

European Journal of Human Resource (EJH)



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OF OIL MARKETING COMPANIES IN PORT HARCOURT,
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ABSTRACT

Purpose: This study evaluated the relationship between quality of work life (QWL) and employee productivity of Oil Marketing Companies in Port Harcourt, Nigeria. It is most crucial for organizations to boost and sustain their employees' knowledge and competencies because of the extreme degree of global saturation occurring in various core markets.

Methodology: Taking account of this, a descriptive and explanatory approach was adopted to uncover the impact of quality of work life on employee productivity, using compensation and training/development as dimensions for quality of work life, while effectiveness and efficiency were measures for employee productivity. The study adopted the stratified sampling technique in collecting data through the use of a structured questionnaire. A total of 52 respondents were drawn from four understudied oil marketing companies operating on three major roads with the highest concentration of companies in Port Harcourt, including Aba road, Ikwerre road and East-west road.

Findings: The study revealed that compensation and training/development both have a positive and significant influence on the effectiveness of the pump attendants in the various oil marketing companies included in this study. In like manner, compensation and training/development both had positive and significant influence on the efficiency of the pump attendants in the chosen firms. Following the findings, it was concluded that quality of work life had a significant and positive influence on employees' productivity.

Unique Contribution to Practice and Policy: It was recommended that oil marketing companies prioritize training, development and compensation for pump operators who are their representatives at the frontline of service delivery and customer satisfaction, important indices for assessing organizational performance.

Keywords: *Effectiveness, efficiency, productivity, training/development*

I. INTRODUCTION

The debate surrounding Quality of Work life (QWL) has risen in prominence amidst the intensification of competitive activity in the contemporary business environment. This has caught the consideration of workers and employers, all the more so because of organizations pursuing reasonably qualified and capable workers. Employers have used quality of work life factors as an instrument for attracting and retaining talent. Oil marketing companies, more commonly known as petrol stations have not been an exemption to this trend. Due to the implication of competitive forces and demand for talent often exceeding supply, organisations are being compelled to enhance their workers' quality of work life through a variety of channels including but not limited to good and safe working conditions; positive workplace atmospheres; improved training and development initiatives; and satisfactory reward, compensation and benefits.

James (2014) referred to "three cautioning indications of a demotivated workforce, these incorporate poor work environment atmosphere, slipping employment norms and diminished profitability" (p. 14). James (2014) further expressed that in the event that any of these elements is seen to drift downwards, there is an incredible possibility that the organization is managing a demotivated workforce. Most organizations and associations have neglected to perceive the significance of motivation as an idea be it intrinsic, for example, "workers' well-being, relationship with colleagues, relationship with supervisors, organizational policies" (Nataranjan & Annamalai, 2011, p. 11) and so forth or extrinsic, for example, "training and career advancement, great working conditions, remuneration, promotion" (Bagtatos, 2011, p. 12) among other different variables that upgrade or enhance worker performance just as organizational efficiency levels.

Oil marketing companies in Port Harcourt, which is the point of convergence of this investigation, need to embrace these factors for organizational sustainability in the contemporary market reality. Businesses need to create and sustain quality of work life by offering a wide scope of emotionally supportive networks to address issues such as, non-attendance, debilitated leave, and turnover thereby eliminating operational inefficiencies and enhancing organizational profitability (Nataranjan & Annamalai 2011). Quality of work life is commonly perceived as a valuable connection between work, home, the individual and the organization. There are key needs, for example, compensation, security and health that the organization needs to fulfill to keep the individual glad and propelled (Bagtatos, 2011). It is likewise basic to keep workers cheerful to improve their propensity for quality service delivery, customer satisfaction thereby also boosting their own performance and overall morale. Along these lines, for organizations to remain competitive, the capacity to attract and retain proficient and committed workers that maximize productivity cannot be overstated (Sunia, 2014).

A systemic change in the outlook for petroleum stations has accompanied extra strain on workers including work overload, a deficit in work life balance, heightened anxiety, deficient assets, and a culmination of work related pressures on employee well-being and by extension productivity. The pump attendants are of no exemption, as these workers may need to adapt to changes in organizational rebuilding, staffing and assets. These advances could prompt increased medical boarding applications, higher instances of informal leave, a high number of abdications and an unsuitable workplace that impacts on quality of work life.

