

## HUMAN RESOURCES MANAGEMENT PRACTICE AND EMPLOYEE COMMITMENT IN OIL AND GAS SERVICING FIRMS IN RIVERS STATE

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### ABSTRACT

The link between employee dedication and human resources management practices in Rivers State's oil and gas service enterprises is examined in this research. While affective commitment, normative commitment, and continuity commitment as measures of employee commitment serve as the criterion variable, the aspects of the predictor variable for human resource management practice include recruiting, training, and remuneration. The cross-sectional survey method was used for this investigation. 2, 866 administrative staff members who work in the Rivers State corporate headquarters of the 54 licensed oil firms in Nigeria made up the study's population. The Taro Yamene Formula was used to establish the sample size for the research, which consisted of 351 individuals. Purposive sampling was used with accessible, easy-to-use random sampling to steer this investigation. The questionnaire will be the tool utilized in this research to gather data. Using the Statistical Package for Social Sciences, descriptive statistics (mean, standard deviation, and percentages) were utilized to analyze the data, and basic linear regression analysis was employed to test the hypotheses (SPSS). The research assessed the connection between organizational commitment and human resource management methods in the Rivers State Civil Services. It especially looked at how organizational commitment measurements related to human resource management methods. It was shown that organizational commitment in oil and gas service companies in Rivers State was significantly influenced by human resource management techniques. It was established that the link between human resource management techniques and an organization's potential to be more inventive, adaptive, and competent would help the latter, boosting its chances of survival. Based on the study's results, it was advised that businesses explore spending money on employee education and training, which would not only help workers preserve their core competencies but also improve their flexibility and innovativeness.

**Keywords:** Human resource, training, compensation, recruitment, Commitment, oil and gas



## INTRODUCTION

Growth and job stability are two of the main expectations that workers have from their employers. When their career pathways inside the company don't provide them with such opportunities, there is often a feeling of uncertainty and, as a result, a lack of dedication to the work or profession. Osibanjo, Oyewunmi, and Ojo (2014) noted that companies in Nigeria are characterized by an unhealthy interaction between management and workers because of the country's high unemployment rate and dynamic economic climate. They also noted that the majority of Nigerian businesses have terrible employee career concerns and show full contempt for the future and job aspirations of their employees. Nabi (2003) asserts that this results in a lack of confidence between the workforce and the management. The consequences of a lack of employee trust include disloyalty, a loss of staff dedication, a decline in sales, a decline in earnings, a loss of clients, and bankruptcy. These have intensified into issues with commitment to their jobs, which have a negative influence on their output, effectiveness, and loyalty to their employers. As a consequence, firms have significant turnover rates. As a result, the researcher's explanation of this has served as the impetus for this investigation.

When one traces this issue to Nigeria's oil and gas industry, they discover that a significant portion of bad career commitment is correlated with a low degree of identity and security inside the industry. According to Osibanjo, Oyewunmi, and Ojo (2014), the majority of Nigerian workers perceive their employers as uninterested in their well-being and more than willing to fire them if they suddenly fall short in terms of productivity, even if such shortfalls were caused by impairments brought on by workplace accidents. According to Abdullah and Ramay (2012), employees in the oil and gas industry are mainly concerned with providing "minimally acceptable" work performance and bare-minimum output. They were hesitant to provide more than was required for the work, in his opinion, since they felt alienated from the organizations. According to studies (Armstrong, 2013), employees' impressions of the business and their positions within it are much improved by the attention and concerns displayed toward its human resources. In this line, implementing human resources management practices aimed at hiring, educating, and fairly rewarding employees at work gives a perspective on how to best connect the values of the workforce with those of the company.

Armstrong (2013) argues that organizations can motivate their human resources and improve how they view their careers by providing appropriate and well-aligned career paths, training employees and updating their skill sets and knowledge base to increase their relevance and sense of responsibility, and finally compensating employees effectively and fairly for their contributions and role performance within the organization. As a result, the study's starting point has been the position and applicability of human resources management practice in shaping behavior and activities in the intended way and direction.

