

## Employee Re-training and Effectiveness of Oil and Gas Firms in Rivers State, Nigeria

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### Abstract

This study examined the relationship between employee re-training and Effectiveness of Oil and Gas Firms in Rivers State, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The accessible population for this study comprised of 260 employees of five (5) Oil and gas servicing firms which were listed on the first tier of the Nigeria stock exchange as obtained from daily official list. The sample size of 154 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved using the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that there is a significant relationship between employee re-training and Effectiveness of Oil and Gas Firms in Rivers State, Nigeria. The study recommends that since the oil and gas industry is more skill-based and involving change management strategies it is needful for companies in the industry to constantly engage in re-training of its workforce to enable them adequately fit into the change introduced by management and to also reduce the level of resistance from employees.

**Keywords: Employee Re-training, Effectiveness, Adaptability, Survival, Resource Acquisition**

### Introduction

Change is inevitable and is present in all facets of life, and the management of any change is widely varied and diverse in different forms of business. Negative employee behaviour is most often the root of resistance to change. The dynamics of management leading the change can either contribute to the negativity or turn a negative situation into positive with winning results for the organization (Stensaker, Sarrico, Välimaa, 2012). For managers attempting to help their organization through a major process that will affect employees, it is important for management to be visible in the office environment and measure the attitudes, beliefs, and values of their population, which is usually best done using surveys (Whyte, 1991). The surveys give management a view of how employees currently envision the idea of change before the change is implemented. When there is a change process in an organization, the challenges and the goals to be carried out may not be fully accomplished if those who are expected to carry out the goals are not included in the decision making (Whyte, 1991). Sagie and Koslowsky (2000) stated the gap between the failure of management plans and their success may, therefore, be a function of the gap between worker resistance to and acceptance of these plans. The employee resisting change can be a troubling problem, sometimes more so than the complication of learning new technology. Advancement in technological change and rapid innovation has given rise to further resistance in the corporate culture that makes it imperative for the mitigation of the negative effects of employee reactions in the implementation of change in process, workflow, and technology (Craine, 2007). The need to integrate employees into the change process necessitates employee re-training. The internal source of change could be from individual

such as shareholders, management, employees. Globalization, new technologies, culture shifts are some of the factors contributing to the fast-moving environment where organizations develop their activities. Consequently, organizations must change more frequently in response to the environment. Irrespective of the source, whenever the need for change is obvious, the management is always faced with the question of how to respond to this change. The dilemma is usually whether to change the objectives and strategies of the organization, or the technology, or human resource, or the organization structure, or the business environment (Olajide, 2014). According to Wellington (2006), organizations need to assess its people's skills when they are about to bring change. Training needs to help them to stay longer in the firm as well as giving morale to employees. Managers and supervisors should play the key role in helping the process of training its juniors is achieved through the best strategy in order for the employees to be conversant with the new systems. Improving the firm's performance and morale through motivation is through continuous training and education to all the participants of the organization growth. Better competitive advantage is achieved through a duration which involves training and knowledge management of the employees. However, this is true, the research has failed to show us how training of staff affects organization performance. The research is aimed at determining how training of staff affects organization performance.

This study therefore examines the relationship between re-training and effectiveness of oil and gas firms in Rivers state, Nigeria. Furthermore, this study will also be guided by the following research questions:

- i. What is the relationship between employee re-training and adaptability of oil and gas firms in Rivers State?
- ii. What is the relationship between employee re-training and resource acquisition of oil and gas firms in Rivers State?
- iii. What is the relationship between employee re-training and survival of oil and gas firms in Rivers State?