Ever-changing business conditions along these lines demand for holistic modifications to work conditions that account for well-being, fulfillment as well as learning, unlearning and re-learning strategies. The petroleum downstream sector is increasingly dynamic therefore demanding for non-stop overhauling of worker aptitudes and capacities that enhance productivity and adaptive to volatile economic conditions (Amin et al., 2013). Pfeifer, Janssen, Yang and Backes-Gellner (2011) support this by saying that next to schooling, human capital development after entry into the labour market is considered key to economic performance at both the micro and the macro level.

A petrol station is a retail outlet where vehicles are refueled, greased up, overhauled, and occasionally repaired or maintained. Most oil marketing companies have the following product offering: petrol, diesel, and kerosene (lamp oil). Some carry specialty fills, such as, liquified petroleum gas (LPG), hydrogen, engine oils, lubricants, while the rest add convenience stores and restaurants to their service offerings. The petroleum by-products are sold by pump attendants while the retail. Pump attendants might not have a dynamic program as a feature of workers' quality of work life and therefore this may have negatively influenced worker job fulfillment, resulting in increased employee turnover. In light of the observed competitive forces and the prominence of petroleum downstream operator activities in everyday commerce, there is undoubtedly need for research in quality of work life to develop valuable insights for the managers of petrol stations that can be converted to actionable strategies for enhanced worker efficiency and effectiveness.

II. LITERATURE REVIEW

The Concept of Quality of Work Life

Normala (2010) explored the connection between QWL and Organizational Commitment among workers in Malaysian firms. A random sample of 500 representatives was taken at the supervisory and managerial designations in different firms in Malaysia that formed the survey. Quantitative methodology was utilized for information gathering. Factors received for the exploration were "dimensions of QWL: development and growth, participation, physical environment, supervision, pay and benefits social relevance and workplace integration" (Normala, 2010, p. 11), "dimensions of OC: affective commitment, normative commitment, continuance commitment (alternatives), and continuance commitment (costs)" (Normala, 2010, p. 12).

Information was dissected from factor investigation and regression analysis utilized as measurable devices. The after effect of the examination paper demonstrated that "participation of workers has positive correlation with affective, continuance commitment" (Normala, 2010, p. 21). "Supervision, pay and benefits have likewise huge positive correlation with affective, nominative and continuance commitment" (Normala, 2010, p. 22). Furthermore, strong "relationship and cohesiveness' among workers in the working environment will enhance the sense of commitment" (Normala, 2010).

Sandhya (2013) had undertaken a study "to explore the relationship between the quality of work life (QWL) and its effect on organizational citizenship behavior" (OCB) (p. 3). The report findings were based on the review of literature on the relationship between the QWL & OCB combined with a survey among College Teachers in and around Thrissur Dist. Based on the findings, the report also offers an insight into the ways of enhancing the QWL among College

Teachers. According to Ray Kroc “The Quality of an Individual is reflected in the Standards they set for themselves’, it is also a realized fact that the qualities of human inputs are the greatest asset to any organization. The analysis showed that on an average the women show a “better satisfaction level with regard to the adequate and fair compensation” (p. 45), “safe and healthy, environment, growth and safety, social integration, social relevance and total life span” (p. 47). Men showed better satisfaction level in constitutionalism and development of human capabilities. There was a “significant difference in the effect of the QWL on the OCB between men and women” (p. 48). The “women reported higher level of job dedication when compared to men” (p. 50). On the basis of hypothesis testing, it was found that “there was significant relationship between the quality of work life and organizational citizenship behavior” (p. 51) based on altruism. There was “significant relationship between the quality of work life and organizational citizenship behavior” (p. 51) based on conscientiousness.

