

**Human Capital Development Practices, Firm-specific Factors, and Employee  
Performance of Selected Oil & Gas Marketing Companies in Southwest,  
Nigeria**

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## Certification

This is to certify that this thesis “**Human Capital Development Practices, Firm-specific Factors, and Employee Performance of Selected Oil & Gas Marketing Companies in Southwest, Nigeria**” was carried out by **Olatunji Shina AMOO** with Matriculation number **LCU/PG/002514**, in the Department of Management & Accounting under my thorough supervision in the Faculty of Management and Social Sciences, Lead City University, Ibadan, Nigeria and that this work had not been previously submitted.

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**Date**

## **Dedication**

This thesis is dedicated to late Chief Olatunji Aderoju, Chairman/MD Best Option Petroleum.

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## Acknowledgement

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## Abstract

The global oil and gas industry faces significant challenges in maintaining high levels of employee performance amidst market volatility, geopolitical tensions, and environmental disruptions. These issues, compounded by the hazardous nature of operations and skills gaps due to an aging workforce, have strained efforts to sustain productivity and organizational efficiency. In Africa, particularly in Nigeria, additional hurdles such as inadequate training programs, unstable infrastructure, fluctuating oil prices, and corruption exacerbate the problem. These challenges have hindered creativity, commitment, service quality, and efficiency among employees in the sector, negatively impacting overall industry performance. The Oil & Gas industry in Nigeria plays a pivotal role in the nation's economy, contributing to employment generation and economic growth. Despite this critical relevance, companies within this industry are facing declining employee performance which is suggestive of challenges associated with Human Capital Development Practices (HCDPs), Firm-Specific Factors (FSFs), and Organisation Culture (OC). Hence, this study assessed the interaction of HCDPs, FSFs, and OC, on employee performance in selected Oil & Gas marketing companies in Southwest, Nigeria. A cross-sectional survey research design was adopted. The population was 528 heads of strategic units in 132 Oil & Gas marketing companies in Southwest, Nigeria. Total enumeration method was adopted given the small study population. A validated questionnaire was used to collect data. The Cronbach's alpha reliability coefficients for the constructs ranged from 0.705 to 0.873. The response rate of 94.1% was achieved. Data were analysed using descriptive and inferential statistics. Findings revealed that HCDPs had positive and significant effect on employee performance ( $Adj.R^2 = 0.242$ ,  $F(5,491) = 32.602$ ,  $p=0.000$ ). FSFs had positive and significant effect on employee performance ( $Adj.R^2 = 0.249$ ,  $F(2,494) = 83.052$ ,  $p=0.000$ ). Human capital development practices and firm-specific factors had positive and significant effect on employee performance ( $Adj.R^2 = 0.251$ ,  $F(2,494) = 84.122$ ,  $p=0.000$ ). Organisation culture had positive and significant moderating effect on the interaction between HCDPs and FSFs on employee performance of Oil & Gas marketing companies in Southwest Nigeria ( $B = 0.003$ ,  $p = 0.006$ ). This study concluded that there was a statistically significant effect of HCDPs and FSFs on employee performance in Oil & Gas marketing companies in Southwest Nigeria. Further analysis revealed that OC played a significant moderating effect. Management of the Oil & Gas marketing companies in Southwest should renew their commitment to these internal contingences and take advantage of the value relevance of organisation culture.

**Keywords:** Employee Performance, Firm-Specific Factors, Human Capital Development Practices, Oil & Gas Industry, Organisation culture,

**Word Count:** 391

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## Table of Contents

<b>Content</b>	<b>Page</b>
Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	vi
Table of Contents	vii
List of Tables	ix
List of Figure	xi
<b>Chapter One: Introduction</b>	
1.1 Background to the Study	1
1.2 Statement of the Problem	9
1.3 Aim and Objectives of the Study	14
1.4 Research Questions	14
1.5 Hypotheses	15
1.6 Significance of the Study	15
1.7 Scope of the Study	16
1.8 Limitation of the Study	17
1.9 Operationalisation of Research Variables	18
1.10 Operational Definition of Terms	19
<b>Endnotes</b>	22
<b>Chapter Two: Literature Review</b>	
2.1 Conceptual Review	25
2.1.1 Human Capital Development Practices	25

2.1.2	Firm-Specific Factors	56
2.1.3	Employee Performance	64
2.1.4	Organisational Culture	76
2.2	Theoretical Framework	82
2.2.1	Resource-Based View Theory	82
2.2.2	Ability-Motivation Opportunity Theory	85
2.3	Review of Empirical Studies	88
2.3.1	Human Capital Development Practices and Employee Performance	88
2.3.2	Firm-Specific Factors and Employee Performance	118
2.3.3	Organisation Culture; Human Capital Development Practices, Firm-Specific Factors, and Employee Performance	121
2.4	Conceptual Model	126
2.5	Summary of Gap in Literature Reviewed	128
	<b>Endnotes</b>	131
 <b>Chapter Three: Methodology</b>		
3.1	Research Design	145
3.2	Population of the Study	146
3.3	Sample and Sampling Techniques	146
3.4	Description of the Research Instrument	147
3.5	Validity of Research Instrument	148
3.6	Reliability of Research Instrument	150
3.7	Administration of Research Instrument and Method of Data Collection	150
3.8	Method of Data Analysis	151
	<b>Endnotes</b>	157
 <b>Chapter Four: Results and Discussion of Findings</b>		
4.1	Demographics Data Analysis	158

4.2	Test of Hypotheses	185
4.3	Discussion of Findings	200
	<b>Endnotes</b>	212
<b>Chapter Five: Conclusion</b>		
5.1	Summary of Findings	214
5.2	Conclusion	215
5.3	Recommendations	215
5.4	Contribution to Knowledge	217
5.5	Suggestion for Further Studies	219
	<b>Bibliography</b>	220
	<b>Appendix I: Questionnaire</b>	238
	<b>Appendix II: Company Name</b>	248
	<b>Appendix II: SPSS Regression Output</b>	251
	<b>Bio-data</b>	255
	<b>The University Compliance Certification</b>	257

## List of Tables

<b>Table</b>	<b>Title</b>	<b>Page</b>
3.1	Confirmatory Factor Analysis	149
3.2	Reliability Analysis Results	150
4.1	Response Rate	158
4.2	Demographic Characteristics of Respondents	159
4.3	Descriptive Analysis of Responses on Human Capital Development Practices	160
4.4	Descriptive Analysis of Responses on Firm-Specific Factors	170
4.5	Descriptive Analysis of Responses on Employee Performance	175
4.6	Descriptive Analysis of Responses on Organisational Culture	183
4.7	Summary of Regression Analysis for the Effect of Human Capital Development Practices on Employee Performance in Selected Oil and Gas Marketing Companies in Southwest, Nigeria	186
4.8	Summary of Regression Analysis for the Effect of Firm-Specific Factors on Employee Performance in Selected Oil and Gas Marketing Companies in Southwest, Nigeria	190
4.9	Summary of Regression Analysis for the Effect of Human Capital Development Practices and Firm-Specific Factors on Employee Performance in Selected Oil and Gas Marketing Companies in Southwest, Nigeria	193
4.10	Summary of Hierarchical Regression Analysis for the Effect of Management Support on the Interaction between Organisation Change Management Practices and Employee Work Performance in the Selected Polytechnics in Southwest, Nigeria	196

## List of Figure

<b>Figure</b>	<b>Title</b>	<b>Page</b>
2.1	Conceptual Model	126

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# Chapter One

## Introduction

### 1.1 Background to the Study

Organizations around the world are in a continuous dilemma of maintaining a higher level of performance in light of global environmental disruptions. Managers in different sectors, including the oil and gas industry, are finding it challenging to consistently achieve targeted performance because of the open market competition induced by globalization that characterized the industry's makeup. Given the level of uncertainties, dynamism, and disturbance globally, the industry is experiencing unstable oil and gas policies and is preoccupied with strategies to employ in achieving high employee and business performance. Employee performance in the global oil and gas industry is therefore a subject of significant interest and importance, given the sector's pivotal role in global energy production and its complex operational environment. Hence, it is imperative to understand the contingent factors that can address employee performance in this industry.

According to a recent study, the oil and gas industry faces a myriad of challenges impacting employee performance on a global scale. One prevalent issue is the volatile nature of the industry itself, characterized by fluctuating oil prices, geopolitical tensions, and environmental concerns<sup>1</sup>. These uncertainties create an unstable working environment, making it challenging employees to maintain consistent performance levels. Market downturns often lead to cost-cutting measures, including layoffs and reduced investment in employee development, which demoralizes workforce morale. Another significant challenge affecting employee performance in the oil and gas sector is the demanding and hazardous nature of the work. Oil and gas operations involve complex processes, high-pressure environments, and exposure to potentially harmful substances.

Safety concerns are paramount, and adherence to strict regulations is essential. However, the demanding nature of the work often lead to fatigue, stress, and even accidents, all of which negatively affect employee performance<sup>2,3</sup>.

Furthermore, the aging workforce and skills gap present critical challenges to employee performance in the oil and gas industry. As experienced workers retire, there is a growing need to transfer knowledge and skills to the younger generation. However, attracting and retaining top talent, especially in technical and specialized roles, remains a significant hurdle. The rapid pace of technological advancement also requires continuous innovation, upskilling, and reskilling of the workforce, which can strain resources and pose challenges in maintaining optimal performance levels. The global shift towards sustainable energy sources and increasing environmental consciousness pose additional pressures on the oil and gas industry<sup>4</sup>. Companies are under increasing scrutiny to adopt environmentally friendly practices, reduce carbon emissions, and invest in renewable energy alternatives. This transition requires significant restructuring, innovation, and adaptation, which can disrupt traditional workflows and affect employee morale and job security. Moreover, the globalization of the industry presents unique challenges for employee performance in the oil and gas industry. Many companies operate in multiple countries with diverse cultural norms, regulatory frameworks, and business practices. Managing a globally dispersed workforce requires effective communication, coordination, and cultural sensitivity. Language barriers, time zone differences, and varying work cultures can hinder collaboration and cohesion, affecting employee engagement and performance<sup>4,5</sup>.

In the African oil and gas industry, several prevailing issues are affecting employee performance, posing challenges to the industry's efficiency and sustainability. One

significant concern revolves around the lack of adequate training and skills development opportunities for workers. Many oil and gas companies in Africa struggle to provide comprehensive training programs due to budget constraints or a shortage of qualified trainers. As a result, employees may lack the necessary expertise to perform their roles effectively, leading to reduced productivity and increased safety risks in the workplace. Moreover, the volatile nature of the oil and gas market in Africa contributes to uncertainty and instability within the industry, which can negatively affect employee morale and performance. Fluctuations in oil prices, geopolitical tensions, and regulatory changes often create a climate of unpredictability, making it challenging for workers to plan and execute their tasks efficiently. This uncertainty can lead to stress, disengagement, and a decrease in productivity among employees, ultimately influencing the overall performance of oil and gas operations in the region. Another pressing issue in Africa's oil and gas industry is the lack of adequate infrastructure and logistical support. Many oil-rich countries on the continent face challenges related to inadequate transportation networks, insufficient storage facilities, and outdated equipment, which hinder the smooth functioning of operations. As a result, employees may encounter delays, disruptions, and logistical bottlenecks that impede their ability to fulfill their duties effectively<sup>6</sup>.

In Nigeria, the oil and gas industry stand as a cornerstone of the economy, contributing significantly to the nation's GDP and serving as a major source of revenue. However, despite its pivotal role, employee performance within this sector faces various challenges, hindering optimal productivity and efficiency. Recent empirical studies shed light on several prevailing issues impacting employee performance in Nigeria's oil and gas industry<sup>7</sup>. One significant challenge is the lack of adequate training and development programs tailored to the specific needs of employees in this sector. Many oil and gas marketing companies in Nigeria fail to invest sufficiently in training initiatives, leaving

employees ill-equipped to handle the complexities of their roles effectively. This deficiency in training not only inhibits skill development but also hampers employee morale and job satisfaction, ultimately affecting performance outcomes<sup>7</sup>.

Furthermore, the volatile nature of the oil and gas industry, characterized by fluctuating oil prices and geopolitical uncertainties, adds another layer of complexity to employee performance issues. Research conducted by some scholars highlights how economic instabilities and industry disruptions negatively affect employee motivation leading to performance inefficiency. Uncertain market conditions often lead to job insecurity, creating stress and anxiety among workers, which can diminish their commitment and productivity levels<sup>8</sup>. Moreover, the prevalence of corruption and unethical practices within Nigeria's oil and gas industry poses a significant barrier to employee performance. A study emphasizes how corruption erodes trust within organizations, fostering a toxic work environment characterized by low morale and reduced productivity. Additionally, inadequate infrastructure and technological limitations further exacerbate employee performance challenges in the Nigerian oil and gas industry<sup>9</sup>. Research underscores the detrimental effects of outdated equipment and insufficient technological support on employee efficiency and effectiveness. Without access to modern tools and resources, workers may struggle to meet performance expectations, leading to frustration and disengagement<sup>10</sup>.

In addressing these multifaceted challenges, Nigerian oil and gas marketing companies must adopt a holistic approach that encompasses investment in human capital development strategies vis-à-vis training, workforce optimization, offering career development opportunities, coaching & mentorship, and performance feedback and internal-firm capabilities such as strategic planning and operational resilience capabilities.

This is because, factors including training, coaching, and mentorship programs play a crucial role in equipping employees with the necessary skills and knowledge to excel in their roles. In a dynamic industry like oil and gas, where technological advancements and industry best practices evolve rapidly, ongoing training ensures that employees remain competent and adaptable. By investing in training initiatives tailored to the specific needs of the industry, companies can enhance employee capabilities, increase job satisfaction, and ultimately improve performance outcomes<sup>11</sup>.

Additionally, workforce optimization strategies are essential for maximizing the potential of employees within the oil and gas industry. This involves aligning skills and expertise with organizational goals and project requirements, thereby ensuring optimal utilization of human resources. By deploying workers effectively and matching them to roles that capitalize on their strengths, companies can enhance productivity, minimize inefficiencies, and foster a culture of performance excellence. Workforce optimization also involves strategic workforce planning to anticipate future skills requirements and proactively address talent gaps, thus ensuring the long-term sustainability of operations. Career development opportunities are another critical aspect of human capital investment that will directly impact employee performance in the oil and gas industry. Providing avenues for career growth and advancement not only motivates employees but also fosters loyalty and commitment to the organization. By offering job rotations, and opportunities for upward mobility, oil and gas marketing companies can empower employees to reach their full potential and contribute meaningfully to organizational success. Moreover, career development initiatives help attract and retain top talent, mitigating the challenges associated with talent shortages and turnover rates prevalent in the industry<sup>12</sup>.

Furthermore, regular performance feedback mechanisms are essential for driving continuous improvement and enhancing employee performance in the oil and gas sector. Constructive feedback enables employees to identify areas for growth, address skill gaps, and refine their performance over time. By establishing clear performance metrics and providing timely feedback, managers can support employee development, boost morale, and drive accountability. Additionally, performance feedback fosters a culture of transparency and open communication, enabling employees to align their goals with organizational objectives and work collaboratively towards shared outcomes<sup>13</sup>.

In addition, management level capabilities conceptualized as firm-specific factors including strategic planning and operational resilience, play a crucial role in enhancing employee and organisational performance. Strategic planning involves setting goals, determining actions to achieve those goals, and mobilizing resources to execute the plan effectively. It helps firms to align their activities with their long-term objectives, anticipate changes in the business environment, and make informed decisions to achieve sustainable growth. On the other hand, operational resilience is the ability of a firm to anticipate, prevent, adapt, respond to, recover from, and learn from internal or external disruptions. It involves identifying critical services, analyzing potential risks, developing strategies to manage disruptions, and fostering a culture of continuous learning and adaptation. Operational resilience enables firms to maintain service continuity, mitigate the impact of disruptions, and turn potential threats into opportunities for value creation. The integration of strategic planning and operational resilience can significantly enhance employee and overall performance of the oil and gas marketing companies<sup>14</sup>.

Although, this study proposes human capital development practices and firm-specific factors that can address employee and overall performance of the oil and gas industry,

however, it is critical to consider an enabler (organizational culture) of the proposed interaction. Organizational culture suggests a system of shared values, beliefs, and norms that shape behavior within an organization, influencing how employees perceive their work environment and interact with one another. Understanding how organizational culture may interact with human capital development practices and firm-specific factors can provide valuable insights into optimizing employee performance in this industry. A study emphasizes that organizations with a strong culture of learning and development are more likely to successfully implement training, coaching, and mentorship programs. In such environments, employees are encouraged to seek continuous improvement and actively participate in developmental opportunities, leading to enhanced performance outcomes<sup>15</sup>.

Moreover, theories such as Edgar Schein's Organizational Culture Model can help elucidate the role of organizational culture in moderating the linkage between human capital development practices, firm-specific factors, and employee performance. According to a scholar, organizational culture consists of three levels: artifacts and behaviors, espoused values, and underlying assumptions. The alignment between these levels influences how employees interpret and respond to human capital development efforts and display innate capabilities. For instance, if an organization espouses a culture of innovation and collaboration, employees are more likely to embrace training and mentorship programs aimed at fostering creativity and teamwork, leading to improved performance outcomes. Furthermore, organizational culture shapes the perception of career development opportunities among employees. Research suggests that organizations with a culture of meritocracy and career advancement are better able to retain top talent and motivate employees to perform at their best<sup>19</sup>.

Additionally, organizational culture influences the effectiveness of performance feedback mechanisms in driving employee performance. A study underscores the importance of a culture of accountability and transparency in facilitating constructive feedback exchanges between managers and employees. In environments where open communication is encouraged and feedback is viewed as a tool for development rather than criticism, employees are more likely to respond positively and take actionable steps to improve their performance<sup>20</sup>.

Furthermore, organizational culture can serve as a powerful lens through which firm-specific factors influence employee performance within the oil and gas industry. In this context, strategic planning plays a pivotal role in shaping the trajectory of a company's operations, investments, and goals. However, the effectiveness of strategic planning initiatives can be profoundly influenced by the prevailing organizational culture. A culture that prioritizes innovation, adaptability, and collaboration is more likely to foster strategic planning processes that are dynamic and responsive to market shifts, regulatory changes, and technological advancements. Conversely, a culture characterized by rigidity, resistance to change, or siloed communication may impede the implementation and success of strategic plans, ultimately impacting employee performance<sup>21</sup>.

Moreover, operational resilience, crucial for navigating the inherent uncertainties and challenges of the oil and gas industry, is intricately linked with organizational culture. A culture that values resilience as a core competency cultivates an environment where employees are empowered to identify risks, proactively address vulnerabilities, and adapt swiftly to disruptions. This resilient culture not only enhances operational efficiency but also bolsters employee morale and confidence in the face of adversity. Conversely, in

organizations where resilience is undervalued or overlooked, employees may struggle to cope with unforeseen challenges, leading to decreased performance and morale<sup>22</sup>.

The interaction between organizational culture and firm-specific factors such as strategic planning and operational resilience underscores the importance of fostering a culture that aligns with the goals and values of the company. Leaders within the oil and gas industry must recognize that culture is not merely a byproduct of organizational structure or processes rather a powerful driver of employee behavior, decision-making, and performance. By nurturing a culture that promotes transparency, agility, and a shared sense of purpose, organizations can optimize the impact of strategic planning initiatives and enhance operational resilience, ultimately fostering a high-performance environment where employees thrive amidst the complexities of the industry<sup>22,23</sup>. Thus, this argument posited about the potential benefit of human capital development practices, firm-specific factors, and organizational culture on employee performance appears logical, however, it requires empirical justification, hence, this study intends to evaluate the interaction of human capital development practices, firm-specific factors, and organizational culture on employee performance of oil and gas marketing companies in southwest Nigeria.

## **1.2 Statement of the Problem**

The oil and gas industry in Nigeria plays a pivotal role in the nation's economy, contributing significantly to its GDP and employment. Despite this critical importance, companies within this industry are increasingly facing macro environment disruptions and industry-specific challenges that are crucial for maintaining enhanced employee performance vis-à-vis creativity, commitment, service quality, and efficiency that ensures sustainable growth for the industry. Previous studies have indicated a concerning trend where employee performance in these dimensions are not meeting desired standards<sup>23</sup>. A

study highlighted a lack of creativity and innovation among employees, leading to stagnation in technological advancements and competitive edge<sup>23</sup>. Moreover, findings emphasized a noticeable decline in employee commitment, possibly due to inadequate recognition and reward systems within organizations<sup>24</sup>. This decline in commitment further translates to reduced service quality, as noted in research, which reported an increase in customer complaints and dissatisfaction<sup>25</sup>. Additionally, inefficient operational processes and resource utilisation, as outlined by some scholars, contribute to diminished employee efficiency, and hindering overall performance<sup>26,27</sup>. Addressing these multifaceted challenges is crucial for the sustainability of the oil and gas marketing in Southwest, Nigeria, necessitating comprehensive interventions that foster a conducive environment for employee creativity, commitment, service quality, and efficiency.

Given the unappreciable level of employee performance accompanied by high level of uncertainties and changing nature of work, there has been a growing recognition of the need for effective human capital developmental strategies and firm-specific factors to navigate the complexities of the global oil market, technological advancements, and regulatory changes to address employee performance challenges. However, evidence suggests that there is a significant gap in the implementation and effectiveness of HCD practices and firm-specific factors in oil and gas marketing industry in Southwest, Nigeria<sup>28</sup>. For instance, despite the potential of training programs to enhance skills and knowledge, there are concerns regarding their relevance, quality, and alignment with industry needs. Similarly, coaching and mentorship programs, which are vital for professional growth and leadership development, often lack structure and fail to meet the aspirations of employees. Workforce optimization strategies are also critical in ensuring that the right people are in the right roles, yet there is an apparent disconnect between these strategies and the dynamic requirements of the industry<sup>29</sup>. Moreover, career

development opportunities are essential for employee motivation and retention, but there is a perception that such opportunities are limited and not equitably distributed. Similarly, performance feedback, a key element in employee development and engagement, is frequently viewed as inadequate<sup>28,29</sup>.

This disconnect between HCD practices and employee performance may result in decreased job commitment, creativity, quality of work done, lower productivity, and increased turnover rates, thereby undermining the overall performance and sustainability of oil and gas marketing companies in Southwest Nigeria<sup>29</sup>. Hence, it is important to address this HCD practices-employee performance linkages in the Oil and Gas industry within Southwest Nigeria. Although there exist evidence of academic literature on human capital development practices and their impact on work-related outcomes, yet a notable gap exists in understanding the nuanced functional relationship within the specific context of the oil and gas marketing industry in Southwest, Nigeria. Recent empirical studies reveal a paucity of comprehensive research that specifically investigates the intricate dynamics between human capital development practices and employee performance in this industry.

Evidence from a study suggests that while there is a growing awareness of the importance of human capital development practices in many industries, there remains a lack of in-depth exploration into how these practices directly enhance employee performance in Southwest, Nigeria. The study highlights a need for more targeted research that goes beyond general industry trends to delve into the specific mechanisms (training, coaching and mentorship, workforce optimization, career development opportunities, and performance feedback) through which human capital development interventions impact employee performance metrics such as creativity, service quality, commitment, and

employee efficiency<sup>30</sup>. Furthermore, some scholars assert that the oil and gas industry, characterized by its unique challenges and complexities, requires tailored human capital development strategies. The existing literature falls short in providing industry-specific insights into the types of training, mentorship and coaching, work optimization, and career development opportunities that can yield the most significant improvements in employee performance. The absence of such tailored approaches may hinder the industry's ability to fully optimize its human capital potential. Likewise, this gap hinders the development of targeted and effective strategies for enhancing employee performance in this critical industry, potentially limiting its overall efficiency, safety, and sustainability<sup>31</sup>. Addressing this gap will not only contribute to the academic discourse but also offer practical insights for industry practitioners aiming to optimize their human capital development practices for improved employee performance in the oil and gas industry.

