

# IMPACT OF ORIENTATION AND MOTIVATIONAL INDUCEMENT IN OIL COMPANIES IN NIGERIA

HART, SIMON EMMANUEL \*

## ABSTRACT

This paper examined the impact of orientation and the measures of motivational inducement (employee retention) in oil companies in Nigeria. The study adopts an ex. post-facto research design, involving a population of 315 employees. The research data was collected through questionnaire and analyzed using Spearman's Rank Order Correlation Coefficient (rs). It was found that Orientation relates positively and significantly with the three measures of employee retention. There is a significant positive relationship between orientation and involvement in oil companies in Nigeria. There is a significant relationship between orientation and commitment in oil companies in Nigeria. There is a significant relationship between orientation and work-life-balance in oil companies in Nigeria. Based on this, the paper recommends that; oil companies that seek to enjoy employee retention should enhance their manpower development. And that, oil companies that support employee involvement, commitment and work-life-balance should deem it necessary to enhance their employee orientation.

**KEYWORDS:** Orientation, Motivational Inducement, Employee Retention, Commitment, Oil Companies.

## INTRODUCTION

Human resources are the most valuable assets in any organization; no matter the availability of other tangible assets like machines or other material resources available to an organization, nothing gets done without human resources. In today's business climate, organizations are faced with stiff internal and external competition (Porter, 1985). One of the major advantages that give an organization a competitive edge is manpower development. Increasingly, high performing organizations are recognizing the need to use the best manpower development

and retention practices to enhance their competitive advantage (Eketu, 2016; Johnson & Kalio 2019).

Melvin, *et al* (2010) sees human resource development as the availability of human resource in the organization aimed with the knowledge of carrying out the task of the organisation. In their words, organisations must develop appropriate policies for attracting, motivating and retaining their workforce. As opined by Rousseau and Aube (2010), human

---

\*Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt. **Correspondence E-mail Id:** editor@eurekajournals.com

resource development is concern with the integration use of training, organization, and career development efforts to improve individual, group and organisational effectiveness. It is concerned with providing learning and development opportunities, making training intervention and planning, conducting and evaluating training programs. Rousseau further stress, that it is imperative for managers to take steps that would strengthen their subordinate behaviours and commitment to the work organisation. Zorlu, K. (2010) had disclosed that, the intent of the manpower development program is to see that the organisation has the best and quality workforce it needs to attain its goals for improved performance.

In the ever growing business world, the success of any organisation to a greater extend depends on its human capital development. Although there are multiple or numerous factors that play a pivotal role, organisations must have reliable and trained employees in order to be competitive and advanced. Johnson *et al* (2017) had opined that, for the maintenance of organizational competitiveness, organisation must be aware of the imperative of human capital development. He further noted that, it is a misconception to assume that employees' motivational state is enhanced by financial benefit alone. Organisations must have employees who are able to quickly adapt to an ever changing global system. Technological improvement ensures that changes are always taking place in the organisation, this results in skills already acquired by employees becoming obsolete. Organisation therefore needs to invest in employee training and development and fair retention policies in order to remain in business and be successful. It is against this background that this research work is carried out.

## **STATEMENT OF THE PROBLEM**

Eketu, (2016) opined that, intellectual capital development is a pivotal role that most be

holistically taken into consideration, he further stressed that, organisational competitiveness is dependent on how advanced its work force is, and the organisation should make a concrete effort to ensure that its employees are psychologically and physically enhanced.

The same can be said at the organisational level, that is to say that manpower is the mainstay of any organisation. Long before now, the emphasis has been on how to increase productivity through greater financial commitment and other incentives other than human capital development. The neglect of human capital development in the scheme of things has exposed multiple organisations to negative organisational climate in recent times, for example, the oil industry.

Some of the problems encountered by Oil firms in Nigeria retaining their employees include: Compensation packages of the organisation, Job Satisfaction, Employee Reward Scheme/System, Huge Workload and Low employee morale caused by management policies, Incentives, allowances and fringe benefits, Rate of Promotion, Obsolete skills of Staff, Behaviour and attitude towards work, Poor relationship between managers and subordinate, Work location, organisational constraints, and low motivation. In the light of the above the following research questions are stated to guide the study: What is the relationship between orientation and involvement of oil companies in Nigeria? What is the relationship between orientation and commitment of oil companies in Nigeria? And what is the relationship between orientation and work-life balance of oil companies in Nigeria?

