

JOB ROTATION AND EMPLOYEE COMMITMENT IN NIGERIA CUSTOMS SERVICE, RIVERS STATE COMMAND

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ABSTRACT

This study empirically examined the relationship between job rotation and employee commitment in Nigeria Customs Service, Rivers State Command. The study adopted job rotation as the independent variable, while affective commitment and normative commitment were used as measures of the dependent variable (employee commitment). The population of the study was 854 employees of the Nigeria Customs Service, while its sample size was 265 as established using Krejcie and Morgan Table. The study adopted the cross-sectional survey design in its assessment of the relationship between the variables, as such; primary data were quantitative in nature and were obtained using the structured questionnaire. The analysis adopted were the descriptive (Mean score) and inferential (Spearman Rank Order Correlation Coefficient) statistical techniques. The findings indicated that there is a significant relationship between job rotation and affective commitment, and also a significant and positive relationship between job rotation and normative commitment of Nigeria Customs Service, Rivers State Command. Based on the outcome of the study, it was concluded that job rotation has a positive and significant relationship, with employee commitment of Nigeria Customs Service, Rivers State Command. Hence, job rotation is a good recipe for improved employee commitment of Nigeria Customs Service. Thus, it was recommended that: (i) Managers of Nigeria Customs Service should incorporate job rotation in their job design as it benefits both the employee and the organization in no less measure; (ii) That managers of Nigeria Customs Service should imbue job rotation content in their designing of work as it serves a great source of job satisfaction for enhanced commitment and performance; (iii) That managers of Nigeria Customs Service should ensure that job rotation is considered in planning and evaluation of employees' jobs and performance respectively as this may contribute to their commitment.

Keywords: Job rotation, employee commitment, affective commitment, normative commitment and job design.

INTRODUCTION

Nigeria Customs is an institution of the Federal Republic of Nigeria charged with the task of revenue collection, accounting for same and anti-smuggling activities. These responsibilities thus make it one of the key parastatals of the federal government of Nigeria. Like every other institution, Nigeria Customs Service relies on its pool of human resource to deliver on its mandates. This affirms the opinion of Reddy and Reddy

(2010) that employees are the greatest resource of the organization especially they are dependable, reliable, and responsible and have the capacity to make valuable and substantial contribution in attainment of organizational goal. This is so because they translate the organization's vision and goals into reality. Therefore, the role employees' play in driving an organization towards performance is so essential that the organization must primarily secure or gain their commitment in order to succeed; otherwise the organization will run into corporate failure. Demonstration of commitment behavior is a critical behavioral tendency that every organization looks out for in their employees because it is a strategic weapon for stable competitive advantage. This is because committed employees have psychological attachment to their organization and this psychological attachment helps the organization create a competitive advantage, record higher productivity and low workers turnover level (Rodger & Pecond 2005) as cited in Subaka (2014).

Oludeyi (2015) indicates that the impact of employees in every organization is built on the fact that enhanced commitment brings about enhanced performance and diminished attitudes that is far from behaviors such as malingering, deliberate and unintentional turnover intentions, lack of interest, ineffectiveness and low morale. In the same vein, Robbins and Judge (2018) observed that committed employees are usually less likely to engage in work withdrawal even if they are not satisfied; but due to the sense of organizational loyalty, they have. On the other hand, McShane and Von Glinow (2015) posit that employees' commitment contributes to improved customer satisfaction since employees that have long-tenure have better knowledge and understanding of work practices; hence customers prefer doing business with such employees. Furthermore, Robinson and Coulter (2003) contends that committed employees show strong desire to continue contributing to the growth and success of the organization, thereby developing a diminished propensity to quit. Yet, Mowday, Porter and Steers (1982), pointed out that it is essential for all organization to induce a high level of commitment in its employees in order ensure superior productivity and goals realization.

