you are interested in. Yamane (1967) formula was used in determination of the sample size. At 95% level of confidence, where $e = 0.05$, the sample size n is given by the formula shown in Equation 3.1.

$$n = \frac{N}{1+N(e^2)} \dots \dots \dots \text{Equation 3.1}$$

n = sample size, N =population and e = the precision level. Therefore, sample size was arrived from the Equation 3.2.

$$n = \frac{131}{1+131(0.05^2)} = 98.6817 = 99 \dots \dots \dots \text{Equation 3.2}$$

Therefore, a sample of 99 customs officers at container freight stations in Mombasa took part in the actual study. The customs officers were selected through stratified sampling to avoid bias (Mugenda & Mugenda, 2013). The sample size consisted of 95 customs officers who were selected through stratified sampling. The number of respondents in each group was determined using proportionate allocation and selected randomly. The respondents for each stratum were then selected randomly. The number of respondents for each stratum is presented in Table 3.2.

Table 3.2: The Sample Size for Each Stratum

Strata	Target population	Proportionate allocation formula	Size
Managers	7	$n_1 = (7/131) * 99$	$5.29 = 6$
Supervisors	96	$n_1 = (96/131) * 99$	$72.55 = 73$
Officers	28	$n_1 = (28/131) * 99$	$21.16 = 21$
Total	131	$n = (131/131) * 99$	99

3.6 Data Collection Instruments

The study used primary source of data majorly to arrive into findings. These structured questionnaires were dropped and picked by researcher at a later at date which gave the respondents time frame to fill them. Questionnaires save time and are economical to administer (Kumar, 2011).

3.7 Data Collection Procedures

After first getting the letter of introduction then pretesting the research questionnaire, the researcher sought permission to collect data for the actual study from the department of customs studies in the Kenya school of revenue administration at KRA. The respondents were first briefed about the study's purpose before questionnaires were delivered to them (Mugenda, 2008). Afterwards, the research questionnaires were delivered and distributed in person to the participants and collected immediately once they are duly filled. Respondents who were not able to provide data immediately were given a timeline within which the questionnaires were required to be filled up and follow ups were made (Mugenda, 2008).

3.8 Pilot Study

Pilot study is the process of conducting pre-test of data collection instruments in order to dispose of information gathering issues that may prompt low validity and reliability of data (Sekeran&Bougie, 2010). Pilot study was conducted to assist in identifying errors in the research questionnaire and make necessary adjustment in order to ensure the collection of valid and reliable data is done (Sekeran & Bougie, 2010; Khan, 2014). A sample of 10% of the study sample is sufficient for piloting the research questionnaire (Kothari, 2004).

Hence, a sample of 10 respondents took part during piloting. The respondents during piloting were never repeated during the actual study.

3.8.1 Validity

The extent to which the research instrument measures what it is intended to is defined to as validity. Face and content validity of the instruments was ensured through discussing the research instrument with the supervisor (Ihantola & Kihn, 2011). In order to validate the research questionnaire, the valuable corrections, comments, suggestions given by the research supervisor were taken into account. A valid research questionnaire has relevant and representative indicators of study variables (Kumar, 2014).

3.8.2 Reliability

Reliability estimates the internal consistency of the of the research instrument (Kumar, 2011). SPSS 25 Cronbach’s alpha coefficient was used while testing for the reliability whereby a coefficient above or equal to 0.70 is considered sufficient for most cases (Sreevidya & Sunitha, 2011).

3.9 Data Analysis

Data processing, editing and coding, descriptive statistics and measures of central tendency, measures of deviation and correlation analysis was conducted using the Statistical Package for Social Science (SPSS) version 25. Tables and charts were used to summarize and clarify the research findings. Inferential statistics included multiple regression analysis and Pearson product moment correlation. The multiple regression model that was adopted by the study is shown in Equation 3.3.

