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HYBRID WORK LOCATION MODELS AND JOB PERFORMANCE OF OIL AND GAS FIRMS IN RIVERS STATE

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ABSTRACT

This study empirically examines the extent to which hybrid work location models relates with job performance in oil and gas industry. In measuring job performance, both task performance and contextual performance were considered. 656 administrative staff from five (5) selected oil and gas firms in Rivers State were considered. The study population was chosen due to easy accessibility to information and for an unbiased conclusion in order to achieve the aim of the study. The sample size for this study was 248 which was obtained using the Taro Yamane's formula. The primary data was collected with the aid of structured questionnaires which were administered to respondents via online survey. Spearman Rank Order Correlation Co-efficient statistical analysis was employed in analysing the hypotheses in order to determine the correlation between the variables with the aid of Statistical Package for Social Sciences (SPSS). Our findings revealed a significant correlation between on site work and task performance. The study recommended that management of oil and gas firms should embark on proper planning and execution to incorporate the several work location models so as to encourage flexibility and adaptability in order to survive the environmental changes associated with the business world.

Keywords: Hybrid, work location,, task performance, oil and gas, work location, contextual performance ,task performance.

1. INTRODUCTION

The hybrid work location model is one with flexible location arrangement that allows employees combine on-site and remote work. Pelta (2021) described hybrid work location model as one that combines aspects of on-site work location with fully remote work location. Reuters (2021) defined hybrid work location model as a flexible form of working that allows employees split their time between working on-site and working remotely. He stated that this model is of significant benefit to employers as well as employees as it saves cost on office space, reduces rate of absenteeism and may serve as a means of attracting and retaining talent and for employees, it provides autonomy, work-life balance, fewer distractions resulting in sharper focus on the task at hand, saved commuting time, etc.

In the pre-Covid-19 period, the Home-Office-School environment proved to be a bonus (Beno,2021). The modern strategy in use is hybrid working, which was recently defined by Beno et al. (2021) as a mixture of home and cubicle working, working in a hybrid model combining remoteand in-person work. This is similar to the situation defined by Grzegorczyket al. (2021) as follows: "ina hybrid model, workers can telework for a proportion of their contracted working hours within thelimits of individually or collectively negotiated work arrangements". Beno (2021) defined a hybrid workforce as one distributed partly across different locations and also partly located in the traditional workplace. It is a model characterized by flexibility and options. According to Hilberath, Kilmann, Lovinch, Tzanetti, Bailey, Beck, Kaufaman, Khadelwal, Schuler and Woolse (2020) a hybrid work model is one that allows organization recruit talent better, achieve innovation and create value. Beno and Hvoreck (2021) opined that workers are likely to be more productive in this model with commuting to and from the office out of the equation. Ruud and Becker (2012); Singleton (2020); Van de Ven (2017) and Lyons (2020) listed the existing hybrid models as follows:

At-will employment model:this is a model that enables employees choose the work arrangement that best suits them on any given day. It is mostly practiced with professionals whose services are needed in several organizations or have to commute over a long distance to get the office. They are offered the option to choose the number of days they can be physically present at work.

Split-week work model:this model allows employees to splits the week between on-site work some days of the week and remote work other days. For convenience or in the bid to tackle environmental crisis such as the pandemic, management might split a five-day week to three days on-site and two days remote to reduce the number of employees present at work in order to encourage social distancing.

Shift work model:in this model, employees are made to work in shifts, alternating between remote and on-site work. A group work on-site on a particular while the others work remotely. This is sometimes adopted to lift the pressure of providing a large enough workspace for the entire workforce.

Flexibility work week model:this model allows employees to alternate between remote and on-site work on a weekly basis. One week on-site and the next week offsite as seen with some rig workers.

