

Research Article

Progression Planning and Organisational Resilience in the Oil Companies in Nigeria

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A B S T R A C T

The study seeks to establish an empirical relationship between the dimensions of progressive planning and the measures of organisational resilience. In other to test the hypotheses, the data obtained from the responses in the questionnaire was analyzed using a non-parametric test-spearman Rank-order correlation coefficient (Rho), which measures the degree of relationship between the variables. A two tailed test was used since the objective of the researcher was to determine the existence of correlation in the study. This method was chosen in relation to the measure of scale chosen, ordinal scale which measures the progressive responses, this was achieved with the aid of SPSS. The following conclusions were made: that the dimension of progressive planning significantly affects measures of organisational resilience, benevolence enhances personal excitement, benevolence enhances personal endorsement, and corporate culture plays a major moderating role in the relationships between the independent variable (progressive planning) and the dependent variable (organisational resilience).

Keywords: Progressive Planning, Organisational Resilience, Effectiveness, Efficiency, Personal Endorsement, Benevolence

Introduction

While Davis et al., (2000) study suggests that trust in management contributes to higher levels of organisational performance it did not delve into the mechanism by which it does not. Johnson et al., (2017) stressed that resilience disposition lead to high engaged attitudes of organisational citizenship behaviour. They further suggested that when employees engage in more helping behaviours, customers' needs are met effectively. They reasoned that this would contribute to increased organisational sustainability.

Multiple empirical literatures in organisational resilience indicate that difference organisations adopt the concept of organisational resilience within the organisation. Using this conceptualization of resilience in a three-year study of organisation, Davis et al., (2000) investigated

the relationship between employee's level of resilience in the facility's general manager and several measures of organisational effectiveness. They found that the organisation in which the general manager garnered an enhanced level of resilience from the workforce and significantly higher sales and higher net profits, they also found some evidence that units with more trusted managers had lower rates of employee turnover, a variable important to long-term profitability.

Employees who trust management should be able to focus greater attention toward adding value to the organisation. If an employee is unconcerned about being vulnerable to management, the employee's active and passive behaviours will be more likely to promote organisational performance and passion (Johnson, et al 2017; 2018 & 2019). Hence the

study will extensively investigate the relationship between progressive planning and organisational resilience of some oil companies in Nigeria.

Also, it has been observed that oil companies in Nigeria, despite its competitiveness and complex nature is yet to consider the flexibility that comes with organisational resilience in their operation. As a result, it leads to poor service performance and delivery, customers' loyalty switching from one organisation to another. It was further observed during the course of data gathering with oil companies' employees, that supervisor does not regard most subordinate efforts, likewise the subordinate to the supervisor. This has led to poor relationship and understanding causing poor results attainment and performance. In line with the above, the study seeks to explore the interactive relationship between the dimension of progressive planning and the measures of organisational resilience in the oil companies in Nigeria with the following objectives: the extent to which the relationship between benevolence and personal excitement in oil companies in Nigeria is establish and what is the relationship between benevolence and personal endorsement in oil companies in Nigeria.

Research Hypotheses

The following hypotheses were formulated to guide this study:

Ho₁: There is no significant relationship between benevolence and personal excitement.

Ho₂: There is no significant relationship between benevolence and personal endorsement.

Significance of the Study

The study in addition to building fresh knowledge areas in organisational activities would contribute to existing knowledge on the topic under review (progressive planning and organisational resilience) and its' dimensions and measures respectively. Apart from the aforementioned, management practitioners would find the findings of the study significant since it will offer an empirical premise within which they can explore for further and future exploration and also management scholars would benefit greatly from the study as it will reveal the extent to which the measures of progressive planning can have a significant impact on organisational resilience.

Literature Review

In an exploratory study involving 250 workers Melvin & Schorls (2015) applied the dualistic model of progressive planning at work for the first time and the findings indicated that its' measures and dimensions (i.e. personal endorsement) positively related to psychological adjustment (operationalized as a composite measure of positive and

negative affect) and personal excitement was negatively related to psychological adjustment.