### **Theoretical Foundation**

#### **Kotter's Eight Step Model**

Kotter (1998) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model have shown that the change process goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. Kotter's eight step approach to change management states as outlined below: firstly, workers typically prefer the status-quo in the organization. According to the model, change means uncertainty about what the future will bring. Indecision usually makes these workers uncomfortable. In addition to the foregoing, these same workers tend to mistrust things which they are in doubt. That is why most employees or workers avoid change. To encourage people to assist with the change, you must create a sense of urgency (Kotter, 1998). Secondly, this step is like interventions in drug treatment. One may try to battle the resistance to change that people have by himself or can make his life much easier by enlisting the help of others. To counteract resistance, one option is to form a powerful coalition of managers to work with the most

resistant people (Kotter, 1998). In the third step, though it is not impossible to get things done without a definite plan of action, but it is much simpler (and can get more cooperation) if there is a clear plan in place. Since the status quo is more comfortable for most people, they are likely to revert to business as usual and not flow with changes without a plan in place. Creating a vision and the strategies for achieving the vision will help expedite the change (Kotter, 1998). Fourthly, if employees or workers do not know that change is coming or has occurred, they are more likely to resist the change. Fifthly, bearing in mind that employees tend to prefer the status quo and are apprehensive about new experiences, they must be encouraged or inspired to change. Also, if these employees are wanted by their employer to do something new, such employer will probably get more cooperation from them if he teaches them how first and then give them the new tools necessary to do things the new way. This step empowers others to act on the vision by removing barriers to change and encouraging risk taking and creative problem-solving change (Kotter, 1996, 1998). The sixth step seem to be an extension of Step five. In this step workers need to be rewarded when they break away from old behaviours and do something that is new and desirable. Basically, it is positive reinforcement. This is the step where managers need to plan for, create and reward short-term victories that move the organization toward the new vision change (Kotter, 1998). By the seventh step, resistance should be diminishing, but one still need to observe actions. It is that same status quo thing. So, managers nurture the change and adjust as necessary change (Kotter, 1998). Finally, the eighth step showcased that when it comes to work, managers can never tell someone enough about all the good reasons why the things they do make them and the company a success. Otherwise, some workers will tend to behave as if they have no reason to do anything differently than they did before. So, to make the changes more permanent, as this point employees need to be reinforced by demonstrating the relationship between new behaviours and organizational success change (Kotter, 1998).

### **Employee Re-training**

Human Resource Management is concerned with the planning, acquisition, training & developing human beings for getting the desired objectives & goals set by the organization. The employees must be transformed according to the organizations' & global needs. This is done through an organized activity called Training. Re-training is training given to long-term employees of an organization to make them equipped with the future needs of the organization. Re-training helps in developing employees and preventing them from being obsolete for the job requirements. As the name itself suggests, re-training is training of employees who were trained in the past. Re-training is usually done when there is a technological change that led to the changes in the operational processes of the organization. Re-training is also done during job rotation. As job rotation involves change in the role and thus requires different skills, re-training for such employees is done to equip employees with the required skills. In the words of Kristine (2018), organizations may view money spent on re-training as costs incurred. But, from an HR manager's perspective, it is an investment that helps in developing the employees. This helps in motivating the employees and retaining them thereby resulting in lesser attrition rates. Often older members in the

organization are retrained. However, sometimes, people who were laid off or suspended and taken back to organization are also retrained to make them aware of the operational changes and technological advancements. To reduce the skill gap between old and young employees, re-training should be given to older employees at institutes of higher education. One of the research estimates that the re-training at the community college lead to the long-term increase in the earnings of the male older employees by 8 percentage and female older employees by 10 percent. Thus, retaining also increases the employability of the individuals. Furthermore, according to Kristine (2018), some companies retrain their workers because technological advancements and new business developments require employees to have new or improved skills. Others offer re-training programs because their employees lack certain work requirements or have forgotten how to use them under current working conditions. Re-training programs are beneficial when they increase long-term productivity, reduce mistakes, and eliminate safety concerns. They are disadvantageous when they stifle innovation or delay company growth. Hence, re-training programs help workers maintain and develop updated task-specific skills that help their companies move forward. Specialized skills often take years to develop and master, so re-training programs and continuous learning programs help employees develop deeper and richer skills in their chosen profession or job function, says corporate analyst Josh Bersin at Forbes.com. Without re-training efforts, many employees would lack technical skills and knowledge necessary to meet work demands. Some re-training programs teach skills that not only increase overall productivity, but also improve products and services. The Chief Human Resource Officer at a global manufacturer in Kristine (2018), said that her company's re-training programs and learning incentive programs increased product excellence, according to Bersin. Re-training programs educate workers, but they also open doors to new and advanced production methods that improve products, ultimately satisfying customers. Without re-training programs, a company may not be able to keep up with businesses that offer competitive products.