## **SIGNIFICANCE OF THE STUDY**

The outcome of the study will inspire human resource managers and the entire managements' staff of oil companies in Nigeria to focus on the need to develop their employees' orientation which serves as an inducement, and it will

enhance productivity and service delivery quality; promote efficiency and effectiveness. The study will as well inspire scholars to theorize on the study area by expanding the frontiers of knowledge. The findings of this study if adopted by the oil companies in Nigeria, it will be an enhancing factor in their employee retention. The findings of this study will likewise be of reference point to academic and business practitioners.

## **REVIEW OF RELATED LITERATURE**

The achievement of requisite knowledge and proficiency by workers through training and development programs is central to organisational productivity- it offers the personnel the premise of imbibing the desired attitude and stream behavior that enforce productivity by helping them learn effective organisation technique and time-tasted efficiency practices in the use of resources. By so doing, the individual workers develop the necessary self confidence and limit the supervisory role of managers. Hence, human beings need training and development in order to be effective and productive in their work (Miebi & Zeb, 2005; Ozioko 2012).

## **ORIENTATION**

This method, according to Obadina (2017) is the integral part of the recruitment exercise in that once an employee has been found suitable it is expressed that such an employee needs to be positively oriented in line with the aspiration of the organisation for effective discharge of their functions. The orientation programs according to Myers (1999) should include refresher courses largely for management staff pool for whom orientation programs may be necessary include cleaners, messengers, drivers, clerical officers, typists, secretaries, executive officers and administrative officers. The orientation programs in his view should be organized by the personnel services department in liaison with the department, for pool staff, drawing from the

resources available within the bank. He also posits that this training program should be done once in every two years and participation should be mandatory since they serve as a sort of retraining and upgrading program (Ozioko 2012).

Employee orientation involves measure that encourages employees to remain in the organisation for a long time (Edward 2011; Johnson & Orusa 2017). Organizations are facing a lot of problems in employee orientation these days. Hiring knowledgeable people for the job is essential for an employer. But retention is even more important than hiring.

## **MEASURES OF EMPLOYEE RETENTION**

There are several reasons why an employee will chose to stay in an organisation likewise, there are reasons why an organisation will retain or replace an employee. These reasons are measured in different ways, but this study will use involvement, commitment and work-life balance as measures of employee retention in the oil companies in Nigeria.

## **EMPLOYEE INVOLVEMENT**

Employee Involvement could be seen as a philosophy practiced in which organisations gives their employees' stake in decisions that directly impact their job. Is a term that has been used in the literature on organisations to refer to individuals' attachments to both organisations and their jobs (Owen Richason 1997; Ricardo & Jerry 2001).

Ricardo & Jerry (2001) define job involvement is the psychological and emotional extend which individuals engages in his/her work. They also argue, based on their research findings, that employees who are highly involved in their jobs are also high involved in their organisations (p. 32).

However, there are three different types of involvement: moral, calculative, and alienative. In

his opinion, individuals are morally involved if they accept and identify with organisational objectives.

Calculative within the context of an organisation is when the individual sees the exchange agreement with the organisation as cordial and benefiting, and alienatively involved is when employees have a pessimistic position and attachments to their organizations, but are forced to remain due to a lack of alternatives or a behavioral compliance system that forces them to remain (Etzioni, 1975; Johnson *et al*, 2017).

It is important to note that the concept of moral involvement includes identification processes. If individuals are morally involved and identify with organisational goals it will make them more liable to share ideas, values, and norms with others members of the group. Consequently, they would develop a culture.

Employee Involvement is a participative process that uses the entire capacity of workers and is designed to encourage employee commitment to organisational success (Lawler & Mohrman, 1989; Ricardo & Jerry 2001). Moreover, employee involvement is understood as a variety of techniques designed to achieve the objective of giving the employee some combination of information, influence and / or incentives (Cotton, 1993; Ricardo & Jerry 2001).