Furthermore, they showed that the relationship between personal endorsement and psychological adjustment at work was mediated by need satisfaction (Melvin & Schorls). Specifically, results suggested that personal endorsement at work leads to psychological adjustment because this type of enthusiasm facilitates the satisfaction of the psychological needs for autonomy, competence and control of the activity and can decide when to and when not to engage in the activity (Vatlerand *et al.*, 2003).

As long as the person derives positive benefits from the activity, he or she will persist. However, if negative outcomes are experienced on a regular basis, the person may decide to reduce or cease activity engagement. This flexible, rational form of persistence will not be seen with OP. Typically, OP is expected to lead to minimal positive affect relative to negative affect (Vallerand *et al.*, 2003). Let because the activity has taken control over the person, Operation would be relied upon to prompt tirelessness. Such determination is inflexible in light of the fact that it happens without constructive feelings, yet even notwithstanding significant individual costs, for example, harmed connections and failed work duties.

In circular work environment, resilience for one's work seems to be related to positive outcomes (e.g. anderson, 1995; Boyatzis, Mckee & Goleman, 2002; Bruch and Ghoshal, 2003; Chang, 2000; Gubman, 2004; Klapmeier, 2007; Johnson *et al.*, 2018 & 2019). Several researchers had established the fact that resilience is an active ingredient for organisational sustainability (Baum and Locke, 2004; Baum, Locke and Kirkpatrick, 1998; Baum, Locke & Smith, 2001; Eketu 2015; Akpotu 2016), well-being (Johnson & Kalio, 2018) and entrepreneurial success (Cardon, 2008; Cardon, Wincent, Singh & Drnovsek, 2009; Cardon, Zietsma, Saparito, relatedness. Stemming from Self-Determination Theory (SDT; Deci & Ryan, 2000), these three basic human needs is viewed as fundamental and universal nutriments for mental health and optimal functioning in work environments (Ryan & Deci, 2000) including work (Gagne and Forest, 2009). (David Denyer 2017) of the Cranfield school of management sees organisational resilience is the capability of the organisation to foresee, organize for, respond and adapt to incremental change and sudden disruptions in other to survive and prosper.

Johnson & Ossai (2018) had explored the relationships between leadership, employee satisfaction, customer satisfaction and organisational performance. The examination reasoned that Strategic Leadership in a roundabout way impacted Employee Work Passion by building up approaches, techniques, vision and values and that Operational Leadership straightforwardly affected

Employee Work Passion and Customer Devotion through the day by day operationalization of Strategic Leadership arrangements.

The study also found that Employee Work Passion, in turn, was a key factor in creating Customer Devotion and Organisational sustainability (Johnson & Ossai, 2019). Zigarmi, Houson & Witt, (2019) went on to define employee passion as the positive emotional state of mind resulting from perceptions of worthwhile work, autonomy, collaboration, growth, fairness, recognition, connectedness to colleagues and connectedness to leader, all of which lead to standards of behavior that include discretionary effort, long-term commitment to the organisation, peak performance, low turnover and increased tenure with the organisation. Results from a series of experiments (Houffort, Koestner, Vallerand and Blanchard, 2003a; Houffort, Koestner and Vallerand, 2003b) including more than 300 specialists from different fields extending from educating at the school level to being a professional or an administrator affirmed the pertinence of the passion idea in the work environment.

A first finding of interest was that the Passion Scale as applied to the work domain proved to be valid and reliable in all studies. For instance, using all three samples together, the results of a factor analysis revealed the presence of two factors corresponding to the two concepts of harmonious and personal excitement (Vallerand & Houffort, 2003). The second finding of interest is that using the three criteria of liking for the job, valuing the job and spending time and energy on ones job, it was found across all three samples that 77% of workers experienced at least a moderate level of resilience toward their work, Interestingly, only 23% of workers did not express passion toward their work. Thus, to answer the first question posed above, passion is not reserved for the chosen few but seems to be experienced by a majority of workers. Also noteworthy is that the proportion of passionate workers was evenly spread between the two types of passion with 38% of workers having a personal endorsement and 39% having a personal excitement (Vallerand & Houffort, 2003).

Vallerand & Houffort (2003) proposed a new dualistic approach on passion toward activities. Passion is defined as a strong inclination toward an activity that people like, that they find important and in which they invest time and energy. Thus, for an activity to represent a passion for people, it has to be significant in their lives, something that they like and something at which they spend time on a regular basis.