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon$Equation 3.3

Where; Y represents performance of customs employees at the container freight stations in Mombasa, Kenya

- β_0 represents the y-intercept
- β_1 , β_2 , and β_3 represent coefficients of task rotation, within-function rotation and cross-functional rotation respectively
- X_1 , X_2 and X_3 represent the independent variables
- ϵ represent error term

CHAPTER FOUR

RESEARCH FINDINGS AND ANALYSIS

4.1 Introduction

This chapter gives response rate of respondents during the study, background information of respondents, results of descriptive statistics and inferential statistical results.

4.2 Response Rate

The researcher distributed 99 questionnaires. 72 questionnaires were duly filled and returned. 27 questionnaires were not returned. This implies that the response rate was 72.7%. Kothari and Garg (2014) noted that having a response rate of above 70% is good and sufficient to make conclusive findings. The analysis on response rate is depicted in Table 4.1.

Table 4.1: Response Rate

	Frequency	Percent
Questionnaires duly filled and returned	72	72.7
Questionnaires not returned	27	27.3
Total	99	100.0

4.3 Reliability Test Results

The Cronbach's alpha was tested to determine the research questionnaire's reliability. The results are depicted in Table 4.2.

Table 4.2: Reliability of the Research Questionnaire

Constructs	Cronbach's Alpha	Test Items
Task rotation	0.758	6
Within-function rotation	0.779	6
Cross-functional rotation	0.881	6
Performance of customs employees	0.861	6

The results indicate that cross-functional rotation had the highest Cronbach's alpha coefficient (0.881), with 6 test items. It was determined that performance of customs employees at the container freight stations in Mombasa, Kenya had the second highest Cronbach's alpha coefficient (0.861), with 6 test items. It was established that within-function rotation had the second lowest Cronbach's alpha coefficient (0.779), with 6 test items. It was also established that task rotation had the lowest Cronbach's alpha coefficient (0.758), with 6 test items. Since the Cronbach's alpha coefficients of all the variables were greater than 0.7, it was concluded that the research questionnaire was reliable (Sreevidya & Sunitha, 2011).

4.4 Demographic Analysis

The study examined the distribution of respondents according to the period of time they had worked in their organizations, presented in Table 4.3.

Table 4.3: Period of Time in the Organization

Years	Frequency	Percent
1 to 3 years	3	4.2
3 to 5 years	10	13.9
Over 10 years	19	26.4
5 to 10 years	40	55.6
Total	72	100.0

The findings indicate that 40 (55.6%) respondents had been in their organizations for 5 to 10 years. 19 (26.4%) respondents had been in their organizations for over 10 years. 10 (13.9%) respondents had been in their organizations for 3 to 5 years. It was determined that 3 (4.2%) respondents had been in their organizations for 1 to 3 years. This implies that most of the respondents had the at least the necessary experience in their organization to understand job rotation and performance of customs employees at the container freight stations in Mombasa, Kenya.

4.5 Descriptive Analysis

The study also analyzed the opinions of respondents using means and standard deviations (Std Dev). The respondents were requested to indicate the level of agreement/disagreement with statements under each construct.

4.5.1 Task Rotation

The study examined the opinions of the respondents on task rotation, presented in Table 4.4.

Table 4.4: Descriptive Statistics for Task Rotation

	N	Mean	Std Dev
Some tasks at the container freight stations are tiresome	72	2.56	1.383
Repetitive tasks are not interesting	72	3.19	1.370
Customs officers are often moved from one CFS to another to undertake different tasks	72	3.29	1.054
Some tasks are done again and again at the container freight stations	72	3.37	1.316
Some tasks demand a lot of energy at the container freight stations	72	3.57	1.243
Customs employees are usually moved from one task to another for a while to give them a break	72	3.76	1.477