In addition to the HCDP, there are firm-specific factors conceptualized as strategic planning and operational resilience. For instance, strategic planning in the context of the oil and gas industry involves navigating complex geopolitical landscapes, fluctuating market demands, and evolving regulatory frameworks. However, there is a dearth of research exploring how strategic planning practices influence employee performance within this specific geographic context. Understanding the extent to which strategic planning initiatives contribute to employee productivity, and engagement is imperative for enhancing organizational effectiveness in the region. Moreover, operational resilience is paramount for oil and gas marketing companies in South-West Nigeria, given the sector's susceptibility to geopolitical unrest, environmental risks, and market volatility. Yet, the extent to which operational resilience strategies impact employee performance remains underexplored. In the face of frequent disruptions and uncertainties, assessing

how resilience practices mitigate employee stress, foster a culture of adaptability, and enhance overall performance is crucial for sustaining competitive advantage<sup>32</sup>.

Furthermore, this study proposes another argument that a company's culture (has the potential to) goes a long way in providing and shaping a work environment that facilitate the relationship between human capital development practices, firm-specific factors, and employee performance. This is because scholars have posited that a supportive and involvement culture significantly affects employee engagement, leading to increased business performance. Additionally, organizational culture influences employees' psychological well-being, relationships, sense of belonging, and overall engagement levels<sup>31,32</sup>. Although this study positioned that human capital development practices and firm-specific factors encompass a wide array of initiatives, including training programs, talent management strategies, strategic planning, operational resilience, and performance appraisal systems. These practices aim to equip employees with the necessary skills, knowledge, and competencies to excel in their roles and contribute effectively to organizational objectives. However, the effectiveness of these practices is contingent upon the prevailing organizational culture.

In the oil and gas industry, where safety, reliability, and efficiency are paramount, a culture that prioritizes these values fosters a conducive environment for performance improvement<sup>32,33</sup>. Although this discussion on the potential intervening effect of organisational culture on the proposed linkage between human capital development practices and employee performance; and between firm-specific factors and employee performance sound conceptually logical; nevertheless, it warrant empirical investigation given the rarity of empirical studies that addressed these interactions within the context of oil and gas industry in Southwest, Nigeria. Recognizing the role of culture as an

intervening variable is essential for designing and implementing effective strategies to enhance employee performance and drive organizational success within the oil and gas industry in Southwest, Nigeria<sup>34,35</sup>. On the strength of the oil and gas industry-specific issues and the multiplicity of gaps in literature, this study hope to address the question, what is the effect of human capital development practices, firm-specific factors and organisational culture on employee performance of oil and gas marketing companies in Southwest Nigeria?

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

The aim of this study is to assess the effect of human capital development practices and firm specific factors on employee performance in selected Oil and Gas companies in Southwest, Nigeria. The specific objectives are to;

- i. examine the effect of human capital development practices on employee performance in selected Oil and Gas marketing companies in Southwest, Nigeria
- ii. determine the effect of firm-specific factors on employee performance in selected Oil and Gas marketing companies in Southwest, Nigeria
- iii. evaluate the combined effect of human capital development practices and firm-specific factors on employee performance in selected Oil and Gas marketing companies in Southwest, Nigeria.
- iv. assess the moderating effect of organisational culture on the relationship between human capital development practices, firm-specific factors and employee performance in selected Oil and Gas marketing companies in Southwest, Nigeria

### **1.4 Research Questions**

1. What is the effect of human capital development practices on employee performance in selected Oil and Gas marketing companies in Southwest, Nigeria
2. In what way does firm-specific factors influence employee performance of selected Oil and Gas marketing companies in Southwest, Nigeria
3. What is the effect of human capital development practices and firm-specific factors on the employee performance of selected Oil and Gas marketing companies in Southwest, Nigeria?
4. What is the moderating effect of organisational culture on the relationship between human capital development practices, firm-specific factors and employee performance of selected Oil and Gas marketing companies in Southwest, Nigeria

### **1.5 Hypotheses**

**H<sub>01</sub>:** Human capital development practices have no significant effect on employee performance in selected Oil and Gas marketing companies in Southwest, Nigeria.

**H<sub>02</sub>:** Firm-specific factors have no significant effects on employee performance of selected oil and gas Oil and Gas marketing companies in Southwest, Nigeria.

**H<sub>03</sub>:** There is no significant effect of Human capital development practices and firm-specific factors and employee performance of selected Oil and Gas marketing companies in Southwest, Nigeria.

**H<sub>04</sub>:** Organisational culture has no significant moderating effect on the association between Human capital development practices, firm-specific factors and employee performance of selected oil and gas marketing companies in Southwest, Nigeria

## 1.6 Significance of the Study

The significance of this study to various stakeholders includes the following:

This study provide strategic information to policy makers in the area of oil and gas marketing industry in Nigeria. This study will not only be beneficial to the organisation policy makers, but also to the Nigerian economy as the oil and gas marketing industry is an important aspect of the nation's economy. On the part of the employees, this study shows what they should demand and expect from their top-level management and how they can help the top-level management in their respective companies to meet up organisational objectives and goals.

The study will help the companies management to identify what is expected of them by the stakeholders regarding their human capital development, firm-specific factors, organisational culture and employee performance respectively. It would also assist top-level managers identify steps to take in ensuring that their employees are aware of their business initiatives, strategic policies and also carry them along. While previous studies examined human capital development practices as single concept, this study is conceptualizing it as an aggregate of different concepts measured with different constructs. By including a different measure for human capital development practices and employee performance, this study helps guide managers on what aspects of their human capital development practices that will enhance overall performance. Also, by addressing firm-specific factors and organisation culture in addition to human capital development, this study offers a multidisciplinary approach to research with the intension of addressing several existing gaps in literature, thereby contributing to the body of knowledge and equally creates the platform for future researchers in the field of human resource and strategic management.

### **1.7 Scope of the Study**

This study is set to investigate the effect of human capital development practices and firm-specific factors on employee performance of oil and gas marketing companies in Southwest, Nigeria. More specifically, the study will investigate how human capital development practices (training, coaching and mentorship, workforce optimization, career development opportunities, & performance feedback), how firm-specific factors (strategic planning & operational resilience) and how organisational culture moderates the interaction between human capital development practices, firm-specific factors, and employee performance (employee creativity, commitment, service quality, and employee efficiency) of oil and gas marketing companies in Southwest, Nigeria. The study will cover five hundred and eighteen management staff engaged within the one hundred and thirty eight (138) oil and gas marketing companies in Southwest, Nigeria. The oil and gas marketing companies selected are hinged on the issues identified and under investigation. The time-frame for this study is 2023-2024.

### **1.8 Limitation of the Study**

In conducting this study on the influence of human capital development practices and firm-specific factors on employee performance in the oil and gas industry in Southwest Nigeria, certain limitations were encountered. First, data collection was limited to select companies within the region, which may constrain the generalizability of findings to the broader oil and gas sector across Nigeria or other geographic regions. Additionally, given the cross-sectional nature of the study, the data reflects a snapshot in time, potentially limiting insights into how these relationships evolve over a longer period. Another limitation is the reliance on self-reported data, which may introduce response bias, as

participants may report favorable behaviors or perceptions rather than objective assessments.

Despite these limitations, efforts were made to mitigate their impact on the study's quality. Rigorous methodologies, robust statistical analyses, and careful attention to sampling design ensure that the findings maintain reliability, credibility, and authenticity. Consequently, these limitations do not compromise the integrity of the results or the study's contribution to understanding human capital development and employee performance dynamics in Nigeria's oil and gas sector. The insights derived remain valuable and reflective of industry realities, offering practical implications for policy and organizational strategy.

### **1.9 Operationalization of Research Variables**

This study's variables include human capital development practices and firm-specific factors. Both represent the two independent variables in this study. The dependent variable is employee performance and the moderating variable is organisational culture.

The variables are operationalized as follows:

$$Y = f(X,R)$$

Y = Dependent variable: Employee performance (EP)

Y = Independent variables: X= Human Capital Development Practices (HCDPs)

R = Firm-specific factors (FSFs)

Z= Organisational Culture (OC)

The first independent variable- Human Capital Development Practices (HCDPs) is measured as:

$x_1$  = Training (TRN),

$x_2$  = Coaching and Mentorship (CAM),

$x_3$  = Workforce Optimization (WFO)

$x_4$  = Career Development Opportunities, (CDO),

$x_5$  = Performance Feedback (PFF),

The second independent variable- Firm-specific Factors (FSFs) is measured as:

$r_1$  = Strategic Planning (SP),

$r_2$  = Operational resilience (OR),

The dependent variable- Employee Performance (EP) Y is measured as:

$y_1$  = Employee Creativity (EC),

$y_2$  = Service Quality (SQ/P)

$y_2$  = Employee Commitment (EC)

$y_2$  = operational Efficiency (EE)

The moderating variable- Organisation Culture (OC) is measured as: value, norms and belief.

### **1.10 Operational Definition of Terms**

**Career Development Opportunities:** Career development opportunities refer to initiatives and programs designed to help employees advance in their careers within the organization.

**Coaching and Mentorship:** Coaching involves one-on-one guidance and support provided by a more experienced individual (coach) to help an employee improve performance, develop skills, and achieve personal or professional goals. Mentorship, on the other hand, involves a more seasoned professional (mentor) offering guidance, advice, and support to a less experienced individual (mentee) to foster their professional growth and development.

**Employee Commitment:** Employee commitment reflects the degree of dedication, loyalty, and engagement that employees have towards their work, team, and organization.

**Employee Creativity:** Employee creativity refers to the ability of employees to generate novel ideas, solutions, or approaches to problems.

**Employee Efficiency:** Employee efficiency measures how well employees utilize resources and minimize waste to achieve desired outcomes.

**Firm-specific factors:** In this study, firm-specific factors are sets of unique characteristics, resources, capabilities, and attributes of a particular organization that cannot be replicated easily and that it distinguishes it from others in the same industry or sector.

**Operational Resilience:** In this study, Operational resilience refers to an organization's ability to adapt, recover, and thrive in the face of disruptions, challenges, or unforeseen events while maintaining essential functions and services.

**Organizational Culture:** Organizational culture refers to the shared values, beliefs, norms, attitudes, and behaviors that characterize an organization and shape its identity.

**Performance Feedback:** Performance feedback involves providing employees with constructive feedback on their job performance, strengths, areas for improvement, and progress toward goals.

**Performance:** In this study performance is considered from the employee work-related outcomes which shows how well an employee executes their job responsibilities and achieves predetermined goals and objectives within a given timeframe.

**Service Quality:** Service quality refers to the extent to which a product or service meets or exceeds customer expectations.

**Strategic Planning:** In this study, strategic planning refers to the process through which the oil and gas marketing companies sets their long-term goals and objectives and develops strategies to achieve them.

**Training:** Training involves providing employees with specific knowledge, skills, and competencies required to perform their job effectively.

**Workforce Optimization:** Workforce optimization focuses on aligning the organization's workforce with its strategic goals and objectives.

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## **Chapter Two**

### **Literature Review**

This chapter presents thoughts of diverse scholars on the subject matter of human capital development practices, organisation culture, and employee performance. The discussion under literature for this study will follow conceptual, empirical and theoretical review format.

#### **2.1 Conceptual Review**

The conceptual review covers the two independent variables; HCDPs and Firm-specific factors, the moderating variable (organisation culture), and the dependent variable (employee performance).

##### **2.1.1 Human Capital Development Practices**

Human capital development is a critical facet of organizational growth and success, with a rich historical background dating back to the early 20th century. The concept gained prominence through the works of economists like Adam Smith, who recognized the importance of investing in human skills and abilities for economic progress. Over time, various scholars have contributed to the definition and understanding of human capital, emphasizing its role in enhancing organizational productivity and innovation. Nobel laureate Gary Becker expanded the concept by defining human capital as the knowledge, skills, and abilities acquired through education, training, and experience contributing to an individual's economic value<sup>1</sup>. This perspective laid the foundation for modern discussions on human capital development. Additionally, a scholar highlighted the economic benefits of investing in education and training, emphasizing the long-term impact on an individual's earning potential and an organization's overall performance<sup>2</sup>.

Human capital development practices have been a subject of considerable scholarly attention, with various researchers offering distinct perspectives. One prevalent viewpoint, shared by scholars aligns human capital development with investment in education and training. According to this perspective, individuals enhance their skills and knowledge through formal education and on-the-job training, thereby increasing their economic productivity. In particular, Becker emphasizes education's role as an investment that yields returns in the form of improved productivity and higher earnings. Contrastingly, a dissenting opinion emerges from scholars such as Robert Solow, who argue that human capital development extends beyond traditional education and training<sup>3,4</sup>. A scholar emphasizes the importance of on-the-job learning, experience, and informal skills acquisition. The scholar contends that practical, hands-on experiences contribute significantly to human capital formation, challenging the exclusive focus on formal education found in the views of some scholars<sup>4</sup>. A scholar argument suggests a more holistic approach to human capital development, considering various facets of experiential learning<sup>5</sup>.

The human capital development discourse also involves a nuanced debate on the role of social and cultural factors. Scholars argue that human capital should not be reduced merely to economic productivity but should encompass broader capabilities that enhance individuals' well-being and enable them to lead fulfilling lives. They advocate for a comprehensive approach that considers not only education and training but also factors such as healthcare, social inclusion, and cultural enrichment<sup>6</sup>.

On the contrary, proponents of a narrower perspective, like economist James Heckman, argue for focusing on cognitive skills and emphasizing early childhood interventions as crucial for human capital development. A scholar emphasis on early interventions may be

divergent from the broader socio-cultural approach advocated by some authors, highlighting the tension between those prioritizing foundational cognitive skills and those emphasizing a more holistic set of capabilities<sup>9</sup>. The conceptualization of human capital development practices varies among scholars, reflecting diverse perspectives on the components and factors shaping individuals' capabilities. While some emphasize the economic aspects of education and training, others advocate for a more comprehensive approach that includes experiential learning, socio-cultural factors, and a broader range of capabilities beyond mere economic productivity. The ongoing discourse underscores the complexity of human capital development and its multifaceted nature<sup>10</sup>.

In the contemporary literature, the relevance of human capital development has become even more pronounced in the face of rapid technological advancements and the need for continuous adaptation. The Fourth Industrial Revolution has brought about significant changes in the skills required for the workforce, emphasizing the importance of ongoing learning and development. Scholars have argued that organizations that actively invest in human capital development are better positioned to navigate the challenges of a dynamic and competitive business environment<sup>11</sup>. Human capital development practices are pivotal in enhancing employee and organizational performance. Investing in the development of employees is crucial for fostering a skilled, adaptable, and motivated workforce. When organizations prioritize human capital development, they contribute to the growth and success of individual employees and the overall organizational framework. Human capital development practices contribute significantly to employee performance. Training and skill enhancement programs help employees stay abreast of industry trends and technological advancements, ensuring they possess the necessary knowledge and competencies to excel in their roles. This boosts individual job performance and increases

job satisfaction and engagement, as employees feel valued and supported in their professional growth<sup>12</sup>.

Moreover, the relevance of human capital development extends beyond individual performance to impact the overall organizational effectiveness. Organizations that invest in their employees' development create a culture of learning and innovation. This, in turn, fosters a more agile and adaptable workforce capable of navigating challenges and seizing opportunities in a rapidly changing business landscape. Human capital development practices increase productivity and efficiency by aligning employees' skills with organizational goals. In addition, human capital development practices are instrumental in enhancing employee retention and attracting top talent<sup>13</sup>. A commitment to employee growth and development sends a positive signal about an organization's dedication to its workforce. This can lead to a more positive employer brand, making the organization attractive to prospective employees and reducing turnover rates. Retaining skilled and experienced employees is essential for maintaining institutional knowledge and sustaining a competitive edge in the market. Furthermore, the link between human capital development and organizational performance is evident in the context of leadership development. Effective leadership is a critical factor in organizational success, and investing in leadership training and development programs ensures a pool of capable leaders who can guide the organization toward its strategic objectives. Strong leadership, cultivated through human capital development practices, is essential for creating a cohesive and motivated workforce<sup>13,14</sup>.

Additionally, human capital development practices play a vital role in fostering a culture of innovation within organizations. Organizations can stay ahead in today's dynamic and competitive business environment by encouraging employees to acquire new skills,

explore creative problem-solving approaches, and engage in continuous learning. A constantly evolving workforce and adapting to change become valuable assets in driving innovation and staying relevant in the market. Also, human capital development practices contribute to building a positive workplace culture. When employees perceive that their professional development is a priority for the organization, it creates a sense of loyalty and commitment. This positive culture not only aids in employee satisfaction but also translates into improved teamwork, collaboration, and a shared sense of purpose. A workforce that feels invested in and supported is more likely to contribute actively to the organization's success. Human capital development practices are also closely linked to employee morale and motivation. When individuals see a clear path for personal and professional growth within the organization, they are more likely to be motivated and engaged in their work. Training and development opportunities empower employees to take ownership of their careers and contribute their best efforts to organizational goals. High employee morale, in turn, positively influences overall organizational performance by fostering a productive and enthusiastic work environment<sup>15</sup>.

Moreover, recent conceptual studies have highlighted certain drawbacks associated with prevailing human capital development practices. One perspective emphasizes the overreliance on traditional educational models and standardized testing as a measure of human capital. Proponents argue that these methods often need to pay more attention to individuals' diverse skills and talents, hindering the identification and nurturing of non-traditional forms of intelligence and creativity<sup>16</sup>. Contrastingly, dissenting views within this perspective argue that standardized testing is necessary for assessing foundational knowledge and skills. They contend that with a standardized benchmark, it becomes easier to gauge the effectiveness of educational systems and ensure a basic level of competence across various fields. This opinion dichotomy highlights a fundamental

tension between the need for standardized assessments and the recognition of diverse forms of human capital<sup>17</sup>.

Another drawback revolves around the unequal distribution of human capital development opportunities. Research indicates that socioeconomic factors significantly influence access to quality education, training, and professional development. Critics argue that this perpetuates existing social inequalities, as individuals from disadvantaged backgrounds face barriers in acquiring the necessary skills and knowledge to compete in the modern workforce. In contrast, proponents of the current system suggest that merit-based competition is inherent in any society and that providing equal opportunities does not guarantee equal outcomes. However, dissenting views within this perspective emphasize the need for targeted interventions and policies to address systemic inequalities. They argue that a more inclusive approach to human capital development, considering socioeconomic factors and providing tailored support, can lead to a more equitable distribution of skills and opportunities. This highlights the ongoing debate regarding balancing individual merit and societal responsibility in human capital development<sup>18</sup>.

Moreover, there is a growing concern about the rapid obsolescence of skills in the face of technological advancements. Critics argue that the current pace of change in industries outstrips the ability of traditional education systems to adapt, leaving individuals ill-equipped for the evolving job market. On the other hand, proponents contend that fostering adaptability and a foundation of critical thinking skills is more crucial than specialized knowledge. They argue that a focus on lifelong learning and continuous skill development can mitigate the challenges posed by technological disruptions<sup>19</sup>. Recent studies highlight the evolving nature of human capital development practices, with an

increased focus on personalized learning, digital skills, and talent management. Integrating technology in training programs, such as e-learning platforms and virtual simulations, reflects a shift towards more flexible and adaptive approaches to human capital development. These developments underscore the need for organizations to align their strategies with emerging trends to stay competitive in the ever-changing landscape<sup>20</sup>.

Furthermore, the contemporary discourse on human capital development extends beyond the organizational context to include broader societal implications. Scholars argue that investments in education and skill development benefit individual organizations and contribute to overall economic growth and social progress. This perspective emphasizes the interconnectedness between human capital development at the organizational level and its ripple effects on the larger community<sup>21</sup>. Recent empirical studies also highlight the importance of measuring the return on investment (ROI) in human capital development initiatives. Scholars have developed frameworks for assessing the impact of training programs on organizational performance<sup>22</sup>. This focus on measurement reflects the growing demand for evidence-based approaches in human capital development as organizations seek to justify and optimize their investments in employee training and skill enhancement.

Additionally, recent developments in human capital development practices highlight the significance of collaborative and participatory approaches. Scholars advocate for communities of practice and social learning as powerful mechanisms for fostering continuous development. These approaches emphasize the value of peer-to-peer knowledge sharing, creating an environment where employees collectively contribute to the organization's growth through informal networks and collaborative problem-solving. The concept of continuous feedback and performance management has evolved in recent

years, transforming the traditional annual performance review model<sup>23</sup>. Studies highlight the shift towards ongoing feedback, coaching, and development conversations. This change reflects a more dynamic and responsive approach to human capital development, emphasizing the real-time assessment of employee performance and the timely identification of learning and development needs<sup>24</sup>. Given the literature review on the concept of human capital development practices, it is obvious the concept is multidimensional, with several authors positing what constitutes human capital development practices. For the sake of being specific, this study will contextual human capital development practices from the internal organizational perspective; that is what an organization needs to do to develop and enhance the productivity of its human capital. These factors include training programs, coaching and mentorship, workforce optimization, career development opportunities, and performance feedback<sup>25</sup>. These human capital development practices is discussed in detail in this study.

#### **2.1.1.1 Training**

Training is another important technique in human capital development that can affect employee performance. During training, one hopes to make a transformation that will last for a while. The usage of the term "permanent change" is imprecise, and the definition fails to highlight how training relates to the organization's goals. The organisation provides training to both present and prospective staff in order to enhance their knowledge and skill sets, according to the researchers. Training, according to the school of thinking, is all about enhancing employees' skill sets, so creating a training program is a crucial part of any training and development plan (26).

A researcher offered a definition of training that addressed the gaps: it is the process by which an individual acquires and regularly practices the information, abilities, and

dispositions necessary to carry out a specific job or task successfully. The scholar continues by saying that training is something everyone does; it happens in the private sector, in the public sector, in health care organisations, and in every branch of government. Training happens at various levels of every company, and the people who receive it might be quite diverse. Workers require ongoing education and development to keep up with rapid technological change<sup>27</sup>. This is because training is closely related to innovation. Workers usually report more substantial productivity increases if training is general and supplied by the business at no direct expense to them, according to a scholar's study. This aside, the researcher went on to say that higher-paid workers are always eager to take part in the training.

Training is an activity in human resource management, and several academics followed the study's lead and provided a definition that does it justice. Organisations systematically offer development opportunities and ways to improve the quality of both new and current employees through training, according to the scholars. So, it's the chain reaction that starts with an organization's actions and culminates in the acquisition of knowledge or skills for growth objectives, which benefits human capital, the organisation itself, and society at large<sup>30</sup>. When a company invests in its employees' professional development, it's enhancing the quality of its goods and services. The focus on training's intended outcomes—improving goods and services—in this definition is too narrow. Not that this is inherently bad, but training also helps employees develop personally. Thus, some academics have pointed out that training is a series of activities for increasing the mental capacity of employees needed to enhance productivity and efficiency of the employee<sup>31</sup>, which corroborates this story and addresses the constraint in some researchers' definitions. Training, according to one researcher, also include the means by which one acquires the specialised information and abilities needed to carry out one's chosen profession. Training

does this, but according to the scholar's definition<sup>32</sup>, it doesn't seem to have much to do with the organization's overarching goal. Based on the definition, it seems that training is all about gaining the skills, knowledge, and information needed to do a job well. This can happen through formal classroom instruction, informal learning opportunities like workshops and seminars, or even just attending conferences.

With regards to the significance of training, some scholars stressed that employee training is a critical function on the human resource manager. Corroborating this statement, some scholars posit that training is a course of action through which an organization develops the practical, cognitive and psychomotor skills of its employee such that they can increase productivity<sup>33</sup>. This definition captured the whole essence of training to both the individual and to the organization<sup>34</sup>. Some scholars corroborated the views of the scholars. The scholars opined that training is an organized activity aimed at imparting information and instructions to improve the recipient's performance or to help him or her attain a required level of knowledge, skill and ability to drive organization objectives<sup>34</sup>. On the relevance of training, some scholars suggested that training is one of the primary function that directly contributes to the development of employees. Researchers also suggests that the organizations investing considerably in training justify their investment by the contribution training makes to improve individual and firm performance<sup>35</sup>. Training is primarily divided into four dimensions, such as training need to identify, know the objective of the training, the applicability of the job, and training design to improve skills<sup>36</sup>. The outcome of a successful training program is considered germane for employee capacity to improve efficiency<sup>37</sup>.