However, given that several empirical and theoretical studies have affirmed the indispensable nature of the employees in the pursuit of corporate goals (Sofijanov&Zabijakin-Chatleska, 2013;Hameed&Waheed, 2011) and the need to secure their enhanced commitment (Chambers, 1998), managers of organizations are today earnestly looking for ways of achieving them and gaining competitive advantage (Obiekweet *al.*, 2019), over their competitors in the game of business. And one essential approach organizations can do this is by ensuring a proper job design. This is premised on the essential contribution of job designs in establishing a balanced work-life that fosters employee commitment. According to Allwood and Lee (2004), job design is the arrangement of the techniques and connection of jobs in a bid to ensure that industrial, managerial necessities, social and individual needs of those carrying out tasks in organization are adequately met. This observation also supports the views of Jac-Moon (2000) and Kandula (2004) when they opined that given the importance of employee in modern business management; managers have made and are still making concerted effect towards developing and advancing employee empowerment as key HRM practice that are valuable for business success.

Job rotation inspires nurses to achieve higher performance, allowing continuous growth at work, extended knowledge and skill, and increasing clinic patient care-taking quality. Scholars have all proposed that job rotation may help employees to acquire multiple capabilities and expand vision, and that it can be an approach to reduce job burnout (Jaturanonda, Nanthavanij& Chongphaisal,2006). But emotional pressure often occurs in the work environment where interpersonal interactions are highly involved (Sveinsdottir, Biering & Ramel (2006). Especially, the nurses working at hospitals not only implement independent and professional nursing activities in accordance with doctors' advice, but take responsibility for any immediate threat to patients' lives as well. Thus, the importance of nurses is undeniable, and the influence of nurses' qualities and capabilities on medical care quality can never be ignored (Watson, Marshall, & Sexton,2006). Therefore, the primary concern of the practical field of medical care is to exhaustively recognize how role stress among nurses could affect their job satisfaction and organizational commitment,

and effectively utilize the job rotation system to enhance and develop nurses' job satisfaction and organizational commitment, in order to promote competitive advantages.

Ortega (2001), argues that job rotation truly can promote organizational learning better than specialization in position where there is little information about the respective import of different job task. With the benefits that accrue from organizational learning, job rotation is an important aspect of job design. Job rotation entails periodic movement of employee from one job to another and in most cases, over prearranged intervals. Job rotation is also essential in the development of workers (Sonnenfeld and Peiperl, 1988). This means that when job is effectively designed and executed, job rotation can result in advancement capacity of employees, hence resulting in increased task performance and productivity. Ostroff and Kozlowski (1992) show that job rotation enables information sharing and specialization and results in a more knowledgeable employee base and the produced result is that workers handle their task much better hence increasing work place productivity for the employees both individually and collectively. Zeira (1974) argues that job rotation is an essential approach of supplementing employee's task commitment and job involvement and as well play an essential role in facilitating usual working of organizations thereby helping drive efficiency and effectiveness which finally leads to increased workplace productivity. Many firms have made use of job rotation as a tool to motivate employees by providing task variety and increasing employee socialization (Jonsson, 2008). Job rotation gives employer the flexibility to regulate the needs of the client and to accomplish many different human resources objectives. Job rotation demand employees to move between different jobs usually at fixed times. Malinski, (2002) considered job rotation as one of the many work place learning tools. It is agreed that job rotations happen among employees that have the same level of responsibility in an organization for a specified period of time (Earney and Martins, 2009). Job rotation plan are always used with new graduate employees, mainly in the medium to big sized organizations, in preparation for appointment to a substantive post (Bennett, 2003). Job rotation is an instrument that encourages training and labour market activities. It is the process

of shifting employees from job to job which enhance employee's capabilities and value to an organization (Edwards, 2005).

Job rotation aligns with management concluding the need for a particular job to be done. Normally, employee selected for job rotation will have the required skills and will be paid for work-out-of-class if the responsibility is in a higher salary range comparing to the employees normal classification (Waterman and Collard, 2004). Job rotation comes in several forms and in gainful situations. Job rotation is a methodic shifting of employee from one role to another, what you want to achieve will determine how this movement will be. Generally, job rotation has been connected to some clear advantages. Olsen (2002), put forward that job rotation is surely one of the most vital learning methods. Job rotation programs can help an organization to fit in to a highly competitive environment and a flattening management structure. At the corporate level, as the ability and feelings to share with one another develop among diverse positions, job rotation helps to show the durable outcome of the commitment of each employee to the firm's value base (Arogyawamy and Simmons, 2003). Management might use a developmental rotation to reward good performance by employees, especially rotating employee instead of a promotion (Champion, Stowell, & Callaghan, 2005).