The researcher found out that the respondents agreed that customs employees are usually moved from one task to another for a while to give them a break (mean = 3.76; std dev = 1.477). The respondents also agreed that some tasks demand a lot of energy at the container freight stations (mean = 3.57; std dev = 1.243). The findings concur with findings of studies by Adjei (2012) and Plowman (2010) who noted that job rotation can help in preventing monotony at the work place. The respondents were undecided on whether some tasks are done again and again at the container freight stations or not (mean = 3.37; std dev = 1.316). The respondents were also undecided on whether customs officers are often moved from one CFS to another to undertake different tasks or not (mean = 3.29; std dev = 1.054). The respondents were undecided on whether repetitive tasks are interesting or not (mean = 3.19; std dev = 1.370). The respondents were undecided on whether some tasks at the container freight stations are tiresome or not (mean = 2.56; std dev = 1.383).

4.5.2 Within-Function Rotation

This study examined the opinions of the respondents on within-function rotation, as shown in the Table 4.5.

Table 4.5: Descriptive Statistics for Within-Function Rotation

	N	Mean	Std. Dev
Moving employees across jobs with similar levels of responsibility promotes learning	72	3.13	1.394
It is interesting working across similar functional areas	72	3.40	1.285
Customs employees at the container freight stations are usually moved to jobs with similar levels of responsibility within same functions after some time	72	3.44	1.099
Customs employees at the container freight stations are usually moved to similar functional areas after set periods of time	72	3.44	1.320
Customs employees become efficient after working in similar functional areas	72	3.54	1.113
Moving customs employees to related jobs with similar levels of responsibility and in similar operational areas enables learning and exposes them to new perspectives	72	3.60	1.252

The findings indicate that the respondents agreed that moving customs employees to related jobs with similar levels of responsibility and in similar operational areas enables learning and exposes them to new perspectives (mean = 3.60; std dev = 1.252). The findings concur with the results of a study by Ho, Chang, Shih and Liang (2009) which determined that job rotation as it gives employees a practical learning experience. It was agreed that customs employees become efficient after working in similar functional areas (mean = 3.54; std dev = 1.113). The findings also support the results of a study by Delpasand, Raiisi, Begdely and Shahabi (2010) which established that job rotation intends to expand information, aptitudes and skills through movement of individuals from one job onto another or office to office. The researcher also concurs with Adjei (2012) who noted that job rotation promotes efficiency.

The findings indicate that the respondents were undecided on whether customs employees at the container freight stations are usually moved to similar functional areas after set periods of time or not (mean = 3.44; std dev = 1.320). The respondents were undecided on whether customs employees at the container freight stations are usually moved to jobs with similar levels of responsibility within same functions after some time or not (mean = 3.44; std dev = 1.099). The respondents were also undecided on whether it is interesting working across similar functional areas or not (mean = 3.40; std dev = 1.285). The respondents were also undecided on whether moving employees across jobs with similar levels of responsibility promotes learning or not (mean = 3.13; std dev = 1.394).

4.5.3 Cross-Functional Rotation

The opinions of respondents on cross-functional rotation were also sought. The results of analysis are shown in Table 4.6.

Table 4.6: Descriptive Statistics for Cross-Functional Rotation

	N	Mean	Std. Dev
Customs employees broaden knowledge, skills and experience when moved to jobs in different functions	72	3.39	1.133
Customs employees at the container freight stations are usually moved to unrelated jobs in different locations after set periods of time	72	3.49	1.021
Customs employees are usually moved to unrelated jobs in different positions after some time	72	3.53	1.150
Customs employees broaden knowledge, skills and experience when moved to jobs in different positions	72	3.56	1.047
Moving employees across different functions ensures employees get jobs suitable for their skills, interests and abilities	72	3.64	1.079
Customs employees at the container freight stations are usually moved to unrelated jobs in different functions after some time	72	3.97	1.138

The study respondents concurred that customs employees at the container freight stations are usually moved to unrelated jobs in different functions after some time (mean = 3.97; std dev = 1.138). It was found out that the respondents agreed that moving employees across

different functions ensures employees get jobs suitable for their skills, interests and abilities (mean = 3.64; std dev = 1.079). The respondents also agreed that customs employees broaden knowledge, skills and experience when moved to jobs in different positions (mean = 3.56; std dev = 0.967). These findings concur with findings of studies by Eriksson and Ortega (2004) from Denmark, Bennet (2003) from the United Kingdom and Adjei (2012) which posited that job rotation promotes development of knowledge, skills and attitudes that consequently ameliorate professional development of organization's workers.