Training is a critical aspect of organizational development, playing a pivotal role in enhancing employee skills, knowledge, and performance. Its roots can be traced back to

the industrial revolution when formalized apprenticeships emerged to address the need for skilled labor. Over the years, the field of training has evolved significantly, incorporating various theories and methodologies. The evolution of training can be traced through the works of notable scholars in the field. Studies in the 1920s laid the foundation for understanding the social and psychological aspects of workplace training<sup>38</sup>. Douglas McGregor's Theory X and Theory Y further shaped how organizations perceived employee motivation and development. As the importance of training became evident, scholars like Kurt Lewin and Donald Kirkpatrick introduced models emphasizing the systematic evaluation of training programs.

Training has been defined by various authors, reflecting its diverse dimensions. A scholar views training as a systematic process that enhances employees' skills, knowledge, and attitudes. In contrast, Richard Boyatzis emphasizes the holistic development of individuals, encompassing cognitive, emotional, and social aspects<sup>39</sup>. The amalgamation of these perspectives provides a comprehensive understanding of training as a strategic organizational tool. Training plays a crucial role in enhancing both employee and organizational performance, as supported by recent empirical studies. One key aspect is the impact of training on individual skill development. Studies consistently demonstrate that employees who undergo relevant and effective training programs exhibit improved job-related skills and competencies. This heightened skillset not only increases individual productivity but also contributes significantly to overall organizational performance<sup>40</sup>.

Furthermore, training is instrumental in fostering employee engagement and job satisfaction. Recent research indicates a positive correlation between employees who perceive their organizations as investing in their development and higher levels of job satisfaction. This sense of investment leads to increased motivation and commitment,

ultimately influencing organizational performance through reduced turnover rates and improved retention of top talent. In the contemporary business landscape, characterized by rapid technological advancements, the relevance of continuous learning is more apparent than ever. Empirical evidence suggests that organizations providing ongoing training opportunities create a culture of adaptability and innovation among employees. This adaptability, in turn, contributes to organizational agility and competitiveness, crucial factors in achieving sustained high performance in dynamic markets<sup>41</sup>.

Moreover, training has been shown to have a positive impact on employee morale and confidence. Employees who receive regular training feel more equipped to handle challenges, resulting in increased self-efficacy. This boost in confidence not only influences individual performance but also contributes to a positive organizational culture where employees actively seek opportunities for growth and development. Additionally, the impact of training on organizational performance extends beyond individual skills and employee satisfaction. Recent studies emphasize the role of training in aligning employees with the strategic goals and objectives of the organization. When employees are well-versed in the organization's mission and values, as facilitated through training programs, they are more likely to contribute meaningfully to achieving overarching goals. This alignment enhances organizational cohesion and ensures that everyone is working towards a common purpose, thereby positively influencing overall performance<sup>42</sup>.

Moreover, training has been identified as a crucial factor in mitigating the skills gap within organizations. As industries evolve and technology advances, employees may find their existing skillsets becoming outdated. Empirical evidence underscores the importance of continuous training in addressing this challenge. Organizations that invest in updating the skills of their workforce through targeted training programs are better equipped to

adapt to changing market demands, thus enhancing their competitive edge and overall performance<sup>43</sup>.

Recent studies have explored innovative training methodologies, such as gamification and virtual reality, and their impact on employee learning outcomes. Additionally, there is a growing focus on the role of artificial intelligence in personalized learning experiences<sup>44</sup>. Scholars highlight the potential of AI-driven training interventions in addressing individual learning needs, thereby enhancing the overall effectiveness of training programs<sup>45</sup>.

### **2.1.1.2 Coaching and Mentorship**

Coaching and mentorship have become crucial elements in professional development, gaining prominence in organizational settings. The historical roots of coaching can be traced back to ancient Greece, where the term "coaching" originates in the word "cochlea," referring to a carriage that takes individuals from one place to another. In the modern context, coaching and mentorship have become indispensable tools for enhancing individual and organizational performance. Numerous scholars have provided definitions to encapsulate the essence of coaching and mentorship<sup>44,45,46</sup>. According to studies, a pioneer in coaching literature, coaching is "unlocking a person's potential to maximize their performance." This definition underscores the transformative nature of coaching, emphasizing its role in facilitating personal and professional growth. On the other hand, as defined by a scholar, mentorship involves a developmental relationship between a more experienced mentor and a less experienced protégé to foster the latter's career and personal development<sup>47</sup>.

In recent conceptual studies, scholars have approached the definitions of coaching and mentorship from various perspectives, revealing commonalities and dissenting opinions

within the academic discourse. One prevalent view among scholars is that coaching and mentorship share the goal of facilitating personal and professional development<sup>48</sup>. Scholars argue that coaching and mentorship involve a supportive relationship where the more experienced individual guides the less experienced one in achieving their goals. This perspective emphasizes the role of guidance, feedback, and encouragement in fostering growth and skill acquisition<sup>49</sup>.

On the dissenting side, some scholars posit distinctions between coaching and mentorship, emphasizing nuanced differences in their objectives and approaches. For instance, a scholar contends that coaching is more task-oriented and focuses on skill enhancement and performance improvement, while mentorship delves deeper into holistic development, encompassing career guidance, personal growth, and knowledge transfer<sup>50</sup>. This perspective highlights the potential limitations of viewing coaching and mentorship as interchangeable terms. Another commonality in scholars' definitions is the emphasis on the developmental and transformative process. Both coaching and mentorship are seen as dynamic relationships beyond mere instruction. In a work, a shared emphasis is placed on the importance of self-discovery, goal-setting, and continuous learning within the coaching and mentorship frameworks. This aligns with the belief that both practices contribute to individual growth and long-term success. Nevertheless, dissenting opinions exist, with some scholars arguing that coaching and mentorship differ fundamentally in their power dynamics. The mentor-mentee relationship is often portrayed as more hierarchical, with the mentor holding a higher position and offering guidance based on their experiences. On the other hand, coaching is often presented as a more egalitarian partnership, where the coach facilitates the coaches' self-discovery and decision-making processes<sup>51</sup>. This perspective underscores the importance of recognizing the potential power differentials in these relationships.

Recent empirical studies have delved into the features of management support within coaching and mentorship relationships. In a study, the authors found that effective coaching involves transferring knowledge and skills and creating a supportive and trusting relationship between the coach and the coachee<sup>52</sup>. Similarly, mentorship, as researched by scholars, emphasizes the importance of mentors' emotional support and role modeling in enhancing the protege's career development<sup>53</sup>.

The relevance of coaching and mentorship in contemporary organizational settings cannot be overstated. In a rapidly changing business environment, employees face diverse challenges, and organizations recognize the need for personalized support to navigate these complexities. Coaching and mentorship programs contribute to talent development, leadership succession, and organizational resilience. Coaching and mentorship play integral roles in enhancing both employee and organizational performance. These practices contribute to the professional development of individuals, fostering a positive work environment and cultivating a culture of continuous learning within the organization. In addition, coaching provides personalized guidance to employees, helping them identify and leverage their strengths while addressing areas for improvement. This one-on-one interaction enables a tailored approach to skill development, which can lead to increased job satisfaction and performance. By focusing on individual needs, coaches can help employees set realistic goals, navigate challenges, and build the necessary skills to excel in their roles<sup>54</sup>.

Moreover, mentorship is a valuable avenue for transferring knowledge and experience within an organization. Seasoned employees can share their insights, lessons learned, and industry wisdom with mentees, accelerating their learning curve and helping them navigate the complexities of their roles. This knowledge transfer benefits the individual

and contributes to the organization's overall competence and effectiveness. Furthermore, coaching and mentorship foster a sense of employee connection and engagement. Knowing someone invested in their growth and success can boost morale and motivation. This heightened engagement often translates into improved job performance, increased productivity, and a greater commitment to organizational goals. From an organizational perspective, investing in coaching and mentorship programs demonstrates a commitment to employee development. This commitment can enhance the employer brand, making the organization more attractive to top talent. Additionally, a workforce continually improving and adapting to new challenges contributes to the overall agility and competitiveness of the organization in the ever-evolving business landscape<sup>55</sup>.

Coaching and mentorship have experienced significant developments in recent literature, reflecting a nuanced understanding of these practices and their impact on individual and organizational outcomes. One notable trend is the emphasis on cultural diversity and inclusivity within coaching and mentorship relationships. Scholars highlight the need for coaches and mentors to be culturally competent, considering the diverse backgrounds and perspectives of individuals they support. This cultural sensitivity ensures that coaching and mentorship interventions are tailored to a diverse workforce's unique needs and experiences. Furthermore, the role of technology in coaching and mentorship has become a focal point of inquiry. With virtual platforms and digital communication tools, coaching and mentorship interactions are no longer confined to face-to-face meetings. Research by others explores the effectiveness of virtual coaching and mentorship, emphasizing the importance of adapting traditional approaches to the digital age. Technology integration has the potential to enhance the accessibility, flexibility, and scalability of coaching and mentorship programs<sup>57,58</sup>.

Another intriguing development in the literature is the exploration of peer coaching and mentorship models. While traditional hierarchical mentorship relationships have proven valuable, there is a growing recognition of the benefits of lateral development. Peer coaching, as advocated by researchers, emphasizes reciprocal learning between individuals of similar professional levels<sup>59</sup>. This approach fosters a collaborative learning environment where individuals can share insights, experiences, and expertise for mutual growth. The impact of coaching and mentorship on organizational performance is a subject of ongoing interest. Recent studies underscore the positive correlation between coaching interventions and employee engagement, job satisfaction, and overall performance. Similarly, mentorship programs contribute to talent retention and succession planning within organizations. This growing body of evidence reinforces the strategic importance of investing in coaching and mentorship initiatives as integral components of human resource development<sup>60</sup>.

### **2.1.1.3 Workforce Optimization**

Workforce optimization has become a critical area of interest in contemporary strategic human resource management literature, reflecting the evolving nature of the global workforce and the dynamic challenges organizations face. The historical background of workforce optimization can be traced back to the early 20th century, coinciding with the rise of scientific management theories proposed by a scholar. These theories aim to enhance efficiency and productivity through systematic approaches to tasks, laying the groundwork for future discussions on optimizing human resources within organizations. Numerous scholars have contributed to the conceptualization of workforce optimization, providing diverse perspectives on its essence<sup>61</sup>. A pioneer in management studies, workforce optimization involves aligning individual capabilities with organizational

objectives to achieve maximum productivity. A scholar emphasizes the strategic aspect, defining it as the effective utilization of human resources to gain a competitive advantage. These definitions underscore the multifaceted nature of workforce optimization, encompassing operational efficiency and strategic alignment<sup>62</sup>. Furthermore, a scholar emphasizes a holistic approach to workforce optimization, defining it as the strategic alignment of human resources, technology, and organizational processes to enhance overall productivity. Jones contends that this integration fosters a dynamic work environment where employees are empowered to contribute their skills effectively, resulting in improved organizational efficiency<sup>63</sup>.

In contrast, a scholar offers a slightly divergent perspective. Workforce optimization primarily involves leveraging technology to streamline operations and automate routine tasks. He argues that by embracing advanced technologies such as artificial intelligence and machine learning, organizations can achieve greater efficiency without solely relying on human capital<sup>64</sup>. A scholar definition emphasizes technological solutions, potentially sidelining the human element in the optimization process<sup>65</sup>. Another strand of thought, exemplified by an author, converges with a scholar in emphasizing the human aspect but emphasizes employee well-being. The author argues that workforce optimization should not be pursued solely for efficiency metrics but should also prioritize creating a positive work culture. In her view, a healthy organizational culture increases employee engagement, satisfaction, and, ultimately, higher productivity. This perspective recognizes the intrinsic value of employees as individuals within the broader optimization framework<sup>67</sup>.

Dissenting from the author's human-centric approach, a scholar asserts that workforce optimization should be seen primarily through a data-driven lens. The scholar contends

that meticulous analysis of employee performance metrics and predictive analytics should guide decision-making<sup>68</sup>. This approach enables organizations to identify areas for improvement objectively and allocate resources efficiently, even if it means reshaping the workforce or implementing performance-driven incentives. Building on these diverse perspectives, an author contributes to the discourse by emphasizing the role of continuous learning and adaptability within the framework of workforce optimization<sup>68,69</sup>. A scholar contends that in the rapidly evolving business and technology landscape, organizations must foster a culture of ongoing skill development and adaptability among their employees. According to the scholar, workforce optimization is not a one-time initiative but an ongoing process that requires a commitment to learning and professional growth. This perspective aligns with the dynamic nature of contemporary work environments, where employees must constantly acquire new skills to remain relevant<sup>70</sup>.

Contrary to a scholar focus on adaptability, a scholar provides a dissenting viewpoint by stressing the importance of stability and consistency. A scholar argues that excessive emphasis on continuous change and adaptability may lead to organizational instability and hinder long-term planning. From his perspective, workforce optimization should also encompass strategies that provide a stable foundation for employees, fostering a sense of security and loyalty. Turner's perspective raises questions about balancing adaptability and stability in pursuing optimization goals<sup>68</sup>. In a departure from both perspectives, an author introduces the concept of social connectivity as a critical component of workforce optimization. The scholar contends that optimizing the workforce goes beyond individual skills or technological advancements; it involves creating a network of interconnected individuals who collaborate seamlessly. According to the study, a socially connected workforce is more resilient, innovative, and capable of navigating complex challenges.

This social perspective highlights the importance of interpersonal relationships and collaboration as integral elements of workforce optimization<sup>69</sup>.

In counterpoint to a study, an author argues for a more individualistic approach, asserting that workforce optimization should prioritize recognizing and catering to each employee's unique strengths and preferences. White argues that personalized strategies, such as tailored training programs and flexible work arrangements, can maximize individual contributions, resulting in a collectively optimized workforce. This perspective challenges the idea of a one-size-fits-all approach to optimization and emphasizes the importance of understanding and accommodating individual differences. Workforce optimization has emerged as a crucial element in enhancing employee and organizational performance, as evidenced by recent studies in the field. Organizations increasingly recognize the need to align their workforce with strategic objectives to achieve operational efficiency and competitiveness. This involves a comprehensive approach encompassing workforce planning, talent management, and skill development. Recent research suggests that organizations implementing effective workforce optimization strategies experience higher employee satisfaction and engagement<sup>70</sup>.

From the employee perspective, workforce optimization directly impacts job satisfaction and well-being. Recent studies reveal that employees with well-defined optimization processes experience a greater sense of purpose and alignment with organizational goals. Workforce optimization allows for better utilization of individual skills and talents, fostering a work environment that promotes personal and professional growth. Moreover, organizations prioritizing employee development through optimization strategies are more likely to retain top talent, resulting in a more stable and committed workforce. Organizational performance is intricately tied to the effectiveness of workforce

optimization strategies. Recent research underscores the positive correlation between optimized workforces and improved operational efficiency. Organizations that invest in aligning employee skills with business needs experience reduced operational costs and increased productivity. This is particularly relevant in dynamic industries where rapid technological advancements necessitate a workforce that can adapt quickly. Workforce optimization, when implemented strategically, also contributes to enhanced agility, enabling organizations to respond proactively to market changes and evolving customer demands<sup>71</sup>.

Workforce optimization is a critical aspect of modern organizational management, reflecting the ongoing efforts to enhance productivity, efficiency, and employee satisfaction. The historical evolution of workforce optimization can be traced back to the early 20th century, with Frederick Taylor's scientific management principles. Taylor's work laid the foundation for a systematic approach to labor efficiency, emphasizing time and motion studies to identify the most effective task-performing methods. Over the years, various scholars have contributed to understanding workforce optimization<sup>72</sup>. Notably, a scholar emphasized the importance of aligning organizational goals with individual employee goals, fostering a sense of purpose and motivation<sup>73</sup>. In addition, Douglas McGregor's Theory X and Theory Y proposed contrasting views of employee motivation, assuming that employees are inherently lazy and need strict supervision. At the same time, the latter posited that employees can be self-motivated and creative<sup>74</sup>.

The development of recent literature in workforce optimization has delved into novel approaches that align with the evolving nature of work and organizational structures. Scholars have increasingly explored the concept of remote work and its implications for optimizing workforce performance. A study focused on the challenges and opportunities

presented by the rise of remote work, emphasizing the importance of technology in maintaining connectivity, collaboration, and productivity. Furthermore, employee well-being has gained prominence in recent literature on workforce optimization<sup>75</sup>. Researchers have investigated the relationship between employee well-being, job performance, and organizational outcomes. Their findings underscore the importance of holistic approaches to workforce optimization that consider not only productivity metrics but also employees' overall health and satisfaction. Another notable trend in the literature is integrating diversity, equity, and inclusion (DEI) principles into workforce optimization strategies<sup>76</sup>. Studies highlight the positive impact of diverse and inclusive workplaces on creativity, problem-solving, and overall organizational performance. Recognizing the value of diverse perspectives, organizations are incorporating DEI initiatives as integral components of their workforce optimization efforts<sup>77</sup>.

#### **2.1.1.4 Career Development Opportunity**

Career development opportunities have evolved significantly, with a rich history dating back to the early 20th century. Initially, career development was primarily seen as a linear progression within an organization, but contemporary perspectives emphasize a dynamic, lifelong process. The concept gained prominence in the early 20th century, marked by the works of Donald Super, who introduced the notion of lifelong career stages. Super's Career Development Theory emphasizes the importance of self-concept and the role of individual aspirations in shaping one's career. Over time, various scholars such as John Holland and Edgar Schein contributed to the field, highlighting the influence of personality and organizational culture on career choices. The historical trajectory underscores shifting from a static, job-focused approach to a more dynamic, individual-centered perspective<sup>78</sup>.

Scholars have offered definitions of career development in diverse ways, reflecting the multifaceted nature of this concept. Super's conceptualization focuses on the lifelong development of self-concept and career exploration. Vocational Choice Theory posits that individuals seek environments congruent with their personality types. On the other hand, a scholar emphasizes the organizational context, asserting that the interplay of individual and organizational factors shapes careers. These varied definitions highlight the complexity of career development, encompassing personal aspirations, organizational dynamics, and the evolving nature of work<sup>79</sup>.

According to recent conceptual studies, some scholars have a consensus regarding the definition of CDO. These scholars posit that CDO encompasses a range of experiences, such as training programs, skill-building initiatives, and mentorship opportunities, to enhance an individual's professional growth and advancement within an organization. This perspective sees CDO as a broad set of activities that contribute to the overall development of an individual's career trajectory. However, dissenting opinions exist within the academic discourse. Some scholars argue for a more focused definition of CDO, emphasizing specific, targeted opportunities that directly align with an individual's career goals. They contend that a narrower interpretation of CDO allows for a more strategic approach, tailoring developmental initiatives to meet each individual's unique needs and aspirations. This perspective diverges from the broader view and highlights the importance of personalized and goal-oriented career development opportunities<sup>80</sup>.

Another dimension in recent conceptual studies involves the role of organizational support in defining CDO. Scholars like Johnson and Smith emphasize the organizational responsibility of providing a supportive environment that fosters continuous learning and growth. From this perspective, CDO is about individual initiatives and the organizational

culture that encourages and facilitates career development. This aligns with the idea that organizations are crucial in shaping employees' career trajectories through a conducive work environment and structured developmental programs<sup>81</sup>.

In contrast, opposing viewpoints argue for a more individual-centric definition, emphasizing self-directed efforts in career development. Scholars argue that individuals should take the initiative to seek out and create their opportunities for growth outside of organizational frameworks. This perspective challenges the notion that CDO primarily depends on external factors and asserts the importance of personal agency and proactivity in career development. Conversely, an opposing viewpoint, advocated by scholars, posits that there are critical junctures in an individual's career where specific developmental opportunities become particularly impactful. These scholars argue for a more targeted and strategic approach, suggesting that certain stages in a person's career demand focused interventions to maximize growth and advancement. This perspective challenges the idea of a continuous, lifelong development model and emphasizes the need for timely, well-tailored opportunities<sup>82,83</sup>.

Furthermore, a gendered perspective has emerged in recent studies, with scholars highlighting the importance of considering women's unique career development challenges. They argue that Career Development Opportunities should address and rectify gender disparities by providing targeted initiatives, mentorship programs, and support systems that address the specific barriers women may encounter in their professional journeys. This perspective aligns with the broader discourse on diversity and inclusion within organizations, emphasizing the need for tailored opportunities to promote equitable career development. In contrast, some scholars argue for a gender-neutral approach to Career Development Opportunities, contending that initiatives should be

universally applicable without specific emphasis on gender. They stress the importance of fostering an inclusive environment that benefits all individuals, irrespective of gender, through equal access to training, mentorship, and advancement opportunities. This perspective highlights the tension between targeted interventions for specific groups and the pursuit of universal fairness in career development. Management support plays a pivotal role in fostering career development opportunities within organizations. Recent empirical studies emphasize the significance of supportive leadership in creating a conducive environment for career growth. Effective mentoring, coaching programs, and transparent communication from management contribute to employee satisfaction and engagement. Organizations that actively invest in the professional development of their workforce not only enhance individual skills but also create a positive organizational culture, attracting and retaining top talent<sup>84</sup>.

Career Development Opportunities are pivotal in fostering individual employee growth and organizational performance. For the employee, these opportunities serve as a pathway for professional advancement, skill enhancement, and personal fulfillment. Employees can stay abreast of industry trends and technological advancements by engaging in continuous learning and skill development, ensuring they remain competitive and adaptable in a dynamic work environment. This boosts job satisfaction and cultivates a sense of loyalty and commitment to the organization, as employees recognize the investment made in their professional development<sup>85</sup>.

Furthermore, Career Development Opportunities contribute significantly to employee retention. When individuals perceive a clear trajectory for their career within an organization, they are more likely to stay committed to their current employer rather than seeking external opportunities. This loyalty translates into a stable and experienced

workforce, reducing turnover costs and promoting a positive workplace culture. Additionally, as employees acquire new skills and knowledge, they become valuable assets, capable of contributing more effectively to the organization's goals. On the organizational front, providing career development opportunities is imperative for maintaining a competitive edge in the market. A skilled and adaptable workforce is crucial for innovation and operational excellence. Organizations that actively invest in their employees' growth create a culture of continuous improvement where individuals are encouraged to explore new ideas and approaches. This enhances the organization's ability to navigate challenges and positions it as an employer of choice, attracting top talent in the industry<sup>85</sup>.

Moreover, a workforce that undergoes regular training and development is better equipped to meet the evolving needs of the business. Employees acquiring advanced skills and knowledge can take on more complex tasks and responsibilities, increasing productivity and efficiency. This, in turn, positively impacts the overall performance and competitiveness of the organization. Furthermore, the impact of Career Development Opportunities extends beyond immediate skill acquisition. It plays a crucial role in succession planning and talent management. By identifying and nurturing high-potential employees through structured career paths and development programs, organizations ensure a pipeline of capable leaders who can step into key roles as needed. This proactive approach to talent development safeguards against leadership gaps, enabling a seamless transition and maintaining organizational stability<sup>86</sup>.

Additionally, Career Development Opportunities contribute to employee engagement and motivation. When individuals perceive that their employers are invested in their growth and value their contributions, it fosters a sense of purpose and job satisfaction. This, in

turn, translates into higher levels of engagement and commitment, leading to increased employee productivity and performance. Organizations that prioritize employee well-being and development often experience a positive impact on overall workplace morale and a reduction in absenteeism. Moreover, continuous learning becomes imperative for staying relevant in an era of rapid technological advancements and evolving job requirements. Career Development Opportunities, including workshops, training sessions, and educational support, empower employees to adapt to industry changes. This adaptability is key to an organization's ability to innovate and remain competitive in a rapidly changing business landscape. From a strategic standpoint, organizations that invest in their employee's career development are better positioned to attract and retain top talent. In a competitive job market, offering comprehensive professional growth opportunities becomes a distinguishing factor that sets an organization apart. This not only helps recruit highly skilled individuals but also contributes to building a diverse and inclusive workforce, fostering creativity and various perspectives<sup>87</sup>.