### **The Concept of Organizational Effectiveness**

Drucker (1977) defines effectiveness as doing the right things. Organizational effectiveness according to Etzioni (1964) is the degree to which an organization realizes its goals. Seashore and Yuchtman (1967) see it as the ability of the organization to exploit the environment in the acquisition of critical resources to sustain its functioning. Devinney, Yip and Johnson (2009) argue that organizational effectiveness captures organizational performance plus the internal performance outcomes and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by managers, customers or shareholders) such as cooperate social responsibility.

Organizational effectiveness remains a pre-eminent concept among management scholars and practitioners and this is traceable to the fact that it is a critical attribute of all organizations not withstanding their type, age, and size. Organizational effectiveness is a desirable attribute

which guarantees a firm's survival and continued support by stakeholders. Effective organizations are usually described as successful, healthy, productive, excellent and full of vitality.

Similarly, Mihalicz (2012) observes that organizational effectiveness is far more than the ability of a company to make sales or to show concern for the environment, cooperate culture, leadership, talent management, innovation, strategy, communication and engagement.

### **Adaptability**

Adaptability is the degree to which an organization could alter behaviour, structures; and systems to survive in the wake of the environmental change (Denison, 2007). Adaptability entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. Environmental uncertainty represents an important contingency for organization structure and internal behaviors (Daft, 1998). Organizations need to have the right fit between internal structure and the external environment. Adaptability has also come to be considered an important response option worthy of research and assessment, not simply in order to guide the selection of the best mitigation policies, but rather to reduce the vulnerability of groups of people to the impacts of change, and hence minimize the costs associated with the inevitable (Kane and Shogren, 2000; Smit and Pilifosova, 2003). Adaptation is defined as the modification and alterations in the organizations or its components to adjust to changes in the environment (Cameron, 1984). Adaptability is defined by Buch (2009) as an organization's capacity to embrace change or be changed to fit an altered environment. Adaptation is not viewed as a one stop process of organizational change but as a continuous process during an organization's life cycle. Davenport (1993) stresses that adaptation is a process of organizational change that should be practiced in the context of a continuity process of human and organization improvement over time (Davenport, 1993). This enables an organization and its people to effectively adapt to environmental change (Guha, Grover, Kettinger, & Teng, 1997). A review of the literature reveals there is not a widely accepted definition of adaptability. Researchers at the Institute of Defense Analysis (IDA) defined adaptability as the degree to which adjustments are possible in practices, processes, or structures to projected or actual changes in climate. Adaptation can be spontaneous or planned and be carried out in response to or in anticipation of changes in conditions (Tillson, et al., 2005). The Army Research Institute (ARI) defined adaptability as an effective response to an altered situation (White et al., 2005). Yukl and Mahsud (2010) contend that adaptive leadership involves changing individual behaviors in the appropriate ways as the situation changes. Army doctrine states that adaptability requires leaders who think critically and creatively, are comfortable with ambiguity, accept prudent risk, and can adjust rapidly to the environment while continuing to assess the situation. It specifically defines adaptability as the capacity to respond to changing threats and situations with appropriate, flexible, and timely actions (Department of the Army Doctrine Reference Publication 6-22, 2012). Hiefetz, Grashow, and Linsky (2009) use the term adaptability throughout the work, yet do not provide a specifically defined, precise term for adaptability. Hiefetz, Grashow, and Linsky (2009) approach adaptability differently by providing characteristics of adaptive leadership by stating, adaptive leadership is specifically

