

Opportunity and Worker Commitment in Oil Servicing Companies in Bayelsa State, Nigeria

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ABSTRACT

This study adopted descriptive statistics design and covered a population of 1400 workers of oil servicing companies in Bayelsa State, Nigeria. Data was generated through a five point Likert scale questionnaire designed and the formulated researches Hypotheses were tested using the Spearman's Rank Order Correlation Coefficient statistical tool. The outcome of the test revealed that there are significant relationships between opportunity and the measures of worker commitment (affective commitment, normative commitment and continuance commitment).with the aid of the SPSS version (21.0) of statistical package for social sciences. The conclusion was drawn on the fact that organizations should begin to identify opportunity/career development beyond just once event or an act to incentivize employees. They should see it as a continuous process and a strategic activity of the human resource department that can ensure the attainment of both the economic and psycho-social needs of the employees with the profit and sustainable goals of the organization.

Keywords: Opportunity/Career development, Worker commitment, Affective commitment, Normative commitment and Continuance commitment.

INTRODUCTION

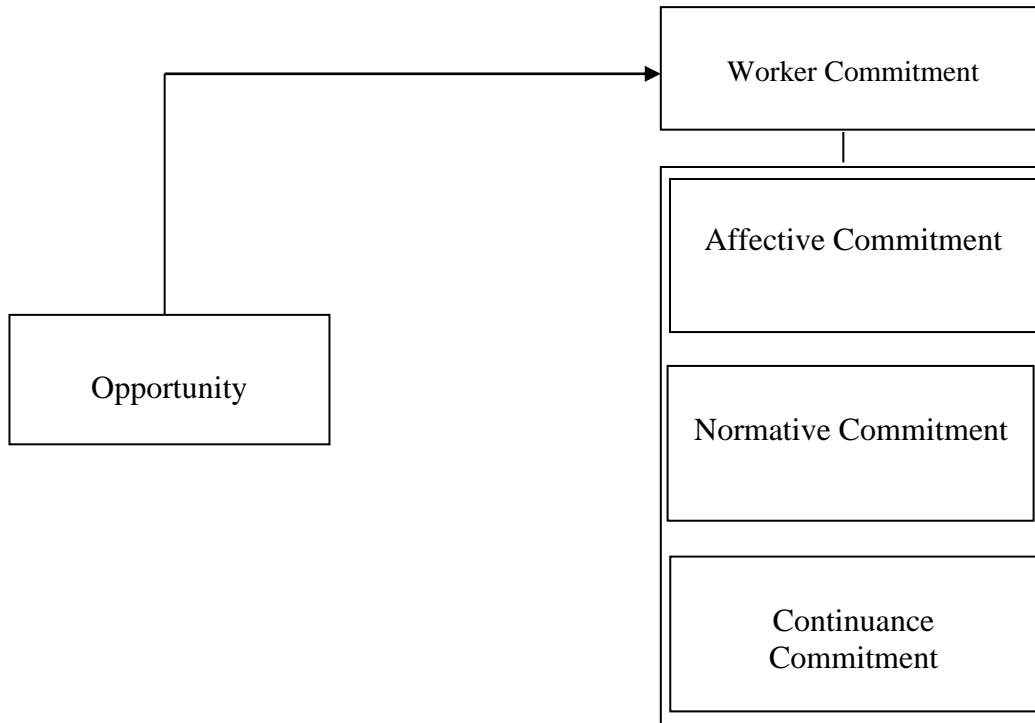
Organizations in recreation of their business goals hire workers from diverse background who equally has personal goals to achieve. it can be seen as the total connotation of psychological, sociological, educational, physical, economic and chance factors that affect the nature and significance of work of any given individual (National Career Development Association Board of Directors, 2003). Career development opportunity is the value and development of skills for employee career growth for those that may be more willing to work for an organization who constantly equips them with well-run knowledge through training and development practice. There could be an indirect relationship between provision of trainings and retention; commitment could act as a bridge. It does not mean that organization ignores other human capital development except training and performance but the implementation ratio of each human

capital development differs (DanbamiSani, 2012). In today's competitive environment there is a great need of employees' commitment and an appropriate strategy that pulls the intention to stay rate downward (Roya, 2010). Scott (2007) highlighted that when the employees are introduced to more trainings, they show higher level of commitment as compared to others. According to Anders and Bard (2008) Training and development increase social link between organization and employees. This social link creates commitment factors that bound the employee to stay longer with an organization. There is a social exchange between employer and employees due to provision of training. Mohamed (2012) Training and development results in intangible outcomes such as enhancing employee commitment, retention and employee satisfaction. According to Niles and Harris-Bowlsbey (2002) it involves the evolution or development of a career – informed by; Experience within a specific field of interest, Success at each stage of development and Educational attainment and also the lifelong psychological and behavioral processes as well as contextual influence shaping one's career over the life span. As such, career development involves the person's creation of a career pattern, decision-making style, integrating of life roles, values expression and life-role self-concepts.