However, despite these observed implications, to the best of our knowledge, we have not come across any empirical work that specifically examined the relationship between job rotation and employee commitment of Nigeria Customs, Rivers State Command. Some of the empirical studies carried in this area include Dalkrani and Dimitriadis (2018) that evaluated the effect of job satisfaction on employee commitment. Ajayi (2017) examined the influence of gender and age on organizational commitment among civil servants in South-West, Nigeria. Ali and Aroosiya (2015) on the other hand examined impact of job rotation on employee performance in the Kalmunai. Furthermore, Velnamby and Aravinthan (2013) examined the link between occupational stress and organizational commitment in private banks: A Sri Lankan experience. In view of this identified gap in literature, this study empirically examined the

relationship between job rotation and employee commitment of Nigeria Customs Service, Rivers State Command.

Conceptual Framework

The conceptual framework showing the relationship between job rotation and employee commitment of Nigeria Customs Service, Rivers State Command as in figure 1.

Conceptual Framework

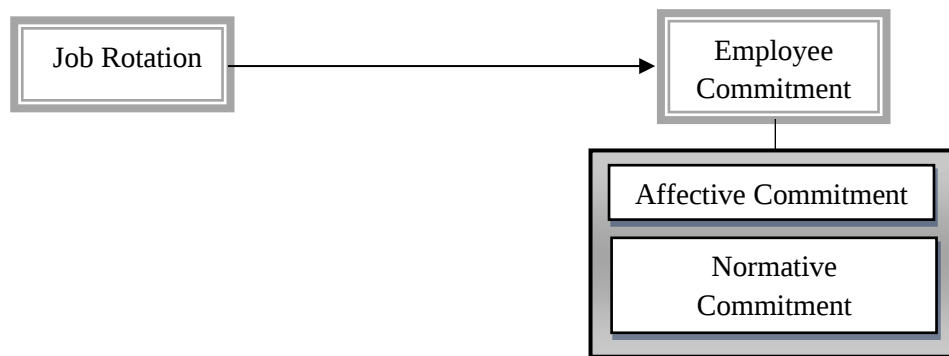


Figure 1.: Conceptual framework showing the relationship between job rotation and employee commitment

Source: Researcher's desk (2023)

Furthermore, this study was guided by the following research questions:

1. How does job rotation relate with affective commitment of Nigeria Customs Service, Rivers State Command?
2. How does job rotation relate with normative commitment of Nigeria Customs Service, Rivers State Command?

LITERATURE REVIEW

Theoretical Foundation

Contingency Theory

The baseline theory on which this study draws from is the contingency theory. The contingency theorists emerged as an integrative approach to leadership studies. The contingency theory was championed by Fiedler in the 1960s and subsequently advanced in Jaja and Obipi (2005). Here the theory states that successful managers must structure their leadership pattern in relation to the different situations they face (Sapru, 2013). However, they spotted out three main factors that thoroughly explain the different situations managers face. First is leader-member relations; this talks about the degree of trust and confidence the subordinates have in their leader. Secondly, the task structure which defines that the extent to which the work to be done is formalized and thirdly, position power, which determines the degree to which the leader has power to make certain decisions like employment, demotion, promotion and rewards.

In view of the above, this theory explains the relationship between job design and employee commitment by illuminating managers' knowledge about situation and job characteristics which are necessary in choosing the best job design that will foster employee commitment. It enables managers of organization to identify each element in the organization to enable them arrive at a proper design. According to Armstrong (2007) such knowledge helps managers in crafting jobs in relation to their features. It has been acknowledged that jobs that have superior attributes promote employee's stimulus, satisfaction, and commitment to predetermined goals; which in turn translates to corporate performance. The proponents of this theory posit that it plays an essential role in effectively designing of jobs in the workplace.

