
Job Rotation and Employees' Work Attitudes of Selected Oil Companies in Rivers State

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Abstract

This study examined the relationship between job rotation and employees' work attitudes in selected oil companies in Rivers State. The study adopted a cross-sectional research design. The target population consists of oil companies operating in Rivers State. The accessible population comprises of ten selected oil companies. A simple random sampling was adopted. The sample size is 103 using Taro Yamane's Formula. Pearson Product Moment Correlation Coefficient (PPMC) was used to test the hypotheses. The study found that there is positive significant relationship between job rotation and employees' work attitudes. The study concluded that job rotation enhances employees' work attitudes in selected oil companies in Rivers State. The study recommended that oil companies should adopt job rotation, as it has proven to enhance employees' work attitudes in the work place.

Keywords: *Job rotation, Employees, Work, Attitude, Oil Company*

Introduction

The attitude of employees in any organization determines how well the organization will survive in the business environment (Saari and Judge, 2004). However, work attitude is essential to the survival of any business. Susanty, Miradipta and fie, (2013) contended that the exhibition of positive work attitude by workers in the organization always yield to good result. Moorhead and Griffin (2001) argued that positive work attitude creates a good working atmosphere between teams. Saari and Judge (2004) elucidated that good work attitude of employees improves productivity. Another important aspect of employee attitude to work is that; it helps employees to make good decisions, in a manner that is required within the organizational setting (Newstrom and Davis, 2002). In another development, the right attitudes of employee generate a healthy work process; enable employees think logically and reduced job stress (Robbins, 2005). Finally, a positive work attitude enables workers to have a good relationship with their customers, and this in turn result to customer retention (Kreitner and Kinicki, 2004). Alharbi and Wan (2013) examined the "impact of personality traits and employee work-related attitudes on employee performance with the moderating effect of organizational culture: The case of Saudi Arabia." The findings of the study revealed that personality traits and work-related attitudes such as job involvement and organizational commitment have direct positive significant relationships with employee work performance, with the moderating effect of organizational culture in the Saudi Arabian context. There are several studies on employee work attitude. Despite the many studies in literature, not many studies have been carried out in developing countries like Nigeria. Hence, this study on the relationship between job rotation and employees' work attitude in selected oil companies in Rivers State, Nigeria.

Purpose of the study

The purpose of the study was to investigate relationship between job rotation and employees' work attitudes in selected oil companies in Rivers State; with the following specific objectives:

1. To determine the relationship between job rotation and job satisfaction of selected oil companies in Rivers State.
2. To determine the relationship between job rotation and job involvement of selected oil companies in Rivers State.

Research questions

The following research questions guided the study:

1. What is the relationship between job rotation and job satisfaction of selected oil companies in Rivers State?
2. What is the relationship between job rotation and job involvement of selected oil companies in Rivers State?

Hypotheses

The following null hypotheses guided the study:

H01: There is no significant relationship between job rotation and job satisfaction of selected oil companies in Rivers State

Ho2: There is no significant relationship between job rotation and job involvement of selected oil companies in Rivers state

Review of literature

The study which assesses the relationship between job rotation and employee work attitudes is premised on two major theoretical domains, namely: the human capital theory and the "strategic human resource management theory (SHRM). For the purpose of this study, the human capital theory is considered.

Human capital theory

The human capital theory proposes that education or training improves the productivity of employees by increasing their knowledge, skills and future income (Becker, 1994). The human capital model suggests that an individual's decision to invest in training is based on the costs and benefits of such an investment. Individuals invest in training in order to receive returns on the investment in subsequent periods. Human capital like other physical means of production (factories and machines) need to be invested in terms of education, training and medical treatment. The output of an organization depends to a large extent on the human capital it owns. Thus, human capital is a means of production, into which additional investment yields additional output.