The respondents agreed that customs employees are usually moved to unrelated jobs in different positions after some time (mean = 3.53; std dev = 1.150). The respondents were undecided on whether customs employees at the container freight stations are usually moved to unrelated jobs in different locations after set periods of time or not (mean = 3.49; std dev = 1.021). The respondents were undecided on whether customs employees broaden knowledge, skills and experience when moved to jobs in different functions or not (mean = 3.39; std dev = 1.133).

4.5.4 Performance of Customs Employees

The respondents' views on performance of customs employees at the container freight stations in Mombasa, Kenya were also tested. The pertinent results of analysis are shown in Table 4.7.

Table 4.7: Descriptive Statistics for Performance of Customs Employees

	N	Mean	Std. Dev
The number of containers verified per day is increasing	72	3.24	1.120
Work at the container freight stations is completed within the required time	72	3.29	1.093
Container examination reports are written and posted promptly	72	3.35	1.023
The processing of documents is fast and reliable	72	3.38	.999
Containers are examined adequately and efficiently	72	3.39	.865
The number of containers released from CFSs per day is increasing	72	3.51	.993

The findings indicate that the respondents generally agreed that the number of containers released from CFSs per day is increasing (mean = 3.51; std dev = 0.993). The respondents

were undecided on whether containers are examined adequately and efficiently or not (mean = 3.39; std dev = 0.865). It was established that the respondents were undecided on whether the processing of documents is fast and reliable or not (mean = 3.38; std dev = 0.999). The respondents were undecided on whether container examination reports are written and posted promptly or not (mean = 3.35; std dev = 1.023). The respondents were undecided on whether work at the container freight stations is completed within the required time or not (mean = 3.29; std dev = 1.093). The respondents were also undecided on whether the number of containers verified per day is increasing or not (mean = 3.24; std dev = 1.120).

4.6 Correlation Analysis

The researcher examined the relationship between each of the independent variables-task rotation, within-function rotation and task rotation and the dependent variable-performance of customs employees at the container freight stations in Mombasa, Kenya. The results are presented in Table 4.8.

Table 4.8: Correlation Analysis

Independent variables		Performance of Customs Employees
Task rotation	Pearson Correlation	.293*
	Sig. (2-tailed)	.012
Within-function rotation	Pearson Correlation	.582**
	Sig. (2-tailed)	.000
Cross-functional rotation	Pearson Correlation	.499**
	Sig. (2-tailed)	.000

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

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

The findings indicate that there is a positive and statistically significant relationship between task rotation and performance of customs employees at the container freight stations in Mombasa, Kenya ($r = 0.293$; $p < 0.05$). This implies that improving task rotation is associated with improved performance of customs employees at the container freight stations in Mombasa, Kenya and vice-versa. The findings indicate that there is a positive and significant relationship between within-function rotation and performance of customs

employees at the container freight stations in Mombasa, Kenya ($r = 0.582$; $p < 0.05$). This implies that improving within-function rotation is associated with improved performance of customs employees at the container freight stations in Mombasa, Kenya and vice-versa.

It was noted that there was a positive and significant relationship between cross-functional rotation and performance of customs employees at the container freight stations in Mombasa, Kenya ($r = 0.499$; $p < 0.05$). This infers that improving cross-functional rotation is associated with improved performance of customs employees at the container freight stations in Mombasa, Kenya and vice-versa. The above findings concur with findings of a study by Rashki, Hasanqasemi and Mazidi (2014) which noted that positive correlation exists between job rotation and customs staff performance in Iran. The findings contradict with findings of a study by Salih (2017) which noted that the relationship between job rotation and performance of employees at Red Sea University in Sudan are not significantly related statistically. The differences in findings could be due to different contexts.