Conceptual Review

Concept of Job Rotation

Job rotation has been widely adopted in large organizations. It is considered as the systematic movement of employees from one job to another at planned intervals (Dessler & Varkkey, 2009). This thus, explains

the reason job rotation is planned in the job training phase because it proves helpful while transferring employees from one job to another in order to learn more and increase their knowledge by doing various jobs (Zareenet *al.*, 2013). Job rotation create avenue for effective knowledge sharing in an organization. According to Wobodoet *al.* (2018) this is made possible through face-to-face contacts, workshops, brainstorming that takes place in that unit on a regular basis to upscale one another's skill. Job rotation thus impacts on the efficiency of employees and their performance to a large extent. Meyer (1994) observed that job rotation plays a vital role in knowledge building and development of employee's skill, which allows them to undertake and complete different tasks by altering their roles or functions. Job rotation is a known process that helps to elaborate job related tasks that facilitates employee training and influence the rotation of an employee from one job role to another in a bid to facilitate enhancement of knowledge as they undertake different tasks. Job rotation is a process that permits the rotation of individual from a specific job to another in a calculated way (Durai, 2010). According to Carnahan, Redfern and Norman (2000), job rotation mechanism is productive towards ensuring that individuals are not inappropriately rotated in job position, some factors such as sex of the individual, bodily requirements of the job position, competence and the demands and period of carrying out such tasks should be taken into good consideration.

Ko, Henry and Kao (2011), advance that job rotation requires that management competencies are very significant and should be given adequate consideration in planning and implementing job rotation. Job rotation has been acknowledged to have many benefits to organizations, such as enhancement of performance, availability of developmental prospects, increases the attainment of workers' retention, and improvement of individual career advancement (Jorgensen, Davis, KotowskiAedla& Dunning 2005). Ali and Aroosiya (2013) noted that job rotation offers greater valuable benefits because it allows employees to have an insight on the operations and management of the organization. Scholars have established that Job rotation plays a significant role in fostering organizational learning, stimulates workers' motivation, human capital development, helps in diminishing boredom, decrease absenteeism, placement of workers with disabilities in positions of job appropriate for their abilities and competencies (Asensio-Cuesta, Diego-Mas,

Cremades- Oliver, &Gonzlez-Cruz, 2011). According to Allwood and Lee (2004), job rotation plays a significant role in increasing the ability of workers to develop problem solving skills. Jaturanonda, Nanthavanij, and Chongphaisal (2006), emphasized that some factors that may influence the decision of organizations in determining how jobs could be rotated are the restructuring of the organization and the frequent re-organization of workers-job tasks. Earney and Martins (2009) stated that there is an existing recognition that job rotation occurs in the midst of workers at the same level of role and accountability within a firm at a particular time. Job rotation procedures are most often adopted when new workers especially in large sized corporations are being prepared for appointment to desired posts (Bennett, 2003).

Concept of Employee Commitment

It has been established that among all organizations' resources, employee is the most valuable and as such constitute the life-blood of the organization. It is on the premise that securing their commitments to organizational goals and objectives is fundamental for corporate performance. This is because an organization without committed workforce is like a car without tire; such organization can never make sustained progress. Therefore, employee commitment according Hakim (2015) employee commitment is the desire and the willingness of employees to remain in the organization and devote themselves to the success of the organization. Sinding and Waldstrøm (2014) indicate that it is the degree to which an employee identifies with the organization and its goals. Jandaghl, Mokhles and Bahrami (2011) view it as the extent to which an employee identifies and contributes to the organization's goals. Herscovitch and Meyer (2002) allude that it is the degree to which employees recognize the goals and objectives of the organization and willing to make effort and to work harder to help it succeed. Additionally, Meyer and Allen (1991) seen as the psychological attachment that exists between the employees and their organization which makes it less likely that the employee will voluntarily leave the organization.

From the accounts of the above definitions, we can see that no organization can actually succeed having committed employees. Therefore, commitment is the force behind organizational performance or success.

The importance commitment was obviously highlighted when Luthans (2011) asserts that it is tied to strong desire to remain a member of a particular organization; be willing to exert high levels of effort on behalf of the organization; and with a definite belief in, and acceptance of organizational philosophies. Mowday, Porter and Steers (1982), observed that it is essential for all organization to establish a high level of commitment by its employees in a bid to ensure quality performance and attainment of goals. They went further state that when employees are grouped in teams they most often conduct themselves like entrepreneurs, thus each individual work to prove his/her worth amongst equal.