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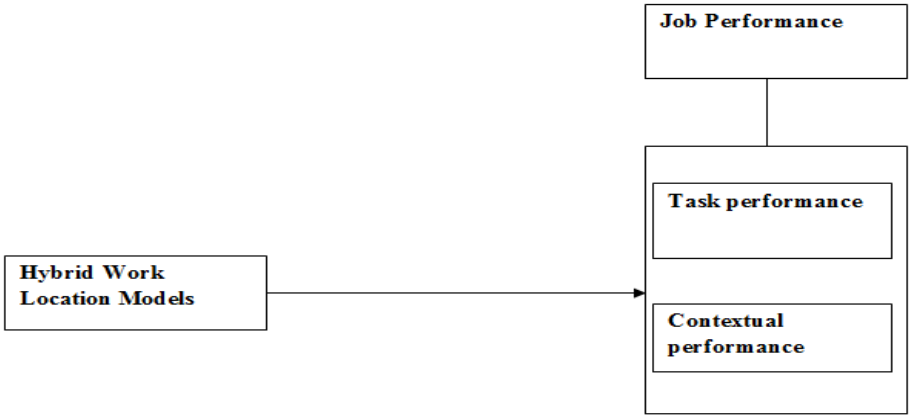
Employee performance can be used in the measurement of organizational performance (Nyakundi, Karanja, Charles &Nyamwanu, 2012). A firm's activities are carried out by employees who make up the ultimate resources of the firm. Therefore, the firm's success is dependent on the performance of the employees. Campbell (1990) defines performance as the behavior or action relevant to organisation's goals. It is also defined as "scalable actions, behaviours and outcomes that employees engage in or bring about that are linked with and contribute to organizational goals" (Ones, Viswesvaran& Schmidt, 2008).

Employee job performance is a concept that has a lot of research in the field of management globally (Waldman, 1994). Though the concept of employee job performance has been studied via numerous approaches, the field of management is concerned with improving and maintaining employee job performance (Koopmans et al., 2011). The field of occupational health is moore interested in preventing loss due to certain diseases or health impairment (Schultz, Chen & Edington, 2009). Organizational psychologists are focused on the influence of work engagement, job satisfaction and personality on job performance (Halbeslebe, Wheeler & Buckley, 2008). All these fields of research point to a common idea; that employee job performance is relevant in the studies pertaining to outcomes of corporate/occupational setting. Despite this knowledge, no comprehensive research has been carried out on the effect of work location models on employee job performance in oil and gas firms in Rivers State.

The focus on employee job performance seeks to analyse employee effectiveness and efficiency based on the dimensions: task, adaptive and contextual performance (Zakaria, Aziz, Selamat& Omar, 2020). Task performance being the core job responsibilities of an employee, "the in-role prescribed behavior" (Koopmans, Bernard, Hildebrandt, Schaufeli, de Vet &van der Beek 2011). Contextual performance is described as "discretionary extra-role behavior"(Koopmans et al. 2011), it has a wider scope than formal job responsibilities and is evident in activities like coaching colleagues, encouraging social bonds within the organization and being innovative for the good of the oganisation, in a nutshell, it is the possession of organizational citizenship behaviour. Adaptive performance refers to an employee's ability to understand and respond to change in the workplace (Pulakos, Arad, Donovan &Plamondon, 2000). According to Chan & Baum (2007), performance is referred to as the degree of achievability to predetermined business objectives. Pavalache-Ilie (2014) argued that job performance is an element central to industrial and organisational psychology; it reflects measurable behaviours, actions and results that an employee engages in or contributes in the industry or organization. Campbell (1990) also defined performance as the way in which employee behaviours contribute towards achievement of organizational goals. According to Ng & Feldman, (2009) job performance is influenced by individual characteristics (which aremade up of individual experiences and abilities), outcomes (such as feedback and job security), work environment (in this case, on-site, hybrid and remote work location) and education.