4.7 Regression Analysis

The researcher also examined the combined effect of task rotation, within-function rotation and cross-functional rotation on performance of customs employees at the container freight stations in Mombasa, Kenya. The results are shown in Table 4.9.

Table 4.9: Multiple Regression Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.743	.553	.533	.45425

a. Predictors: Constant, Cross-functional rotation, Task rotation, Within-function rotation

b. Dependent Variable: Performance of customs employees at the container freight stations in Mombasa, Kenya

The findings denotes that there is a positive and strong relationship between job rotation and performance of customs employees at the container freight stations in Mombasa, Kenya ($R = 0.743$). The findings indicate that 53.3% of the variation in performance of customs employees at the container freight stations in Mombasa, Kenya can be explained by task rotation, within-function rotation and cross-functional rotation ($R^2_{adj} = 0.533$). These

findings denote that implies that job rotation determines performance of customs employees at the container freight stations in Mombasa, Kenya. However, the model has an error of 0.45425 in predicting performance of customs employees at the container freight stations in Mombasa, Kenya. The above findings concur with findings by Oparanma and Nwaeke (2015) which noted that job rotation and employee performance have a significant and favorable relationship.

The fit of the multiple regression model was examined using regression analysis of variance (ANOVA). The relevant results of ANOVA are presented in Table 4.10.

Table 4.10: Results of ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	17.338	3	5.779	28.008	.000
Residual	14.032	68	.206		
Total	31.370	71			

- a. Predictors: Constant, Cross-functional rotation, Task rotation, Within-function rotation
- b. Dependent Variable: Performance of customs employees at the container freight stations in Mombasa, Kenya

The ANOVA results imply that the model was a good fit. Moreover, task rotation, within-function rotation and cross-functional rotation should be enhanced as they positively influence performance of customs employees at the container freight stations in Mombasa, Kenya. The study also conducted the t-tests to examine the statistical significance of the regression coefficients of predictor variables. The results of analysis are depicted in Table 4.11. With values $F = 28.008$; $p < 0.05$ the model obtained is statistically significant to predict the relationship between job rotation and Customs employee performance at the container freight stations in Mombasa, Kenya.

Table 4.11: Evaluating Individual Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.262	.360		.728	.469
Task rotation	.260	.062	.341	4.195	.000
Within-function rotation	.327	.060	.470	5.419	.000
Cross-functional rotation	.311	.075	.360	4.145	.000

a. Dependent Variable: Performance of customs employees at the container freight stations in Mombasa, Kenya

The study found out that task rotation significantly predicts performance of customs employees at the container freight stations in Mombasa, Kenya ($t = 4.195$; $p > 0.05$). This implies that task rotation has significantly effect on performance of customs employees at the container freight stations in Mombasa, Kenya. It was revealed that within-function rotation significantly predicts performance of customs employees at the container freight stations in Mombasa, Kenya ($t = 5.419$; $p > 0.05$). This implies that within-function rotation has a positive and significant effect on performance of customs employees at the container freight stations in Mombasa, Kenya. It was noted that cross-functional rotation significantly predicts performance of customs employees at the container freight stations in Mombasa, Kenya ($t = 4.145$; $p > 0.05$). This implies that cross-functional rotation significantly affects Customs employee performance at the container freight stations in Mombasa, Kenya.