Ayesha (2012) assessed the quality of work life of the employees of private colleges in Bangladesh with the goal to explore the components influencing the general impression of QWL. Measurements of QWL were taken as "fair competition, development security, work and life framework, development of human capacities, social integration, and social significance" (p. 13). The strategy utilized for information gathering was cluster sampling, while the Spearman's rank statistic for test of non-parametric data. Results after test indicated dimensions are altogether correlated with QWL. There is exceedingly fulfillment in the female with respect to QWL measurements in contrast with the male.

Compensation

Compensation additionally known as "Worker Remuneration" possesses an imperative place in the life of a worker. Pay plans and arrangements conceded to workers can influence their confidence and execution in any case. Generously compensated workers more often than not demonstrate amazing exhibitions in the domains of profitability and advancement of moral practices inside the concerned organization. Remuneration is all types of financial returns and substantial administration and benefits workers receive as a component of a business relationship (Milkovich & Newman 1999).

Organizations utilize alluring remuneration plans to attract and retain competent workers. HR units consider various remunerations and benefit schemes to maximise usage of a business' human capital inside the business (Pynes, 2008). The utilization of attractive base pay arrangements is critical in this perspective. The "standard of living, status in the general public, loyalty, motivation, and performance relies upon the compensation a worker gets" (p.31). Then again, for the business, remuneration is essential as it adds to the cost of production. In this manner the point of worker compensation is to draw in competent workers to the organization and rouse them towards unrivaled performance. Imminent workers need to know how they will be remunerated so they can decide whether your organization is the correct fit. The business must decide how remuneration and performance management are associated so as to create both a pay structure and performance framework that benefits the business just as the workers (Ruth, 2013).

Training and Development

Training and Development have been characterized in a few different ways by various researchers. The primary thought that every single one of them featured in their investigations is the workforce capacity improvement. Nadler and Nadler "(1991, as referred to in Kumpikaite & Sakalas, 2011) distinguished Training and Development as the segments of the human resource development (HRD) model" (p. 21). Similarly, Nadler and Nadler (1970, as referred to in Khan, Khan, & Mahmood, 2012) have characterized HRD to be a framework or an arrangement of such exercises that empower associations to add to the value of their workforce by bringing social changes through training, improvement, and instruction inside a predetermined timeframe. Subsequently, training and development encourages building and fortifying the business related traits of the human assets (workers) in any organization. Additionally, in training there is a master who conveys the comprehension about the mastery required for upgrading the activity capability keeping in view both present and future employment related ability prerequisites (Saleem et al., 2011). Subsequently, we may state that training/development is an increasingly sensible method for enhancing the aptitudes, information, and properties required by the workers to all the more likely satisfy their activity undertakings.

Corporations gain verifiable achievements from training and development. Most critical points of interest are in terms of enhanced profitability and customer satisfaction. Productivity is undoubtedly boosted because of the upgraded performance of the workers participating in different training programs. In this way, there is no doubt that training and development programs inspire both the enhanced work execution and organizational profitability yet together with this while planning such programs the focus must also be to produce imaginative reasoning and ingenuity. These will at that point reinforce the organization's learning base empowering it to develop a competitive advantage. Training and development likewise makes routes for workers to take a functioning part in the basic leadership process (Vemic, 2007). In addition, Saleem et al., (2011) have suggested that continuous training caters for boosting workers' inspiration, confidence, certainty and standards of general conduct. So also, they are of the view that it is training/development that improves workers' fulfillment towards their respective job activities, enhancing their work proficiency, and achieving higher levels of profitability (ROI). The process of training and development additionally makes workers progressively more loyal and committed, thereby adding to the organization.

Batool & Batool (2012) likewise bolster this view that work fulfillment, confidence in oneself, and sense of self-worth is surrendered as a lift among the workers through training. Zenger (1989, as referred to in Batool & Batool, 2012) pointed out that giving master aptitudes makes the workers vigorously participate during the time spent enhancing quality. Similarly, Akintayo (1996); Obisi (1996); Oribabor (2000); and Oguntimehin (2001) as referred to in Saleem et al., (2012) have advanced the advantages of training and development as enhancement in human, theoretical, and administrative abilities, upgraded aptitudes, work proficiency, learning, attitude and dependability (improved punctuality and less truancy), mastery in "working innovation and dealing with machines with diminished wastage, and furthermore decreased level of skill obsolesce" (Saleem et al., 2012, p. 39). Along these lines, training is and ought to be intended to improve the aptitudes and performance level of workers in all ways (Obisi, 2011). The focal job

of training/development in conveying transformational changes to the organizational strength and capacities regarding making the workers competent, consequently is demonstrable.