The business environment in today's world is extremely dynamic and chaotic and firms are constantly being caught-up in the raging war for growth and survival. This has led a lot of organizations to the realization that productivity, growth and sustainability of any organization are not entirely dependent on the level or amount of investments or the availability of technology, rather to a large extent are dependent on the employees' ability to deliver (Ezebuiro, 2019). The realization of this fact has coerced various firms into focusing more of their investments on the employees' performance to be able to retain their competitive and comparative stand in the general environment. The resources necessary for organisations' survival include material, machines, money and man. However, man stands paramount as he manages all other resources. This arouses the need for focus on employees' performance at work because an effectively performing employee contributes greatly to an organisation's success.

2. OPERATIONAL FRAMEWORK



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3. RESEARCH HYPOTHESES

H_{o1} There is no significant correlation between Hybrid work location and task performance of oil and gas firms in Rivers State.

H_{02} There is no significant correlation between Hybrid work location and contextual performance of oil and gas firms in Rivers State.

4. RESEARCH DESIGN

The research design adopted was cross-sectional survey research design because it is an empirical study research design used to investigate a cause and effect correlation between the independent variable (work location models) and the dependent variable (employee job performance), the research was carried out with the aid a structured questionnaire.

Population of the Study

Population of a study is a set of homogenous elements within a universe that is chosen for a study. The accessible population of this study is 656administrative staff from five (5) selected oil and gas firms in Rivers State. The accessible population was chosen due to easy accessibility to information and for an unbiased conclusion in order to achieve the aim of the study. The firms and number of employees are given below.

Table 1 Population distribution of research instruments for oil and gas firms

S/No.	**Names of Firms**	Number of Admin Staff
1	Nigerian Liquefied Natural Gas (NLNG)	70
2	Nigerian National Petroleum Corporation (NNPC)	145
3	Halliburton Energy Services Nigeria Limited	220
4	Norfin-offshore Limited	5
5	Shell Petroleum Development Company	216
	Total	656

Source: Human Resource Department of each firm

Sample and Sampling Technique

A sample represents a proportional size of a population that can be handled. The simple random sampling technique, a probabilistic sampling technique will be used in this study. The intention is to get a sample that isconvenient to use, accurately represents the population under study because it gives every member of the population an equal chance at being chosen to participate in the survey and it eliminates researcher's bias in choosing samples. The Taro Yamane's formula was used for determining the sample size of the study:

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

Where,

n= sample size or population not known

N= population size known

e= error limit given the population (5%)

With the total population being 656 at 95% confidence and error limit of 0.05

The sample size for this study is 248 which were obtained using the Taro Yamane's formula. However, the Bowley (1964) formula will be used in allocating the questionnaires to each firm. The formula is given as:

$$nh = \frac{nNh}{N}$$

nh = The number of questioning distributed to each firm

n = The total sample size

Nh = Number of employees in each firm

N = Population

Nature/Sources of Data

The data used for this study were gotten from primary and secondary sources and the nature of the data is quantitative.The primary data was collected with the aid of structured questionnaires which were administered to respondents via online survey and the secondary data was collected from existing literatures from journals, textbooks,

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the internet; which provided materials for review of literature and company records; from whence population size was derived.

5. METHODS OF DATA COLLECTION

The data wascollected using electronic survey so as to reach all employees despite the work model they employ i.e. on-site, hybrid and remote. The e-forms were forwarded to employees of the chosen oil and gas firms were requested to forward to as many of their colleagues as possible. The link was also posted on the organisations'Whatsapp groups by a research assistant from each organisation requesting that employees participate in the survey.

Validity/Reliability of Instrument

Validity refers to the extent to which a research instrument measures that which it ought to measure (Baridam, 2001). Gay (1996) opined that validity is the most important characteristic of a standard test as it measures the accuracy of an instrument. He stated that validity is indispensible and no other test can compensate for inadequacy in validity. The validity test for the research instrument will be conducted thus; it will be presented to the supervisor for vetting and validation, professionals in the field will also be consulted and appropriate corrections will be made.