Job rotation

Bennett (2003) describes job rotation as the process of switching a person from job to job which increases an employee's capability and value to an organization. Job rotation can be defined as the performance by an employee of a new assignment on a temporary basis for an agreed period of time. Job rotation is position-oriented, with management determining the need for a specific job to be done. Job rotation occurs where an individual is moved through a schedule of assignments designed to give that individual a breadth of exposure to the entire operation. The term job rotation can also mean the scheduled exchange of persons in offices, especially in public offices. Developed in Denmark in the 1980's, Job Rotation can be used in a variety of ways to meet the development and training needs of companies and employees, without a break in production. Job rotation is an alternative to job specialization. It is a way to reduce employee boredom and it also facilitates more of an understanding about the organization. Job rotation is moving from one job to another. Jobs that are very similar or drastically different can be rotated for example; a person in charge of accounts receivable could change with a person who is in charge of accounts payable. Job rotation comes in many forms and is useful in many situations. Job rotation is the systematic movement of employee from one job to another. How this movement is accomplished depends on the purpose that you wish to achieve and how dramatic a move you are willing to take (Malinski, 2002).

Employee work attitude

Robbins, Judge and Sanghi (2008) defined attitudes as evaluative statements and they can be either favourable or unfavourable concerning objects, people, or events. Therefore they reflect how one feels about something. The favourable statements may provide positive effects regarding the concerned object, person or event whereas unfavourable statements may provide negative effects (Hettiararchchi and Jayarathna, 2014). An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person's response to people, objects and situations (Hettiararchchi and Jayarathna, 2014). Hettiararchchi and Jayarathna, (2014) further explained that this definition has four certain implications for managers. First, attitudes are learned. Second, attitudes define one's predispositions toward given aspects of the world. Third, attitudes provide emotional basis of one's interpersonal relations and identification with others and fourth, attitudes are organized and are closed to the core of personality. The object could be almost anything in the world around us. Attitudes reflect a person's likes and dislikes towards other persons, objects, events and activities in their environment (Yusuf and Metiboba 2012). It makes sense to study and know about attitudes because strong attitudes will very likely affect a person's behaviour; attitudes toward supervision, pay, benefits, promotion or anything that might trigger positive or negative reactions (Yusuf and Metiboba 2012). As a result, employee satisfaction and attitudes represent one of the key areas of measuring organisational effectiveness (Hettiararchchi and Jayarathna, 2014).

Because of the importance of the links of tasks, contextual, and ethical performance with important measures of organisational effectiveness, one of the key goals of managers should be to create linkages between employee performance and their satisfaction. However, it is not easy to change a person's attitudes about their work.

Job satisfaction

Job satisfaction is the amount of pleasure or contentment associated with a job (Hettiararchchi and Jayarathna, 2014). Workers will have high job satisfaction when they have positive attitudes toward job factors such as the work itself, recognition and opportunity for advancement (Hettiararchchi and Jayarathna, 2014). In other words, job satisfaction is the extent to which a person is gratified or fulfilled by his or her work. Extensive research on job satisfaction shows that personal factors such as an individual's needs and aspirations determine this attitude, along with group and organizational factors such as relationships with co-workers, supervisors, working conditions, work policies, and compensation. Job satisfaction is referred to as an individual's general attitude toward his or her job (Hettiararchchi and Jayarathna, 2014). A person with a high level of job satisfaction holds positive attitudes toward the job; a person who is dissatisfied with his or her job holds negative attitudes about the job (Robins, Judge and Sanghi 2008). According to Locke (1976) job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Implicit in Locke's definition is the importance of both affection, or feeling, and cognition or thinking. Job satisfaction explained the emotions of the employees towards their work. Employees perform different activities in the organizations that are determined by their level of satisfaction. Job satisfaction means delightful or optimistic sentiment because of evaluation of employees' job or job familiarity (Shamaila and Aylia, 2012). It is simply the opinion of employees about how well the employment provides those things that are essential for them like benefits, promotional opportunities, supervision, co-workers, working condition and the work itself (Shamaila and Aylia, 2012).