In the expressions of Glaveli & Karassavidou (2011), it is the human asset that goes about as a multiplicative factor for putting the organization on the track of triumph. Albeit every one of the HR practices is essential at its place in supporting the headway of its workforce, yet, training assumes the most indispensable job of all in building up an organization's utilizing factor for advancement, that is, its human assets. The inspirational viewpoint of the activity increased through training and development produces sentiments of steadfastness in the workers who at that point perform well as far as serving the clients better. Hence, training supports loyalty resulting in improved performance. The importance of improved performance of workers cannot be overstated as proposed by Khan et al., (2011), "worker productivity drives performance of the organization" (p. 39).

The Concept of Employee Productivity

According to Kahraman & Yavuz (2010), "productivity is a measure relating a quantity or quality of output to the inputs required to produce it" (p. 417). Often means labor productivity, which can be measured by quantity of output per time spent or numbers employed. Moore & Ross (1978) suggest that productivity can be separated into two aspects: performance and financial. They posit that performance productivity is concerned with the number of outputs produced, while financial productivity is based on the monetary value of outputs. Financial productivity is common in research assessing country and organizational productivity as demonstrated in studies by Dewan & Kraemer (2000), Aubert & Reich (2009), Brynjolfsson & Hitt (1996, 2000, 2003) and Kempplila & Lonnqvist (2003). These studies assess the monetary value of total outputs to measure the productivity of an economy or organization.

On the other hand, employee productivity is shown through work by Tarafdar et al., (2007), Vuolle et al., (2008) and Yun, Kettinger & Lee (2012). They rely solely on the quantities of outputs (work tasks) performed. There are studies that have assessed both financial and performance productivity, such as work by Aral, Brynjolfsson & Van Alstyne (2007), Bulkley (2006) and Bulkley & Van Alstyne (2007). For instance, some studies have determined employee productivity based on the total monetary value of contracts won or the total hours against value of inputs (Aral et al., 2007). Bulkley & Van Alstyne (2007) focus on both financial and performance type studies where they take into account both financial data and self-reports to determine employee productivity.

Employee productivity is a loosely defined factor due to the nature of the role of employees in the workplace. Primarily, the nature of roles in the manufacturing industry made productivity easy to assess. However, workplace environments consist of many more intangible inputs and outputs such as information and knowledge, which consequently make productivity more challenging to capture and assess (Karr-Wisniewski & Lu, 2010; Locke, 2005; Ramirez & Nembhard, 2004; Vuolle et al., 2008).

Productivity could also be seen as the relative measure of the efficiency of a person, machine, factory, system, etc., in converting inputs into useful outputs. Obviously speaking, productivity is a critical determinant of cost efficiency. It is common for research on employee productivity to be associated with efficiency and/or effectiveness (Gebauer, Shaw & Gribbins, 2004; Locke, 2005). Furthermore, they suggest that employee productivity means a change in work efficiency,

effectiveness and better control and use of time. Gorgone, Davis, Valacich, Topi, Feinstein & Longenecker (2003) reiterate this by stating that productivity is determined by the efficiency and effectiveness of employees' work tasks through the use of available resources. Locke (2005) and Straub & Karahanna (1998) similarly assess employee productivity while focusing on task completion (effectiveness) against time (efficiency) to reflect employee productivity. So, although the context changes, the underlying concept of effectiveness and efficiency continues to be used to reflect employee productivity.