Peter *et al* (2014) provides a more descriptive definition of employee involvement: to him employee involvement is a way of engaging employees at all levels in the thinking process of an organisation. It's the recognition that many decisions made in an organisation can be made better by soliciting the input of those who may be affected by the decision. It's an understanding that people at all levels of an organisation possess unique talents, skills, and creativity that can be of significant value if allowed to be expressed. Employee involvement has a strong influence on employee retention since employees

are allowed to contribute to the decision of the organisation that affect not only the job practice but also that give them advantage over certain organisational activities.

## **EMPLOYEE COMMITMENT**

Employee commitment is imperative because high levels of commitment results in multiple positive organisational outcomes. It reflects the extent to which employee's identify with and organisation and is committed to its goals. Davidson (2015) stressed that the commitment of employees is an important issue because it is used to predict employee's performance, absenteeism and other behaviors. Peter *et al* (2014) opined that the organisational commitment is the subset of employee commitment, which comprised to work commitment, career commitment and organisational commitment and also added greater the organisational commitment can aid higher productivity.

Literatures on understanding effective and efficient performance of organisation as assume multiple dimension, (Richason 2014; Melvin 2016), also efforts has been conducted to understand the concepts and to identify implication of organisational commitment over the performance of the employees at the workplace. Aamir *et al* (2006) examined the influence of organisational commitment on two—turnover intentions and on the job performance. Eketu (2016) study explores that organisational commitment, leads to positive organisational outcomes which in addition to enhancing the organisational growth, helps the workers achieve certain levels of satisfaction. Zeb (2017) stress that job satisfaction has the highest impact both to the individual workers and the organisation since it enhances employees' commitment and in the long run increase productivity.

Commitment is the core concept in the relationship-management paradigm and it is an enduring attachment to an organisation. Meyer & Allen (1997) posit that the interpretation of commitment is not unanimous when referring to its attitudinal and behavioural nature. This view stands in contrast to viewing it as a multidimensional construct, though mostly applied to a business to business setting (Wetzels, *et al* 2000).

Therefore, it can be interpreted that the uni-dimensional view is referring to an employee to organisation context. In addition, commitment has been taken as uni-dimensional (Gwinner & Gremeler, 2002). Despite the different views on commitment in the literature, most views support three dimensions of commitment, regardless of the subject being studied (Meyer & Herscovitch, 2001). The three dimensions of commitment reflect different underlying psychological states, namely, affective commitment, continuance commitment and normative commitment. Affective commitment refers to the desire and willingness to stay with an organisation. Therefore, from the discussions, it can be concluded that, commitment has a strong influence on employee retention.

## **WORK-LIFE BALANCE**

Work-life balance program covers a variety of interventions, and include such practices as dependent care leave, childcare subsidies, elder care program, counseling and referral, and flexible working hours (Muchinsky 1977; Deeprise, 2006). As the list suggests, the concept of "work-life balance" recognizes that employees have important family and extra professional obligations that compete with their professional commitments; benefits that may be grouped under this concept therefore allow people to strike a more meaningful and potentially less stressful balance between obligations at the workplace and obligations at home (Edward 2011).

## **ORIENTATION AND EMPLOYEE RETENTION**

If an employee that is found suitable, is positively oriented in line with the aspiration of the organisation for effective discharge of the employee's function, this will enhance his/her job performance which in turn lead to his/her retention in the organisation. Employee Retention involves taking measures to encourage employees to remain in the organisation for the maximum period of time (Griffeth & Hom 2001; Edward 2011). Orientation and other measures are found to be a pivotal ways to encourage employees to remain in the organisation for the maximum period of time.

## **METHODOLOGY**

### **RESEARCH DESIGN**

The study adopted an ex. post-facto research design. In ex. post-facto research designs there is no manipulation of the independent variables. Wali, (2002) explains that, in ex. post-facto design the variations in the independent variable have already been determined in the natural course of events. The researcher only attempt to link these natural differences or variations in the independent variables to a dependent variable of interest as causative agents. However, the study seeks to investigate orientation as a dimension of manpower development and employee retention of oil in Nigeria. The population of study comprises a total of 30 oil companies in Nigeria. However, the researcher used the proportional allocation method. The sample size comprises of three hundred and fifteen managers of the studies oil companies. The data used for this study comprised of primary and secondary data. Primary data is information gathered through questionnaire, interviews, observations and experiences. Secondary sources included academic journal articles and online sources from Google and other sources.