The results of the t-test reveal that task rotation, within-function rotation and cross-functional rotation should be included in the multiple regression equation as they were statistically significant ($p < 0.05$). The constant was not included as it was not statistically significant ($p > 0.05$). The multiple regression function is shown in Equation 4.1.

$$Y = 0.260X_1 + 0.327X_2 + 0.311X_3, \dots \text{Equation 4.1}$$

The findings indicate that enhancing task rotation by 1 unit enhances performance of customs employees at the container freight stations in Mombasa, Kenya by 0.260 unit. It

was noted that enhancing within-function rotation by 1 unit enhances performance of customs employees at the container freight stations in Mombasa, Kenya by 0.327 unit. It was revealed that enhancing cross-functional rotation by 1 unit enhances performance of customs employees at the container freight stations in Mombasa, Kenya by 0.311 unit. This implies that task rotation, within-function rotation and cross-functional rotation positively and significantly affect performance of customs employees at the container freight stations in Mombasa, Kenya. The above findings contradict the findings of a study by Nasiri pour (2009) which noted that job rotation does not result in improved performance of nurses in Tamin Ejtemayi hospitals of Tehran. This could be due to differences in context of study and dimensions of job rotation focused on and measured subjectively.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

Summary of the research findings, the conclusions of the study are drawn based on the research findings, recommendations and areas for further research are provided in the chapter.

5.2 Summary

This section outlines a summary of major findings of the study on the effects of task rotation, within-function rotation and cross-functional rotation on performance of customs employees at the container freight stations in Mombasa, Kenya.

5.2.1 Task Rotation and Performance of Customs Employees

The researcher found out that the respondents agreed that customs employees are usually moved from one task to another for a while to give them a break. The respondents also agreed that some tasks demand a lot of energy at the container freight stations. The respondents were undecided on whether some tasks are done again and again at the container freight stations or not. The respondents were also undecided on whether customs officers are often moved from one CFS to another to undertake different tasks or not. The respondents were undecided on whether repetitive tasks are interesting or not. The respondents were undecided on whether some tasks at the container freight stations are tiresome or not. It was shown that there is a positive and statistically significant relationship between task rotation and performance of customs employees at the container freight stations in Mombasa, Kenya ($r = 0.293$; $p < 0.05$). It was revealed that enhancing task rotation by 1 unit enhances performance of customs employees at the container freight stations in Mombasa, Kenya by 0.260 unit ($\beta_1 = 0.260$; $p < 0.05$).

5.2.2 Within-Function Rotation and Performance of Customs Employees

The findings indicate that the respondents agreed that moving customs employees to related jobs with similar levels of responsibility and in similar operational areas enables learning and exposes them to new perspectives. It was agreed that customs employees become efficient after working in similar functional areas. The findings indicate that the respondents were undecided on whether customs employees at the container freight stations are usually moved to similar functional areas after set periods of time or not. The respondents were undecided on whether customs employees at the container freight stations are usually moved to jobs with similar levels of responsibility within same functions after some time or not. The respondents were also undecided on whether it is interesting working across similar functional areas or not. The respondents were also undecided on whether moving employees across jobs with similar levels of responsibility promotes learning or not. There exists a positive and significant relationship between within-function rotation and performance of customs employees at the container freight stations in Mombasa, Kenya ($r = 0.582$; $p < 0.05$). It was noted that enhancing within-function rotation by 1 unit enhances performance of customs employees at the container freight stations in Mombasa, Kenya by 0.327 unit ($\beta_2 = 0.327$; $p < 0.05$).

5.2.3 Cross-Functional Rotation and Performance of Customs Employees

The study respondents concurred that customs employees at the container freight stations are usually moved to unrelated jobs in different functions after some time. It was found out that the respondents agreed that moving employees across different functions ensures employees get jobs suitable for their skills, interests and abilities. The respondents also agreed that customs employees broaden knowledge, skills and experience when moved to jobs in different positions. The respondents agreed that customs employees are usually moved to unrelated jobs in different positions after some time. The respondents were undecided on whether customs employees at the container freight stations are usually moved to unrelated jobs in different locations after set periods of time or not. The respondents were undecided on whether customs employees broaden knowledge, skills and experience when moved to jobs in different functions or not. It was noted that there is a positive and significant relationship between cross-functional rotation and performance of customs employees at the container freight stations in Mombasa, Kenya ($r = 0.499$; $p < 0.05$). It was revealed that enhancing cross-functional rotation by 1 unit enhances

performance of customs employees at the container freight stations in Mombasa, Kenya by 0.311 unit ($\beta_3 = 0.311$; $p < 0.05$).