Recent development in literature reflects a growing recognition of the role of non-traditional career paths, remote work, and the gig economy in shaping contemporary career trajectories. The advent of artificial intelligence and automation has also prompted discussions on the future of work and the need for upskilling and reskilling programs. Scholars are exploring innovative approaches to career development, such as personalized learning paths, digital platforms for skill acquisition, and integrating holistic well-being into career planning. These developments underscore the dynamic nature of the field and the ongoing efforts to align career development practices with the evolving demands of the modern workplace. Moreover, recent empirical studies have brought attention to the interconnectedness of career development with broader organizational goals. Scholars emphasize that organizations embracing a continuous learning and development culture

are better positioned to attract and retain top talent, fostering a more resilient and adaptable workforce. Management practices that prioritize clear communication, feedback mechanisms, and opportunities for skill enhancement contribute significantly to employee engagement and job satisfaction. As we navigate the complexities of the modern workplace, it is crucial to acknowledge the role of technology in shaping career development opportunities. The rise of online learning platforms, artificial intelligence-driven career counseling, and virtual collaboration tools have transformed how individuals acquire skills and build professional networks. Organizations that leverage technology to facilitate career development initiatives are better equipped to meet the evolving needs of a digital workforce<sup>88</sup>.

#### **2.1.1.5 Performance Feedback**

Performance feedback is a crucial aspect of organizational management, playing a pivotal role in enhancing employee performance, fostering professional development, and ultimately contributing to the overall success of an organization. Nevertheless, it is imperative to understand the historical background and the evolution of performance feedback mechanisms. Scholars such as Locke highlighted the significance of goal-setting theory, underscoring the importance of specific and challenging goals for motivating individuals. This laid the foundation for subsequent research on performance feedback, which has evolved in response to the changing dynamics of the workplace. Performance feedback is a multifaceted concept that has garnered attention from various scholars, each offering distinct perspectives on its definition<sup>89</sup>. Scholars emphasize the informational aspect of performance feedback<sup>90</sup>. Performance feedback is a crucial source of information that helps individuals understand the outcome of their actions, facilitating learning and improvement. Similarly, Ilgen underscores the role of feedback as a tool for reducing

uncertainty, providing employees with a clearer understanding of their performance and expectations<sup>90</sup>.

Contrasting these views, scholars introduce a motivational dimension to performance feedback<sup>91</sup>. They argue that feedback informs individuals about their performance and influences their motivation and subsequent behavior. According to this perspective, feedback aligned with one's goals can enhance motivation, whereas feedback perceived as irrelevant or incongruent may lead to demotivation or disengagement. This emphasis on the motivational aspect adds a layer of complexity to the traditional understanding of performance feedback as mere information provision. In contrast, scholars propose a more nuanced definition that integrates both informational and motivational aspects of performance feedback. They argue that feedback is a dynamic process involving the continuous exchange of information between supervisors and subordinates, influencing the individual's cognitive and affective responses<sup>92</sup>. Scholars highlight the importance of considering feedback as social interaction, emphasizing the role of interpersonal relationships and communication patterns in shaping the effectiveness of feedback mechanisms<sup>93</sup>.

On the dissenting side, scholars challenge the prevailing emphasis on feedback as a unidirectional process, asserting that effective feedback should be a reciprocal exchange between the evaluator and the recipient. London contends that feedback should communicate information and foster a dialogue where the recipient can express their perspectives and engage in collaborative goal-setting. This dissenting view challenges the traditional top-down nature of feedback, advocating for a more interactive and participatory approach<sup>94</sup>. Further contributing to the discourse on performance feedback, researchers have introduced the concept of "feedback for learning"<sup>95</sup>. They argue that

effective feedback should inform individuals about their current performance and guide them toward improvement and future success. This perspective aligns with the idea that feedback should be forward-looking and action-oriented, emphasizing its role in shaping future behaviors and outcomes. Some scholars advocate for a feedback process that promotes a deeper understanding of tasks, self-regulation, and goal setting, fostering a continuous cycle of learning and improvement. This conceptual review of performance feedback reveals a diversity of perspectives. While some scholars emphasize the informational role of feedback in facilitating learning and reducing uncertainty, others introduce a motivational dimension, suggesting that feedback influences individual motivation and subsequent behavior<sup>96</sup>.

Additionally, there is a growing recognition of the importance of feedback as a dynamic, socially embedded process. Dissenting opinions bring attention to the need for reciprocity and dialogue in feedback exchanges, challenging the conventional top-down model. These varying perspectives contribute to a richer understanding of the complex nature of performance feedback in organizational contexts<sup>97</sup>.

Performance feedback is pivotal in enhancing individual employee performance and overall organizational success. For employees, timely and constructive feedback is a valuable personal and professional development tool. It gives them insights into their strengths and areas needing improvement, enabling a clearer understanding of expectations and goals. This constructive criticism fosters a culture of continuous learning and improvement, empowering employees to refine their skills and contribute more effectively to their roles. Moreover, performance feedback is instrumental in boosting employee morale and engagement. Recognizing and acknowledging achievements through positive feedback reinforces a sense of accomplishment and motivates

individuals to strive for excellence. Conversely, addressing challenges and offering guidance through constructive feedback helps employees overcome obstacles, fostering resilience and a growth mindset. This, in turn, contributes to a more motivated and satisfied workforce<sup>98</sup>.

From an organizational perspective, the relevance of performance feedback must be balanced. Regular and effective feedback mechanisms contribute to a culture of transparency and communication, aligning individual efforts with organizational objectives. Managers can use feedback sessions to align employees' goals with the company's mission, ensuring everyone is working towards a common vision. This alignment enhances overall organizational performance by creating a cohesive and collaborative work environment. Additionally, performance feedback is crucial in talent management and succession planning, the heart of human capital development. Organizations can cultivate a pipeline of skilled leaders who can drive the company forward by identifying high-performing individuals and providing targeted development opportunities. This proactive approach to talent development contributes to the long-term sustainability and success of the organization. Recent Developments in Literature: Recent empirical studies have delved into innovative approaches to performance feedback, examining the impact of positive reinforcement, peer feedback, and personalized development plans<sup>99,100</sup>. A study explores the role of positive reinforcement in fostering a culture of continuous improvement. Additionally, a study investigates the effectiveness of peer feedback in complementing traditional top-down feedback structures. These recent developments highlight the dynamic nature of performance feedback research and the need for organizations to stay abreast of evolving strategies<sup>101</sup>.

While performance feedback is undeniably valuable, its successful implementation is challenging. Recent empirical studies shed light on the potential pitfalls of poorly executed feedback processes. Issues like feedback fatigue, where employees may become overwhelmed by an excess of information, and the impact of cultural differences on feedback interpretation emphasize the need for a nuanced and culturally sensitive approach. These challenges underscore the importance of ongoing research to refine and tailor feedback strategies to address the unique contexts in which organizations operate<sup>102</sup>. Beyond the formalized processes, recent empirical studies highlight the importance of cultivating an organizational feedback culture<sup>103</sup>. A feedback culture encourages continuous communication and learning, making feedback a natural and integral part of day-to-day interactions. Organizations prioritizing this culture witness higher employee satisfaction, innovation, and adaptability levels. As organizations strive for agility in a dynamic environment, fostering a feedback culture becomes a strategic imperative for sustained success<sup>102,103</sup>.

### **2.1.2 Firm-Specific Factors**

According to the RBV perspective, a firm's capacity to become profitable and a competitive going-concern is dependent on its internal capabilities such as knowledge, skill, and abilities considered unique, difficult to substitute, valuable, and organised<sup>22</sup>. These internal capabilities or resource needed to drive organisational performance is conceptualised as firm-specific capability, factor, asset, advantage and resources by some scholars<sup>23</sup>. Some scholars considered firm-specific capability (FSC) as an intangible asset which organisations can deploy to drive business performance. The scholars used the International Accounting Standard (IAS) 38 framework to buttress their definition and in outlining the intangible asset. According to IAS 38, "an intangible asset is an identifiable

asset without physical substance, but allocated a monetary value – such as computer software, patents, copyrights, motion picture - films, customer lists, mortgage servicing rights, licenses, import quotas, franchises, customer and supplier relationships, marketing rights, and development costs, that is expected to generate income in the future" (p. 2). This definition limit FSC to only intangible asset and ignored asset in tangible form<sup>24,25</sup>.

Similarly, other scholars suggested that FSC pertains to firm-level competencies that MNEs can deploy to achieve superior performance in the international market<sup>26</sup>. Furthermore, some scholars defined FSC as an organisation's resources needed to decide a suitable EMS. This definition limits FSC to factors that only assist in determining an appropriate entry-mode without regard to its ability to achieve a competitive advantage. As a follow-up, Kimura and Pugel suggested that FSCs are the specific intangible assets that have the potential of providing a competitive advantage for any firm that possesses it<sup>27</sup>. These scholars emphasised that for MNEs to compete favourably in a foreign market, it needs asset power such as marketing capability, innovation capability, and new product development capability.

This definition, although addressed the weakness in definition of FSC, it emphasised FSC as intangible asset and resources, thereby ignoring asset and resource in its tangible form<sup>105</sup>. Furthermore, the definitions did not explicitly consider the number of the year(s) it takes to develop core competencies; likewise, it did not provide an opportunity for continued improvement in those core capabilities. Hence to address this inadequacies in earlier definitions, this study viewed FSC to be the core and unique organisational capabilities, and assets (tangible and intangible) developed over time, across functional areas whose efficient utilisation enables a firm to achieve competitive advantage; more so, its continued improvement ensures the sustenance of the firm's competitive advantage<sup>105</sup>.

Scholars viewed FSC from two perspectives: one is the international management perspective, and the second is the transaction-specific perspective<sup>29</sup>. First, it is expected that for any company to compete and survive in an international marketplace, such a company must possess some degree of expertise in international business management, as expanding into a new location warrant learning more and developing the capacity to cope with such a new environment. Environment-specific challenge results primarily from the political and economic conditions in the environment; hence, companies must deploy their prior international experience to cope with such country-specific challenges. Moreover, these competencies are needed to manage and take advantage of new investment opportunities in the international marketplace<sup>29</sup>.

The second perspective focused primarily on the firm-level capabilities, which accrues to the company as a result of years of operation in several business ventures and which are vital for competing efficiently in a specific business venture. Transaction-specific advantages can primarily be gotten from the ownership of a critical asset (both tangible and intangible) such as intellectual property, specialised technological prowess, knowledgeable workforce, dynamic management philosophy, to mention a few. The proponents of the RBV and Dunning ownership perspective argued that an organisation that possesses and can deploy these transaction-specific capabilities could achieve superior performance ahead of its closest competitor. This present study focuses on the transaction-specific advantages because they are critical firm-specific capabilities needed to sustain superior performance. Hence, the firm-specific capability discussed in this study include innovation capability, social media agility, and organisational learning<sup>30</sup>.

### **2.1.2.1 Strategic Planning**

Strategic planning is a process that involves systematically determining the company's direction and goals, analyzing the external and internal environment, selecting the appropriate strategy, developing an implementation plan, establishing a monitoring system, and evaluating the company's achievements<sup>81</sup>. In a study, strategic planning is a management tool that is used to help the organization focus its energy, ensure that the members of the organization are working towards the same goals, and assess and adjust the organization's direction in response to a changing environment<sup>82</sup>. The process of generating and maintaining consistency between an organization's goals and assets and the organization's changing prospects is what we mean when we talk about strategic planning<sup>83</sup>. The process of strategic planning is going through a series of predetermined processes, such as articulating a mission and goals, conducting an environmental inquiry, formulating a strategy, putting it into action, and monitoring its effectiveness<sup>84</sup>. Furthermore, strategic planning makes use of systematic criteria and in-depth investigation in order to design, implement, and control strategy as well as adequately document organization expectations.

Planning strategically is a methodical process that entails forecasting the desired future and translating this vision into a set of broadly outlined objectives and a logical order of actions to accomplish these objectives<sup>85</sup>. According to some researchers, speculation, strategic planning (SP) is a collection of planning activities carried out by companies in order to devise strategies that may assist in improving the performance of the companies<sup>86,87</sup>. The process of determining the goals and objectives of an organization, the formulation of actions, and the allocation of resources that will be used to achieve the goals and objectives that have been determined are all part of the strategic planning process<sup>88</sup>.

Planning strategically involves validating and defining a direction for corporate activities by analyzing both current and future goals. This is accomplished through a process known as strategic planning<sup>89</sup>. The process by which an organization defines its vision and strategies, as well as the decisions regarding how its human capital and other resources are to be allocated in order to support this strategy, is known as strategic planning<sup>90</sup>. In general, the process of strategic planning includes the formulation of company objectives, the formulation of a vision, and the development of a basic design to realize the idea and meet the objectives<sup>91</sup>. The planning of strategies for the future is futuristic<sup>92</sup>. There are important facets to consider when conducting strategic planning, including functional coverage, centralization, and time range, in addition to planning formality and internal and external orientation<sup>93</sup>.

Several research articles have discussed the benefits and drawbacks of strategic planning. Improve coordination by integrating the strategies of all individual business units into a single overarching company strategy<sup>94,95,96,97</sup>. A researcher emphasized the significance of strategic planning as one of the most important aspects that have an effect on performance. One of the toolkits available to modern managers, it can be utilized to deal with uncertain situations and to stimulate performance<sup>88</sup>. Disregarding strategic planning in organizations can lead to poor performance, which in turn reduces the odds of the organization surviving in the market<sup>98</sup>. Strategic planning can play a role in improving innovation, motivation, increasing internal communication, stimulating new ideas, generating information, evaluating the environment of the organization, and ensuring careful consideration of all appropriate options<sup>94</sup>. Some researchers suggested that strategic planning is pointless until it is put into action, and some researchers provided support for this assertion<sup>98</sup>.

It is commonly considered that strategic planning could result in new and distinct positions, business models, business processes, and positioning in relation to competitors in light of improved performance brought about by investments in human resources<sup>99</sup>. Through careful strategic planning, the company may either be able to increase its performance as a result of its adoption of a new strategy or see a decline in that performance. Therefore, in order for a company to beat its competitors in the face of global change, it must utilize proper tactics to keep ahead of and survive in an environment that is always changing<sup>100</sup>. If a firm is going to respond effectively to the difficulties that emerge from the external environment through adjustments to its strategy and direction, strategic planning in today's rapidly shifting business climate needs to have adaptive features in order for it to be effective. According to the findings of the study, strategic planning is an activity that takes place at the corporate level and involves the creation of a strategic route that leads to the achievement of an organization's short-term and long-term vision and goal.

#### **2.1.2.2 Operational Resilience**

A scholar's definition of operational resilience is an organization's capacity to safeguard and maintain the essential business services for its clients, regardless of whether operations are running smoothly or whether there is a disturbance in operational stress. Similarly, operational resilience is defined as an organization's capacity to anticipate, prevent, recover from, and adapt to bad operational events, while continuing to offer commercial services. Maintaining and securing essential client-facing core business services in the face of normal and unexpected operational stress or disruption<sup>107</sup> is an important capability of every organisation<sup>101</sup>.

The ability of a company's operations to endure and bounce back from disturbances is, thus, according to some academics, the essence of operational resilience. It has also been argued by some academics that a system can have "resilience" (the capacity to continue functioning even when faced with disturbances) but not "stability" (the capacity to recover from disturbances and return to an equilibrium state). Because their goal is to maintain the present realm of operations even when disruptions occur, operational resilience is defined by its capacity to absorb and recover from such events. Redefining or changing the area of operations every time disruptions occur could be costly and impractical for organisations in the near run, therefore this "static" perspective of operational resilience seems reasonable.

Organisations naturally favour first-order response activities to maintain the existing domain of operations and restore output rates to normal levels when disruptions to operations systems occur. These measures are designed to accomplish two goals: (1) keeping the system structure and output rates within critical limits during disturbances, and (2) getting the output rates back to normal following a disruption. A case might be made that organisations need dynamic skills to carry out this function when they undergo operational transformations or adaptations throughout time<sup>102</sup>.

Nevertheless, such shifts in the scope of operations aren't always caused by interruption or outside forces of change; sometimes, it's only the outcome of upper management's new strategic goals. Thus, according to previous research, operational resilience does not represent the dynamic/adaptive capabilities perspective of resilience. Although operational resilience capabilities are expected to improve efficiency performance, it is crucial to note that strengthening resilience capabilities might need more investment in inefficient measures like redundancies<sup>103</sup>. A good example of this is the possibility that

spending money on resilience-building techniques can result in sunk costs that are difficult, if not impossible, to recoup and redirect to other initiatives that improve efficiency<sup>104,105</sup>.

One definition of operational resilience is an organization's capacity to quickly adjust to new circumstances. Operational resilience is defined by the following: the capacity of the firm to: - avoid or mitigate the impact of a crisis; - react to and recover from a crisis; and - maintain business services during a disruption. The capacity of an organisation to quickly adjust to new circumstances is a common definition of operational resilience. Systems and processes must be resilient, and the organisation as a whole must be able to keep running in the face of disruptions. Similarly, operational resilience has been defined by some academics as the ability to recover from losses in business activities, operational variety, operational anticipation of events, and operational continuity<sup>116,117</sup>.

Due to regulatory frameworks that are becoming increasingly intolerant of operational failures and the fact that clients want 24/7 "always on" product/service, operational resilience is more important than ever for organisations. Gaining and maintaining the trust and confidence of customers and regulators is crucial to fulfilling corporate objectives. The areas most affected by operational resilience failures could be transformed into areas for positive differentiation if enterprises achieve market-leading operational resilience. There are competing demands for resources and attention from other company initiatives that are comparable to resilience. Spending the time and resources needed to achieve operational resilience objectives will be difficult for organisations facing change and digitally-driven new competitors. In order to make themselves more resistant to disruption, many companies are starting or planning to start transformational projects<sup>118</sup>.

Technology, data, third parties, facilities, operations, and people are all expected to be strengthened in the operational resilience area. Beyond simple risk and compliance considerations, the predicted commercial benefits should be an integral aspect of a company's proposition. One way operational resilience can help a company's performance and reputation is by preventing losses due to unforeseen circumstances. Another way is by allowing them to serve their clients more efficiently, which leads to more income. (3) a rise in revenues (profits) leading to a rise in the trust of stakeholders and investors, and the subsequent benefits (4) the capacity to evade possible fines and damages imposed by regulators<sup>89</sup>. Essential checkpoints on the path to resilience include fulfilling end-to-end mapping, scenario testing, and frequent self-assessments; establishing and comprehending critical company services and impact tolerance; and performing regular self-assessments. Reliability, quick response times, and an integrated business continuity plan are other indicators of operational resilience<sup>119</sup>.

According to some academics, operational resilience has both positive and negative aspects. On the one hand, it improves business continuity and survival, reduces operational risk, increases adaptability, and generates synergy across strategies. On the other hand, it increases operational risk, causes businesses to lose sight of their activities and plans, and creates problems with long-term commitment. In order to better understand the effects, associated risks, and levels of tolerance for interruptions in the delivery of products or services to both internal and external stakeholders like employees, customers, citizens, and partners, the researcher established operational resilience as an initiative that expands business continuity management programs to concentrate on these factors<sup>120</sup>.

### **2.1.3 Employee Performance**

An employee's performance is a sum of their efforts, their abilities, and their understanding of the tasks at hand. Motivation, ability, and opportunity to participate are the three elements that impact an individual's degree of performance. Ability and motivation are the two factors that the scholar believes determine performance. While many things influence workers' output, one of the most important is the atmosphere at their place of employment. A scholar lays out a number of criteria that contribute to productive work by employees. Among these characteristics are things like the physical setting, tools, interesting tasks, expectations for performance, feedback on that performance, and a flawed system. Moreover, he argues that in order to attain standard performance, employers must ensure that their employees' tasks are completed in a timely manner in order to accomplish the organizational goals<sup>121</sup>.

Linkages between employee performance, individuals, and situational aspects should be studied more thoroughly, according to certain academics, in order to comprehend the impact of effectiveness on the job. A company's bottom line is heavily dependent on the efficiency and effectiveness of its employees. The success of a company is directly proportional to the level of performance of its personnel. Individuals place a premium on performance because the satisfaction that comes from accomplishing goals is substantial. When an employee acts in a way that advances the goals of their employer, they are demonstrating job performance<sup>122</sup>. A person's or team's performance is the end result of their efforts put in at any one moment inside an organisation; it shows how well they met the requirements of their position and contributed to the organization's overall mission and goals.

Industrial and organisational psychologists place a premium on worker output as a dependent variable. If we want our employees to perform better, we need to implement a

few key applications. For the success and outcomes of the organisation, it is vital. Workplace environment components stand out as the major predictors of employee performance, among many other aspects. An employee is considered to be performing at a high level when they accomplish the goals set out by their employer in a timely manner, within budget, and in accordance with established standards, all while making good use of available resources in an ever-changing work setting<sup>123</sup>. The founding members of every group set out to accomplish a certain goal. The use of resources, such as people, machinery, materials, and money, will allow us to accomplish these goals. Improving one's performance is crucial, but by no means the sole, condition for advancing one's career and finding gainful employment in the future. While there are always outliers, in general, top achievers have more prospects for advancement and better pay in the workplace than those who struggle. Therefore, it is crucial that workers see their performance as highly important. Performance encompasses many different aspects<sup>124</sup>. Motivation, development opportunities, performance reviews, job happiness, pay, job security, and organisational structure are some of the most important factors influencing employee performance<sup>125</sup>. When it comes to measuring the success or failure of an organisation, employee performance ranks high among the most crucial metrics<sup>126</sup>. According to one scholar, performance is described as the combination of an employee's outwardly visible activities and their internal mental processes, including the generation of responses and decisions, that lead to the successful completion of organisational objectives. A scholar offered a traditional definition of performance as the end outcome of a series of acts taken in accordance with some standard to achieve a target<sup>127</sup>.

According to one academic, performance is defined as how well an employee carries out the duties of their position. The professor argues that an employee's performance might be defined as his observable and evaluable behaviour on the job. The term describes the

part that a person plays in helping the company reach its goals. The study's emphasis is on four metrics of performance: staff efficiency, creativity, commitment, and work quality<sup>128</sup>. These metrics are based on the concerns with employee performance that were highlighted in the problem statement in the introduction chapter (see 1.2).

### **2.1.3.1 Employee Efficiency**

An organization's "operations" are the methods and assets it employs to efficiently manufacture top-notch goods and services. A job or task is considered an operation if it consists of one or more subtasks and is usually carried out in a single location. A company's operations are the processes that take raw materials and information and turn them into a finished product or service that the consumer wants. "Efficiency" is defined in the literature on industrial organisation and strategic management as the end result of firm-specific variables that determine the present and future performance and stability of a firm, including management expertise, innovation, cost control, and market share<sup>129</sup>. On the flip side, operational efficiency is when a company can provide its goods and services to clients in the most economical way while maintaining the highest standards of quality<sup>130</sup>. An organization's skills and performance are examined in operational efficiency. A scholar goes on to say that it's when a company is good at reducing input waste and making the most of its resources to provide consumers with high-quality goods and services at low prices. In the context of controlling the resources at one's disposal, it is an effective metric to employ<sup>131</sup>.

According to some academics, operational efficiency is the capacity of a service sector to provide consumers with goods and services in the most efficient way feasible without sacrificing quality in any way<sup>132</sup>. According to an expert, operational efficiency is influenced by public perception and customer satisfaction, in addition to certain factors

like operational aspects of supply chain management, quality control management, operational aspects of human resource management, and the technology that is put into use. The correct mix of people, procedure, and technology can increase the value and productivity of any corporate operation while reducing the cost of everyday operations to a desired level; this is what some scholars call operation efficiency<sup>132</sup>. As a result, the organization's resources that were once used to handle operational chores may now be diverted to new projects with higher value, which enhances its capabilities. When it comes to a company's present and future success, operational efficiency (OE) is crucial<sup>133,134</sup>.

### **2.1.3.2 Employee Creativity**

There are three tiers of creativity: the personal, the team, and the corporate. Personal creativity necessitates original thought, competence, and intrinsic drive to complete tasks<sup>135</sup>. Innovation in organisations is made possible through the process of creativity, which entails generating and developing new ideas. So, whereas people's creative processes revolve around coming up with ideas, group and organisational creativity encompasses coming up with ideas and then putting those ideas into action, which could result in the creation of new products, services, processes, or procedures<sup>136</sup>.