**VALIDITY AND RELIABILITY TEST**

To justify the methodology and findings of the study, a comprehensive reliability test, and validity test was carried out. The Cronbach's alpha reliability coefficient that exhibits how fitly the entry in a set are positively related to one another was used. The reliability was tested with

the aid of SPSS version 20.0 software. Validity test that shows the level of capability of a scale to determine the proposed idea, the degree to which a measurement or observation corresponds to the construct that it was supposed to be measured or observed was carried out. Content and face validity were used.

**DATA PRESENTATION**

**Table 1. Questionnaire Analysis**

Numbers	Questionnaire	Percentage (%)
No. Sent out	315	100%
No. Returned	303	96%
No. Not Returned	12	4%

Source: Field Survey Data 2019

Table 1 shows that a total of 315 copies of questionnaire were distributed, out of which 303 (96%) were retrieved while 12 (4%) were not retrieved. However, 303 (96%) of the retrieved

questionnaire were useful. The 12 (4%) of the not retrieved questionnaire were not correctly or completely filled and were consequently discarded.

**Table 2. Demographics on Gender distribution**

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	68	22.4	22.4	22.4
	Male	235	77.6	77.6	100.0
	Total	303	100.0	100.0	

Source: Field Survey Data 2019

Table 2 above indicate that, sixty eight (68) respondents representing twenty two point four percent (22.44%) were female while two

hundred and thirty five (235) representing seventy seven point fifty six percent (77.56%) were male.

**Table 3. Result of Reliability Analysis**

Variable	Cronbach's Alpha
Orientation	0.744
Involvement	0.835
Commitments	0.722
Work-Life-Balance	0.825

Source: Field Survey Data 2019

In order to rely on the result of statistical data analysis, which was based on the data collected by the structured questionnaire, reliability measures were first applied to measure the concepts investigated in the research study. The

reliability analysis in Table 3 above indicates that the variables had Cronbach's alpha value of  $\geq 0.7$  but  $\geq 0.7$  is Cronbach acceptable level of reliability, thus, it can be accepted that the research instrument measured the variables of

the study. The proposition of the result is that if the questionnaire is re-administered the same results will be achieved given the same background. This is an indication of reliability of the research instrument; consequently, the data

drawn can be used in analysis, findings and to draw valid conclusions and useful decisions that will give practical and theoretical generalizations on the study variables.

**Table 4.Descriptive Statistics on all the Study Variables**

Statistics		Orientation	Work-Life Balance	Manpower Development	Employee Retention
N	Valid	303	303	303	303
	Missing	0	0	0	0
Mean		3.9612	3.8416	4.0355	3.9323
Std. Deviation		.86599	1.02578	.68514	.92132
Sum		1200.25	1164.00	1222.75	1191.50

Source: *Field Survey Data 2019*

The information in the Table 4 explains the (descriptive statistics) on the dimensions of the explanatory variables (Orientation). The table also showed the (descriptive statistics) on the measures of the criterion variables; Involvement, Commitments and Work-Life Balance.

Specifically, Table 4 revealed that Orientation has a mean of (3.9612) and a standard deviation of (0.86599). Work-Life Balance has a mean of

(3.8416) and standard deviation of (1.02578). Manpower Development has a mean of (4.0355) and a standard deviation of (0.68514). Employee Retention has a mean of (3.9323) and standard deviation of (0.92132). The mean values of all variables are greater than 3 (the required average of a five-point Likert scale  $\frac{1+2+3+4+5}{5} = \frac{15}{5} = 3$ ).

The researchers as a result upheld the prevalence of the study variables.

**Table 5.Correlation Analysis (Orientation and Involvement)**

Correlations			Orientation	Involvement
Spearman's rho	Orientation	Correlation Coefficient	1.000	.656**
		Sig. (2-tailed)	.	.000
		N	303	303
	Involvement	Correlation Coefficient	.656**	1.000
		Sig. (2-tailed)	.000	.
		N	303	303

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

Source: *Field Survey Data 2019*

Table 5 above shows that the Spearman's correlation coefficient (r) = 0.656\*\*, this value is high, implying that a strong relationship exists Orientation and Involvement. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee Involvement is associated with improvement in employee

orientation in the studied oil companies in Nigeria.