Similarly, at the level of employees, productivity is seen mainly in relation to accomplished tasks. Rennecker & Godwin (2003) adopted a very generic definition of productivity: "the work accomplished in a given time period with a given set of resources" (p. 143). In addition to assessing the input of effort (time) accumulated in performing the tasks, they further suggested that the resources used in the process must be considered. This way, an employee with X tasks accomplished in Y days and Z resources would be more productive than an employee with X tasks accomplished in Y days and Z+1 resources. Due to the variety of workplace tasks, the ratio of outputs to inputs is often indicated by perceptual measures (Igarria & Tan, 1997; Ramirez & Nembhard, 2004; Tarafdar et al., 2007).

Efficiency is a key component of employee productivity that explains the ratio of inputs to outputs (Gebauer & Shaw, 2004; Karr-Wisniewski & Lu, 2010; Tarafdar et al., 2007; Vuolle et al., 2008). In the conceptual model, efficiency indicated the accomplishment of tasks over a unit of time. Previous research demonstrated that efficiency was a key component of productivity to explain the value gained in the course of using resources. Effectiveness was assessed to ensure tasks accomplished met their pre-set criteria (Gorgone et al., 2003; Igarria & Tan, 1997; Locke, 2005; Mitra et al., 2011). Thus, effectiveness was defined as a comparison of the work completed against pre-set criteria.

Worker productivity is typically taken a gander at as far as results. Be that as it may, it can likewise be taken a gander at regarding behaviour (Armstrong 2000). Kenney et al. (1992) expressed that worker's productivity is estimated against the performance guidelines set by the corporation. There are various estimates that can be mulled over when estimating productivity for instance "efficiency, effectiveness, quality and profitability measures" (Ahuja, 2006, p. 31) as quickly clarified in the future. Productivity is the capacity to gain benefits reliably over some undefined time frame. It is communicated as the proportion of gross benefit to deals or profit for capital utilized (Wood and Stangster, 2002). Efficiency and effectiveness - efficiency is the capacity to create the ideal results by utilizing as insignificant assets as could be expected under the circumstances while effectiveness is the capacity of workers to meet the ideal goals or target (Stoner, 1996).

Productivity is communicated as a proportion of output to that of input (Stoner, Freeman and Gilbert Jr, 1995). It is a proportion of how the individual, organization and industry changes over input assets into products and services. The proportion of how much yield is created per unit of assets utilized (Lipsey, 1989). Quality is the normal for items or administrations that bear a capacity to fulfill the expressed or suggested needs (Kotler & Armstrong, 2002). It is progressively accomplishing better items and services at a continuously increasingly focused cost (Stoner, 1996).

As verified by Daft (1988), it is the obligation of the organization directors to guarantee that the organizations endeavor to and subsequently accomplish superior performance standards. From such a perspective, this infers that directors need to set the ideal standards of performance for any periods being referred to. This they can do by for instance defining objectives and principles against which individual performance can be estimated. Organizations guarantee that their workers are adding to delivering brilliant items as well as services through the procedure of worker performance management. This management procedure urges workers to get engaged with making arrangements for the organization, and along these lines takes an interest by having a job in the whole procedure subsequently making motivation for superior performance levels. Note that performance management incorporates exercises that guarantee that organizational objectives are as a rule reliably met in a successful and effective way.

Performance management can concentrate on performance of the workers, a division, procedures to construct an item or administration, and so forth. Prior research on efficiency of workers has demonstrated that workers who are happy with their jobs will have higher occupation performance, and in this way incomparable job retention, than the individuals who are not satisfied with their employments (Landy, 1985). Even further, Kinicki & Kreitner (2007) propose that worker performance is higher in upbeat and fulfilled workers and the management believes through this, superior attainment of firm targets.

Employee Effectiveness

This could be described as the ability of an employee to achieve goals set by the organization. This idea is identified with issues, for example, the capacity of a worker to get to and assimilate assets and subsequently accomplish its points (Federman, 2006). As Cameron (1978) called attention to worker effectiveness as the capability of the worker to achieve the basic objectives. In any case, McCann (2004) noted it as the paradigm of the worker's fruitful satisfaction of their motivations through core strategies.