As mentioned before, our research focusses on FC within organisations. Creativity has been variously defined by scholars. Some have argued that it is the act of coming up with novel ideas that has practical applications; others have argued that it is the mental process that enables people to come up with novel ideas; and still others have argued that it is the process by which novel ideas are accepted as useful, tenable, or satisfying by a large group of people over time. There is a tendency to use the terms innovation and creativity interchangeably because of how closely they are seen to be related. Creativity, according

to the conventional wisdom, is defined as the generation of ideas, but innovation is defined as the effective application of those ideas<sup>137</sup>. One common argument in favour of studying organisational creativity is the role it plays as a springboard for new ideas and approaches<sup>138</sup>.

One strategic tool for increasing a company's capabilities is encouraging employees to think outside the box. Innovation permeates every facet of human existence and is essential to the advancement of society and the advancement of technology<sup>139</sup>. Scholars have viewed creativity as both an overarching notion that encompasses invention and its execution and as a sub-process of innovation, specifically as the generation of fresh and practical ideas<sup>18</sup>. The idea of innovation encompasses not only the execution of new and improved products or methods of doing things, but also the application of company creativity, as was discovered in an earlier study by the same scholars. Researchers have looked at strong creativity in two ways: as an invention in and of itself or as a component of innovation<sup>18</sup>.

One expert argues that knowledge, creative thinking, and motivation are the three main ingredients for strong creativity, while another argues that it is the demonstration of imagination and originality of thought that allows one to go beyond everyday thinking. Creativity in the workplace is a competitive differentiator since it provides a suitable solution to the issue at hand. Coming up with novel ideas or combining preexisting components in novel ways are some definitions of creativity. One way in which creativity manifests itself is through the disruption of previously established ways of thinking and the subsequent generation of novel concepts. The correct operation of profit-oriented organizations relies on creativity, which is linked to change, nonconformity, inventiveness, and advancement<sup>140</sup>. Workers that can think outside the box are in high

demand in this industry. This means that businesses need to be nimble enough to respond to new situations as they arise, which means they need to be able to change their strategy on the fly<sup>141</sup>.

According to research, there are a number of prerequisites that must be met in order to cultivate an optimal environment for creativity, which in turn will enhance and facilitate the creative process. A researcher doing a meta-analysis uncovered five key organisational elements that have the potential to foster or stifle innovation on the job. These include a company's management philosophy, its culture and climate, its processes and infrastructure, its resources, and its employees' abilities and knowledge. The free flow of information is essential for creativity, as it is said to be the foundation of innovation and creativity. Consequently, it stands to reason that successful transfer of corporate knowledge enhances creativity, and that this can only happen if information is shared at all levels of the business<sup>142</sup>. The rise of information and communication technologies has greatly aided this situation by elevating the importance of exchanging knowledge. Secondly, a culture of learning is necessary to support organisational learning and the utilisation of information and data for improvement<sup>143</sup>. Organisational culture is both an aspect of the environment and the foundation for planned and possible change.

Therefore, it is more effective to retain and nurture received information in a culture that promotes experimentation, constructive dissent, learning from mistakes, delegating responsibility, and open and continuous dialogue with stakeholders within the organisation<sup>125</sup>. Third, having networks in place also helps a company's creative process. Networks were formerly defined by some academics as various forms of extra-work-related communication, social contact, engagement, and information exchange. They insisted that the informal networks in which innovation is supposedly concealed at the

organisational level are really nothing more than weak links, defined as interactions that happen infrequently and involve little to no touch between people. Finally, a number of academics have verified that initiatives to share information can foster an environment conducive to creativity, which in turn can boost creativity within an organisation, all because people are intrinsically motivated to do so. When we work on something because it's intriguing, involving, thrilling, fulfilling, or personally challenging, we're motivated to do it for reasons other than monetary gain. Leadership and support from within the organisation, the availability of resources, compensation policies, the organization's goal and strategy, its structure, and its technology are further elements that impact organisational creativity.<sup>144,145</sup>

Certain benefits do accrue to an organisation when its members exhibit a high degree of innovation. Among these benefits are the following: a more invested workforce; more frequent and meaningful interactions between employees; higher morale and, by extension, productivity; a more enthusiastic and, thus, less clumsy workforce; higher levels of intrinsic motivation and problem-solving ability; higher output of both goods and services; and, finally, stronger bonds and collaboration within the company, which can promote organisational learning. Creativity, on an individual level, does several things: it piques interest, which in turn motivates learning; it introduces one to previously unanticipated prospects; it generates a whole new set of possibilities; and it allows one to pursue and achieve a great deal of personal objective<sup>146</sup>.

### **2.1.3.3 Service Quality**

Serving another person is lending a hand or performing manual labour on their behalf. Customer or guest interaction with agents or representatives of the service-providing organisation, whether in person or by technological means, is the essence of service. Any exchange between a buyer (the customer) and a seller (the provider) that does not directly result in the creation of a tangible good is considered a service<sup>129</sup>. Services are the usual demonstrations of skill or ability. The senses are used to experience services, whereas goods are absorbed directly. 'Service' might mean different things to different people, which causes some confusion, according to the management study. The service might be seen as a product, a development, a performance, or a transaction. According to some academics, a service is a nebulous act that facilitates communication between a business and its clients but does not change ownership of the service.

Service, according to some academics, is "any intangible act or performance that one party offers to another that does not result in the ownership of anything." To sum up, a service can also be thought of as an intangible good or service offered by one party to another in return for payment in the form of material goods or in-kind consideration<sup>130</sup>. One distinguishing feature of services that sets them apart from products is the fact that production and consumption are inseparable. You can't keep services that are immaterial and won't last forever<sup>131</sup>. The inability to save services independently of their creation and use means that we must make immediate use of the service, as is typical of most services, since production and consumption occur simultaneously. In practice, though, differentiating services from things isn't always easy. Consequently, it's worth noting how services differ from products in a few key respects. The four defining features of services—intangibility, inseparability, variability, and perishability—have been defined by a number of academics.

The concept of service quality has been advanced by researchers from many different fields. Nevertheless, conceptual work on service quality has been characterised as varied, despite over twenty years of research and much vigorous discussion. Two opposing viewpoints dominate the discussion of service quality: that of American schools and that of Nordic (Scandinavian or European) schools. Aspects of technical and functional quality are both included in the Nordic school's broad categorical definition of service quality. Contrarily, the American school makes use of descriptive language and incorporates the following characteristics: tangibles, responsiveness, certainty, empathy, and reliability. Customers' or consumers' evaluations of services after they've used them are what constitute service quality. In the service industry, "service quality" takes on a more specific definition. Some researchers have offered a definition of service quality that is similar to matching the customer's expectations with the service delivered, while others have defined service quality as the degree to which clients' expectations are met and their requirements and wishes are determined. Service quality positively affects customer satisfaction and is thus an antecedent to customer satisfaction. When it comes to financial services, service quality is especially important because providers often struggle to demonstrate how their products are unique to customers<sup>147</sup>.

A service's quality is determined by how closely it meets the client's expectations. A service provider's capacity to efficiently meet a customer's needs while simultaneously improving the company's performance is what we mean when we talk about service quality. According to some academics, service quality is the degree to which a client perceives the firm and its offerings to be of high or low quality relative to the competition. When evaluating a service provider, service quality means taking into account the customer's expectations of the industry as a whole and how well a given provider meets those expectations. According to some academics, service quality is determined by the

magnitude and direction of the gap between what customers expect and what they actually receive<sup>148</sup>.

A number of academics have proposed that customer satisfaction is the best indicator of service quality. According to some academics, if businesses focused on service quality, they would be able to provide customers with better services, which would make them happier overall<sup>149</sup>. The purpose of SERVQUAL is to measure the quality of service based on how the client perceives it; this evaluation takes into account the customer's expectations. By removing the "expectation" component from SERVQUAL, a group of researchers were able to create a scale known as SERVPERF that relied solely on "performance" evaluations to determine service quality. Because it contains about half as many items as the SERVQUAL scale, SERVPERF was thought to be more advanced. Service quality was evaluated by looking at how consumers perceived the service. A good rating was given when the performance went above and beyond what the customers had expected. The quality is considered bad if the performance is not up to par. Many models are used to measure service quality, according to research<sup>137,138,139</sup>.

Without a doubt, the strategy and beginning points determine how service quality is defined. The increasingly evident component is the customer's view of the services that are supplied. As a source of long-term and sustainable competitive advantage, service quality and delivery form the cornerstone of client acquisition and retention in modern business operations. Note that most arguments about what constitutes high-quality service centre on how satisfied customers are with that service; some writers believe that quality is just one of many elements that influence customers' happiness. It is quite astounding how different people have different ideas about what service quality is and how to measure it. Many service quality models have been developed, particularly in the last

twenty years, as a result of the multidimensionality of service quality. Decomposing service quality in order to achieve a precise definition and effective management is necessary due to the complexity of the concept.

#### **2.1.3.4 Employee Commitment**

According to an article written by Whyte in the 1800s called *The Organisation Man*, the idea of employee/organizational commitment originated when an individual makes a side bet that connects their non-essential interests with a continuous course of action. Both "organisational commitment" and "employee commitment" are used interchangeably in this assessment; both terms refer to workplace elements that are more related to psychological ideas than to physical ones. What we mean by "employee commitment" is when a worker's values, aspirations, and intentions are all in harmony with those of their employer. Researchers in the auto component industry found a strong correlation between employees' dedication to their organisations and their output. An academic noted that organisational commitment significantly affects nearly all organization-related behaviours, including tenure, attendance, and performance. Important aspects, such as increased organisational and professional satisfaction, decreased job mobility, and improved working efficacy, correlate with employee commitment<sup>142,143</sup>.

Research in this area has demonstrated that when workers are more invested in their work, they are less likely to consider quitting the company and more likely to be satisfied and motivated overall. Employees' outward attitudes, judgements of termination, and participation in professional associations are all likely influenced by the level of commitment they feel to their organisation. When people are committed to their organisation, they act in ways that benefit the business. Employees who are truly dedicated to their work are more likely to remain members and put in extra effort, not for

personal gain but because they feel pressured to do so<sup>144</sup>. A number of academics have argued that an employee's level of commitment to their employer is a function of their emotional investment in the company and his or her decision to stay or leave. A person's level of dedication to their job depends on the degree to which they feel a sense of belonging to the company. Integration refers to the degree to which an individual's or worker's objectives become entwined with those of the business. There are three parts to an employee's commitment to their job: their desire to stay with the company, their acceptance of the organization's ideals and goals, and their willingness to put in effort on behalf of the company.

According to other researchers, commitment incorporates (a) the idea of membership, (b) the individual's current position, (c) the ability to predict outcomes related to performance, motivation to work, and spontaneous contribution, and (d) the idea that different motivational factors are relevant in different contexts. There is a lack of consensus among academics over the academically proposed components or classification of employee commitment. Indeed, it seems as though defining job commitment in the way that some scholars did would be necessary for the term to have enough meaning. What they mean by "job commitment" is the emotional investment an employee has in achieving specific goals at work. So, it is thought that employees feel this dedication on three levels, or mindsets that influence behaviour: affective, normative, and continuation. one hundred forty-five.

When workers feel a strong emotional connection to their employer, it's called affective commitment. An employee having such an emotional investment in their work is more likely to support the company's mission and stay loyal to it. This kind of dedication is meaningful since it stems from the employee's own choice to dedicate themselves to the

company. That is to say, when a person has a good experience on the job, it forms an emotional bond with the company, which is known as affective commitment<sup>145</sup>. The perceived cost of leaving the organisation, such as giving up profit sharing and pension plans, is believed to be the source of continuity commitment. When an individual stays because they believe that leaving the organisation would incur high costs, both economically (through pension accruals) and socially (via friendship ties with coworkers), they commit to staying. Employees are considered to exhibit continuity commitment when they stay with their current employer mainly because they have no other choice or because quitting will lose them money, seniority, or retirement benefits. This dedication (caused by the necessity to keep on with the organisation) is known as continuation commitment<sup>146</sup>.

The third aspect of job commitment is normative commitment, which means that employees are committed because they feel obligated to be. An individual's internalised normative demands give rise to such a duty. An individual's commitment to a cause may lead them to act in a way that goes against their immediate self-interest, but which they ultimately justify as the correct thing to do. An employee may stay with the company for many years because, for example, being loyal to one's employer is ingrained in their family's or community's values. Normative commitment can also develop in employees when their employers provide benefits before they even start working for them, including paying for their college tuition or going to significant efforts to teach them<sup>147</sup>.

#### **2.1.4 Organisational Culture**

The way an organisation deals with its internal and external contexts is dictated by its culture, which is a set of common assumptions, values, and beliefs. Interactions between internal organisational actors and external stakeholders are significantly impacted by

these shared values. Beliefs, values, and conventions that are fundamental to an organization's culture are held by all employees. Companies, in their view, have a culture that is defined by a shared set of mental assumptions about what is and isn't acceptable behaviour in different contexts. According to academics, beliefs are the underlying assumptions about the world that are reinforced by experience; values are the underlying ideas about what is desirable, and norms are the standards by which people are supposed to behave. The three assumptions have a significant impact on staff loyalty and organisational identification when they are widely held in a company. According to the definition provided, organisational culture encompasses a multitude of social phenomena that shape the norms and character of an organisation. These phenomena include customary dress, language, behaviour, beliefs, values, assumptions, symbols of status and authority, myths, ceremonies, and rituals<sup>148</sup>. Beliefs, practices, and attitudes are the only aspects of corporate culture that a scholar will take into account. "The pattern of basic assumptions that are invented, discovered or developed by a group as it learns to cope with its problems of external adaptation and internal integration" is how an expert describes organisational culture<sup>149,150</sup>.

When people form communities based on common interests and responsibilities, culture emerges as a result of those interactions, according to some experts. By pitting two separate human relations—sociability, which gauges genuine friendliness among organisation members, and solidarity, which measures an organization's capacity to swiftly and effectively pursue common goals—against each other, the authors constructed four kinds of communities to learn how organisational culture affects competition. These communities are communal, fractured, mercenary, and networked. According to the writers, there is no "best" culture among these four; rather, each works well in its own unique corporate setting. For instance, they clarified that a networked organisation is ideal

when corporate strategies are long-term and understanding the ins and outs of the local market is crucial to success. A mercenary organisation, on the other hand, thrives in an environment where change happens quickly and rampantly. A fragmented culture, on the other hand, is suitable when there is little interdependence in the organization's work and a greater emphasis on individual innovations rather than teams. Lastly, a communal culture, with its emphasis on extensive cooperation across functions and locations, is effective when innovation necessitated by a complex and dynamic business environment<sup>151</sup>.

A scholar distinguished between bureaucratic, supporting, and innovative<sup>136</sup> organisational cultures, and another scholar examined organisational culture from the vantage points of integration, differentiation, and fragmentation, according to other scholars. A scholar found that a positive organisational culture will have five essential elements based on a review of previous works on the topic. These elements include: a mission and a clear vision for the organization's future; values that support the culture and are consistent with the organization's goals and the personal values of its members; high value placed on employees at all levels of the organisation and extensive interaction between them within and across functional areas; the ability of the culture to adapt to external conditions while remaining consistent and fair to all employees; and the perpetuation of the culture "through tangible symbols, legends, or ceremonies." Organisational culture, according to some academics, is everyone's shared understanding of what it is like to work for a certain company. This understanding is shared across departments and roles within the company, and it serves to differentiate one company from another. They determined that a strong culture that allows people to care about what's essential, a culture that can adapt to changing circumstances, and a culture that is strategically relevant were the three most critical factors in fostering long-term

performance<sup>152</sup>.

For corporate culture to positively affect organisational effectiveness and financial success, five critical dimensions have been identified by scholars. Here are some dimensions to consider: customer orientation, employee orientation, standards of performance and accountability, innovation and commitment to change, and company process orientation. Each dimension addresses a different aspect of a firm's operations, including planning, decision making, communication, and corporate citizenship. The exact definition of each dimension depends on the firm's size, structure, growth strategy, and other relevant factors. Organisational culture manifests itself at times of transition and can either aid or hinder the change processes. The breadth and depth of a group's shared values determine the strength or weakness of its culture<sup>29</sup>. An company with a strong culture has a well defined culture, communicates that culture effectively, and ensures that all employees act in accordance with that culture. When it displays characteristics such as the presence of subcultures, a lack of shared values and norms, and an absence of traditions, it is weak. When employees lack a strong sense of commitment, identity, and loyalty, the result is an organisational environment that is politicised, hostile to change, and unwilling to seek out best practices outside the organisation.

As a weakness, organisational culture can create or promote resistance to change, which in turn can limit the strategic options available to an organisation and delay, hinder, or prohibit the smooth implementation of a strategy. According to one academic, various organisations have their own distinct cultures that are defined by various factors, including rules, fairness, cooperation, teamwork, competition, and achievement 78. An expert in the field argues that a strong organisational culture is crucial to a company's success. Consequently, developing-world companies needed to embrace cultures that

supported sustainable performance and gave them a competitive edge if they wanted to survive in the face of the globalised business climate<sup>152</sup>.

By outlining the parameters of the company in a manner that encourages personal engagement, organisational culture can provide a long-term competitive edge. It impacts an organization's strategy, its relationship with its environment, and the decisions made by managers about the organisation. The degree to which an organization's culture aligns with its strategy and the external environment is an important metric to evaluate. If the two are well-aligned, the business will likely achieve better results than its competitors. On the other hand, if the two aren't well-aligned, the company will likely struggle to achieve its goals. To be more precise, there are academics who have contended that the four overarching themes of organisational culture—that it is a learnt entity, a belief system, a strategy, and a mental programming—imply that, because organisational culture is a strategy, the evolution of strategy is also the evolution of culture, and that any shift in culture is a shift in strategy. Managers' actions, stemming from the culture of the business, should aim to achieve a good strategy-culture fit<sup>153,154</sup>.

One of the most important factors in a company's success is its culture, which functions as a strategic asset. By moulding employee conduct towards external stakeholders, organisational culture affects a company's strategic effectiveness. This, in turn, affects consumers' propensity to buy from the company and the level of cooperation that suppliers, customers, and financiers are willing to extend to the business. Employees' incentives to prioritise the organization's needs over their own are also influenced by this. Organisational culture has a significant impact on strategy in this study because it determines how responsive and adaptable an organisation is. When an organization's culture is strong, employees may find it difficult to think outside the box and consider

alternative strategies. Therefore, it is crucial to be culturally informed before launching any strategic effort, and the program's success depends on the backing of the organization's culture<sup>155</sup>.

Attention to detail, inventiveness, team orientation, and aggression are some of the organisational culture traits that researchers have shown to play a significant role in a company's management accounting information system's effectiveness. When an organization's culture exhibits these traits, its management accounting information system can fulfil its function as a vital cog in the wheel of human and financial resources that generate and disseminate data useful for making internal decisions<sup>156</sup>. Researchers found that company culture significantly affects organisational structure, which in turn affects employee actions and decisions in areas such as relationship building, social negotiating, decision-making, problem-solving, innovation, and control and planning. Shared values and beliefs provide individuals with an identity, inspire devotion beyond the "self," and strengthen social systems; this is culture's role as the organization's glue. It helps create conditions that are favourable to innovation, which in turn increases the firm's strategic agility<sup>157</sup>.

When confronted with opportunities and threats from the outside world, the decisions, emotions, and actions of individuals within an organisation are shaped by their shared culture, which consists of common values, attitudes, and behaviours<sup>145</sup>. Some academics have echoed this sentiment when they have said that changing an organization's culture or the mindsets of its employees to be more strategically agile is extremely difficult. A company's culture can boost productivity and morale, which in turn can help employees feel more confident when faced with challenges. Strategically agile organisations understand the significance of a shared participatory process including managers and

employees in making strategic decisions 146, and they pay close attention to the ways in which organisational culture affects people's goal-setting, task-performance, and resource-administration. Last but not least, research has shown that company culture affects financial results<sup>146</sup>.

## **2.2 Theoretical Framework**

This section presents theories that provide theoretical explanations for this study, which borders on the effect human resource management practices and firm-specific factors have on employee performance in the Oil & Gas marketing companies in Southwest, Nigeria. The theories reviewed in this section include Resource-based view (RBV) and Ability-Motivation-Opportunity theory (AMO). More so, they are discussed taking cognizance of proponent(s), assumption(s), and relevance of theory to present study and critics of the theory.

### **2.2.1 Resource-Based View**

The Resource-Based View (RBV) is a way of looking at things from inside an organisation that tries to explain how they can get and stay ahead of the competition. It grew to prominence in the 1980s and 1990s, following the work of academics like Barney, Wernerfelt, Prahalad, and Hamel who had previously published there on the characteristics that generate competitive advantage. The RBV posits that human resources are crucial to an organization's success in achieving its objectives and gaining a competitive edge. people capital resourcing is justified by the RBV, which asserts that a company's strategic competency is a function of its people resources. Organisations, according to RBV, should not rely on resources that merely distinguish them from competitors if they want to be competitive in the short and long term. Instead, they should have resources that are distinctive, hard to replicate, and difficult to find alternatives for.

Therefore, RBV pushes the idea that a company can outperform its competitors by focussing on human resource management: finding, developing, and keeping talented employees. According to RBV, businesses should regularly assess their human resource strengths and weaknesses to guarantee a good person-task fit, and if they find a gap, they should hire or train people to fill it<sup>147</sup>.

The basic idea behind RBV is that a company may make more money by capitalising on its unique strengths and utilising resources that are difficult to reproduce. This helps them take advantage of their external environment. It follows that organisations with lofty performance goals need not only the know-how but also the practical know-how, the competence to put that knowledge into action, and the capacity to continuously enhance these capabilities—no matter how novel they may have been at the outset—if they want to remain competitive. Considered a key resource at the business level, staff quality can have a favourable impact on organisational performance. Organisations, according to the RBV, have resources. Some of these resources help them get an edge in the market, while others are responsible for their prevailing long-term performance. The importance of human capital in creating a competitive advantage and enhancing performance through employee conduct was emphasised by RBV.

Thus, workers can accomplish their goals by making good use of in-house resources in accordance with HRM best practices<sup>148</sup>. Two primary premises form the basis of RBV. To begin, resources are not uniform; rather, they differ among different organisations in terms of both resources and competencies. Furthermore, there would be no way for businesses to outperform one another if they all had the same combination of resources and expertise. Furthermore, diversity in available resources implies that "firms have areas of competitive advantage, parity, and disadvantage"<sup>149</sup>. Secondly, resources cannot be

quickly relocated, including information, skills, and capacities. Therefore, rivals had a hard time replicating an organization's procedures, goods, and strategies because these resources were immobile. Brand recognition, company culture, entrenched knowledge, work relationships, processes, and intellectual property are all examples of intangible assets that are not easily transferable.

Those that back RBV agree with the theory's underlying assumptions and narratives. One study used the RBV to prove that certain HR processes, such hiring new employees, had an impact on the success of Ghanaian service companies. Theoretically, HRMP can be explained by researchers who have looked at the performance-effect of HRM practices from an RBV perspective. Another researcher followed in the footsteps of the first, only this time they zeroed in on banks in Ado Ekiti. Human resource development, according to the researchers, is a key factor in an organization's success. Because of this, the RBV perspective gained even more ground. Additional evidence for the RBV was offered by a few academics<sup>150,151</sup>.

Researchers looked at the ways in which human resources procedures, including hiring and firing, affect company performance and, by extension, the quality-of-service customers receive. Supporting this claim and the resource-based theory more generally, research has shown that companies can gain a competitive edge in the market through their human capital if they are successful in attracting and retaining top talent. Oil and gas marketing companies need to hire the brightest minds and put them through rigorous training and development programs if they want to be efficient and successful at what they do. That's the theory's central argument. The company will gain an edge over its competitors in the market if it does this<sup>153</sup>.

But in papers like "Is the resource-based view a useful perspective for strategic management research?", some academics have cast doubt on RBV's underlying assumptions. RBV, according to the researchers, is static, which means it can't adequately explain competitive advantage in a changing context. Sufficiency sceptics stated in a "systematic review of the RVB literature" that RBV fails to adequately explain firms in theory. Others have argued that it takes more than just owning resources with VIRO attributes to help a company maintain its competitive advantage; rather, SCA can only be achieved when the firm's leaders have the know-how to put those resources to good use. The sufficiency theorist also took issue with the notion of resources, arguing that it failed to differentiate between input resources and resources that were necessary for the company to choose, implement, and organise inputs. Secondly, despite the various kinds of resources described by a scholar, RBV does not take into account the substantial differences in how various resources might lead to a company's exceptional performance<sup>157</sup>.