Studies have examined the idea of effective human resource management and employee commitment in many settings. A research on "increasing career commitment: the effect of human



resource management strategies" was conducted by Khulida and Tanfee in 2015. The research was conducted in Malaysia. This study's main goal was to investigate the link between career commitment and human resource management (HRM) strategies such training and development, remuneration, and promotion. The influence of human resources management methods on employee commitment: evidence from the Pakistan Telecom Sector was examined by Sadaf, Ubaid, Azad, and Shamila (2017). Pakistan was the location of the research. This paper's main goal was to provide insight into how HRM procedures affect employee loyalty in Pakistan's telecom industry. The influence of employee job satisfaction and human resource management techniques in predicting organizational commitment in the Saudi Arabian banking sector was examined by Fatma and Cherif (2020). In Saudi Arabia, this research was conducted. The effect of human resource management practices on the employee, normative commitments and continuous commitments as the metrics of employee commitment, are not evident in the vast body of research. There is a vacuum in the research since there is no information on how human resource management practices impact emotional, normative, and continuous commitments as indicators of employee commitment. This research is based on the assumption that there is a content, industry, geographic, and instrumentation gap that has to be filled. The practice of human resource management and employee commitment in oil and gas service businesses in Rivers State were the main subjects of the current research.

### **Aim and Objectives of the Study**

The purpose of this research was to determine the connection between employee commitment and human resources management practices in oil and gas service businesses in Rivers State. Based on this, the following goals are presented in accordance with:

1. determine the extent of relationship between Recruitment and employee commitment in oil and gas servicing firms in Rivers State.
2. investigate the extent of relationship between Training and employee commitment in oil and gas servicing firms in Rivers State.
3. examine the extent of relationship between Compensation and employee commitment in oil and gas servicing firms in Rivers State.

### **Hypotheses**

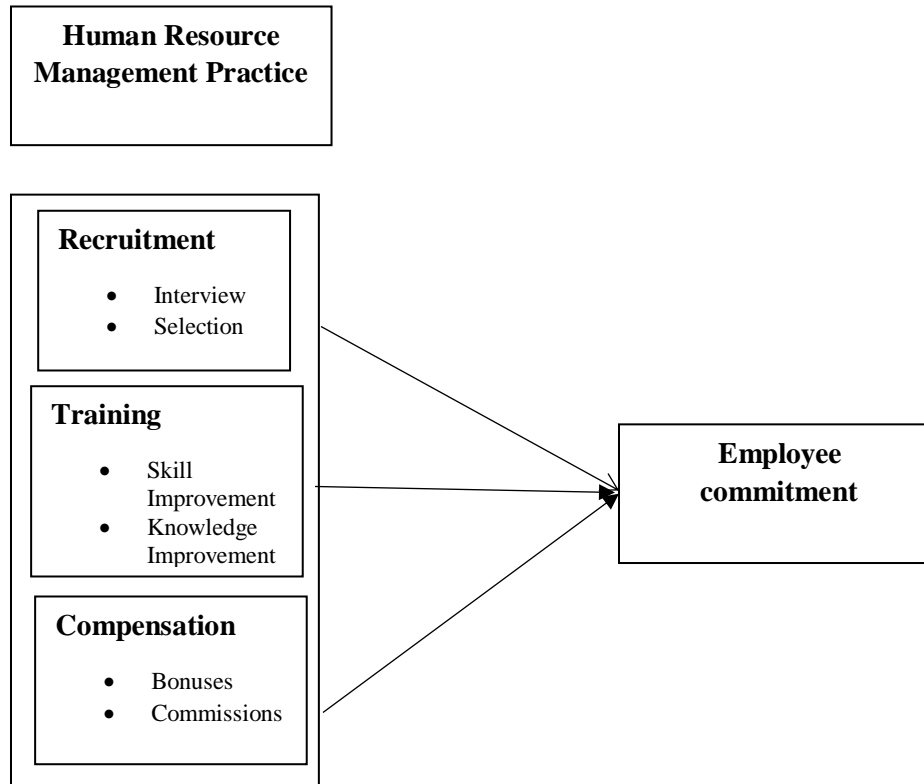
HO<sub>1</sub>: There is no significant relationship between recruitment and employee commitment in oil and gas servicing firms in Rivers State