Reliability is a measure to confirm the extent to which an instrument is consistent. It is the mother of science as science maintains consistency. An instrument is considered reliable when it produces the same result every time it is administered. For reliability test, Cronbach alpha test will be used with a benchmark value of 0.7 along with test and re-test because a pilot survey will be conducted before the main survey.

Data Analysis Techniques

The demographic data will be analysed using descriptive analysis. Spearman Rank Order Correlation Co-efficient statistical analysis will be employed in analysing the hypotheses in order to determine the correlation between the variables with the aid of Statistical Package for Social Sciences (SPSS) and the moderating variable will beanalysed using partial correlation. The formula for spearman rank order correlation coefficient is given as;

$$R_{h0} = 1-\frac{\sum d^2}{n(n^2-1)}$$

where,

R_{h0} = SpearmanRank Order Correlation

$\sum d^2$ = Sum of squared difference in the ranking of the two variables

n = Number of subjects being ranked

6. ANALYSES AND FINDINGS

Correlations				
			Hybrid	Task performance
Spearman's rho	Hybrid	Correlation Coefficient	1.000	.509**
		Sig. (2-tailed)	.	.000
		N	248	248
	Task performance	Correlation Coefficient	.509**	1.000
		Sig. (2-tailed)	.000	.
		N	248	248
**. Correlation is significant at the 0.01 level (2-tailed).				

Test of hypothesis one reveals another significant relationship between hybrid work and task performance with a correlation coefficient of 0.509 and a p-value of 0.000. With this, we reject the stated null hypothesis and accept the alternate.

Correlations				
			Hybrid	contextual_performance
Spearman's rho	Hybrid	Correlation Coefficient	1.000	.571**
		Sig. (2-tailed)	.	.000
		N	248	248

	contextual_performance	Correlation Coefficient	.571**	1.000
		Sig. (2-tailed)	.000	.
		N	248	248

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

Source: SPSS Output, 2021.

Our second hypothesis reveals a significant relationship between hybrid work and contextual performance with a correlation coefficient of 0.571 and a p-value of 0.000. With this, we reject the stated null hypothesis and accept the alternate.

7. CONCLUSION

Findings reveal that there is a significant correlation between hybrid work and employee task performance. As stated by Reuters (2021), hybrid work location model is a flexible form of working that allows employees split working time between on-site and remote work. He emphasized that hybrid work provides autonomy among employees and prevents distractions thereby giving them a sharper focus on task performance. Beno and Hvoreck (2021) also stated that workers' productivity would likely improve with this model as the time spent daily on commuting to the traditional workspace can be put into getting more tasks done. However, contrary views state that distractions are something to beware of, as employees who are used to the traditional on-site work model could find themselves easily distracted and/ or unsure of how to stay on-task (Maresco, 2022). Similarly, test of hypothesis two reveal that there is significant correlation between hybrid work and employee contextual performance. With this result also, the null hypothesis was rejected. the implication of this could be that when work becomes more sophisticated, the contextual knowledge of workers increases and so does the contextual performance. Radonicet al. (2021) stated that hybrid working model has positive effects on employees of ICT companies, thus leading to financial success and since it is the new norm for most companies, it has no negative effects on employee contextual performance.As the description of employee contextual performance goes, it is an employee's ability to carry-out non-task activities through creativity in order to achieves innovation and create value. Maresco (2022), advised that companies be mindful in ensuring the on-site work model does not out-weigh the remote model in a hybrid system and vice versa as it could lead to poor employee communication and difficulty accessing files and technology.

8. RECOMMENDATIONS

a. Employees will put in more work hours if given the opportunity to work from home and with flexible timing as there will be no boundary between paid work hour and personal time. This will benefit the firms as they need not pay for overtime.
b. The management of oil and gas firms should provide adequate technology in form of ICT and internet access as it will enhance communication and better exchange of information between colleagues.
c. The management should train employees to be savvy with modern technology for easy transition to alternative working models.

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