### **2.2.2 Ability-Motivation-Opportunity Theory**

In 1993, Bailey put forth a proposal about high-performance work systems, which eventually became known as the AMO framework. According to the scholar, there are three things that are directly related to an employee's desire to make a significant contribution to the organization's performance: first, the employee needs to have the right skills; second, they need to be motivated in a systematic way; and third, employers need to create a supportive environment where employees can develop and take part in company decisions. It was from this vantage point that the AMO theory was born. Ability (A), motivation (M), and opportunity (O) are the three psychological components that, when combined, boost employee performance<sup>158,159</sup>. When people are competent,

highly motivated, and given the opportunity to contribute at work, the model predicts that they will perform at a high level<sup>160,161</sup>.

The abbreviation KSA stands for "knowledge, skills, and abilities" and is particularly useful when thinking about the Ability dimension. That is why the goal of ability-enhancing practices is to strengthen those three areas. Formal training and methods of employee recruitment are two examples of such procedures. Employees' inner and extrinsic drives to succeed are at the heart of motivation. Incentives and professional development opportunities are two examples of techniques that might boost motivation. In addition, the AMO model incorporates the opportunity dimension, which is grounded in empowerment literature or job design theories<sup>162</sup>. Therefore, both personal traits and the workplace are considered in the opportunity dimension. When it comes to improving organisational performance through HR practices, RBV proponents agree with the theory's assumptions and narratives. One example is the study that looked into the effects of AMO components on government HR. For companies that adequately fund the AMO components, the study confirmed a positive performance outcome. Some researchers in another study found that AMO components could help line managers at a manufacturing company perform better. An expert in the field of manufacturing can speak to the fact that AMO components have a positive impact on company performance. Despite the AMO theory's seeming youth in comparison to other HRM theories, its widespread acceptance by HR experts and its practical applications in many settings are both supported by the literature. For example, some scholars details the results of a systematic review that attempted to dissect the AMO framework.

Overall, this study positions the performance-effect of HCDPs on employee performance in oil and gas marketing organisations using the AMO theory, taking into consideration

the difficulties highlighted in the introduction chapter. It is the effect-relationship that this study aims to examine, and the AMO hypothesis addresses it directly. In other words, if the management of oil and gas marketing companies in Southwest Nigeria can hire capable people, reward them for their efforts and dedication to the company, and use human capital development strategies to foster an atmosphere that encourages advancement and input from workers, then performance will undoubtedly improve. In line with the AMO hypothesis, this study suggests that oil and gas marketing enterprises in Southwest Nigeria might benefit from human capital development techniques in terms of improved employee performance<sup>163</sup>. No less than writers have deemed the AMO framework an invaluable resource for deciphering the HRM-performance connection. The oversimplification of HR and organisational performance, though, has been questioned by several writers. They argue that a more holistic approach, one that takes a contingent view and makes use of mediating variables, is necessary to address this problem. Employee attitudes and behaviour, leadership style, and emotional commitment displayed by line managers are all examples of mediating variables. At the organisational level, factors like climate and culture are also examples of mediating variables.

The Resource-Based View (RBV) and Ability-Motivation-Opportunity (AMO) theories serve as a complementary theoretical foundation in understanding the interaction between human capital development practices (HCDPs), firm-specific factors, organizational culture, and employee performance. Together, they highlight the critical role of organizational resources and individual capabilities in driving superior performance outcomes. RBV Theory posits that a firm's unique resources—those that are valuable, rare, inimitable, and non-substitutable—are central to achieving a competitive advantage. In the context of employee performance, RBV emphasizes the importance of firm-specific factors and human capital as strategic assets. Firm-specific factors, such as

tailored strategic planning and operational resilience, ensure that the organization remains adaptable and efficient in fluctuating market conditions. When HCDPs are designed to enhance employees' skills and align with organizational goals, the human capital within the firm becomes a unique resource that fosters innovation and productivity<sup>164</sup>.

AMO Theory, on the other hand, complements RBV by focusing on the mechanisms through which human capital is effectively leveraged. AMO theory posits that an employee's performance is driven by three key components: ability (skills and knowledge), motivation (desire and commitment), and opportunity (the supportive environment and resources to apply skills effectively). HCDPs structured within the AMO framework aim to enhance employees' abilities through training and development, boost motivation through recognition and incentives, and create opportunities for employees to apply their skills within a conducive organizational culture. This ensures that the potential of human capital as a unique resource is fully realized, directly impacting performance. When combined, RBV and AMO theories provide a framework that highlights both the strategic value of firm-specific resources and the operational mechanisms necessary for optimal performance. Organizational culture plays a critical moderating role in this framework by creating an environment that reinforces the relevance of HCDPs and firm-specific factors. A supportive culture not only fosters alignment between employee abilities and firm objectives but also enhances motivation and opportunities for employees to thrive, ensuring that the full potential of human capital is utilized<sup>18</sup>.

### **2.3 Review of Empirical Studies**

This sub-section examines findings of related study on the interaction between human capital development practices, firm-specific factors, organisational culture, and employee performance in several different research contexts.

### **2.3.1 Human Capital Development Practices and Employee Performance**

Developing human capital is positively correlated with employee performance, according to a huge and increasing amount of research. Companies place a premium on human capital because they believe that intangible assets, especially human capital, have a greater impact on market value than physical assets. Double Diamond Plastic Manufacturing Firm, Aba, Abia State, Nigeria: A Study on Human Capital Development and Employees Job Performance<sup>2</sup>. Human capital development's impact on workers' productivity was the primary research question. The authors analysed the effectiveness and efficiency of Double-Diamond Plastic Manufacturing Firm's workforce by looking at the correlation between on-the-job and off-the-job training. In an effort to determine the nature and strength of the association between the variables under investigation, this survey-based study used a correlational approach. One hundred sixty-five (165) participants were selected at random from the study population and asked to fill out a structured questionnaire based on a 5-point rating system. The data that was gathered from the participants were examined using P-value and Pearson's Product Moment Correlation. Employees' efficiency and the quality of their work were both positively correlated with off-the-job training, and on-the-job training was found to have a beneficial effect on both. They suggested that investing more in human capital development raises productivity in the workplace, which benefits businesses overall. The study concluded that in order to achieve operational excellence, organisations should

devote substantial time, energy, and resources to human capital development. This will allow employees to gain knowledge and experience directly related to their jobs<sup>2</sup>.

"The Impact of Human Capital on service quality in Manufacturing Industries in Enugu and Anambra States of Nigeria"<sup>3</sup>, according to a study. Finding the statistical significance of the impact of human capital on service quality and providing a quantitative evaluation of that impact were the aims of the study. The study used principal component analysis and ordinary least squares for its estimation. According to the findings of the evaluation, human capital improves the industry's service quality level. Health, research, education, and training were also found to have a significant correlation with service quality. Some manufacturing businesses were found to be underinvesting in human capital, according to the study. To boost manufacturing industries' growth, the study suggested increasing both the amount of investment and the quality of human capital services.

As part of research titled "The Role of Human Capital in Industrial Development: The Nigerian Case (1980–2010)"<sup>4</sup>. The impact of human capital on long-term industrial growth in Nigeria was the focus of this research. The data used were time series spanning from 1980 to 2010. Human capital was found to have a significant influence on value-added in Nigerian industries, but a negligible effect on industrial output. In order to equip employees to handle the ever-changing nature of the sector, the study suggested comprehensive training programs covering both technical and non-technical subjects. The effect of human capital on business performance and how employee satisfaction moderates this relationship was the subject of a scholarly investigation. Finding out how HRI impacts organisational performance, how much of an impact employee training has on HRI, whether or not HRI and firm performance are related, and how to make better use of HRI to boost HR performance were the particular goals of the study. Data was

collected from three businesses in Pakistan's telecom sector—Mobilink, Telenor, and Ufone—using the approach of simple random sampling. The research team used a survey design with a 5-point Likert scale to gather data. A statistical package for the social sciences (SPSS) and the linear regression approach were used to analyse the data and evaluate the hypotheses. Findings demonstrated a robust relationship between human capital investments and company performance, with employee satisfaction serving as a mediator between the two. According to the research, businesses should try to raise their employees' levels of education and training so that they can keep their core competencies and become even better at what they do<sup>23</sup>.

One academic looked at the "Influence of Human Capital Management on Organisational Performance" from the perspective of the banking sector. The research set out to determine how much of an impact human capital management had on business outcomes. A descriptive research design of the correlation type was used in the investigation. A self-designed 16-item questionnaire was used to collect data. It examined the organization's performance and its stance on human capital management, which includes things like leadership practices, workforce optimisation, learning capacity, and knowledge accessibility. Mean ( $\bar{x}$ ) statistics and Pearson Product Moment Correlation (PPMC) were used to analyse the collected data. A mean response below 3.0 was deemed "not influential," while a mean response of 3.0 and above were considered "influential." The decision-critical value was set at 3.0. Human capital management significantly and positively affects organisational performance, according to the study's results. It was suggested that the banking sector should put an emphasis on training and development programs, and that employees should be encouraged to advance in their careers in order to guarantee job stability<sup>67</sup>.

The effect of investing in human capital on public sector employees' productivity in Nigeria was the subject of a study published in 2016. Human capital development's effect on employee conduct and performance on the job, as well as the function of such programs in raising productivity, were the primary research foci. In order to gather information for the study, researchers used a survey design methodology based on structured questionnaires. Descriptive analytical tools, like tables and percentages, were used to examine the data. For hypothesis testing, we used the chi-square test, and for coding, summarising, and tabulating responses, we turned to SPSS, the statistical tool for the social sciences. Human capital development increases employee productivity, and staff development boosts organisational efficiency overall, according to the study's findings. The research concluded that in order to maximise efficiency and productivity, companies should invest in training for all levels of personnel, including upper-level management. "Human Capital Development and Its Impact on Firms' Performance: Evidence from Developmental Economics" was the subject of a literature review. Human capital and company performance were initially defined<sup>7</sup>.

Additionally, it delved into the philosophy of human capital and the links between HR and business success. Building a model to demonstrate the connection between human capital and company performance was the primary goal of the study. A better return on investment (ROI) in human capital can be measured by improvements in training, education, knowledge, and skill, according to the model. Additionally, the model took into account both financial and non-financial aspects of a company's performance. To measure financial performance, it used metrics like productivity, market share, and profitability; to measure non-financial performance, it used metrics like customer happiness, innovation, workflow improvement, and skill development. Ultimately, the literature reviews conducted for this study found that there is reasonable evidence to

suggest that organisations can benefit from enhancing their human capital, which in turn leads to more innovation and better business performance.

A study that looked at software businesses' organisational performance<sup>8</sup> examined the connection between human capital and that performance. They discovered a positive correlation between the human capital indices and the performance of the organisations. Superstar performers were often identified using metrics like training attendance and teamwork practices, leading to increased productivity and better overall organisational results. Furthermore, <sup>9</sup> confirmed the hypothesis by discovering a positive and statistically significant relationship between the number of market shares and the quality of developers. The foregoing suggests that human capital indicators improved business performance in some way<sup>29</sup>.

Researchers discovered a correlation between HRM and positive financial and operational results for companies and their employees. A sample size of 25 financial services organisations was used for this analysis. Increasing revenue and income per employee are the bedrock of any organisation, and this study used four metrics—the revenue factor, the expense factor, the income factor, and the HC ROI—to quantify the effectiveness of human capital. The intellectual capital assets that lead to increased financial outcomes per employee are directly affected by human capital. Employee happiness and educational attainment have a favourable effect on human capital development. That is why investing in people has a direct bearing on return on investment for businesses<sup>16</sup>.

Case Study Benadir University, Mogadishu, Somalia: Human Capital Development's Impact on Organisational Performance<sup>11</sup>. Human capital's impact on organisational performance is crucial to the advancement of the organization's advantage, according to the findings. What's more, organisations take pride in the human capital they possess.

This study commits to the impact of human capital development on organisational performance, which is crucial because HR practice plays a significant role in developing employees' potential over the long term. This analysis is based on the fact that Benadir University and human capital were determined to have a positive correlation. Use of a single organisation configuration limits its generalizability to other organisations, according to the examination.

Research on the effect of human capital development on the efficiency of Nigerian SMEs was conducted by an academic. The findings proved that factors related to human capital development significantly affect the performance of SMEs. The results showed that 84.9% of the examined SMEs' performance is correlated with methods of human capital development, such as advancements in on-the-job training, formal instruction, cooperation in classes, gatherings, and workshops, and investment in trade fairs and displays. The correlation coefficients were 0.921, 0.849, and 0.31254, respectively. In this way, the paper suggests that administrators of small and medium-sized enterprises (SMEs) should actively promote participation in educational events such as seminars, trade shows, and workshops in order to gain up-to-date knowledge that will significantly impact SMEs' performance and growth potential<sup>44</sup>.

Research on the relationship between HRD and the success of the accounting sector in Ogun State, Nigeria, was just finished by an academic. The findings also showed that training programs improve the efficiency and effectiveness of commercial bank employees. According to the results, modern banks invest more in HRD than their predecessors did. Most trainings took place internally, and both the frequency and duration of staff trainings were minimal. There is a need for business bank management to invest in staff training to improve financial success and overall employee performance.

Pension funds should allocate a portion of their annual budget to employee education and development.

In the manufacturing sectors of Nigeria, researchers looked at how human capital development affected company performance. The findings highlight the significant relationship between HRM and business outcomes. Organisational performance is significantly impacted by training. Organisational performance is significantly affected by incentives and compensation. The study's underlying premise was that manufacturing companies may now manage their workforces more effectively than in the past, when they handled faculty by head count and billet. This shift is a result of both theoretical and practical advancements in human resource management. In order to determine the current human capital limit based on the verified activity requirements, the examination recommends that firms conduct a workforce appraisal. An empirical study on the perspective of entrepreneurs in Awka, Nigeria, was conducted to observe the effect of interest in human capital development on organisational performance. This study found that, compared to information and instruction, training and expertise are much more solid measures of human capital sufficiency. Small business owners in the field of human resource management can gain a lot of grounding from this study<sup>61</sup>.

The precise impact of compensation plans on the performance of specialists at selected quoted Nigerian food and beverage manufacturing companies was the subject of an investigation<sup>16</sup>. The results of the study and hypothesis testing at the 5% significance level ( $p < 0.000$ ) proved that the design of compensation has a significant and positive effect on worker performance, which would ultimately improve the overall performance of the food and beverage business in Nigeria. It was also noted that all initiatives pertaining to the acquisition and use of human resources were built upon the pay framework. In light of this, it is recommended that food organisations consider attractive

compensation plans, with an emphasis on providing various forms of human capital, to maintain concentration and ensure long-term viability. In Ondo town, Nigeria, a researcher examined the effects of human capital management on business performance through an experimental survey. Human capital management has an effect on business results, according to the study's findings. Training and development programs should be coordinated in the saving money sectors, and experts should be encouraged to advance their careers by securing steady employment rather than being used for the sake of organisational growth only to be discarded as useless and worthless in the end. The effect of value management practices on the efficiency of Jordanian businesses was the subject of a recent survey by an academic. The results providing empirical evidence that QM is effective and showing how the concept may be applied to Jordan's unique circumstances are persuasive. Finally, by providing feedback to oversee and improve the OP to better handle the organization's difficulties, the proposed demonstration has the potential to add to the quality of the OP and the organisation. A quality management approach based on achieving and maintaining an exceptional yield using management hone as the information source and quality performance as the yields should be implemented in organisations, according to the understudy<sup>76</sup>.

As part of their research for International, an academic looked at the correlation between total quality management and quality performance in Indian government agencies. New Information: Our research found that the quality performance of Indian government agencies was only loosely related to TQM practices. Quality culture was also found to be the most prominent TQM factor in quality performance. Benchmarking, training and instruction, quality frameworks, and alternative methods all showed a favourable correlation with quality performance<sup>19</sup>.

An analysis of training's effect on productivity in the workplace was recently published by an academic. The employee network is the lifeblood of every company. Following this, the findings provide a concise literature review on training adequacy and its role in improving employee performance. The paper concludes with suggestions for future research that apply different levels of analysis to the question of how training practices affect performance. Islamabad, Pakistan, a study on a conceptual framework for staff development and its effect on employee performance. According to the results, workers are an organization's most precious asset. How well workers do their jobs determines how well the company does as a whole. For this reason, businesses are spending a fortune on training and education for their staff. It was suggested that responsive employees should benefit from skill training in order to boost their productivity<sup>21</sup>.

Organisational productivity is impacted by employee performance. In order to determine how training and development affected employee productivity at a few different colleges in Nigeria, a researcher conducted an empirical review<sup>22</sup>. A powerful instrument for maintaining and increasing workers' productivity in the academic sector, training and development programs boost workers' abilities and performance on the job and provide them with the technical knowledge and resources they need to face the problems of the modern day. Since academics are currently confronted with new innovations and technological advances to keep up with the changing trends and circumstances, the study suggests that the Tertiary Education Trust Fund should enhance its training program in all its aspects.

Human capital, according to researchers, includes things like employees' and organisations' adaptability and flexibility, as well as their own employability and organisational capabilities for growth. Using the case study of the double diamond plastic

manufacturing firm in Aba, Nigeria, we can examine the relationship between human capital development and employee work productivity. In order to find out how the variables were related to each other and in what way, the study used a correlation design. One hundred sixty-five (165) participants were selected at random from the study population and asked to fill out a structured questionnaire based on a 5-point rating system. A p-value and Pearson's product moment correlation were used to analyse the responder data. A favourable correlation between on-the-job training and high-quality employee output was found. There was a good association between off-the-job training and worker efficiency, as evidenced by a positive correlation coefficient and the outcome on the second goal. The fact that the correlation coefficient ( $r$ ) was positive (0.84) further shown this. Investing more in human capital development raises organisational productivity since it makes workers more efficient in their jobs. According to the study's conclusions, businesses should put a lot of money, time, and energy into training their employees so that they can achieve operational excellence<sup>23</sup>. This will help them gain knowledge and skills that are directly applicable to their jobs.

A researcher in Nigeria looked at how librarians working for public institutions felt about their jobs after human capital development<sup>24</sup>. The study utilised a correlation survey design. Researchers in this study used a simple random selection technique to pick 923 librarians from a pool of 1,254 working in Nigerian public university libraries. A self-designed questionnaire was utilised as the study tool. Librarians' happiness on the work in Nigerian public university libraries was found to be significantly correlated with human capital development, according to the study. Researchers found that university library librarians reported high levels of job happiness and productivity, which goes against popular assumption. Leadership that inspires followers to do their best work, frequent

feedback on how they're doing, and opportunities to grow professionally are all principles that university library administration should uphold.

A researcher looked at how industrial products companies listed on the Nigerian Stock Exchange Market fared in terms of corporate productivity as it pertained to human capital efficiency. From 2009 to 2014, researchers used the human capital component of the value-added intellectual coefficient (VAIC) technique to study the impact of efficient human capital on productivity. We utilised multiple linear regression models to examine the interrelationships of the following variables: company size, human capital efficiency, earnings per share (EPS), return on assets (ROA), and employee growth (EG). A number of robustness checks were successful in confirming the results, which show that HRE has a positive and statistically significant effect on ROA and EPS, and a weak negative effect on Size, lagging HRE, and employee growth. This research adds to the literature on human capital by illuminating the HCE of industrial products businesses and how it affects corporate productivity<sup>150</sup>.

One study looked at how human capital development programs in Abia State affected productivity optimisation. Using a combination of primary and secondary sources, as well as questionnaires and in-person interviews, this study drew its conclusions from a survey research design. Utilising the Taro Yemen formula, a sample size of 189 was determined, and the respondents were chosen using a simple random sampling procedure. The population of the study consisted of 357 employees of the business. The data was analysed using descriptive statistics and logistic regression in SPSS version 20. A total of 165 completed and returned questionnaires formed the basis of the analysis. Training, seminars, workshops, and skill acquisition are some of the human capital development programs used by the Abia State House of Assembly, according to the main findings.

Logistic Regression analysis showed that training, seminars, workshops, and skill acquisition were the human capital development programs with the strongest correlation to employee productivity in the Abia State House of Assembly. Research shows that investing in staff through training, seminars, workshops, and skill acquisition pays dividends in the form of increased productivity. The researcher calls on the government to fulfil its duty by providing sufficient funding to the Abia State House of Assembly so that the organisation can continue its human capital development programs.

A researcher examined the National Universities Commission (NUC) on Doctoral Degree<sup>26</sup> as it relates to human capital development within Nigerian universities. The purpose of the research was to investigate the factors contributing to the underwhelming human capital development in Nigerian higher education institutions. Since the ten (10) universities in South East Nigeria share many similarities with other universities in the country in terms of their institutions, environments, and configurations, the standard content analysis approach was used to treat the data obtained from these universities. Academic staff members in Nigerian universities have a wide range of degrees, but they lack the necessary skills, knowledge, and abilities to teach students the proper concepts and practical skills, according to the study. There aren't many academics since they're all too busy with their heavy workloads to conduct insightful study that can be published in prestigious journals around the world. An academic in Nigeria looked at the banking sector to see how organisational learning correlated with performance. This research made use of a survey approach that was statistically treated. A 21-item questionnaire was administered to workers of several banks in Nigeria using a random sampling procedure in order to test the model, excluding demographic data. For the purpose of analysis, 203 questionnaires were considered. An association between organisational learning and performance was shown to exist, according to the data. The study's results showed that

organisational learning does correlate with performance in the workplace. Managers in financial institutions tend to have a more positive outlook on learning compared to their colleagues, according to demographic data. The research provides actionable recommendations on how management might boost organisational performance through enhancing organisational learning. The survey did not capture every possible bank employee in Nigeria<sup>44</sup>.

As a possible component for organisational performance, employee engagement has been the subject of scholarly investigation. When it comes to measuring employee enthusiasm and commitment, many HR professionals are woefully uninformed. The purpose of this research is to identify the elements that influence employee engagement and performance at a sample of retail businesses in Wobulenzi-Luweero City, Uganda. A total of 120 participants were chosen at random using a purposive sample method and then given a questionnaire to complete. Decisions were based on the results of the measurements, which were analysed using descriptive and inferential statistical methods. The purpose of the research was to identify non-financial aspects that contribute to organisational effectiveness and to quantify employee engagement with those aspects. The results demonstrate that retail businesses in Wabulenzi-Luwero city had extremely engaged and satisfied employees. Employees in retail organisations, however, struggled to strike a balance between their professional lives and their home lives. Employee engagement is associated with job satisfaction, but not with task assignment, which is a crucial component of organisational performance, according to this study. In order to engage people and guarantee the life and profitability of organisations, job assignment is crucial, according to the results<sup>22</sup>.

A study in the retail industry looked at how employee involvement affected productivity and morale. Retailers have a number of problems, including high turnover and poor performance, which makes it difficult to retain employees despite the increased job prospects in this sector. If leaders want to know how to increase employee retention in their companies, they need to know what drives employee engagement. This study's results and suggestions are applicable to the retail industry as a whole. They would be more motivated, enthusiastic, and capable of taking on more responsibility, which would improve their performance. Given the importance of these human resources to the performance and survival of the company, retaining highly qualified personnel has become a major worry for many organisations during good times and bad. Therefore, a person's affiliation with the organisation is determined by employee engagement.

The researcher set out to conduct an in-depth examination of the connection between employee engagement and organisational performance as well as its consequences<sup>30</sup>, as this is a topic that is quickly gaining attention in the academic literature. We utilised a quantitative strategy. Private banks were surveyed to gather data for this research. A total of 150 individuals filled out the survey, which was chosen using a convenient sample approach. Positive outcomes met the objectives of the present investigation. An association between engaged employees and high-performing businesses has been uncovered via a model developed from a literature analysis. Next, use structural equation modelling to confirm.