**TEST OF HYPOTHESIS 1**

- H<sub>01</sub>: There is no significant relationship between orientation and involvement in oil companies in Nigeria.

Table 5 showed that the probability/ significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null

hypothesis and concludes that a significant relationship between orientation and involvement in oil companies in Nigeria.

**Table 6. Correlation Analysis (Orientation and Commitment)**

Correlations			Orientation	Commitments
Spearman's rho	Orientation	Correlation Coefficient	1.000	.718**
		Sig. (2-tailed)	.	.000
		N	303	303
	Commitments	Correlation Coefficient	.718**	1.000
		Sig. (2-tailed)	.000	.
		N	303	303

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

Source: Field Survey Data 2019

The above Table 6 explains that the Spearman's correlation coefficient ( $r = 0.718^{**}$ ), this value is high, implying that a strong relationship exists between Orientation and Commitment. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee commitment is associated with improvement in employee orientation in the studied oil companies in Nigeria.

## TEST OF HYPOTHESIS 2

- $H_{02}$ : There is no significant relationship between orientation and commitment in oil companies in Nigeria.

Table 6 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between orientation and commitment in oil companies in Nigeria.

**Table 7. Correlation Analysis (Orientation and Work-Life-Balance)**

Correlations			Orientation	Work-Life-Balance
Spearman's rho	Orientation	Correlation Coefficient	1.000	.600**
		Sig. (2-tailed)	.	.000
		N	303	303
	Work-Life Balance	Correlation Coefficient	.600**	1.000
		Sig. (2-tailed)	.000	.
		N	303	303

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

Source: Field Survey Data 2019

The above Table 7 explains that the Spearman's correlation coefficient ( $r = 0.600^{**}$ ), this value is high, implying that a strong relationship exists Orientation and Work-Life-Balance. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee Work-Life-

Balance is associated with improvement in employee orientation in the studied oil companies In Nigeria.

## TEST OF HYPOTHESIS 3

- $H_{03}$ : There is no significant relationship between orientation and work-life-balance in



oil companies in Nigeria.

Table 7 showed that the probability/significant value is 0.000, this value is less than 0.05 level of significance, hence the researcher rejects the null hypothesis and concludes that a significant relationship between orientation and work-life-balance in oil companies in Nigeria.

## **DISCUSSION OF FINDINGS**

1. There is a significant relationship between orientation and involvement in oil companies in Nigeria. As revealed in Table 4 above, the Spearman's correlation coefficient ( $r = 0.656^{**}$ ), this value is high, implying that a strong relationship exists Orientation and Involvement. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee Involvement is associated with improvement in employee orientation in the studied oil companies in Nigeria.
2. There is a significant relationship between orientation and commitment oil companies in Nigeria. The above Table 5 explains that the Spearman's correlation coefficient ( $r = 0.718^{**}$ ), this value is high, implying that a strong relationship exists between Orientation and Commitment. The positive sign of the correlation coefficient means that positive relationships exist between them. That is to say that an increased employee commitment is associated with improvement in employee orientation in the studied oil companies in Nigeria.
3. There is a significant relationship between orientation and work-life-balance in oil companies in Nigeria. The above Table 6 explains that the Spearman's correlation coefficient ( $r = 0.600^{**}$ ), this value is high, implying that a strong relationship exists Orientation and Work-Life-Balance. The positive sign of the correlation coefficient means that positive relationships exist

between them. That is to say that an increased employee Work-Life-Balance is associated with improvement in employee orientation in the studied oil companies in Nigeria.

## **CONCLUSIONS**

Based on the study's findings, the following conclusions were made; there is a positive and strong relationship between orientation and employee retention in oil companies in Nigeria. There is a significant relationship between orientation and involvement oil companies in Nigeria. There is a significant relationship between orientation and commitment in oil companies in Nigeria. There is a significant relationship between orientation and work-life-balance in oil companies in Nigeria.

## **RECOMMENDATIONS**

Based on the study's conclusion, the following recommendations are made.