They further suggest that there are two sorts of enthusiasm, over the top and agreeable, that can be recognized as far as how the enthusiastic movement is disguised into one's center self or character. Personality alludes

to a person's applicable highlights, characteristics and experiences, how these are interrelated, as well as the social and self-regulation functions that such features serve (Schlenker, 1985). We posit that certain activities are so self-defining that they represent central features of one's identity. Vallerand & Houffort (2003) further proposed that this is because there is a basic human tendency toward higher order organisation. Such organisation takes place through the organisational integration process, which entails that the self becomes more complex over time through the interrelations of self-constituents, as well as the internalization of elements from the environment.

People engage in various activities in the hope of satisfying basic psychological needs of autonomy (a desire to feel a sense of personal initiative), competence (a desire to interact effectively with the environment) and relatedness (a desire to feel connected to significant others; Deci & Ryan, 2000). There has been multiple research aimed at alighting the take on regulation and organizational values the person in either a controlled or an autonomous fashion (see Sheldon, 2002). We propose that representations of activities that people like and engage in on regular basis will be incorporated in the person's identity to the extent that they are highly valued (Aron, Aronm & Smolan, 1992; Csikszentmihalyi *et al.*, 1993), thereby leading to passions toward these activities. Such passions become central features of one's identity and serve to define the person. Those who have a passion for playing the guitar, for reading, or for jogging do not merely play the guitar, read, or jog. They are "guitar players", "readers", or "Joggers". Passionate activities are part of who they are internalized in one's identity. Two distinct types of passion arise as a result of an internalization process that varies in how fully it is developed (Vallerand *et al.*, 2003). Personal endorsement results from an autonomous internalization occur when individuals have freely accepted the activity as important for them without any contingencies attached to it. This type of internalization produces a motivational force to engage in the activity willingly and engenders a sense of volition and personal endorsement about pursuing the activity. Individuals are not compelled to do the activity but rather they freely choose to do so. With this type of passion, the activity occupies a significant but not overpowering space in the person's identity and is in harmony with other aspects of the persons' life (Vallerand *et al.*, 2003).

Benevolence

Benevolence refers to the extent to which one party believes that a second party has intentions and motives beneficial to the first party (Genesan, 1994). At the centre of benevolence is one firm's willingness to help the other (Gao & Brown, 1997). Examples of benevolence include provision of support, expression of consideration for the exchange

partner's welfare, restraint of self-serving opportunism and willingness to assume fiduciary responsibilities (cf. Atuahene-Gima & Li, 2002; Sirdeshmukh *et al.*, 2009). A benevolence trustee shows consideration and sensitivity to the needs and interest of the other, acting in a way that protects these interests and refrains from opportunistic behaviors (Atuahene-Gima & Li, 2002).

Benevolence Attitudes Towards subordinate

Benevolence refers to the degree to which one individual believes that someone's intentions would be beneficial to them irrespective to affiliation (Leonard, 2017). Within the context of benevolence is one's willingness to help the other party (Brown, et al 2015). Examples of benevolence include provision of support, expression of consideration for the exchange partner's welfare, restraint of self-serving opportunism and willingness to assume fiduciary responsibilities (Akpotu, et al 2015; Eketu, 2016 & Johnson, et al 2018). A benevolence supervisor shows consideration and sensitivity to the needs and interest of the subordinate, acting in a way that protects these interests and refrains from opportunistic behaviours (Li, et al 2010). Within the view of the supervisor and subordinate relationship we define a supervisor's benevolence toward a subordinate as the formers' extra contractual helping behaviour that enhances the well-being of the later.

Harmonious Passion (Personal Endorsement)

Harmonious Passion (HP) refers to a motivational force that leads the person to engage in the activity willingly and engenders a sense of volition and personal endorsement about pursuing the activity (Vallerand & Houlfort, 2003). Individuals do not feel compelled to do the activity but rather, they choose to do so. It is as if one had control over the activity that one loves (Vallerand & Houlfort, 2003). Thus, workers report that they enjoy a variety of positive experiences at work, that their work is in harmony with other aspects of their life and that their line of work reflects things that they like about themselves (Vallerand & Houlfort, 2003). With this type of passion, the activity does not occupy the entire space in the person's identity and is in harmony with other aspects of the person's life. The worker who chooses to arrange his schedule in such a way that the work that he loves gets done during the week so that it does not conflict with his weekend activities with his family is an example of how Harmonious Passion does not conflict with other life domains (Vallerand & Houlfort, 2003).