about change that enables the capacity to thrive and adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive (p 14). Heifetz, Grashow, and Linsky (2009) link adaptive leadership to the biological concept of a thriving organism and equate thriving to increased growth and value of the organization. The definitions above share several characteristics. First, they all involve a change in behaviour. Secondly, there is an expectation that this behavioural change is appropriate for the situation. Finally, except for Heifetz, Gashow, and Linsky (2009), the definitions characterize adaptation as a reactive response to changes in the environment. While there are similarities in the definitions, there are also gaps. The definitions do not explicitly include innovation, creativity, or a proactive element. We think these elements should be part of a comprehensive definition. Other sources provide additional ideas that deserve consideration in a more comprehensive definition. The Army Operating Concept (Department of the Army, 2014) explicitly uses innovation in discussing adaptability and Bennis (2003) associates' creativity with his idea of adaptive capacity. The inclusion of the term 'projected' in the definition provided by Tillson *et al.*, (2005) suggests that adaptability is proactive in nature. Projected implies proactive actions but does not clearly describe adaptability as proactive. The omission of innovation, creativity, and the ability to anticipate change reveals gaps in the definitions, which is significant. We posit innovation, creativity, and the ability to anticipate change are important in developing new ways to solve problems and should be part of a comprehensive definition of adaptability.

### **Resource Acquisition**

Regardless of how we might frame the mechanisms associated with liabilities of newness, it is apparent that new ventures lack resources and proven competencies. In turn, acquiring resources (such as finding investors, land, materials, technology, equipment, facilities, employees, associates, and customers) is a principal challenge for the entrepreneurs behind venture firms. Pfeffer and Salancik's (1978) resource dependency theory posits two steps in the resource acquisition process for firms. The first step is to determine the type of resources required and the sources of them, while the second step is searching for the means of access to such resources. Through analyzing resource requirements and considering what existing resources are available, ventures can decide which resources they need to acquire from the environment and the method of acquisition most pertinent to the firm. In this sense, resource acquisition is defined as the process by which ventures acquire resources from the internal and external environment. Previous research indicates that ventures use their stock of resources to acquire additional resources in a variety of ways. Ventures can purchase other resources with their financial resources, they can attract resources through their intangible ones, and they can develop or accumulate resources internally (Brush, Greene, Hart, and Haller 2001). For example, Sirmon and Hitt (2003) suggest that entrepreneurial firms can acquire resources from external factor markets, or they can develop new resources internally by combining and configuring existing resources in novel ways. Bowman and Collier (2006) posit a third route to resource acquisition through alliances and network relationships. The literature on strategic networks suggests that a venture can draw on relationships to gain access to a pool of resources that would otherwise be difficult to get hold of (Hughes et al. 2007). Strategic networks can also offer rapid access to scarce resources in a way that is superior to either market exchange or internal development (Gulati, Nohria,

and Zaheer 2000). To this end, entrepreneurs can use external relationships to attract resources and change the constraints affecting the firm (Pfeffer and Salancik 1978). Consolidating this literature, we put forward three primary resource acquisition methods that new ventures can deploy: (1) purchase, (2) attraction, and (3) internal development. Resource purchase is also the process through which ventures buy target resources from the external factor market with their initial financial resources (Barney 1986). Purchase is a direct and one-time approach to obtaining a necessary resource for the venture, such as buying patents, licensing or sourcing technology resources, buying or renting land or equipment to acquire physical resources, recruiting employees to enrich human resources, and buying materials for production. Ownership of the target resources enables the venture to fully control the application, use, and deployment of those resources going forward. This is particularly important when a resource is core to the firm's market initiatives. Whether to buy resources or not depends on the availability of the resource in the marketplace, its cost, and how critical its acquisition is to get the firm to market quickly.