Job involvement

Job involvement refers to the willingness of an employee to work hard and apply effort and skill beyond normal job expectations. Job involvement is the degree to which employees immerse themselves in their jobs, invest time and energy in them, and view work as a central part of their overall lives (Newstrom and Devis, 2002). According to Singh et al., (1998) job involvement results in an individual's tendency to exceed the normal expectation associated with his or her job (Hettiararchchi and Jayarathna, 2014). An employee with little job involvement will see it as just something to do to earn a living. Thus, all of his/her motivation is extrinsic and she/he has little or no interest on learning how to perform the job better. On the other hand, a person with a lot of job involvement will derive intrinsic satisfaction from the job itself and will want to learn more and more about how to perform the job effectively (Hettiararchchi and Jayarathna, 2014). Job involved employees tend to believe in the work ethic, exhibit high growth needs, and enjoy participation in decision making. The attitude of job involvement was initially presented by Lawler, (1986). Several studies to explore the personal and situational factors have been conducted in different work environments. Job involvement has been identified by researchers to be the role player in terms of motivating employee in an organizational perspective (Lawler, 1986). On the other hand, according to the individual perspective, job involvement is thought to be the most important factor for the personal growth and job satisfaction at the workplace, along with the motivational and goal-centric behaviour (Hackman & Lawler, 1971; Khan, 1990; Lawler & Hall, 1970). Alharbi and Wan (2013) observed that the higher involvement of the employee in the job increases the effectiveness and productivity of the organization. Job involvement can be increased by involving employees completely in their work and also by making the job a valuable experience (Alharbi and Wan 2013).

Job rotation and employees work attitude

Job rotation occurs when employees rotate from one position to another in their work place for a specified period and intervals to enable them gain skills and functions. Job rotation increases employee motivation, satisfaction and commitment (Plowman, 2010, Amah, 2006). A motivated employee tends to have the right attitude to his work, his co-workers and even his customers. Dissatisfied employees tend to be demotivated, unhappy and irritated. Such employees exhibit negative attitudes. Negative attitudes are detrimental to productivity. Job rotation enables employees to identify their strengths and weakness so that they do more of what they have strengths in. This makes employees to have an increased sense of self-worth and importance to the organization. Job rotation also increases flexibility and adaptability. Mehmood (2015) also stated that job rotation increases skills, knowledge and perspective. This implies that in addition to increasing the employee skills and knowledge job rotation also influences perspective. From the foregoing the following hypotheses were derived.

Research methodology

Research design

According to Burns and Grove (2003), research design can be defined as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings; in line with this definition Polit (2001) also defined research design as the researcher's overall strategy for answering the research question or testing the research hypothesis. However, there are basically two types of research designs, the experimental and quasi-experimental designs. This study adopted the quasi-experimental design since the various elements of the design are not under the control of the researcher.

Sampling procedure/sample size determination

The sampling technique adopted in this study is the simple random sampling technique. Sample for this study include Top level management, middle level management and lower level management of the selected oil companies in Rivers State. The sample size for this study (110) was determined mathematically using Taro Yamane's formula.

Data collection methods

The data for the study was gathered through the administration of 110 copies of questionnaire distributed to the respondents. 100 copies of the questionnaire were returned out of which 84 were analyzed.

Questionnaire design

The questionnaire was designed in a manner that all the questions were structured; that is using close ended questions.

Data analysis technique

The analysis was done using the Pearson product moment correlation coefficient to test the hypotheses through the use of statistical package for social sciences (SPSS). All variables are measured on a six (5) item instrument each and scaled on a five (5) point Likert's scale which range from (1) Strongly disagree (SD), (2) Disagree (D), (3) Neutral (N), (4) Agree (A) and (5) Strongly Agree (SA).

Presentation of data, analysis and discussion of findings

Decision rule

The result of the hypotheses is based on the submission made by Devore (2004) on the criteria's for rejecting and accepting null hypotheses using SPSS as follows:

- Reject null hypothesis if p-value (Sig.2-tailed) is less than alpha value (0.05)
- Accept null hypothesis if p-value (Sig.2-tailed) is greater than alpha value (0.05)

H01: There is no significant relationship between job rotation and job satisfaction in selected oil companies in Rivers State

Correlations

| | | Correlations | Job rotation | Job Satisfaction |
|--------------------------|------------------|-----------------|--------------|------------------|
| Pearson's Correlation | Job rotation | Correlation | 1.000 | .785** |
| | | Coefficient | | |
| | | Sig. (2 tailed) | . | .000 |
| | Job satisfaction | N | 84 | 84 |
| | | Correlation | .785** | 1.000 |
| | | Coefficient | | |
| | | Sig. (2 tailed) | .000 | . |
| | | N | 84 | 84 |

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

The SPSS output above shows that the p-value (0.000) is less than the alpha value(0.05).Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. The study therefore states that there is a significant relationship between job rotation and job satisfaction in selected oil companies in Rivers State.