HO<sub>2</sub>: There is no significant relationship between training and employee commitment in oil and gas servicing firms in Rivers State

HO<sub>3</sub>: There is no significant relationship between compensation and employee commitment in oil and gas servicing firms in Rivers State.

## LITERATURE REVIEW

### Conceptual Framework



### Theoretical Foundation

The social exchange theory serves as the study's theoretical foundation. Essentially, social exchange theory (SET) is one of the most significant intellectual models for comprehending workplace behavior (Cropanzano & Mitchell, 2005). Organizational academics have long utilized the idea of social exchange (Blau, 1964) to explain the motivations behind employee actions and the development of constructive employee attitudes. Employment has been referenced by social exchange theorists as the exchange of effort and loyalty for material and psychological advantages (Blau, 1964).

One fundamental element of the social exchange theory is that relationships develop through time into ones of trust, loyalty, and mutual commitment. For this to happen, trading parties must abide by the rules and/or norms of trade that act as the "guides" of exchange processes (Cropanzano and Mitchell, 2005). According to the social exchange theory, workers who believe that the company cares about them are conceptually compelled to repay that commitment by making voluntarily beneficial contributions to the company (Organ, 1990). In other words, the reciprocity standard requires the return of good treatment when one party treats another favorably (Gouldner, 1960). Additionally, it is proposed that workers who experience a high degree of organizational support



are more likely to feel a duty to "pay back" the company in terms of emotional commitment and work-related conduct, building on the norm of reciprocity (Gouldner, 1960). (Eisenberger & Huntington, 1986). Employees seek balance in their interactions with organizations and managers by adopting attitudes and behaviors that are proportionate to the level of the employer's commitment to them as people (Wayne, Shore and Liden, 1997).

## METHODOLOGY

### Research Design

The cross-sectional survey method was used for this investigation. The cross-sectional survey provides the research with the necessary framework so that it may locate and gather information on the variables from a wide variety of connected instances.

### Population of Study

(First tier of Nigeria Stock Exchange Publication, 2019; Company's Human Resource Data, 2020) The population of this research consisted of 2, 866 administrative workers who were employed in the corporate offices of the 54 Nigerian oil firms that are functioning in Rivers State.

### Sample and Sampling Techniques

Purposive sampling was used with accessible, easy-to-use random sampling to steer this investigation. The easy-to-reach oil businesses that agreed to participate in the survey were chosen using the convenient sample approach. Based on their availability and willingness to participate in the research, respondents were chosen at random from among the administrative employees at the corporate offices of the participating firms using simple random sampling. As a sample size of the respondents in the research region, 351 people were included in the study. To choose a representative sample of respondents from the target demographic, the sample size was calculated using Taro Yamane's Sample Size Determination Formula. The following is a formula and explanation of how the sample size for this research works:

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

(Baridam, 1999 in Nwankwo, 2013, p.108)

Where: N = Population size; S = Sample Size; e = level of Significance (0.05)



**Table 3.2: Sample Size Computation using Taro Yamane Formula**

Computation	Sample Size
N = 2866	
$(e)^2 = .05 \times .05 = 0.0025$	
$0.0025 \times 2866 = 7.165$	
$1 + 7.165 = 8.165$	<b>351</b>
$\therefore n = 2866 \div 8.165$	
351	