### **Survival**

The survival of a firm depends on its ability to survive with its internal and external environmental factors. Drucker (1979) says that corporate performance should portray how effective and efficient it is in terms of its profitability, growth, cost minimization and productivity. Schumpeter argued that innovation plays a key role for the survival of firms, innovation "strikes not at the margins of the profits and out of the existing firms but at their foundations and their very lives" (Schumpeter, 1942:84). Organizational survival has been the most interesting topics for organizations over the years. Organizations exist to survive during environmental factors that tend to encroach on business performance. Organizations attempt to maintain the existing situation, but essentially the larger part of their efforts is tilted toward survival (Mindy, 1998). The competition in the industry is getting stronger and firms are adopting different strategies to be competitive in the industry. Surviving in the global struggle to meet with increasing demand on firms in the market place has seen many researchers and academicians having a resort to pay attention to the individual employees in the organization since innovation in product and services are brought about by these individuals. In this study, two measures of organizational survival were reviewed. Corporate survival is very crucial at this period of business turbulence. Maintaining a place in this competitive era becomes not only the responsibility of the owners or leaders of the organization but that of the employees. Employees are part of the company's resources which has been found to appreciate with time by knowledge gained, skills, abilities, and experience. The success of business depends on collaboration and stakeholder interests have to be shared, they must be working for the same purpose, otherwise business will come to an end and new collaborations will be formed (Venkatarman, 2001). Thus, involvement of employees in the firm's strategic decision making is tapping into their knowledge and experience for gaining competitive advantage and earning a retained workforce. Surviving in the global struggle to meet with increasing demand on firms in the market place has seen many researchers and academicians having a resort to pay attention to the individual employees in the organization since innovation in product and services are brought about by these individuals.

Survival for business organisations is a critical issue in the present global environment and beyond. An appreciative of employee's contribution toward the organization is as important given the competitive pressure in the market. Innovation as something new on its own cannot be achieved, but it ultimately depends on the knowledge, skills, and creativity of individuals, organizations and societies (Macbeth, Tomislav Rimac, 2004 cited in Ogedegbe, (2014). Therefore the development and introduction of innovative activities are directly related to changes in human resource practices such as management style, the flow of information and training (Child and Loveridge, 1990). More so, organizational survival has been the primary goal or objective of every organization (Adewale, Abolaji and Kolade, 2011). Survival is very crucial at this period of business turbulence. Organizations strive for survival and continuity, while seeking relevance and key positions in the industry. Jones & Bartlet (2008), posit that survival and growth of organizations are contained in its goals which require energy and resource investment. From the observation, survival concept is an unwritten law of every organization and when organizations survived, without doubt, there will be available goods and services and the organization will be in continue operations, and Gross (1968), adds that survival should be an expedient factor for organizations interest.

### **Employee Re-training and Effectiveness**

Re-training as an integral part of change management strategies in relationship with effectiveness, are both intertwined because they focus on how the organization will be effective to efficiently perform. Fundamentally, the issue of performance in the organization has such a major concern amongst management, administrators, and bureaucrats over time (Konyefa and Isaiah, 2018). Organizations are conglomerates of dynamic systems that constantly change. The organizational boundaries as well as the boundaries of their internal systems are permeable. Organizations are also complex in several different ways: environmental (variations in the environment outside of the organization), component (number of organizational components and their relations), and hierarchical (number of levels and their relations). Although one cannot eliminate complexity, we can manage it. We can manage environmental complexity by aligning the internal systems to the environmental demands. Marh (2001) suggests that where change is intended in an organisation, the effect is that there will be forces acting to facilitate the change, and forces acting to resist the change. A state of equilibrium occurs, which is brought under pressure to change by both internal and external driving forces. When the balance of the forces for and against change is equal, no change will occur. In order to implement change, those forces supporting change have to be strengthened, those resisting change weakened, or both. Udeh and Igwe (2013) states that while change can cause confusion and fear; there are several positive effects it can have on organizational performance. If handle properly. Understanding the positive effects of change helps to better gauge progress in developing change management policies within the organisation. The organization may use change management when implementing policy changes to the management of the organization, production methods or employee policies.

From the foregoing point of view, we hereby hypothesized thus:



- H<sub>01</sub>** There is no significant relationship between employee re-training and adaptability of oil and gas firms in Rivers State.
- H<sub>02</sub>** There is no significant relationship between employee re-training and resource acquisition of oil and gas firms in Rivers State.
- H<sub>03</sub>** There is no significant relationship between employee re-training and organizational survival of oil and gas firms in Rivers State.