H02: There is no significant relationship between job rotation and job involvement of selected oil companies in Rivers state

Correlations

| | | Correlations | Job rotation | Job involvement |
|--------------------------|-----------------|-----------------|--------------|-----------------|
| Pearson's Correlation | Job rotation | Correlation | 1.000 | .705** |
| | | Coefficient | | |
| | | Sig. (2 tailed) | . | .000 |
| | Job involvement | N | 84 | 84 |
| | | Correlation | .705** | 1.000 |
| | | Coefficient | | |
| | | Sig. (2 tailed) | .000 | . |
| | | N | 84 | 84 |

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

The SPSS output above shows that" the p-value (0.000) is less than the alpha value (0.05). Based on the decision rule, the null hypothesis will be rejected. The alternate hypothesis is therefore accepted. The study therefore states that there is a significant relationship between job rotation and job involvement in selected oil companies in RiversState.

Summary of Hypotheses Result

| Hypothesis | P- values | Reject Null Hypotheses | Accept Alternate Hypotheses |
|--|-----------|------------------------|-----------------------------|
| H0 ₁ : There is no significant relationship between job rotation and job satisfaction of selected oil companies in Rivers State | .000 | H0 ₁ | HA ₁ |
| H0 ₂ : There is no significant relationship between job rotation and job involvement of selected oil companies in Rivers State | .000 | H0 ₂ | HA ₂ |

Discussion of findings

Based on the above test of hypotheses, the study hereby presents the discussion of findings as follows.

Hypothesis one

There is a significant relationship between job rotation and job satisfaction in selected oil companies in Rivers State. The study found a positive "significant relationship between job rotation and job satisfaction in selected oil companies in Rivers State. The finding is in line with the findings of Plowman (2010) and Mehmood, (2015) who found that job rotation positively influences satisfaction. The employees derive a satisfaction when they are able to do something other than what they were used to doing before. There is a satisfaction job rotation brings to them as it makes them acquire new skills and achieve more than they were doing before. Satisfaction makes them to be happier with their job performance. Job rotation also makes them cooperate with other employees who may be in a position to teach them the new skills they are about to learn. Job rotation positively influences their attitude.

Hypothesis two

There is a significant relationship between job rotation and job involvement in selected oil companies in Rivers State. The study found a positive relationship between job rotation and job involvement in selected oil companies in Rivers State. This is in line with the finding of Lynn (1990) that job rotation positively influences job involvement. Employees tend to like the rotation as they are not tied to one job. The mere desire to understand the current job makes them get involved with it. This is in line with what Singh et al., (2008) that said job involvement results in an individual's tendency to exceed the normal expectation associated with his or her job. Such involvement can in turn increase their productivity. This finding is in line with the findings of Alharbi and Wan (2013) that observed that the higher involvement of the employee in the job increases the effectiveness and productivity of the organization. Job rotation makes them know more about the organization's product or service and tend to increase their sense of belonging to the organization as they relate to more processes that create the organization's product or provide the organization's service. Mohsan, et al., (2012) also found that job rotation positively influences employee motivation, commitment and job involvement in the Pakistani banking sector.

Summary, conclusion and recommendation

Summary of findings

The main objective of the study was to examine the relationship between job rotation and employees' work attitudes in selected oil companies in Rivers state. The summary of the findings are presented below: The study found that there is a positive significant relationship between job rotation and employees' work attitudes in selected oil companies in Rivers State.

Specifically, the study also found that Job rotation increases the job satisfaction of employees in selected oil companies in Rivers State. Job rotation enhances job involvement of employees in selected oil companies in Rivers State.

Conclusion

Based on the summary of findings, the study concluded that; there is a positive significant relationship between job rotation and employees' work attitudes in selected oil companies in Rivers state. This implies that job rotation enhances employees' work attitudes in selected oil companies in Rivers State.

Recommendations

Drawing from the conclusion, the following recommendations are made.

1. There should be job rotation in most sections of the organization to enable employees get acquainted with new skills and functions.
2. Managers in the oil sector should make training through job rotation a necessity to avoid employee burnout, absenteeism and turnover which in turn result in low productivity.
3. Job rotation should be encouraged to increase employee satisfaction, motivation and productivity.

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