Harmonious Passion results from an autonomous internalization of the activity into the person's identity (Melvin, 2017). An autonomous internalization occurs when individuals have freely accepted the activity as important for them without any contingencies attached to it. This kind of

disguise creates an inspirational power to take part in the action eagerly and causes a feeling of volition and individual underwriting about seeking after the movement. People are not constrained to do the movement but instead they unreservedly decide to do as such.

With this type of passion, the activity occupies a significant but not overpowering space in the person's identity and is in harmony with other aspects of the person's life (Marsolais, 2010).

Harmonious Passion can be defined as a motivational force leading the individual to choose to engage in his or her activity (Vallerand & Houlfort, 2003). The individual thus freely devotes time and energy to the activity while remaining in control of his or her engagement. This creates a sense of volition and personal endorsement about pursuing the activity (Vallerand *et al.*, 2003). Also, as its name implies, personal endorsement is in harmony or in balance with other life areas.

Methodology

Test of Validity and Reliability

Several steps were taken to ensure the validity of this study. Content validity is concerned with the degree to which the sample of test items represents the content that the test is designed to measure. Content validity is further divided into face validity and sampling validity. Face validity is mainly concerned with the researcher's subjective evaluation as to the validity of the measuring instrument (Baridam, 2001),

Baridam further suggests that the opinion of specialists on the subject can be sought by the researcher to ascertain the researcher's assessment. If there is agreement among specialists, then the instrument can be deemed to have face validity. To assess the face validity of the survey instrument (which is the questionnaire and interview questions), copies of these were given to researchers holders in the field of social and management sciences for their assessment. Their inputs were used to produce the final instrument used for the survey.

Reliability refers to the consistency or precision of the measure (Baridam, 2001). Tuckman (1978) states that test unreliability create instrumentation bias, a source of internal invalidity in an experiment. To ensure the reliability of the test, several steps were also taken. Baridam (2001) identified four commonly used methods for establishing the reliability of a test. These include test-retest, alternate Forms, split-half and Kuder-Richardson formula, 21. The first three are based on correlation procedures, while the Kuder-Richardson formula, 21 is based on the proportion of subjects who get the items right or wrong. The test-retest reliability test has the disadvantage of being influenced by practice and memory while the alternate forms reliability test has the problem of difficulty in constructing two forms

that are truly equivalent. The Cronbach’s alpha co-efficient determined through the Statistical Package for Social Sciences (SPSS) was used to test the internal reliability of the measures. Only items that return alpha values of 0.7 and above were used.

Data Analysis Technique

In other to test the hypotheses, the data obtained from the responses in the questionnaire was analyzed using a non-parametric test-spearman Rank-order correlation co efficient (Rho). This measures the degree of relationship between sets of ranked variable. A two tailed test was used here since the objective of the researcher is to determine the existence of correlation in this study. This method is chosen in relation to the measure of scale chosen, ordinal scale which measures the progressive responses. This was achieved with the aid of SPSS. The Multiple Regressions Analyses of Variance (MANOVA) with the SPSS was used to test the hypothesis which examines the relationship effect of structure in the relationships between progression planning and organisational resilience.

The formula for Spearman Rank Order-Correlation coefficient is thus:

$$R_s = 1 - \frac{6 \sum d^2}{N^2 - N} \text{ Or } r_s = 1 - \frac{6 \sum d^2}{n^2 - 1}$$

Where $\sum d^2$ = sum of the squared differences in the ranking of the subjects being ranked. The spearman’s rank order is usually designed as Rho and it requires ordinal data Rs or P symbolize Rho. The Likert type summarized ratings as described in John Best and James Kahn (1989). It measures the responses of top and middle level management of those

oil companies under review. Each variable is presented with four questions. The z test will be applied to test the extent of correlation whether positive or negative, high or low. All this will be conducted with the aid of SPSS to arrive at the final answer.