Employee commitment pays attention to attitudes of employees concerning the whole organization. Several studies have shown that employee commitment is a very significant work attitude. This is due to the fact that employee commitment relates to several aspects such as job satisfaction, turnover rate, job performance (Kreisman, 2002). Gulbabar (2014) indicated that a high level of commitment will lead to an increase in organization performance, employees' happiness, and attitude and job satisfaction. This would in turn increase their productivity level and help reduce the turnover rates and absteemsim at workplace, through these the level of productivity will increase. Due to this importance, there has been a lot of research in the area of the dimensions of employee commitment (Vandenberg &Scapello, 1994) employees may be committed due to various reasons.

Measures of Commitement

Affective Commitment

According to Klein, Molloy and Brinsfield (2012), affective commitment refers to a psychological attachment whereby an employee decides to be dedicated to and responsible for the organization. It represents involvement, participation, emotional attachment and identification of employees with the organization that lead to low employees' turnover (El-Kassar, Chams &Karkoulian, 2011). This aspect of commitment tends to focus on the level of emotional attachment the employees hold toward their organization. Employees with high level of emotional attachment toward their organization accept set out

goals, work with dedication to achieve such goals and desire to stay with the organization. This observation also reverberates the assertion of Riketta (2002) that high job satisfaction, less turnover, less intention to leave the organization and high performance are the desired output of affective commitment. Affectively committed employees take ownership of their work and are ambassadors for their organization, both within and outside office settings. Jaros, Jermier, Kochler and Sincich (1993) posit that affective commitment is related with desirable workplace conducts, such as declined absenteeism, increased job satisfaction, increased productivity, individual stability and organizational citizenship behaviour.

Beck and Wilson (2000) contend that the improvement of affective commitment entail identifying the firm's value and abiding with its philosophy and principles. The strength of affective organization commitment is influenced by the extent to which the individual's needs and expectations about the organization are matched by their actual experience and also explains affective commitment as value rationality-based organizational commitment, which refers to the degree of value congruence between an organizational member and an organization itself (Mowday *et al.*, 2012). Manetje and Martins (2015) found that "employees are more affectively committed to the organization when there is a dominant culture encouraging achievement, support and roles. Affectively committed employees are more willing to maintain their relationship with the organization than those who are high on normative and continuance commitment.

Normative Commitment

This type of commitment emerges as a result of employees' feelings of obligation to stay within the organization due to what the organization has done for them or what they had benefitted from the organization in the past. Therefore, employees exhibiting this type of commitment see it as a way of showing gratitude to the organization for its good deed. For instance, El-Kassaret *al.* (2011) contend that employee commitment suggests that a person should continue employment due to moral and ethical reasons. In tandem with this view, Randall and Cote (1991), defined normative commitment as an

obligation of an employee to keep working in a particular organization. Meyer and Coruso (2002) refer it as a form of commitment displayed by the employees due to the feelings of gratitude towards the inducements they have received from the organization. Similarly, Luthans (2011) advanced that it is associated with employees' feelings of obligation to stay with the organization because they feel it is the right thing to do. In furtherance to this, Nobarieidishe, Chamanifard and Nikpour (2014) explained that it represents employees' sense of task and obligation to remain in the organization.

From the above, normatively committed employees are people who feel that continuing to work in the organization is a task and an obligation for them. Employees exhibiting this form of commitment stay with the organization since they believe that leaving the organization may have grave consequences, and feel a sense of not been fair to leave the organization. Meyer and Schoorman (1992) argued that normative commitment behavior arises when employees accept an organization values, based on that acceptance, they display higher level of normative commitment. Similarly, Suliman and Lies (2000) reinforced this assertion when they indicated that the strength of normative commitment is influenced by the accepted rules about reciprocal obligation between the organization and its members. The reciprocal obligation is premised on the social exchange theory, which suggests that a person receiving a benefit is under a strong normative obligation or rule to repay the benefit in some way (McDonald & Makin, 2000). This thus suggests that employees by virtue of such received benefits feel an obligated to repay the organization for investing in them. For instance, employees that have benefitted from specialized training may find it as a moral obligation to remain and contribute to the firm since the training was paid for by the organization.