5.2.4 Performance of Customs Employees at the Container Freight Stations in Mombasa, Kenya

The study found out that the respondents generally agreed that the number of containers released from CFSs per day is increasing. The respondents were undecided on whether containers are examined adequately and efficiently or not. It was established that the respondents were undecided on whether the processing of documents is fast and reliable or not. The respondents were undecided on whether container examination reports are written and posted promptly or not. The respondents were undecided on whether work at the container freight stations is completed within the required time or not. The respondents were also undecided on whether the number of containers verified per day is increasing or not.

5.3 Conclusions

The researcher made several conclusions. This study concluded that task rotation significantly affects the performance of customs employees at the container freight stations in Mombasa, Kenya. It was concluded that within-function rotation positively and significantly affect performance of customs employees at the container freight stations in Mombasa, Kenya. The researcher also concluded that cross-functional rotation has a definite and notable effect on Customs employee performance at the container freight stations in Mombasa, Kenya. Therefore, it was ultimately concluded that job rotation improves performance of customs employees at the container freight stations in Mombasa, Kenya.

5.4 Recommendations

To KRA, this study recommends that task rotation should be enhanced in order to improve performance of customs employees at the container freight stations in Mombasa, Kenya. It is also recommended that within-function should be enhanced in order to improve performance of customs employees at the container freight stations in Mombasa, Kenya. The researcher also recommends that cross-functional rotation should be enhanced in order

to improve performance of customs employees at the container freight stations in Mombasa, Kenya.

5.5 Suggestions for Further Studies

To future researchers, the researcher suggests that a similar study be carried out in other border points as the contexts could be different as job rotation has been shown to have positive and significant relationship with performance of customs employees ($R^2 = 0.553$). A study should be carried out on the outcomes of job rotation and its effects on performance of customs employees.

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KRA/KESRA/MSA/002

31st October 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

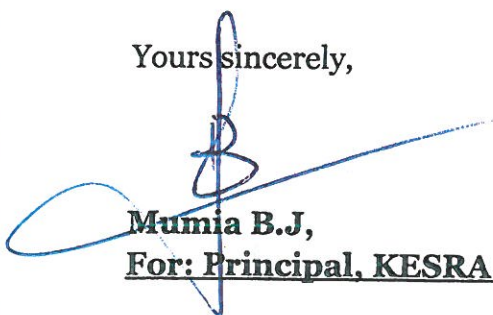
RE: REQUEST TO COLLECT RESEARCH PROJECT DATA

This is to certify that Mr. Brian Obita of admission number MSA/PGD/C/5 is a bona fide student of the Kenya School of Revenue Administration (KESRA), Mombasa Campus. He is in his final year of study and is currently conducting a research project in partial fulfilment of the requirements leading to the award of a Postgraduate diploma in Customs Administration.

Presently, Mr. Obita is in the process of gathering data that will strictly be used for academic purposes only.

Regarding this issue, the School would like to seek your permission to allow him to collect information that relates to is research from your organization.
Thank you for your support and cooperation.

Yours sincerely,



Mumia B.J,
For: Principal, KESRA Mombasa Campus

Appendix II: Research Questionnaire for Customs Officers at the CFS in Mombasa

This research questionnaire is meant to help me in data collection. The topic for the research is “*effects of job rotation on performance of customs employees at the container freight stations in Mombasa, Kenya*”. Kindly provide answers to the questions posed appropriately. The information collected will be used for academic purposes.