Table 1: There is no significant relationship between benevolence and personal excitement (Hypothesis 1).

Nonparametric Correlations

Correlations

The above table shows that there exists a statistical significant relationship between the variables. The significant value of 0.923 showed higher value and lies within the preferred critical value of 0.05 (95%) confidence level, therefore the null hypothesis which states that there is no significant between benevolence and personal excitement is rejected and the alternative is accepted. Hence benevolence has a significant effect personal excitement.

Table 2: There is no significant relationship between benevolence and personal endorsement (Hypothesis 2).

Correlations

The hypothesis six results in the above table indicate that there exists a statistical significant relationship between the variables. This shows that the corresponding z value of 0.782 at a significant value of 0.000 lies within the critical value of 0.05 confidences level, the preferred significant level. As a criterion, the null hypothesis is rejected while the alternative is accepted. Hence benevolence has a significant effect on harmonious passion.

Table 1

			Benevolence	Personal Excitement
Spearman’s rho	Benevolence Controls	Correlation coefficient	1.000	.923***
		Sig. (2-tailed)	.	.000
		N	118	118
	Personal Excitement	Correlation coefficient	.923**	1.000
		Sig. (2-tailed)	.000	1.000
		N	118	118

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

Table 2

			Benevolence Controls	Personal Endorsement
Spearman’s rho	Benevolence Controls	Correlation coefficient	1.000	.862***
		Sig. (2-tailed)	.	.000
		N	118	118
	Personal Endorsement	Correlation coefficient	.862**	1.000
		Sig. (2-tailed)	.000	1.000
		N	118	118

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

Table 3: Corporate culture does not moderate the relationship of progressive planning and organisational resilience (Hypothesis 3).

ANOVA^b

Table 3

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	35.372	1	35.372	27.843	.000*
	Residual	54.628	43	1.270		
	Total	90.000	44			

Table 4. Relationship between Progressive Planning and Organizational Resilience

Model	B	Unstandardized Coefficients		Standardized coefficients	T	Sig.
		Std.	Beta			
1	(Constant)	1.129	.496	.627	2.876	.006
	SP	.228	.043		5.277	.000

- Predictors: (Constant), progressive planning
- Dependent Variable: organisational resilience

Coefficients

- Dependent Variable: Trust

The above table showing the result of the multiple regressions with a corresponding value of .627 implies that there is a slightly high positive correlation and a significant value of 0.000 falls within our preferred value of 0.05 (95%) confidence level. Based on this, the null hypothesis is rejected while the alternative is accepted. Hence, we concluded based on the result above that corporate culture moderate the relationship between progressive planning and organizational resilience.

Findings

The first and second hypotheses sought to examine the effect of benevolence on the measures of organisational resilience in oil companies in Nigeria. The hypotheses were tested using spearman rank correlation technique and from the analysis of data collected, a positive and significant relationship was revealed between benevolence and the measures of organisational resilience. This also implies benevolence in the workplace spurs passionate behaviours in the workplace.

The third hypothesis sought to ascertain whether or not corporate culture will moderate the relationship between the independent variable (progressive planning) and the dependent variable (organisational resilience). Hence, it was hypothesized that organisational culture will not moderate the relationship between progressive planning and organisational resilience. These hypotheses were tested using the multiple regression analysis of variance (MANOVA) using the statistical package for social

sciences (SPSS). This statistical technique was adopted as it enabled us test the moderating roles of corporate culture on the relationship between the independent variable (progressive planning) and the dependent variable (organisational resilience). The assumption was that the relationship between the independent variable and the dependent variable may be direct or moderated by the corporate culture. Data analysis however, discovered that corporate culture played a pivotal moderating role in the relationships between the independent variable (progressive planning) and the dependent variable (organisational resilience).

Conclusion

Based on the discussions above, the following conclusions were made: that progressive planning significantly affects organisational resilience, benevolence enhances personal excitement, benevolence enhances personal endorsement and corporate culture plays a major moderating role in the relationships between the independent variable (progressive planning) and the dependent variable (organisational resilience).

We thereby based on the conclusions recommend that progressive planning should be taken into consideration in organisation so as to enhance the progress of the organisation and further strengthened the organisational activities.

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