Vinitwatanakhun's (1998) thoughts on worker effectiveness suggest a concentration on Human Resources and associations helping people accomplish aptitudes and develop confidence so as to control the new condition and discover security and support. As Baker & Branch (2002) brought up, for representatives to be effective, they need to manage the issues of the association and framework viability. They are obliged to be creative in their work assignments, design, and execute job tasks. As indicated by Balduck & Buelens (2008), the issue of effectiveness in workers rotates around four primary methodologies: "system resource, the goal, the strategic constituency and the internal process" (p. 23).

In general, effectiveness is referred to as the degree to which set objectives are accomplished and policies achieve what they were designed to achieve. It focuses on affecting the purpose that is achieving the required or projected results. A program or service is said to be effective if such a program is able to accomplish set objectives or estimated outcomes. As regards workers, it is a measure of how well workers' productivity levels meet set goals and objectives of the organization (Yesufu, 2000). Therefore an employee is said to be effective when he/she is able to achieve desired results in line with organizational goals and objectives.

Employee Efficiency

The efficiency of the employee could be understood in terms of the ability to achieve maximum output from minimum input. This concept estimates connection among inputs and yields or how successfully the inputs have been changed into yields (Low, 2000). To boost the yield Porter's Total Productive Maintenance framework recommends the disposal of six misfortunes, which are: "(1) reduced yield – from start up to stable production; (2) process defects; (3) reduced speed; (4) idling and minor stoppages; (5) set-up and adjustment; and (6) equipment failure" (Low, 2000, p. 37). The less the inputs used to produce yields, the more noteworthy the efficiency.

As indicated by Pinprayong & Siengthai (2012) worker efficiency uncovers the execution of inputs and yield proportion at a practical point of view (cost effective). Fantastic worker efficiency could enhance substances performance as it concerns the management, quality and productivity. The Pinprayong & Siengthai (2012) further noticed that efficiency takes thought of; methodology, plan, styles, inspiration, abilities and objectives.

Efficiency as one of the administration performance pointers is achievement sign of an association. Linders et al. (2005) inferred that there is relationship between the dimensions of concentration and efficiency. In "organizational positions with low levels of concentration, persons provide more comments and further information and exchange thereby create creative perspectives" (p. 13). As well as "facilitate the exchange of information and interaction between people" (p.17) "lead to producing more meaningful information in order to effectively deal with dynamic environments" (p. 18). O'Donnell & Duffy (2002) describes efficiency as a formulated as a ratio measuring the gain obtained from the activity, i.e. comparison between output and input, in relation to the amount of resources used during the activity.

Efficiency on the other hand is productivity of estimated effects; specifically productivity without any form of waste. This has to do with workers abilities to work productively with minimum waste in terms of energy, time and cost. Efficiency is more or less a contrast between the use of inputs in a clearly defined process and generated outputs. For instance, given a specified number of input or resources, a decision making entity be it individual, corporate, administrative institution, or a state realizes a level of output considered to be the maximum achievable based on the present conditions, then such an entity is assumed to be efficient. However if it generates lesser than what it is estimated to generate it is said to be inefficient. As such efficiency stems from the correlation between inputs and outputs, and is referred to basically as the degree to which outputs are produced while minimizing manufacturing costs (Harris, 2001).

III. METHODOLOGY AND CONCLUSION

The population of this study is the accessible components of the census normally established in numbers (Baridam, 2001). For this study, our population is the total number of 12 oil marketing companies in Port Harcourt was understudied. The researcher used the stratified sampling technique. 5 employees from each petrol station were selected. This gave the researcher an accessible population of 60 respondents at the various understudied stations.

Table 1: Table showing Population distribution

S/N	Stratum	Oil marketing companies	Respondents
1	Aba Road (Artillery, Rumuola, Oyigbo)	Total, HS Petroleum Ltd, FAAD procurements, Forte oil	20
2	Ikwerre Road (Rumuokwuta, Agip junction, Rumuokoro)	Forte oil, MRS, Conoil, NNPC	20
3	East-West Road (Rumuokwurusi, Rumuodara, Choba)	Sobaz, Restopark, Palflox, Propel	20
			60

A total of 60 employees in the oil marketing companies in Port Harcourt were sampled. The researcher determined the sample size using the Taro Yamene's formula.