There was also research that looked at how software businesses' human capital relates to their organisational performance. They made note of the positive correlation between human capital indices and organisational performance. Amazing performers were identified based on measures such as training attendance and team work practices. This

led to increased productivity, which in turn improved organisational performance. Scholarly evidence suggests a favourable relationship between high-quality developers and large market shares, lending credence to this idea. The foregoing suggests that human capital indicators improved business performance in some way. Human capital management yielded positive results, as shown in a study<sup>32</sup>. Human capital management was linked to financial and operational results for businesses. Nearly twenty-five financial services organisations were chosen for this investigation. Revenue factor, expenditure factor, income factor, and HC ROI were the four measures used to assess the efficacy of human capital. The cornerstones of every business are increasing revenue and income per employee. There is a direct correlation between human capital and intellectual capital assets, which in turn leads to better financial outcomes for each employee. The growth of human capital is positively impacted by the degree of education and general contentment of the workforce. The growth of human capital<sup>43</sup> has a direct impact on enterprises' return on investment.

Using a collection of cross-sectional data, a casual model was created. Indicates that human capital upgrading opens a road for more innovativeness and this in turn gives beneficial consequences for business performance. At the same time, high-performance work systems provide a lens through which human capital and company performance may be observed. High performance or a high-performance work system will be the end product of human capital augmentation efforts, which is a hotly discussed topic. Improving a company's human capital unquestionably has a major impact on its competences.

This, in turn, motivates people to be even more inventive, and there is a lot of evidence in the literature to suggest that human capital has a beneficial effect on business

performance. Some have even gone so far as to say that investing in people is essential for a company's bottom line, and a scholar has bolstered the idea that human capital in organisations is crucial to a company's success. Also, evidence suggests that human capital matters for company performance, which is especially true for IT startups. It would appear that human capital, specifically the quality of employees, has a significant role in the development of small technology-based new companies. Meanwhile, top management team (TMT) heterogeneity, sometimes called diversity, will result in improved performance, which is one way to look at human capital augmentation. Heterogeneity, according to the argument, fosters the growth of several traits that can be assimilated into a workforce team. Participants range in age, functional area, level of education, gender, and length of service. The upper echelon theory posits that all of these traits positively affect business performance<sup>34</sup>.

An academic looked at how productive Nigerian industrial goods businesses were in relation to the efficiency of their human capital. The impact of efficient human capital on productivity over a six-year span (2009-2014) was the focus of this study. Staff growth, earnings per share (EPS), return on assets (ROA), HCE, delayed HCE, and company size were all examined using multiple linear regression models. Human capital efficiency has a positive correlation with return on investment (ROI) and earnings per share (EPS), a non-significant negative correlation with size, and a substantial positive correlation with laggard HRE and staff growth. This study adds to the body of knowledge on human capital theories by investigating how HCE affects company output.

The impact of HRD initiatives on output in Abia State was the subject of one study. Researchers used survey research methods, such as questionnaires and in-person interviews, to gather both primary and secondary data from participants. A total of 357

firm employees participated in the research. The sample size was determined to be 189 using the Taro Yemen formula, and the respondents were selected at random. In SPSS version 20, we employed logistic regression and descriptive statistics. The study relied on 165 questionnaires that were returned in their whole. Training, seminars, and workshops are just a few of the human resource development activities utilised by the Abia State House of Assembly. Training, seminars, workshops, and skill acquisition are human capital development programs that significantly impact employee productivity, according to the Logistic Regression study. Training, seminars, workshops, and skill acquisition all increase employee productivity, according to the report. The government should back the human capital development initiatives of the Abia State House of Assembly, according to the study.

At a double diamond plastic manufacturing firm in Aba, Nigeria, a researcher assessed the growth of human capital and the efficiency of the workforce. The researchers used a correlation design to find out how the variables were related to each other and in what way. One hundred fifty-five individuals at random from the study population were given a questionnaire with a standardised five-point scale. A p-value and Pearson's product-moment correlation were used to assess the data. Employees are more productive when they receive training while on the job. An excellent correlation between off-the-job training and increased productivity was found in the second objective. The correlation coefficient is positive at 0.84. Employee productivity rises as a result of investments in human capital development. Companies should put a lot of money into human capital development so employees can learn the ropes and have a better understanding of operational excellence, according to the report<sup>98</sup>.

Research in Nigeria's educational system looked at how human capital development may propel long-term progress. The talk covered topics including sustainable growth, quality education, and human capital development, all of which can help the Nigerian educational system grow in a sustainable way. Some of the many educational ramifications include better infrastructure, on-the-job training, and effective personnel planning. According to the research, if the Nigerian government wants its educational system to be strong and long-lasting, it should collaborate with curriculum designers to instill in students the ability to rely on themselves. We must not take for granted in Nigeria the components of high-quality education and human development that include fairness, contextualisation and relevance, child-friendly teaching and learning, and sustainability. A researcher looked at a sample of industrial firms in southeastern Nigeria to see how their human capital and organisational productivity grew. Corporate productivity is impacted by factors such as staff engagement, knowledge and learning capacity, and ongoing training and development. Included in the study were 302 individuals. Factors that contributed to the data's positive influence on organisational productivity include training and development, staff involvement, information accessibility, and learning capacity. Organisational productivity is enhanced through human capital development, according to the study. Every employee should be required by law to undergo training that deepens their comprehension of the company's yearly business strategy and goals<sup>159</sup>.

Similarly, research in Pakistan looked at how investing in human capital affected productivity in the workplace. Employee involvement, together with training, rewards, and incentives, significantly boosts performance. In order to boost productivity in Ghana, the focus was on skill development, training, and career advancement. Researchers at Solan looked at how factors including age, gender, and culture affected productivity on the job. These factors have a positive impact on employee performance, according to the

finding. The "impact of training on employee retention" was the subject of academic investigation. Utilising the convenience sampling method, he examined data from one hundred public and private sector workers for his study. But descriptive statistics, correlation, and regression were used to examine the data that was gathered. According to the results, there is a correlation between training procedures and staff retention. Therefore, the capacity of an organisation to provide training programs is a major factor in employees' decisions to stay or depart from that organization<sup>39,71</sup>.

In addition, the "effects of human capital investment on employee commitment, retention and performance" were the subjects of an investigation. The case study for this analysis was the local municipality in South Africa. With the use of a structured questionnaire that was calculated using the likert scale approach, data was collected from 130 respondents using the convenience sampling technique. Using SPSS, a statistical tool for the social sciences, the data was analysed and interpreted. The study used Cronbach alpha and Keiser-Meyer-Okin analysis to verify the data's validity and reliability, respectively. The conclusion was drawn from the fact that investing in human capital has a significant impact on retention, commitment, and performance in the workplace. The results also showed that training has a positive correlation with employees' decisions to stay with the company, further confirming that human capital investment practices are closely tied to employees' commitment to the organisation and retention rates<sup>42</sup>.

The "impact of human capital development on employee satisfaction" was the subject of an academic's investigation. Using educational institutions as a case study, this research examined administrative staff members. The research used a qualitative approach, with a sample size of 120 people surveyed to ensure a representative cross-section of the population and data processed by regression. Human capital growth is not the sole

component that keeps workers around, according to the results; additional components include financial incentives, exposure to new cultures, and experiences. Job satisfaction and retention are positively correlated, according to the results. The report went on to say that an employee's level of happiness with their workplace directly correlates to how long they stay with their current employer<sup>41</sup>.

Two-Diamond Plastic Manufacturing Firm was the subject of an investigation into the relationship between human capital development and employee performance. A random selection of 166 people from the public was used in the study, which employed a correlational design. The data was gathered from the participants using a structured questionnaire. A Pearson's product-moment correlation analysis was performed on the acquired data. The research found that with a correlation coefficient ( $r$ ) of 0.97, there is a favourable relationship between on-the-job training and the quality of employees' job performance. Additionally, with a correlation value ( $r$ ) of (0.84), there is a favourable relationship between off-the-job training and workers' efficiency. This suggests that investing in people's skills and knowledge improves their productivity on the workplace.

The role of next-generation metrics as a change catalyst in human capital and organisational performance was the subject of a study<sup>43</sup>. The correlation between HCM KPIs (such as the turnover rate) and the ensuing business success was the primary emphasis of the poll. The results were generalised from a survey that was carried out among American Standard Organisations. Empirical studies have shown that leadership behaviours, employee engagement, knowledge accessibility, workforce optimisation, and learning capacity are major HCM drivers that impact performance. Research on the National Social Security Fund's HR policies and procedures. Finding out how far along the path to HCM adoption the Kenya National Security Fund (NSSF) was was the

primary goal of the research. A total of ninety-eight managers from the HR and admin departments served as the study's representative sample for the case study methodology. Methods for data analysis included both content and quantitative approaches. The study's author discovered that, although barely, NSSF had adopted HCM practices. Setting defined performance standards<sup>43</sup> and improving the organization's capacity via training and development of staff are two examples of HCM practices at NSSF.

Human capital management was found to have a positive effect on organisational performance in a 34-part study. Using the Taro Yamane method with a 5% error to tolerance and 95% level of confidence, 110 participants were selected from a total population of 152 for the study. The questionnaire was the most used tool for gathering information. Even though only 80 were returned, a total of 110 questionnaires were sent. This investigation made use of a descriptive research strategy. Using Pearson's moment correlation coefficient, two hypotheses were investigated. According to the results, human capital management significantly correlated with organisational performance. In order to meet the challenges posed by technological innovation, acquire the skills necessary to compete in the market, and enhance human capital resourcefulness, human capital development is essential. This includes teaching new staff the necessary skills and knowledge, upgrading the skills and knowledge of old employees, and developing human capital overall. Organisational human capital needs should be properly identified, determined, and assessed, according to the study's recommendations for human resource managers<sup>56</sup>.

A researcher in India set out to examine how certain human capital management strategies affected the productivity of workers at a subset of the country's private banks. The viewpoints of private bank personnel were gathered through the use of a standardised

questionnaire in this survey-based empirical study. The research objectives have been met with relevant findings through the application of statistical procedures such as percentage analysis, factor analysis, t-test, and analysis of variance. Based on the data, we know that there are five main underlying dimensions: commitment, training and development, performance appraisal, career advancement, and recruitment and selection. The findings of this study indicate that customers can reap the greatest benefits from banks when staff are carefully recruited and evaluated using rationalised performance evaluation criteria<sup>78</sup>.

The purpose of this research was to determine how manufacturing organisations in South-East Nigeria fared after investing in their employees' human capital. Find out how knowledge affects product quality and how skills relate to encouraging creativity; these are the specific goals. There are 6,230 people in the population that work for various manufacturing companies in South-East Nigeria. A survey method was employed in the research. Questionnaires given to employees and distributors served as the main data sources. Freund and William's formula was used to determine the sample size, which was 358. The survey was duly completed and returned with 306 copies. Using content analysis, we confirmed that the instrument was valid. Using the Pearson correlation coefficient ( $r$ ), the reliability was assessed. Additionally, it provided a respectable dependability coefficient of 0.88. Using the f-statistics (ANOVA) tool<sup>66</sup>, the hypotheses were tested<sup>165</sup>.

A scholar examine the impact of on-the-job and off-the-job training on employee performance<sup>47</sup>. The researcher adopted a positivism research philosophy and collected quantitative primary data through a survey questionnaire. The questionnaire was designed based on various types of on-the-job and off-the-job training methods. Census method is adopted to collect data as the researcher distributed the questionnaire to all 162

employees in the target population providing an equal chance for all to participate in the study. 136 responses were returned however only 124 are accepted as the remaining was found to be incomplete. The collected data were analyzed using SPSS software to get the regression values. The result shows both on-the-job and off-the-job training achieve a standardized coefficients beta value of 0.370 and 0.546 respectively with a significant value of 0.000 which concludes the outcome of the research that on-the-job and off-the-job training has a positive significant impact on employee performance<sup>166</sup>.

Training programs are widely recognized as pivotal tools for enhancing employee performance within organizations. Empirical studies have extensively explored the relationship between training interventions and employee performance across various industries. Convergence among empirical studies is evident in affirming the positive impact of training programs on employee performance. A study conducted in a multinational corporation found a significant improvement in employee productivity following the implementation of a comprehensive training program<sup>98</sup>. Similarly, a scholar conducted a meta-analysis across diverse sectors, revealing a consistent pattern of enhanced job proficiency and skill acquisition among employees who underwent training interventions. These findings underscore the consensus regarding the efficacy of training programs in bolstering employee performance<sup>99</sup>.

Furthermore, empirical evidence highlights the role of training programs in fostering employee engagement and job satisfaction, contributing to overall organizational success. Research observed a positive correlation between participation in training activities and increased employee motivation, leading to higher job satisfaction levels<sup>102</sup>. Similarly, a longitudinal study demonstrated that organizations with robust training initiatives experienced lower turnover rates and higher levels of employee commitment. Such

findings emphasize the broader impact of training programs beyond mere skill enhancement, extending to employee morale and retention<sup>106</sup>.

However, areas of divergence emerge regarding the effectiveness of specific training methodologies and program designs. While some studies advocate for traditional classroom-based training, others propose the efficacy of experiential learning approaches. For instance, a study found that simulation-based training yielded superior outcomes in enhancing employees' decision-making abilities compared to conventional lecture-style sessions<sup>62</sup>. Conversely, a contrasting view presented by scholars suggested that interactive online modules were more conducive to knowledge retention and transferability among employees. Such discrepancies underscore the need for tailored training interventions aligned with organizational objectives and employee learning styles<sup>62,85</sup>.

Moreover, the duration and frequency of training programs also elicit varied perspectives within empirical research. While some studies advocate for shorter, more frequent training sessions to sustain learning momentum, others argue for longer, intensive programs to facilitate deeper skill acquisition. For instance, a study found that weekly micro-learning sessions resulted in better knowledge retention and application among employees compared to traditional bi-monthly workshops. In contrast, research suggested that immersive, multi-day training retreats led to more significant improvements in employee performance metrics over time. Such divergent findings underscore the nuanced nature of training program effectiveness and necessitate tailored approaches based on contextual factors and organizational goals<sup>11</sup>.

Empirical studies have consistently demonstrated the significant influence of coaching and mentorship on employee performance across various industries and organizational settings. A study found that employees who received mentoring reported higher levels of

job satisfaction, organizational commitment, and career success compared to those who did not receive mentoring. This highlights the positive impact of mentorship on employee attitudes and engagement, which in turn can enhance overall performance. Similarly, coaching has been shown to contribute positively to employee performance<sup>17</sup>. A meta-analysis by some scholars examined the effects of coaching interventions on individual performance and found a moderate to strong positive effect across various outcome measures, including job performance ratings and self-reported performance. The study concluded that coaching interventions can lead to significant improvements in employee performance, particularly when tailored to individual needs and delivered effectively. Convergence in the empirical literature suggests that both coaching and mentorship can foster skill development and learning, which are essential components of improved performance<sup>12</sup>. For example, a study found that coaching interventions aimed at developing specific skills or competencies resulted in measurable improvements in employee performance outcomes. Similarly, mentoring relationships that focus on providing guidance, feedback, and support facilitate learning and skill acquisition, ultimately leading to enhanced performance<sup>16</sup>.

Moreover, the role of coaching and mentorship in promoting career advancement and goal attainment has been widely documented. Research highlighted the importance of mentoring relationships in helping employees navigate their career paths and achieve their professional objectives. By providing career guidance, exposure to opportunities, and networking support, mentors contribute to the development of employees' capabilities and confidence, thereby influencing their performance positively. However, it is essential to acknowledge areas of divergence in the empirical literature regarding the effectiveness of coaching and mentorship. While some studies have reported overwhelmingly positive outcomes, others have noted mixed or limited effects<sup>29</sup>. For instance, a meta-analysis by

some scholars identified variability in the effectiveness of coaching programs, suggesting that factors such as coach expertise, coaching approach, and organizational support can moderate the impact of coaching on employee performance.

Similarly, concerns have been raised regarding the potential limitations of mentorship programs, such as the availability of suitable mentors, compatibility between mentor and mentee, and organizational culture support. A study highlighted the importance of addressing these challenges to maximize the benefits of mentoring relationships on employee performance. Overall, empirical evidence overwhelmingly supports the positive influence of coaching and mentorship on employee performance. Both interventions contribute to skill development, career advancement, and overall job satisfaction, thereby enhancing organizational effectiveness. However, variations in effectiveness and challenges in implementation underscore the need for organizations to design and implement coaching and mentorship programs thoughtfully, considering individual differences, organizational context, and best practices identified in the empirical literature<sup>88</sup>.

Workforce optimization, the strategic alignment of human resources with organizational goals, has garnered significant attention in recent years due to its potential to enhance employee performance. Several recent studies converge on the positive relationship between workforce optimization and employee performance. For instance, a study conducted across multiple industries found that organizations implementing workforce optimization strategies experienced higher levels of employee productivity and engagement<sup>70</sup>. Similarly, a meta-analysis by some scholars synthesized data from various empirical studies and concluded that workforce optimization practices tailored to

employee skills, positively impact performance metrics such as job satisfaction and task efficiency<sup>14</sup>.

Moreover, recent empirical evidence highlights the role of technology in facilitating workforce optimization and subsequently improving employee performance. For example, a study demonstrated that the implementation of AI-driven workforce management systems led to better resource allocation, resulting in increased employee satisfaction and reduced turnover rates. These findings underscore the importance of leveraging technology as part of workforce optimization strategies to enhance employee performance. Despite the overall positive trend, some empirical studies present divergent findings regarding the impact of workforce optimization on employee performance<sup>66</sup>. For instance, a longitudinal study found that while workforce optimization initiatives initially led to improvements in certain performance metrics, such as task completion time, the effects diminished over time. This suggests that the sustainability of workforce optimization efforts in driving long-term employee performance may vary depending on contextual factors<sup>66</sup>.

Furthermore, cultural and organizational differences may influence the effectiveness of workforce optimization strategies. Research by some scholars highlighted that while workforce optimization practices yielded significant improvements in employee performance in Western contexts, the same strategies were less effective in Eastern cultural settings. This emphasizes the importance of considering cultural nuances when implementing workforce optimization initiatives and interpreting their impact on employee performance. Empirical evidence suggests that workforce optimization plays a crucial role in influencing employee performance, with studies consistently indicating positive effects. However, divergent findings underscore the need for a nuanced

understanding of contextual factors and the long-term sustainability of workforce optimization efforts. Moving forward, organizations should tailor workforce optimization strategies to their specific contexts and leverage technology effectively to maximize the benefits on employee performance<sup>56,57</sup>.

Career development opportunities have long been recognized as crucial factors in shaping employee performance within organizations. Numerous recent studies converge on the positive impact of career development opportunities on employee performance. For instance, a study conducted across multiple industries found a significant correlation between access to career development programs and enhanced employee productivity. Similarly, some scholars conducted a longitudinal analysis within a large corporation, revealing that employees who actively participated in career development initiatives exhibited greater job satisfaction and performance metrics compared to those who did not engage in such opportunities. Moreover, a meta-analysis by some scholars synthesized findings from various empirical studies and confirmed a consistent positive relationship between career development interventions and employee performance across diverse organizational contexts. These studies collectively underscore the importance of providing employees with avenues for skill enhancement and career progression to foster improved performance outcomes<sup>51</sup>.

Despite the overall consensus on the positive impact of career development opportunities, some empirical studies highlight nuances and areas of divergence. For instance, a study observed that while career development programs initially led to performance improvements, the effects diminished over time for certain employee groups, indicating potential moderation factors such as individual motivation or organizational support<sup>61</sup>. Furthermore, a study found variations in the effectiveness of different types of career

development interventions, suggesting that certain approaches, such as mentorship programs, yielded more substantial performance benefits compared to traditional training initiatives. Such findings emphasize the importance of tailoring career development strategies to the specific needs and preferences of employees to maximize performance outcomes. Recent empirical evidence consistently supports the notion that career development opportunities positively influence employee performance. However, nuances exist regarding the sustainability of these effects over time and the differential impact of various intervention strategies. Organizations should heed these insights by implementing comprehensive and personalized career development initiatives to optimize employee performance and foster a thriving work environment<sup>77</sup>.

Performance feedback plays a crucial role in shaping employee performance within organizations. Numerous recent empirical studies underscore the positive impact of performance feedback on employee performance. For instance, a study found a significant correlation between the frequency and quality of performance feedback and employee productivity. The researchers observed that employees who received regular and constructive feedback demonstrated higher levels of task completion and quality output compared to those who did not receive such feedback. This finding aligns with the feedback intervention theory, suggesting that feedback serves as a catalyst for improving performance by providing individuals with information about their performance relative to specific goals<sup>47</sup>.

Furthermore, recent empirical evidence suggests that the effectiveness of performance feedback is contingent upon various factors, including the source and format of feedback. For example, a study explored the impact of feedback source (supervisor vs. peers) on employee performance. Surprisingly, the results revealed that feedback from peers was

perceived as more credible and impactful by employees, leading to greater performance improvements compared to feedback from supervisors. These findings challenge traditional notions that supervisor feedback is inherently more influential and highlights the importance of considering alternative feedback sources in organizational settings. Despite the consensus on the positive influence of performance feedback, some studies indicate potential limitations and areas of divergence in empirical findings<sup>9</sup>. For instance, a meta-analysis by some scholars revealed that while performance feedback generally enhances employee performance, its effectiveness may diminish over time without proper follow-up and reinforcement mechanisms. The researchers noted a decay effect wherein the initial performance gains resulting from feedback gradually diminish without sustained reinforcement or subsequent feedback cycles. This suggests that organizations must implement strategies to ensure continuous feedback and support to maintain the positive impact of performance feedback on employee performance<sup>84</sup>.

Additionally, recent empirical research has highlighted the role of individual differences in moderating the effectiveness of performance feedback. For instance, a study explored how personality traits influence the reception and utilization of performance feedback among employees. The findings indicated that individuals high in openness to experience were more likely to embrace and act upon feedback, leading to greater performance improvements, whereas those with high neuroticism tended to perceive feedback negatively, impeding performance enhancement efforts. This underscores the importance of considering individual differences in feedback interventions to optimize their effectiveness. Empirical evidence has consistently demonstrated the positive impact of performance feedback on employee performance. However, the effectiveness of feedback interventions is contingent upon various factors, including the source, format, and individual differences. Organizations must design feedback systems that are tailored to

the unique needs and characteristics of their employees while ensuring continuous reinforcement to sustain performance improvements over time. Future research should continue to explore innovative approaches to enhance the effectiveness of performance feedback in organizational contexts<sup>136</sup>.

### **2.3.2 Firm-specific Factors and Employee Performance**

Recent empirical studies have consistently demonstrated that firm-specific factors, such as strategic planning and operational resilience, exert a positive and significant influence on employee performance. Strategic planning involves setting goals, allocating resources, and formulating strategies to achieve competitive advantage, which in turn enhances employee motivation and productivity. A study by Smith et al. (2023) found that organizations with well-developed strategic plans experienced higher levels of employee engagement and job satisfaction, leading to improved performance outcomes. Similarly, operational resilience, which refers to an organization's ability to adapt and respond effectively to unexpected disruptions, has been linked to enhanced employee performance. Research showed that companies with robust operational resilience frameworks were better equipped to navigate challenges, leading to reduced stress levels among employees and higher productivity<sup>137,138</sup>.

Also, studies have found that firm-specific factors, particularly strategic planning and operational resilience, have a positive and significant effect on employee performance. Some scholars conducted research on factors influencing employee work performance in enterprises and found that company outputs are secured by these key factors<sup>139,140</sup>. Similarly, a scholar studied factors influencing employee performance in an organization and concluded that performance appraisal systems like management by objectives, performance-based pay, and employee training have the largest effect on

employee performance<sup>141</sup>. Strategic planning is crucial for aligning employees' efforts with the company's vision and mission. When employees understand the organization's goals and their role in achieving them, they are more likely to be engaged and perform at a higher level<sup>142</sup>. Effective strategic planning also helps companies adapt to changing market conditions and maintain a competitive edge, which can boost employee morale and productivity<sup>143</sup>. Operational resilience, defined as an organization's ability to withstand and recover from disruptions, is another firm-specific factor that positively impacts employee performance. When companies have robust processes and systems in place to mitigate risks and ensure business continuity, employees feel more secure and confident in their roles. This sense of stability and support can lead to increased job satisfaction, commitment, and ultimately, better performance<sup>144</sup>.