### **Instrumentation and Measurement**

The researcher's "Human Resource Management Practice and Employee Commitment Questionnaire (HRMPECCQ)" is the tool used to gather data. The instrument was able to display the varied preferences of the moderating factors as well as the independent and dependent variables. Two components made up the categorisation of the questionnaires. While part two sought information based on the study variables, section one sought data based on the respondents' demographic backgrounds. Testing the provided null hypotheses in the current research required operationalizing the variables. 35 questions made up the questionnaire that was used to examine these characteristics. It was created using a 4-point scale, with Strongly Agree scoring 4, Agree scoring 3, Disagree scoring 2, and Strongly Disagree scoring 1.

### **Validity of Instrument**

Under the guidance of the supervisor and two other professionals in management sciences and test and measurement, the researcher created the instrument employed in this study. The item's suitability for level and topic coverage was examined by a test and measurement specialist. Professionals in the management sciences reviewed the instruments for applicability and proper terminology use; the instruments were also verified for how well they assessed the study's stated goals.

### **Reliability of Instrument**

The degree to which a measurement is reliable (i.e., error-free) assures that measurements are made consistently across time and across the instrument's numerous elements. Alternatively, the stability and consistency with which the instrument measures the idea are an indicator of a measure's dependability, which also contributes to determining the "quality" of the measure (Sekaran & Bougie, 2010). Cronbach's Alpha analysis reveals the interrelationships between the items utilized. The greater the internal consistency dependability, the nearer to 1 Cronbach's alpha is.



**Administration of Instrument**

The researcher individually administered the device with the aid of two research assistants. In order to ensure at least a 90% return rate and prevent excessive ambiguity in the replies, the instrument was completed and returned immediately to the researcher. In the same line, the researcher often visited the organizations to speak with the right people who may provide the necessary information for the study's effective completion.

**Methods of Data Analysis**

The Statistical Package for the Social Sciences (SPSS) Version 23 was used to analyze the data. Mean and standard deviation were utilized, respectively, as indicators of central tendency and dispersion. On the other hand, inferential statistics were carried out using Pearson Product Moment Correlation analysis to illustrate the kind and strength of links created between the independent and dependent variables in order to respond to research questions and evaluate the hypotheses.

**RESULT**

**Hypothesis one:** There is no significant relationship between recruitment and employee commitment in oil and gas servicing firms in Rivers State.

**Table 2: Correlation Analysis between recruitment and employee commitment**

			<b>Correlations</b>		
			Recruitment	Employee Commitment	
Pearson (r)	Recruitment	Correlation	1.000	.738*	
		Coefficient			
		Sig. (2-tailed)	.	.000	
			N	258	258
	Employee Commitment	Correlation	.738*	1.000	
		Coefficient			
Sig. (2-tailed)		.000	.		
		N	258	258	

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

**SPSS output, 2021.**

The degree to which recruiting is related to employee commitment was evaluated in Table 4.19. The Pearson correlation coefficient ( $r = 0.738$ ) shows a substantial link between hiring and employee commitment. The significance test results show that the null hypothesis—according to which there is no significant association between employee commitment and recruitment—was rejected with a p-value of 0.000–0.05. We may thus conclude that greater levels of recruiting were linked to higher levels of worker commitment.



**Hypothesis Four:** There is no significant relationship between training and employee commitment in oil and gas servicing firms in Rivers State

**Table 4.22: Correlation Analysis between training and employee commitment**

			Training	Employee commitment
Pearson (r)	Training	Correlation Coefficient	1.000	.901*
		Sig. (2-tailed)	.	.037
		N	258	258
	employee commitment	Correlation Coefficient	.901*	1.000
		Sig. (2-tailed)	.037	.
		N	258	258

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

**SPSS output, 2021.**

The degree to which training is related to employee commitment was studied in Table 4.22. The Pearson correlation coefficient ( $r = 0.901$ ) shows a substantial link between employee commitment and training. The significance test results show that the null hypothesis—according to which there is no meaningful association between training and employee commitment—was rejected with a p-value of 0.000–0.05. Therefore, we may conclude that employee dedication was correlated with greater levels of training.