### **Methodology**

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The accessible population for this study comprised of 260 employees of five (5) Oil and gas servicing firms which were listed on the first tier of the Nigeria stock exchange as obtained from daily official list. The sample size of 154 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

### **Data Analysis and Results**

#### **Bivariate Analysis**

Table 1 below shows the result of correlation matrix obtained for devotion and Organizational residency attitude. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

**Table 1 Correlation Matrix for cost leadership and performance**

		Re-training	Adaptability	Resource Acquisition	Survival	
Spearman's rho	Re-training	Correlation Coefficient	1.000	.926**	.969**	.828**
		Sig. (2-tailed)	.	.000	.000	.000
		N	121	121	121	121
	Adaptability	Correlation Coefficient	.926**	1.000	.968**	.882**
		Sig. (2-tailed)	.000	.	.000	.000
		N	121	121	121	121
	Resource Acquisition	Correlation Coefficient	.969**	.968**	1.000	.851**
		Sig. (2-tailed)	.000	.000	.	.000
		N	121	121	121	121
	Survival	Correlation Coefficient	.828**	.882**	.851**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	121	121	121	121

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

**SPSS 21.0 data Output, 2019**

**Ho1: There is no significant relationship between employee re-training and adaptability of oil and gas firms in Rivers State.**

The rho value 0.926 shows that there is an extraordinarily strong and positive relationship between employee re-training and adaptability. The tests of significance he indicates that the relationship is significant at  $p\ 0.000 < 0.05$ . Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between employee re-training and adaptability of oil and gas firms in Rivers State.

**Ho<sub>2</sub>: There is no significant relationship between employee re-training and resource acquisition of oil and gas firms in Rivers State.**

The *rho* value 0.969 shows that there is an extraordinarily strong and positive relationship between employee re-training and resource acquisition. The tests of significance he indicates that the relationship is significant at  $p\ 0.000 < 0.05$ . Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between employee re-training and resource acquisition of oil and gas firms in Rivers State.

**Ho<sub>3</sub>: There is no significant relationship between employee re-training and survival of oil and gas firms in Rivers State.**

The *rho* value 0.828 shows that there is an extraordinarily strong and positive relationship between employee re-training and survival. The tests of significance he indicates that the relationship is significant at  $p\ 0.000 < 0.05$ . Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between employee re-training and survival of oil and gas firms in Rivers State.

### **Discussion of Findings**

The study findings revealed that there is a strong positive and significant relationship between employee re-training and effectiveness of Oil and Gas Firms in Rivers State, Nigeria. The findings are in congruent with of study of Kristine (2018), who observed that human resource management is concerned with the planning, acquisition, training & developing human beings for getting the desired objectives & goals set by the organization. The employees must be transformed according to the organizations' & global needs. This is done through an organized activity called re-training, which is given to long-term employees of an organization to make them equipped with the future needs of the organization. It also helps in developing employees and preventing them from being obsolete for the job requirements. However, he suggested that re-training is training of employees who were trained in the past. Re-training is usually done when there is a technological change that led to the changes in the operational processes of the organization. Re-training is also done during job rotation. As job rotation involves change in the role and thus requires different skills, re-training for such employees is done to equip employees with the required skills. In the words of Kristine (2018), organizations may view money spent on re-training as costs incurred. But, from an HR manager's perspective, it is an investment that helps in developing the employees. This helps in motivating the employees and retaining them thereby resulting in lesser attrition rates. Often older members in the organization are retrained. However, sometimes, people who were laid off or suspended and taken back to organization are also retrained to make them aware of the operational changes and technological advancements. To reduce the skill gap between old and young employees, re-training should be given to older employees at institutes of higher education. One of the research estimates that the re-training at the community college

lead to the long-term increase in the earnings of the male older employees by 8 percentage and female older employees by 10 percent. Thus, retaining also increases the employability of the individuals.

## Conclusion

Due to unavoidable environmental changes, organizations today have been challenged to advocate for changes that influence employees' performance. Human resource has become a strategic resource to gain sustainable competitive advantage in this age of globalization (Kute & Upadhyay, 2014). Therefore, the need for constant training and re-training of employees to enhance an organization's competitive advantage cannot be overemphasized. In conclusion therefore, this study asserts that employee re-training significantly influences effectiveness of oil and gas companies in Rivers State.

## Recommendation

The study recommends that since the oil and gas industry is more skill-based and involving change management strategies it is needful for companies in the industry to constantly engage in re-training of its workforce to enable them adequately fit into the change introduced by management and to also reduce the level of resistance from employees.

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