1. That oil companies who seek to enjoy employee orientation should enhance their manpower development programmes.
2. And that oil companies that support employee orientation, commitment and work-life-balance should deem it necessary to enhance their employee orientation via competitive programmes.

## **REFERENCES**

- [1]. Eketu, C.A (2016). Managers Ingratiation and workers' effective commitment in Tourism Based Businesses: A study on Downward Impression. *Management Journal of Hotel Management and tourism research* 2, (1) 2504-6733.
- [2]. Ezeani, E.O (2006). *Fundamentals of public administration*. Enugu: Snaap Press Ltd.
- [3]. Griffeth, R.W., Hom, P.W., & Gaertner, S. (2000). A meta-analysis of antecedents and correlates of employee turnover: Update, moderator tests, and research implications

- for the next millennium. *Journal of Management*, 26, (2) 463-488.
- [4]. Griffeth, R.W., Steel, R.P., Allen, D.G., & Bryan, N. (2005). The development of a multidimensional measure of job market cognitions: The Employment Opportunity Index (EOI). *Journal of Applied Psychology*, 90, (1) 335-349.
- [5]. Herman, A. & Kurt, K. (2009). Benefits of training and development for individuals and teams, organizations, and society. *Annual Review of Psychology*. 2 (4)60-63.
- [6]. Jeremic, Z., Jovanovic, J. & Gasevic, D. (2009). Evaluating an Intelligent Tutoring System for Design Patterns: the DEPTHS Experience. *Educational Technology and Society*, 12 (2).
- [7]. Johnson UU, Ignatius O, Celine. (2019). Training and Organizational Citizenship Behaviour of Manufacturing Firms in Nigeria, *J Adv Res Entrep, Innov & SMES Mgmt* 2019; 5(1): 1-9.
- [8]. Johnson. UU, Uchechukwu O, & Sibo, MT (2018). Job Design and Quality of Work-life in Telecommunication sector in Port Harcourt. *J Adv Res Jour Mass Comm* 2018, 5(3): 9-18.
- [9]. Johnson. UU; Uchechukwu O. & Sibo, MT (2018). Self-Efficacy and Operational Sustainability of Oil Companies in Port Harcourt, *Journal of Advanced Research in Operational and Marketing Management*, Vol. 4, Issue 3, pp. 1-10.
- [10]. Lawal, M.M (2006). *Manpower management: a handbook for personnel managers and students of administration*. Abuja: Roots Books and Journals Nigeria Ltd.
- [11]. Modupe, D. (2008). Human resources development challenges in the face of the current global economic meltdown: *The Nigeria Perspective*. Available online at [www.hrd.org.htm](http://www.hrd.org.htm). Retrieved 20th May, 2017.
- [12]. Nnadozie, O.U (2002). Staff training and development in the nigerian local government councils: an overview of basic concepts and methods. In E.O Ezeani & B.C Nwankwo (eds.). *Human Resources Management in the Local Government System in Nigeria*. Nsukka: AP Express Publishing Company.
- [13]. Nwankwo, B.C (2007). Basic Concepts and Principles of Manpower Planning. In Fab. O. Onah (ed) *Strategic Manpower Planning and Development*, 2nd Edition. Nsukka: Great AP Express Publishers Ltd.
- [14]. Ozioko, O. C. (2012). Manpower development and utilization in Nigerian Universities: A case study of the staff of the University of Nigeria, Nsukka. A research project submitted to the department of public administration and local government, University of Nigeria, Nsukka.
- [15]. Odike, O. (2003). *Manpower development and utilization in Nigerian bureaucracy*. In Ofuebe, C. (ed) *strands in Nigerian development and administration*. Enugu: Joen Printing and Publishing Company.
- [16]. Onah, R.C (2007). Assessing the Manpower Planning Environment in Nigeria. In Fab. O. Onah (ed) *Strategic Manpower Planning and Development*, (2nd Edition). Nsukka: Great AP Express Publishers Ltd.
- [17]. Olaniyan, D. A. & Ojo, L. B. (2008) Staff training and development. A vital tool for organizational effectiveess. *European Journal of Scientific Research*. ISSN 1450-216 24 (3) 326-334
- [18]. Okereke, CI Daniel A. Staff welfare and productivity in Patani local government council, Delta State Nigeria. *Journal of Economics and international Finance* 2010 2(12): 313-320.
- [19]. Micheal E. P (1998) *Competitive Advantage of Nations*: Simon & Schuster Inc.
- [20]. Training Directory Nigeria (2010). *Training and manpower development*. Retrieved