**Hypothesis Seven:** There is no significant relationship between compensation and employee commitment in oil and gas servicing firms in Rivers State

**Table 4.25: Correlation Analysis between training and compensation commitment**

			compensation	Employee commitment
Pearson (r)	compensation	Correlation Coefficient	1.000	.905*
		Sig. (2-tailed)	.	.037
		N	258	258
	employee commitment	Correlation Coefficient	.905*	1.000
		Sig. (2-tailed)	.037	.
		N	258	258

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

**SPSS output, 2021.**

The degree to which pay correlates with employee commitment was examined in Table 4.25. The Pearson correlation coefficient ( $r = 0.905$ ) shows a significant link between pay and employee





commitment. The significance test shows that the null hypothesis—according to which there is no significant association between pay and employee commitment—was rejected with a p-value of 0.000–0.05. As a result, we may conclude that employee commitment was correlated with remuneration levels.

### **Discussion of Findings**

The executive summary of the results made it quite evident that hiring new employees does not ensure their loyalty to the company. In other words, there is a strong correlation between recruiting and employee commitment. According to Boxall (1996), Lowe and Oliver (1991), and Pfeffer's research (1994). They think hiring is the greatest strategy for finding the ideal applicant for the position. According to Chandler and McEvoy (2000), there isn't a single, "universally preferable strategy" that incorporates a single set of HRM Practice. Some HR practices may be applied alone or in combination with other practices and are universal in nature. In particular, it may be anticipated that throughout the hiring process, candidates would exhibit some loyalty in order to get the position. As soon as the candidate was hired, his or her genuine behavior began to emerge. Even in cases when an applicant did very well, one member of the hiring committee must have unfairly assisted the applicant's performance.

This discovery adds to that of Zirra et al. (2003), who investigated the effect of recruitment strategy on workers' performance and discovered a strong correlation between the usage of employee referrals as a recruiting technique and profitability.

According to the results, training significantly influenced worker commitment, including emotional, normative, and continuous commitment. Training is one of the activities that improves the capabilities and skills of both current and future workers, according to Zuelv (2003). Training differs from education in that it focuses on improving the capabilities and skills needed to perform a particular job, whereas education reported on an increase in knowledge and perceptions that are not always connected to specific actions. When Zuely (2003) said that training had a highly significant predictor of employee commitment, his assertion was consistent with Khulida and Tanfee (2015). However, training has the greatest impact on ongoing commitment. According to empirical research by Perufo, Godoy, and Cattelan (2013), who examined the level of commitment of employees at a Banco do Brasil branch using information gathered with a questionnaire adapted from Meyer and Allen (1997), 65.22% of the bank employees showed their commitment to the organization through the affective dimension. Training is this effective component in the context of this task.

According to the research's conclusions, employees' dedication to their jobs was significantly correlated with remuneration. This is not shocking at all. According to Kauanui (2004), firms' pay programs for their workers are important in boosting their output and performance. The most efficient method for obtaining employee commitment, according to this research, is via remuneration. This result is consistent with the assertion made by Khulida and Tanfee (2015) that



pay is the most significant predictor of employee commitment. According to the findings of the analysis, compared to the other categories of commitment, continuous commitment was the most responsive to pay. In general, salary has a greater positive impact on commitment than hiring and training do.

### **Conclusions**

The following conclusion about the study's focus is predicated on empirical results from the data that were evaluated.

Employees have been helped by training and development policies to acquire the necessary skills for their jobs and to guarantee that they are provided fair and sufficient chances for training and development. Employees may learn and develop skills that are relevant to the organization thanks to the training and development policies of the company.