Empirical Review

Job Rotation and Employee Commitment

Studies indicate that employees who can rotate roles and develop their skills, talents, and competencies are more committed at their jobs and such commitment leads to improved job performance. According to Schultz (2010), job rotation is a strategy used by organizations to improve employee performance and productivity. This is because according to Mir Sepasi *et al.* (2009), it is a strategic tool for employee development; and as such, when employees' competencies and skill are properly developed, their effectiveness and efficiency in delivery of assigned and responsibilities become sources of competitive advantage for optimal performance. Accordingly, Oparanma and Nwaeke (2015) assert that through job rotation employees of organizations get more equipped with the rudiments of the entire job processes, thereby making them versatile and competent to handle any task given under little or no supervision. Job rotation contributes to organization's goal realization several areas such as enhancement of performance, availability of developmental prospects, improved employee retention, and improvement of individual career advancement (Jorgensen *et al.* 2005). It was further stated that an effective job design enhances the performance of employees up to optimum level and organizational productivity increases with it

In the same view, Abadi, Nafrai and Nasr (2015) study shows that there is positive significant relationship between job rotation and employee satisfaction, working quality, innovation in work and finally employee performance. Adjei (2012) points out that there are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom. It contributes majorly to the personal development of employees, which increases the level of job satisfaction and job involvement among the employees (Casad, 2012). Algrani (2011) indicates that job rotation and performance have positively strong relation among managerial staff. Fægria *et al.* (2010) sought to identify benefits and challenges of improved knowledge among job rotated developers. Results showed that job

rotation contributed to enhanced knowledge. Examining the effect of job rotation on nurses' performance in hospitals of Tehran Social Insurance Company, Nasiripour et al. (2009) concluded that nurses' performance was independent of job rotation and it did not improve their performance. Thus, the following hypotheses were formulated for this study:

HO₁: There is no significant relationship between job rotation and affective commitment of Nigeria Customs Service, Rivers State Command.

HO₂: There is no significant relationship between job rotation and normative commitment of Nigeria Customs Service, Rivers State Command.

METHODOLOGY

This study adopted the Correlational Research Design. A correlational study is one where a researcher seeks to understand the kind of relationships naturally occurring variables have with one another (Simon & Goes, 2015). While the population of this study covered 854 staff of Nigeria Customs Service, Rivers Command, and the sample size and procedure was determined using the Krejcie and Morgan Sample Size determination table (1970). From the table, a population size of 854 indicates that a corresponding sample size of 265 was used as respondents. Primary data was collected using a self-administered questionnaire that featured closed-ended questions on a five point Likert scale ranging from strongly disagree to strongly agree. The research questionnaire was validated using the content validity technique while reliability was tested with the use of Cronbach's Alpha Correlation Coefficient with coefficients of all the study variables greater than 70%, as the threshold. The study applied both descriptive (Mean score) and inferential statistical analyses; the hypotheses were tested using the Spearman Rank-Order Correlation Coefficient with aid of the Statistical Package for Social Sciences (SPSS).

DATA ANALYSIS AND RESULTS

Univariate Analysis

Table 1: Descriptive Statistics for the Dimension of Job Rotation

	N	Minimum	Maximum	Mean	Std. Deviation
JobRotation	229	1.00	5.00	3.6608	1.16310
Valid N (listwise)	229				

Source: Research Survey Data, 2023

Table 1 illustrates the descriptive statistics for job rotation with mean scores of 3.6608, and this by implication means that most of the study respondents are on the agreement range of the scale.

Table 2: Descriptive Statistics for the Measure of Employee Commitment

	N	Minimum	Maximum	Mean	Std. Deviation
AffectiveCommitment	229	1.00	5.00	3.6099	1.31426
NormativeCommitment	229	1.00	5.00	3.8850	1.23854
Valid N (listwise)	229				

Source: Research Data 2023, (SPSS output version 23.0)

Table 2 illustrates the descriptive statistics for the measures of employee commitment which are affective commitment and normative commitment with mean scores of 3.6099 and 3.8850 respectively.

Table 3: Descriptive Statistics for the Study Variable

	N	Minimum	Maximum	Mean	Std. Deviation
Job Rotation	229	1.11	5.00	3.7249	1.18641
EmployeeCommitment	229	1.00	5.00	3.7390	1.20068
Valid N (listwise)	229				

Source: Research Data 2023, (SPSS output version 23.0)

Table 3 above illustrates the descriptive statistics for the variables of the study which are job rotation (independent variable) and employee commitment (dependent variable) with mean scores of 3.7249 and 3.7390 respectively.