Questionnaire number

Section A: General information

Kindly put a tick (✓) against the correct choice in the spaces provided

1. For how long have you been working in this organization?

1-3 years [] 3-5 years [] 5-10 years [] Over 10 years []

Section B: Task Rotation

1 = Strongly disagree; 2 = Disagree; 3 = Neutral; 4 = Agree and 5 = Strongly Agree. Kindly put a tick (✓) against the correct choice.

	1	2	3	4	5
1. Some tasks demand a lot of energy at the container freight stations					
2. Some tasks at the container freight stations are tiresome					
3. Some tasks are done again and again at the container freight stations					
4. Repetitive tasks are not interesting					
5. Customs employees are usually moved from one task to another for a while to give them a break					
6. Customs officers are often moved from one CFS to another to undertake different tasks					

Section C: Within-function Rotation

1 = Strongly disagree; 2 = Disagree; 3= Neutral; 4 = Agree and 5 = Strongly Agree. Kindly put a tick (✓) against the correct choice.

	1	2	3	4	5
1. Customs employees at the container freight stations are usually moved to jobs with similar levels of responsibility within same functions after some time					
2. Moving employees across jobs with similar levels of responsibility promotes learning					
3. Customs employees at the container freight stations are usually moved to similar functional areas after set periods of time					
4. It is interesting working across similar functional areas					
5. Moving customs employees to related jobs with similar levels of responsibility and in similar operational areas enables learning and exposes them to new perspectives					
6. Customs employees become efficient after working in similar functional areas					

Section D: Cross-functional Rotation

1 = Strongly disagree; 2 = Disagree; 3= Neutral; 4 = Agree and 5 = Strongly Agree. Kindly put a tick (✓) against the correct choice.

	1	2	3	4	5
1. Customs employees at the container freight stations are usually moved to unrelated jobs in different functions after some time					
2. Customs employees broaden knowledge, skills and experience when moved to jobs in different functions					
3. Customs employees at the container freight stations are usually moved to unrelated jobs in different locations after set periods of time					
4. Customs employees are usually moved to unrelated jobs in different positions after some time					
5. Customs employees broaden knowledge, skills and experience when moved to jobs in different positions					
6. Moving employees across different functions ensures employees get jobs suitable for their skills, interests and abilities					

Section E: Performance of Customs Employees at the Container Freight Stations in Mombasa, Kenya

1 = Strongly disagree; 2 = Disagree; 3= Neutral; 4 = Agree and 5 = Strongly Agree. Kindly put a tick (✓) against the correct choice.

	1	2	3	4	5
1. The processing of documents is fast and reliable					
2. Containers are examined adequately and efficiently					
3. Container examination reports are written and posted promptly					
4. Work at the container freight stations is completed within the required time					
5. The number of containers verified per day is increasing					
6. The number of containers released from CFSs per day is increasing					

Appendix III: The Container Freight Stations in Mombasa, Kenya

Names of CFS	Manager	Supervisor	Officers	Total
African Line	0	1	3	4
Autoport	1	2	3	6
Awanad	1	1	3	5
Boss Freight	0	2	5	7
Compact	0	2	4	6
Consolbase I (FFK)	1	2	5	8
Consolbase II	0	1	3	4
Focus	0	1	5	6
Great Lakes	0	2	4	6
Interpel	1	2	5	8
Kencont	0	2	5	7
Makupa Transit Shed	0	2	5	7
Mitchell Cotts I	0	1	3	4
Mitchell Cotts II	0	2	4	6
Msa Island	0	2	5	7
Cont. Terminal				
Multiple Inland	1	2	4	7
Cont. Depot				
Portside	1	1	4	6
Regional	0	2	4	6
Logistics Centre Ltd				
Signon Freight Ltd.	0	1	3	4
Transami	1	2	8	11
Unifreight	0	2	4	6
Total	7	20	90	131

Source: Human resource records