The organization's hiring strategy has enabled the construction of hiring scales, making it simpler to hire individuals based on predetermined criteria, such as employee credentials, work experience, distinctive contributions, job performance, and merit, which encourages them and increases their commitment. The organization's recruiting strategy has made it easier to apply intrinsic and extrinsic recruitment tactics while also promoting appealing, equitable, and acceptable employment conditions for staff members, which has enhanced employee commitment and retention.

The organization's pay policy facilitated individuals' advancement to positions with more power and influence, and it assures that there was a considerable rise in an employee's wage to reflect the higher responsibility and for achieving organizational objectives. Employee motivation and high performance levels have been promoted by the organization's remuneration policy's synchronization of company objectives with personal aspirations.

### **Recommendations**

According to the study's results, oil and gas companies could enhance other practices related to human resource management, such as hiring, training, and paying employees fairly—all of which are crucial to retaining staff members.

1. Employees should be evaluated by the human resources department in order to assist them perform better and offer their best effort; this will keep them motivated to do so at all times.
2. In order for workers to stay current with the trends in the constantly expanding business, refresher courses should be offered.
3. Businesses should make an effort to invest in the education and training of its staff members, which will not only help them keep their core competencies but also improve their flexibility and innovativeness.



4. Organizations should work to enhance the financial and non-financial benefits they provide to workers in order to get the most from them. Additionally, efforts must be stepped up to guarantee that workers promptly provide what is owed to them.

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## APPENDIX

**Table 3.1: Population Distribution**

S/N	Names of Certified Oil Companies	Administrative Staff Population
1	Shell Petroleum Development Company of Nigeria Limited (SPDC)	98
2	Nigerian Agip Oil Company Limited	77
3	Mobil Producing Nigeria Unlimited	75
4	Total Petroleum Nigeria Limited	90
5	Addax Petroleum	62
6	Japaul Oil & Maritime Services	78
7	Chevron Nigeria Limited	71
8	Conoil Plc	68
9	Belema Producing Ltd	60
10	Forte Oil	57
11	Nigeria Liqified Natural Gas Company Ltd	74
12	Capital Oil	52
13	Oando Group	68
14	Texaco Oversea Petroleum Company Nigeria Limited	74
15	Stat Oil	65
16	Petrobras	48
17	Nexen Inc.	66
18	Hardy Oil and Gas Plc	58
19	Caverton Offshore Support Group	52
20	Anino International	68
21	Eterna	74
22	MRS Oil Nigeria	55
23	O & O	60
24	Rak Unity Petroleum	62
25	Seplat Petroleum Development	78
26	Rak Unity Petroleum	71
27	Afren Energy Resources	68
28	Zenon Petroleum and Gas	60
29	Weltek Nigeria Limited	72
30	Sigmund Engineering Company Limited	58
31	Sapetro	38
32	Sahara Energy Resources Limited	34
33	Sadiq Petroleum	33
34	Point Engineering Limited	46



35	Onyx Energy Services Limited	33
36	Oil Test Services	40
37	Obat Oil and Petroleum	45
38	National Engineering & Technical Co. Ltd (NETSO)	33
39	Hudson Petroleum Limited	30
40	HoneyWell Oil and Gas Limited	33
41	Geolynx Ltd	32
42	Gaslink Nigeria Limited	38
43	Flameshield Equipment Engineering	34
44	Emex System	32
45	Delta Afrik Engineering and Technology Limited	35
46	Crestville Engineering and Technology Company Limited	32
47	Consolidated Oil Limited	35
48	Conoco Energy Nigeria Ltd	38
49	Cakasa (Nig) Company Limited	35
50	Ascon Oil Company Limited	38
51	Ariosh Limited	32
52	Amazon Energy	44
53	Yinka Folawiyo Petroleum Company Ltd.	32
54	Camac (Allied Energy Resources).	25
	<b>TOTAL</b>	<b>2866</b>

Source: Field Survey, 2020