- from [http://www.trainingdirectorynigeria.com/index.php?option=com\\_cont](http://www.trainingdirectorynigeria.com/index.php?option=com_cont). on 23rd February, 2017.
- [21]. R. Myers, "Metric Wars," CFO Magazine (October 1996); Measure for Measure," CFO Magazine (November 1997); and "valuing Companies: A Star to Sail By?" the Economist, 2 August 1997: 53-55
- [22]. Raja, A. G. K., Furqan, A. K. & Muhammad, A. K. (2011). Impact of training and development on organizational performance. *Global Journal of Management and Business Research*. 11(7) 43-78.
- [23]. Robert, O. D. & Nelson A. B.,(2014). Perceived manpower development influence on organizational effectiveness in Akwa Ibom agricultural development programme (Akadep):2009-2013. *Global Journal of Human-Social Science: Interdisciplinary*, 14 (3) 1-11.
- [24]. Robbins, S.P. and Sanghi, S. (2006). *Organisational Behaviour*, India: Dorling Kindersley.
- [25]. Training Directory Nigeria (2010). *Training and manpower development*. Retrieved from [http://www.trainingdirectoryNigeria.com/index.php?option=com\\_cont](http://www.trainingdirectoryNigeria.com/index.php?option=com_cont). on 23rd February, 2017.
- [26]. Hofstede, G. (2001). *Consequences: Comparing Values, Behaviors, Institutions, and Organizations across Nations*. Sage: Thousand Oaks, CA.
- [27]. Hoegl, M., and Proserpio, L., (2004). Team member proximity and teamwork in innovative projects. *Research policy*, 33(8), 1153-1165.
- [28]. Hornsey, M., J., Hogg, M., A., (2000). Subgroup relations: a comparison of inter-group identity model of prejudice reduction. *Personality social psychology bulletin*, 26(2), p. 242.
- [29]. Ukpong, Uwem Johnson, Ossai Ignatius, & Maduabuchi Chinyere Emeka (2018). Strategic Implementation and Service Quality of Insurance Companies in Port Harcourt. *Journal of Advanced in Accounting & Financial Management*, Vol. 4, Issue 3&4, pp. 33-42, 2018.
- [30]. Ukpong, Uwem Johnson, Kalio Nissi, & Ossai Onwusa Ignatius. Resilience and Operational Sustainability of Oil Companies in Port Harcourt. *Journal of Advanced Research in Petroleum Technology & Management*, Vol. 3, Issue 3&4. No 28-35.
- [31]. Ukpong, Uwem Johnson, Okparaji, Philip Wuwu Gomba & Obadina, Omolola Madubuogu. Workplace Humour Styles and Subordinate Work Attitudes of Telecommunication Companies. *Journal of Advanced Research in HR Organisational Management Vol. 5, Issue 4, pp. 17-25, July 2018*.
- [32]. Ukpong, Uwem Johnson. & Kalio Nissi (2018). Job Rotation and Quality of Work-life of Manufacturing Companies, *Journal of Advanced Research in Operational and Marketing Management*, Vol. 4, Issue 4, pp. 1-10.
- [33]. Ukpong, U. J, Hart S. E; Maduabuchi C. E & Dagogo Legg-Jack (2019). Efficiency Assessment and Corporate Sustainability of Banks in Port Harcourt, *Journal of Advanced Research in Economic & Business Management* 6 (1) 10-26.
- [34]. Wright, P.M. and Gardner, T.M. (2002). 'Theoretical and empirical challenges in studying the HR practice-firm performance relationship' in the new workplace: *A Guide to the Human Impact of Modern Working Practices*.
- [35]. Zorlu, K. (2010). "Effect of Human Capital Elements on Organisational Commitment in Businesses and a Study in the Banking Sector in Kirsehir Province", *Journal of World of Turks*, 2, (3) 107-130.