Bivariate Level of Analysis

This segment presents the data results for the analysis and tests for all previously hypothesized bivariate associations are presented.

Relationship between Job Rotation and Affective Commitment

Table 4: Correlations between Job Rotation and Affective commitment

			JobRotation	AffectiveCom mitment
Spearman's rho	JobRotation	Correlation Coefficient	1.000	.646**
		Sig. (2-tailed)	.	.000
		N	229	229
	Affective Commitment	Correlation Coefficient	.646**	1.000
		Sig. (2-tailed)	.000	.
		N	229	229

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

Source: SPSS Output

Ho₁: There is no significant relationship between job rotation and affective commitment of Nigeria Customs Service, Rivers State Command.

Table 4 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.646 on the relationship between job rotation and affective commitment. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in affective commitment was as a result of the adoption of job rotation. Therefore, there is a positive and strong correlation between job rotation and affective commitment of Nigeria Customs Service, Rivers State Command. Similarly displayed in the table 4 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4, the significance level was 0.000. Therefore, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job rotation and affective commitment of Nigeria Customs Service, Rivers State Command.

Relationship between Job Rotation and Continuance Commitment**Table 5: Correlations between Job Rotation and Continuance Commitment**

			JobRotation	ContinuanceC ommitment
Spearman's rho	JobRotation	Correlation Coefficient	1.000	.742**
		Sig. (2-tailed)	.	.000
		N	229	229
	Continuance Commitment	Correlation Coefficient	.742**	1.000
		Sig. (2-tailed)	.000	.
		N	229	229

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

Source: SPSS Output

Ho₂: There is no significant relationship between job rotation and continuance commitment of Nigeria Customs Service, Rivers State Command.

Table 5 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.742 on the relationship between job rotation and continuance commitment. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in continuance commitment was as a result of the adoption of job rotation. Therefore, there is a positive and strong correlation between job rotation and continuance commitment of Nigeria Customs Service, Rivers State Command. Similarly displayed in the table 5 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 5, the significance level was 0.000. Therefore, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job rotation and continuance commitment of Nigeria Customs Service, Rivers State Command.

DISCUSSION OF FINDINGS

The first, second and third hypotheses sought to examine the relationship between job rotation and employee commitment. Results of data analysis revealed that there is a positive and significant relationship

between job rotation and the measures of employee commitment. This finding in this study agrees with Oparanma and Nwaeke (2015) assert that through job rotation employees of organizations get more equipped with the rudiments of the entire job processes, thereby making them him versatile and competent to handle any task given under little or no supervision.

Jorgenseen *et al* (2005) proved that job rotation contributes to organization's goal realization several areas such as enhancement of performance, availability of developmental prospects, improved employee retention, and improvement of individual career advancement. It was further stated that an effective job design enhances the performance of employees up to optimum level and organizational productivity increases with it

In the same view, Abadi, Nafrai and Nasr (2015) study shows that there is positive significant relationship between job rotation and employee satisfaction, working quality, innovation in work and finally employee performance. Adjei (2012) points out that there are many reasons for implementing a job rotation system, including the potential for increased product quality, giving employees the opportunity to explore alternative career paths, and perhaps most importantly, preventing stagnation and job boredom. Studies shows that as that job rotation and performance have positively strong relation among managerial staff. It sought to identify benefits and challenges of improved knowledge among job rotated developers, which is reveled in (Algrani, 2011; Casad, 2012; Malcolm, 2012; Nasiripour, 2009).

CONCLUSION AND RECOMMENDATIONS

The findings of this study revealed that there is a positive and significant relationship between job rotation and employee commitment of Nigeria Customs Service, Rivers State Command. Therefore, this study concludes that job rotation is a good recipe for improved employee commitment of Nigeria Customs Service, Rivers State Command. Based on the conclusion it was recommendations that: That managers of Nigeria Customs Service should incorporate job rotation in their job design as it benefit both the employee and the organization in no less measure. And also, managers of Nigeria Customs Service should imbed job rotation content in their designing of work as it serves a great source of job satisfaction for enhancing employees' commitment.

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