According to Mount (1984) in Armstrong (2009) an individual's career develops in three stages; The establishment stage: this stage is characterized by a level where the individuals attempt to build skills and develop competencies to make a career choice. Slocum and Cron (1986) in Hirsh and Carter (2002) posited that people in this stage would show a higher level of mobility and willingness to leave their present organization because of their tentative commitment to an occupation. The Advancement Stage: During this stage, employees have chosen lines of work and have made serious attempts to achieve their aspirations (Hirsh & Carter, 20002). They claimed that people in the advancement stage are concerned with getting themselves will powers that use their abilities and talents on their life span. Thus, their major concerns centre within upward mobility, independence, mastery and achievement. The Maintenance Stage: The maintenance stage is characterized by a period where the individual is well settled in his life-style and career pattern. He has already made his mark in the organization and will only strive to maintain his position in the organization by doing the same job very well and has greater concern for peer and professional relationship which may manifest itself in the form of helping others grow (e.g. Mentoring relationships). According to Armstrong (2009) career management is concerned with the provision of opportunities for people to develop their abilities and their careers in order to ensure that the organization has the flow of talent it needs and to satisfy their own aspirations. In other words, the employees are given the room to enhance their career progression. Hirsh and Carter (2002) identified five career stages, described as career life cycle: entry to the organization; progress within particular areas of work; mid- career; later career; end of career. It is obvious that each career stage underpins a process of career path and development. In their study, they found that career management activities encompass recruitment, personal development plans, lateral moves and special assignments at home or abroad, development positions career bridges and support for employees who want to develop as to achieve their goals and that of the organization. Hence in this study we analyze the collision of career development opportunity on the measures of worker commitment. The study objectives are to:

1. Examine the relationship between opportunity and affective commitment in oil servicing companies in Bayelsa State, Nigeria.

2. Determine the relationship between opportunity and normative commitment in oil servicing companies in Bayelsa State, Nigeria.
3. Ascertain the relationship between opportunity and continuance commitment in oil servicing companies in Bayelsa State, Nigeria.



LITERATURE REVIEW

Workers get improved in career development opportunities through an increased attainment of managerial or proficient skills and know-how which resulted in rewards and promotion. Career development is seen as a long-term effort in which the organization helps employees utilize their full potential (Gomez-Mejia et al, 2008). Also, Gutteridge (1986) defines career development as the outcomes of actions on career plans as viewed from both individual and organizational perspectives. He stresses that organizations adopt career development programmes in response to pragmatic human resource concerns and because they believe it will help ensure a continued supply of qualified talented personnel. Hence, these programmes provide employees opportunities to acquire necessary skills and competencies required to perform their jobs successfully. Armstrong (2001) concurred and pointed out that today’s changing environment required unceasing proficient and managerial improvement. Shareholders ensured, if not already existing, a sort of structures and procedures to support the progress of the staff they needed now and for the future. Career development usually involved a detailed path of movement through the levels of a business. It was based on worth without regard for race, gender, age or ethnicity. When workers were aware that they had equal chance of making it to the top, it motivated them to do their best. Capelli and Hamori (2005) noted that insufficient improvement for any reason, impaired a manager from reaching the top. In the business world, there were basically two groups that directed the career development course: top management and human resource

personnel. Managers, for example, might be obliged to ensure the requirements of an organization concurred with the worker's career goals to attain a complete balanced work environment. Often skills, experience, and knowledge that employees needed would be identified in order to provide their best possible work. Human resource personnel were often responsible for providing career development information programs for employees (Faria, 2013). Even though career development was prevalent in most organizations; there had not been enough support from management through implemented policies to make the workforce secured. Decenzo and Robbins (2002) posit that a worthy choice of career was the career that gave room for progression and maintained the enthusiasm, urge and ability, steadiness in the work and home life satisfaction.

Importance of Career Development/Opportunity for the Organization

According to Simonsen, (1997), to retain employees, career development is vital as it served as a motivation to the employees and a way to retain experienced and competent employees. A common goal between the employee and the organization yielded good results. Organizations might have brooded over the work life of the employee but the conditions and interest of the employee's personal life determined the outcome of his input at work. In other words, outstanding employees could perform poorly if their life at work did not meet the needs of their lives personally. It could be said that a good relationship is required between the personal life and work life of the employee as part of career development. To attain the best of an employee, management has to assist in achieving a balance in the employee's life. As a way of ensuring equal employment opportunity and to promote diversity, career development had been known to be the utmost priority of human resources management concern within an organization. For an organization to experience such diversity, females are to be given such privileges as well as incompetent employees in order to take up greater tasks. By doing that, such employees would be committed to the organization and work hard to improve productivity through the organization's vision. Such employees could form competent team to change the organization for the better. Trust and goodwill is achieved for the organization through career development. As career development puts value on the employees, it also adds to the organization's value.