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

Where,

N = Population

n = Sample size sought

e = level of significance (0.05)

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

$$n = \frac{60}{1 + 60(0.05^2)}$$

= 52 employees were sampled.

For this study population of 60 employees were drawn from 12 oil marketing company's stations in 3 strata with 4 oil marketing companies from each stratum in Port Harcourt through stratified sampling technique. The 3 strata were determined by three major roads with the highest concentration of oil marketing companies in Port Harcourt. 5 pump attendants were selected from each company's station. In stratified sampling, the researcher deliberately selects the sampling units that are to be included in the study because he/she feels that they are representative of the target population (Baridam, 2001).

In analyzing the information for this study, data was classified into different groups with the aid of tables. This analysis was carried out using percentages with results adequately interpreted. The Spearman Rank Order Correlation Coefficient was used in testing the stated hypotheses through the use of statistical package for social sciences (SPSS). The reason for choosing the Spearman Rank Order Correlation Coefficient as the statistical tool is because the research questions were asked in the ordinal form.

Data Analysis

The research hypotheses which were stated earlier in chapter one were tested with the help of responses from the questionnaire copies. The research hypotheses are here related and analyzed.

The formulated hypotheses were tested in a five step procedure as follows:

- Formulation of hypothesis
- Identification of test statistics
- Formulation of decision rule
- Computation of the value of the test statistics
- Making a decision and interpretation.

The Rule for Decision Making

The decision for accepting or rejecting the stated hypotheses is based on the benchmark provided below as adapted from Guilford's scale (1956) as cited in Irving (2005).

$r < .20$ – slight correlation and negligible

.20 - .40 – low correlation/small relationship

.40 - .70 – moderate correlation/substantial relationship

.70 - .90 – high correlation/marked relationship

.90 and above – very high correlation/very dependable

Invariably, when the value of $r < .20$ is the benchmark for accepting null hypothesis; $r \geq .20$ is for rejecting null hypothesis.

Hypothesis 1

H₀₁: There is no significant relationship between compensation (COMPS) and employee effectiveness (EFFCT) in the various understudied oil marketing companies in Port Harcourt.

The test statistics used in testing the above hypothesis is the spearman's rank order correlation coefficient. The computation of the value of the test statistics was carried out using SPSS as represented in the table below.

Table 2: Spearman rank order calculation

			Correlations	
			COMPS	EFFCT
Spearman's rho	COMPS	Correlation Coefficient	1.000	.630**
		Sig. (2-tailed)	.	.000
		N	52	52
	EFFCT	Correlation Coefficient	.630**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

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

Source: Survey data, 2020.

The statistics gave an r value of 0.630 which it gives from our scaled list a highly marked correlation between the variables under investigation. The probability value from the table is 0.000, which implies that the variables are statistically significant. Therefore, we can reject the null hypothesis which states that “there is no significant relationship between compensation

(COMPS) and employee effectiveness (EFFCT) in the various understudied oil marketing companies in Port Harcourt”, and accept the alternative hypothesis, “there is significant relationship between compensation (COMPS) and employee effectiveness (EFFCT) in the various understudied oil marketing companies in Port Harcourt”.

Hypothesis 2

Ho₂: There is no significant relationship between compensation (COMPS) and employee efficiency (EFFIY) in the various understudied oil marketing companies in Port Harcourt.

The table below shows the computed value for the above hypothesis using Spearman rank order correlation coefficient through SPSS.

Table 3: Spearman rank order calculation
Correlations

			COMPS	EFFIY
Spearman's rho	COMPS	Correlation Coefficient	1.000	.570**
		Sig. (2-tailed)	.	.000
		N	52	52
	EFFIY	Correlation Coefficient	.570**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

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

Source: Survey data, 2020.

The statistics gave an r value of 0.570 which it gives from our scaled list a substantial correlation between the variables under investigation. The probability value from the table is 0.000, which implies that the variables are statistically significant. Therefore, we can reject the null hypothesis which states that “there is no significant relationship between compensation (COMPS) and employee efficiency (EFFIY) in the various understudied oil marketing companies in Port Harcourt”, and accept the alternative hypothesis, “there is significant relationship between compensation (COMPS) and employee efficiency (EFFIY) in the various understudied oil marketing companies in Port Harcourt”.