Developing one's career is perceived to be the sole responsibility of the employee as the outcome of such improvement would have served the goal of the employee successfully. Success in an individual's career is embedded in the overall process of career development and therefore the knowledge of career success should be known. The opinion of the individual in terms of career accomplishment is the internal and external signals which included creation of career rankings, stable monetary rewards, fulfillment and reaching the peak of his expertise. The strategy of career development influenced the achievement of the goals of employees which relates to all aspects of career success. With the process of career development, the path the individual toed determined the success ratio in job linked and personal achievement. Simonsen, (1997) claimed that if the value of the employee clashed with the value of the organization, then an existing relationship could not be beneficial for both parties. In other words, worker commitment is a state of mind that characterizes the employee's relationship with the organization which has implications for the decision to stay or leave the organization (Zeb-Obipi & Agada 2017). They suggested that it comprises three factors: Affective, normative and continuance commitment. Armstrong (2009) stated that commitment is the attachment and loyalty and it is organization-oriented. He added that commitment is the relative strength of the

individual's identification with involvement in an organization. It is an attitude about employees' loyalty to their organization and is an ongoing process through which organizational participants express their concern for the organization and its continued success and well-being. The organizational commitment attitude is determined by a number of personal (age, tenure in organization, and dispositions such as positive or negative affectivity, or internal or external control attributions) of the organization, factors such as the availability of alternatives, after making the initial choice to join an organization, will affect subsequent commitment due to multidimensional nature of worker commitment. Based on the above we therefore hypothesized that:

HO₁: There is no significant relationship between opportunity and affective commitment in oil servicing companies in Bayelsa States, Nigeria.

HO₂: There is no significant relationship between opportunity and normative commitment in oil servicing companies in Bayelsa States, Nigeria.

HO₃: There is no significant relationship between opportunity and continuance commitment in oil servicing companies in Bayelsa States, Nigeria.

METHODOLOGY

This study adopted quasi experimental design and covered a population of 1400 workers of oil servicing companies in Bayelsa State, Nigeria. This sector was chosen because of its predominant role in the Nigeria revenue earnings and empowerment in the host communities where they operate. Data was generated through a five point likert scale structured questionnaire and the formulated researches hypotheses were tested using the Spearman's Rank Order Correlation Coefficient statistical tool and the hypotheses was tested through the aid of SPSS version (21.0) of statistical package for social sciences and the results prove that Opportunity influences affective, normative and continuance commitment.

DATA ANALYSIS AND RESULTS

A detailed presentation and analysis of the data gathered in this study was done here. Frequency tables were worked out with the aid of Statistical Package for Social Sciences (SPSS) based on the answers provided to the questions in the questionnaire.

Correlations

		Opportunity	Affective Commitment
Spearman's Correlation	Correlation Coefficient	1.000	.642
	Opportunity Sig. (2-tailed)	.	.000
	N	298	298
	Correlation Coefficient	.642	1.000
	Affective C. Sig. (2-tailed)	.000	.
	N	298	298

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

The first hypotheses show a significant correlation coefficient at (.642) and a p – value of .000 which is less than alpha (0.05) therefore we reject the null hypotheses which imply that there is a significant relationship between opportunity and affective commitment.

Correlations

		Opportunity	Normative Commitment
Spearman's Correlation	Correlation Coefficient	1.000	.373
	Opportunity Sig. (2-tailed)	.	.000
	N	298	298
	Correlation Coefficient	.373	1.000
	Normative C. Sig. (2-tailed)	.000	.
	N	298	298

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

The second hypotheses show a significant correlation coefficient at (.373) and a p – value of .000 which is less than alpha (0.05) therefore we reject the null hypotheses which imply that there is a significant relationship between opportunity and normative commitment.

Correlations

		Opportunity	Continuance Commitment
Spearman's Correlation	Correlation Coefficient	1.000	.392
	Opportunity Sig. (2-tailed)	.	.000
	N	298	298
	Correlation Coefficient	.392	1.000
	Continuance C. Sig. (2-tailed)	.000	.
	N	298	298

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

The third hypotheses show a significant correlation coefficient at (.392) and a p – value of .000 which is less than alpha (0.05) therefore we reject the null hypotheses which imply that there is a significant relationship between opportunity and continuance commitment.

Statistics for Measures of Worker Commitment

	N	Minimum	Maximum	Mean	Std. Deviation
Affective Commit.	298	1.00	5.00	3.9677	.96493
Normative Commit	298	1.00	5.00	3.9174	.94985
Continuance Commit.	298	1.00	5.00	3.9888	.95766
Valid N (listwise)	298				

Source: Research data (SPSS output) 2019.

This table illustrating the descriptive statistics for the measures of the (criterion variable) affective commitment, normative commitment and continuance commitment, the three measures shows high mean scores based on the 5-point Likert scaling adopted.

CONCLUSION

The conclusion of the paper was drawn on the fact that organizations should begin to identify opportunity/career development beyond just once event or an act to incentivize workers. They should see it as a continuous process and a strategic activity of the human resource department that can ensure the attainment of both the economic and psycho-social needs of the workers with the profit and sustainable goals of the organization in order ensure more commitment from the employees.

RECOMMENDATIONS

Management of oil servicing companies should ensure that the relationship between employees at the work place is always cordial so as to create a good opportunity/career development that will earn the workers a sustainable work life balance during and after working with the organization. They should also allow employees to contribute positively and actively in issues that affects their work directly, and also encouraging these employees to take part in the decision making process while at the same time providing a system of feedback to the workers.

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