Hypothesis 3

Ho₃: There is no significant relationship between training/development (TRDEV) and effectiveness (EFFCT) in the various understudied oil marketing companies in Port Harcourt.

The table below shows the computed value for the above hypothesis using Spearman rank order correlation coefficient through SPSS.

Table 4: Spearman rank order calculation
Correlations

			TRDEV	EFFCT
Spearman's rho	TRDEV	Correlation Coefficient	1.000	.520**
		Sig. (2-tailed)	.	.000
		N	52	52
	EFFCT	Correlation Coefficient	.520**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

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

Source: Survey data, 2020.

The statistics gave an r value of 0.520 which it gives from our scaled list a substantial correlation between the variables under investigation. The probability value from the table is 0.000, which implies that the variables are statistically significant. Therefore, we can reject the null hypothesis which states that “there is no significant relationship between training/development (TRDEV) and effectiveness (EFFCT) in the various understudied oil marketing companies in Port Harcourt”, and accept the alternative hypothesis, “there is significant relationship between training/development (TRDEV) and effectiveness (EFFCT) in the various understudied oil marketing companies in Port Harcourt”.

Hypothesis 4

H₀₄: There is no significant relationship between training/development (TRDEV) and efficiency (EFFIY) in the various understudied oil marketing companies in Port Harcourt.

The table below shows the computed value for the above hypothesis using Spearman rank order correlation coefficient through SPSS.

Table 5: Spearman rank order calculation
Correlations

			TRDEV	EFFIY
Spearman's rho	TRDEV	Correlation Coefficient	1.000	.650**
		Sig. (2-tailed)	.	.000
		N	52	52
	EFFIY	Correlation Coefficient	.650**	1.000
		Sig. (2-tailed)	.000	.
		N	52	52

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

Source: Survey data, 2020.

The statistics gave an r value of 0.650 which it gives from our scaled list a substantial correlation between the variables under investigation. The probability value from the table is 0.000, which implies that the variables are statistically significant. Therefore, we can reject the null hypothesis which states that “there is no significant relationship between training/development (TRDEV) and efficiency (EFFIY) in the various understudied oil marketing companies in Port Harcourt”, and accept the alternative hypothesis, “there is significant relationship between training/development (TRDEV) and efficiency (EFFIY) in the various understudied oil marketing companies in Port Harcourt”.

The following discuss were seen from the research analysis

- Compensation had a significant and positive correlation on both employees’ effectiveness and efficiency in the studied oil marketing companies.
- In like manner, training/development had positive influence on both employees’ effectiveness and efficiency in the studied oil marketing companies.

Conclusion

This study investigated the influence of quality of work life on employees’ productivity of oil marketing companies in Port Harcourt. Quality of work life was seen from the dimensions of compensation and training/development as a focus, while employee productivity was looked at from the measures of effectiveness and efficiency. The findings from this study provided better understanding of the process underlying the impact of quality of work life on employee productivity outcome. The result proved that quality of work life through its reviewed dimensions influences employees’ effectiveness and efficiency as seen from the quantitative analysis. Therefore, it was reasonable to conclude that quality of work life positively impacts on employees’ productivity.

RECOMMENDATIONS

The conclusions derived from the study point to the importance of quality of work life in the context of worker productivity. This study therefore stresses that oil marketing companies prioritize quality of work life with the knowledge that it is a prerequisite for enhanced worker productivity. In an environment of high volume activity, low skilled workers with minimal education, performing tasks that may be perceived as menial, management of oil marketing companies must not lose sight of the fundamental value of their workers in not only achieving profitability but also sustainability. Efforts to invest in regular training and structured development programs can be a useful catalyst for positive attitudes and behaviours that fuel productivity. Furthermore the importance of adequate compensation packages must not be overlooked if an oil marketing company is to embody clear differentiation and thus a competitive advantage amongst its competitors in the marketplace.

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