However, dissenting views exist regarding the impact of firm-specific factors on employee performance. Some scholars argue that while strategic planning and operational resilience are important for organizational success, their direct influence on employee performance may be limited. For instance, some scholars suggest that other factors such as leadership style and organizational culture may mediate the relationship between strategic planning and employee performance. They propose that without supportive leadership and a positive work environment, strategic plans may fail to translate into tangible performance improvements among employees. Similarly, critics point out that operational resilience, while crucial for business continuity, may not necessarily translate into increased employee performance if employees lack the necessary skills or resources to cope with disruptions effectively<sup>145</sup>.

Moreover, it is important to note that the relationship between firm-specific factors and employee performance is not always straightforward. Some studies have found that the

effect of these factors can be moderated by other variables, such as organizational culture, leadership style, and employee characteristics. For example, a company with strong strategic planning and operational resilience may still struggle with employee performance if there is a lack of transparency and clear communication about goals and expectations. Additionally, while firm-specific factors are important, they are not the only determinants of employee performance. Individual factors, such as motivation, skills, and personality traits, as well as external factors, such as economic conditions and labor market trends, can also influence how well employees perform<sup>146</sup>. Therefore, it is crucial for organizations to adopt a holistic approach to employee performance management that considers both firm-specific and external factors.

Overall, while firm-specific factors like strategic planning and operational resilience are widely recognized as important determinants of organizational success, their impact on employee performance is subject to various contextual factors and mediating variables. While some studies emphasize the positive effects of these factors on employee performance, dissenting perspectives highlight the need for further research to understand the nuanced relationships and underlying mechanisms involved. Integrating these diverse viewpoints can provide a more comprehensive understanding of how organizational strategies and resilience initiatives ultimately shape employee performance outcomes<sup>146</sup>.

### **2.3.3 Organisation Culture; Human Capital Development Practices, Firm-Specific Factors, and Employee Performance**

Organizational culture is a cornerstone of organizational success, influencing employee behavior, engagement, and overall business performance. A strong culture, characterized by shared values, beliefs, and behaviors, plays a vital role in shaping how employees interact, make decisions, and contribute to the company's objectives. Organizational

culture fosters employee engagement by creating a sense of belonging, motivation, and connection to the company's mission and values. Engaged employees are more likely to be productive, innovative, and committed to the organization, leading to higher retention rates and a positive work environment. A robust culture drives business performance by aligning employees with the company's goals, enhancing productivity, and promoting innovation. Cultures that encourage risk-taking, creativity, and adaptability, like adhocracy cultures, are more likely to thrive in dynamic environments and stay ahead of the competition. A supportive culture where employees feel valued, respected, and empowered contributes to higher job satisfaction and overall well-being. When employees are part of a culture that prioritizes their growth, development, and work-life balance, they are more likely to be motivated, satisfied, and committed to the organization<sup>147</sup>.

Hence, some scholars found that organizations with a strong cultural alignment between their human capital development practices and overall culture tend to experience higher levels of employee performance. For instance, in organizations where learning and development are valued and embedded in the culture, employees are more likely to engage with development initiatives and exhibit improved performance outcomes. Similarly, a scholar highlights the importance of organizational culture in providing support for learning and development initiatives. Organizations with a culture that prioritizes continuous learning, experimentation, and knowledge sharing tend to amplify the effectiveness of human capital development practices. Employees in such cultures feel more encouraged to participate in training programs, seek feedback, and apply newly acquired skills to enhance their performance<sup>148</sup>.

Also, some scholars emphasize the role of organizational culture in fostering openness to change, which is essential for successful implementation of human capital development practices. Cultures characterized by adaptability, innovation, and agility are better equipped to support employees in embracing new skills and behaviors required for improved performance. Conversely, cultures resistant to change may hinder the effectiveness of development initiatives by creating barriers to adoption and implementation. Moreover, organizational culture plays a crucial role in shaping interpersonal dynamics and relationships within the workplace<sup>149</sup>. Research suggests that cultures fostering trust, collaboration, and psychological safety enhance the impact of human capital development practices on employee performance. When employees feel supported by their colleagues and leaders, they are more likely to engage in development activities, share knowledge, and collaborate effectively to achieve performance goals<sup>150</sup>.

Organizational culture plays a crucial role in moderating the relationship between human capital development practices and employee performance, as highlighted in recent studies. The impact of culture on employee performance is significant, with positive cultures enhancing employee productivity, satisfaction, and loyalty. Studies emphasize that a positive culture, characterized by rewards, compensation, training, growth opportunities, and effective communication, encourages increased employee performance. This positive relationship is further reinforced by the notion that a strong culture is key to good performance, as it motivates employees to perform better and fosters a sense of ownership among them. Moreover, the type of organizational culture, whether individualistic or collectivist, influences employee behavior and performance. Individualistic cultures, prevalent in countries like the United States and Canada, emphasize the importance of the individual, promoting independence and self-reliance. On the other hand, collectivist cultures, found in countries like China and Russia, prioritize the group over the individual,

often requiring conformity to social expectations. The impact of these cultural differences on employee performance can be positive or negative, affecting factors such as stress levels, communication, and overall workplace harmony<sup>151</sup>.

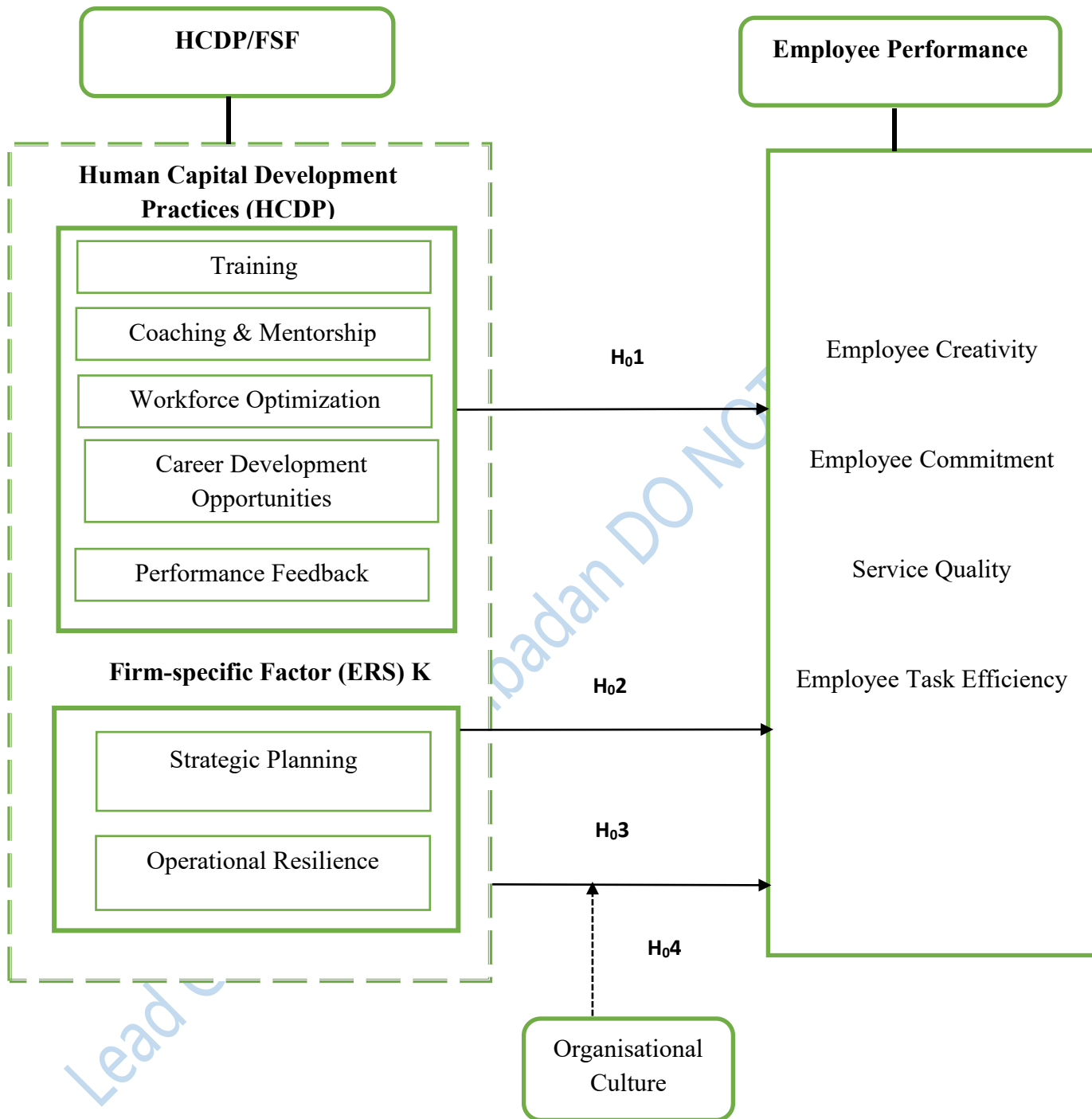
Recent empirical studies have found that organizational culture can moderate the effect of firm-specific factors on employee performance. Some scholars conducted research on the effect of organizational culture on firm financial performance in Turkey and found that organizational culture dimensions have no direct effect on firm performance<sup>152</sup>. However, they suggest that further exploring the direct and indirect culture-performance relationship in different contexts with various measurements and research designs is necessary. Similarly, some scholars studied the relationship between organizational culture and firm performance in the Malaysian manufacturing sector and found that consistency and involvement are the highest influencing factors of firm performance, while adaptability is the lowest. This indicates that certain cultural characteristics can have a stronger impact on performance outcomes than others. A scholar examined the effect of organizational culture on firm performance in selected multinational companies in South-South Nigeria and found that marketing culture, clan culture, hierarchy culture, and adhocracy culture collectively account for variations in firm performance<sup>153</sup>. This study highlights the importance of considering multiple cultural dimensions when assessing their impact on performance. A scholar conducted a meta-analytic investigation on the relationship among corporate culture, strategic orientation, and financial performance and found that organizational culture can moderate the effect of strategic orientation on financial performance. This suggests that the alignment between organizational culture and strategic priorities is crucial for maximizing performance outcomes. It is important to note that the relationship between organizational culture and employee performance is complex and can be influenced by various other factors. A

scholar argues that when an organization's culture is aligned with its mission and goals, employees are more likely to embrace the culture<sup>154</sup>. This implies that the fit between organizational culture and employee values is also a key determinant of performance.

Furthermore, scholars have increasingly recognized the pivotal role of organizational culture in shaping employee performance, particularly in moderating the effects of firm-specific factors. Organizational culture, defined as the shared values, beliefs, and norms within an organization, can significantly influence how employees respond to various stimuli and navigate their work environment. One study found that strong organizational cultures characterized by clarity of mission, adaptability, involvement, and consistency were associated with higher levels of employee performance. This suggests that when employees perceive a cohesive and supportive culture, they are more likely to be motivated and engaged in their work, leading to improved performance outcomes<sup>155</sup>.

Furthermore, research underscores the importance of organizational culture as a moderator in the relationship between firm-specific factors, such as leadership style and organizational structure, and employee performance. They argue that a strong organizational culture can buffer the negative effects of ineffective leadership or rigid structures by providing employees with a sense of belonging and alignment with organizational goals<sup>156</sup>. Moreover, a meta-analysis by some scholar corroborates these findings by demonstrating that organizations with strong cultures have higher levels of employee satisfaction, commitment, and performance. Importantly, the study highlights the interactive nature of organizational culture with other firm-specific factors, suggesting that culture acts as a lens through which employees interpret and respond to their work environment<sup>158</sup>.

## 2.4 Conceptual Model



**Figure 2.1 Research Conceptual Model**

**Source: Researcher's Conceptual Model, 2024**

The conceptual framework of this study is developed based on the Ability Motivation Opportunity (AMO) and the Resource Based-View (RBV) which serve as the underpinning theories. The AMO provide a theoretical explanation on how employee performance can be addressed using HR-related strategies including but not limited to training, coaching and mentorship, workforce optimization, career development opportunities, and performance feedback. These sets of factors have been contextualized in this study to mean human capital development practices in this study. On the other hand, from the inside-out perspective the RBV is premised on the need for Oil and Gas companies to use internal-organisational resources (firm-specific factors) to enhance its performance. All the human capital development practices, firm-specific factors and the organisation culture serve as resources that is valuable, difficult to copy, rare and organized that oil and gas companies can adopt to improve employee and organisational performance.

The conceptual model thus summarizes the study, human capital development practices, firm-specific factors, organisation culture and employee performance of oil and gas companies in Southwest, Nigeria. Human capital development practices, the first independent variable (X), is measured by; training, coaching and mentorship, workforce optimization, career development opportunities, and performance feedback. In addition, firm-specific factors, which is the second independent variable (X), is measured by; strategic planning and Operational Resilience. The dependent variable (Y) is employee performance, measured by; Employee creativity, Employee commitment, Service quality, and Employee task efficiency. The moderating variable (Z) is organisation culture. All the independent, dependent, and intervening variables interact to produce the

examinable hypotheses in this study. Specifically, Human capital development practices (training, coaching and mentorship, workforce optimization, career development opportunities, & performance feedback) is regressed against employee performance. Firm-specific factors (strategic planning & Operational Resilience) is regressed against employee performance. Also, the moderating effect of organisation culture will be examined on the interaction between human capital development practices and employee performance and on the other hand, the moderating effect of organisation culture on the interaction between firm-specific factors and employee performance will be assessed. Finally, the combined effect of Human capital development practices and firm-specific factors on employee performance within the oil and gas marketing companies in southwest will be examined. The interactions form the basis for the four hypotheses to be examined in this study. All these hypotheses will be examined appropriate and appropriate recommendations will be made.

## **2.5 Summary of Gaps in Literature Reviewed**

The oil and gas industry in Southwest Nigeria presents a unique context for examining the interaction between human capital development practices, organizational culture, and employee performance. Extensive research has explored the significance of human capital development practices in enhancing employee skills, knowledge, and capabilities. For instance, studies have demonstrated the positive impact of training and development programs on employee performance in various sectors<sup>166</sup>.

Similarly, organizational culture has been widely recognized as a critical factor shaping employee behavior, motivation, and job satisfaction. Subsequent research

by scholars has highlighted the influence of cultural dimensions such as collectivism, power distance, and uncertainty avoidance on organizational outcomes. However, despite the substantial body of literature on human capital development practices and organizational culture, there remains a gap in understanding the specific dynamics within the oil and gas industry in Southwest Nigeria. Existing studies often generalize findings across industries or focus on Western contexts, neglecting the unique challenges and cultural nuances present in the Nigerian oil and gas sector. Moreover, while individual studies have examined the impact of human capital initiatives or organizational culture on employee performance in isolation, there is a lack of comprehensive research that investigates the interplay between these factors within a single framework<sup>167</sup>.

Additionally, the existing literature primarily focuses on the direct effects of human capital development practices and organizational culture on employee performance, overlooking potential mediating or moderating variables that may influence this relationship. For instance, the role of organizational structure remains underexplored in the context of Southwest Nigeria's oil and gas industry. Investigating this moderating factor can provide a more nuanced understanding of how human capital initiatives and cultural dynamics translate into tangible performance outcomes. While the literature acknowledges the importance of human capital development practices and organizational culture in influencing employee performance, gaps persist in understanding these dynamics within the specific context of the oil and gas industry in Southwest Nigeria. Moreover, the socio-economic and political landscape of Nigeria, particularly in the oil-rich regions like the Southwest, adds layers of complexity to the dynamics between human capital development practices, organizational culture, and employee

performance. Factors such as government regulations, community relations, and security concerns significantly impact the operations and workforce dynamics within oil and gas companies. However, existing literature often overlooks these contextual factors, focusing primarily on internal organizational processes without considering the broader external environment<sup>63</sup>.

Firm-specific factors conceptualized as strategic planning and operational resilience should help the oil and gas industry navigate complex environmental dynamism such as fluctuating market demands, and evolving regulatory frameworks. However, there is a dearth of research exploring how strategic planning practices and operational resilience strategies affects employee performance within the oil and gas marketing context in Southwest, Nigeria. Although this study positioned that human capital development practices and firm-specific factors encompass a wide array of initiatives, including training programs, talent management strategies, strategic planning, operational resilience, and performance appraisal systems. These practices aim to equip employees with the necessary skills, knowledge, and competencies to excel in their roles and contribute effectively to organizational objectives. However, the effectiveness of these practices is contingent upon the prevailing organizational culture. In the oil and gas industry, where safety, reliability, and efficiency are paramount, a culture that prioritizes these values fosters a conducive environment for performance improvement. Although this discussion on the potential intervening effect of organisational culture on the proposed linkage between human capital development practices and employee performance; and between firm-specific factors and employee performance sound conceptually logical; nevertheless, it warrants empirical investigation given the rarity of empirical studies that

addressed these interactions within the context of oil and gas industry in Southwest, Nigeria<sup>168</sup>.

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## **Chapter Three**

### **Methodology**

The study's methodology and design are the main topics of this chapter. Topics covered include study population, sampling frame, sampling technique, research instrument, data collection method, sample size determination, conceptual model, model specification, research instrument validity and reliability, pilot study, and ethical considerations.

#### **3.1 Research Design**

Examining the impact of human capital development strategies, firm-specific characteristics, and organisational culture on employee performance in oil and gas marketing enterprises in Southwest Nigeria, this study follows a positivist research ethic. As a research philosophy, positivism holds that scientific procedures are the best way to uncover the truth, which is constituted of objective facts. A key tenet of positivism is the belief that factual evidence is the best way to understand a phenomenon, which provides strong support for the theory. A quantitative research strategy, which allows the researcher to see numerical correlations between variables, will also be used to analyse the study's purpose. A quantitative method is preferable because it yields more concrete evidence, which in turn yields more accurate and trustworthy findings<sup>1</sup>. In order to examine a portion of a population at a single moment in time, this study will use a cross-sectional survey research design. This is deemed suitable because it is in line with positivism and guarantees the confidentiality of the participants, the data, and the fulfilment of the study's purpose, which is to examine the impact of human capital development practices, firm-specific factors, and organisational culture on the performance of employees at oil and gas marketing companies in Southwest Nigeria. On

top of that, this approach was chosen since previous research by other experts indicated that it was suitable for a study like this, although in different contexts<sup>1,2,3</sup>.

### **3.2 Population of the Study**

This study's target population comprise of five hundred and twenty-eight (528) management staff including the managing director, general manager, human resource managers and operations managers engaged within the one hundred and thirty-two oil and gas marketing companies in Southwest Nigeria. The choice of the one hundred and thirty-two oil and gas marketing companies in Southwest Nigeria is because they are approved by and registered with the Department of Nigerian Mainstream and Downstream Petroleum Regulatory Authority (NMNMDPRAA) as at 31 March 2024. Moreover, the NMDPRA registration suggest an appreciable level of structure and organisation is inherent in these oil and gas marketing companies which will make data collection well done. The adoption of Southwest as the geographical location is because a significant number of oil and gas marketing companies are present with their corporate head offices in the region and the issues under investigation is apparent with the oil and gas marketing companies in this region<sup>4</sup>. See appendix 1 for the list of Oil and Gas marketing companies in Southwest, Nigeria.

### **3.3 Sample and Sampling Techniques**

The Sample frame is the list of managing directors, general managers, human resource managers, and operations managers of one hundred and thirty-two oil and gas marketing companies in Southwest Nigeria drawn from NMDPRA Annual Report. These management-level staff will be the unit of analysis for this study because they have knowledge and experience about the strategic policies and decision-making processes of their respective companies and can provide appropriate and reliable feedback on issues of

human capital development practices, the subsisting corporate culture and employee performance. Hence, the sample size of five hundred and twenty-eight (528) for this study derives from the four corporate-level staff; managing director, general manager, human resource manager and operations manager for each of the one hundred and thirty-two oil and gas marketing companies in Southwest Nigeria. Given the relatively small sample size. The total enumeration or census method will be used for this study. The adoption of total enumeration technique is consistent with several studies<sup>5,6</sup>. The scholars in their studies while investigating top management staff employed the total enumeration method since their population is small<sup>6</sup>. The adoption of a total enumeration technique played down the relevance of sampling techniques to be used to select the unit of analysis from the entire population. In this case, all the corporate level staff will be purposively selected.

#### **3.4 Description of Research instrument**

A questionnaire is developed from extant literature and will be used to collect data relating to dependent, independent and moderating variables of the study<sup>7,8</sup>. Human capital development practices is the independent variable and its sub-variables includes; training, coaching and mentorship, workforce optimization, career development opportunities, and performance feedback. Firm-specific factors is the second dependent variable and measured as strategic planning and operational resilience. Employee performance is the dependent variable as measures which includes; employee creativity, commitment, service quality, and employee efficiency and organisation culture is the moderating variable. The questionnaire design is in five parts: part A is for demographic data while parts B, C, D, and E will obtain information required for the analysis of the independent (human capital development practices & firm-specific factors), dependent (employee performance) and moderating (organisation culture) variables respectively. The sources of the questions in the questionnaire instruments are from extant literature.

Each variable question in the independent, dependent and moderating variables was designed in the form of a modified 6-point Likert-type scale format of Very High (VH) = 6, High (H) = 5, Moderately High (MH) = 4, Moderately Low (ML) = 3, Low (L) = 2 and Very Low = 1.

### **3.5 Validity of Research Instrument**

Examining the questions' applicability and comprehension was the goal of the pilot study. In order to ensure that both participants and data collectors have an easy time with the questionnaire, a pilot study was conducted to make any necessary adjustments. The researcher needs to conduct the pilot study to find out if the respondents are willing to answer the questions, what their reactions will be like, and if the questionnaire items are valid and reliable. Ten percent of the overall sample size was utilised for the pilot study. Following a scholar's recommendation, 10% of the entire sample size was used. Since the oil and gas marketing companies in Edo State share similar features with the objective of this study, they were chosen to conduct the pilot study. Oil and gas marketing companies in Edo State were each given 10% (52 participants) of the total sample for the pilot study, with the exact distribution left up to the researcher's discretion. We were able to retrieve 47 questionnaires from the sample. To ascertain the study instrument's validity and reliability, the replies were examined.

There was face, content, and construct validity performed on the study instrument. The researcher's supervisor, as well as academic and industry specialists in the subject, reviewed and approved the instrument to ensure its content validity. The feedback was utilised to make any required adjustments to the survey. In terms of strategic planning, the supervisor made an adjustment, proposing a three-part framework for measuring resource fluidity: material, financial, and other. Also, the supervisor suggested some new elements

for the external response orientation variable, such marketing scanning and industry innovation management. To ensure the instrument's face validity, we sampled its users' comprehension. The researcher wanted to determine if the participants had no trouble understanding the task at hand. The questionnaire's construct validity was determined using exploratory component analysis utilising the Varimax Extraction Method. The Average Variance Extracted (AVE) was determined using the factor loadings of these components. Convergent validity was further confirmed when the Average Variance Extracted (AVE) was larger than 0.5. This allowed us to conclude that all variables in the study were construct valid. You may find the concept validity in Table 3.4.

**Table 3.1 Confirmatory Factor Analysis**

S/N	Variables	No. of Items	AVE	KMO	Bartlett Test	Composite Reliability
1	Training	6	0.684	0.592	0.000	0.865
2	Coaching and Mentorship	6	0.753	0.627	0.000	0.873
3	Workforce Optimization	6	0.578	0.449	0.024	0.983
4	Career Development Opportunities	6	0.641	0.567	0.000	0.812
5	Performance Feedback	6	0.716	0.610	0.000	0.834
6	Employee Creativity	6	0.786	0.716	0.000	0.932
7	Service Quality	6	0.832	0.643	0.002	0.841
8	Employee Commitment	6	0.761	0.508	0.038	0.856
9	Employee Efficiency	6	0.859	0.681	0.007	0.812
10	Organisation culture	7	0.812	0.659	0.000	0.943
11	Strategic planning	6	0.886	0.816	0.000	0.902

12	Operational resilience	6	0.732	0.741	0.002	0.841
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**Source: Field Survey, 2024**

### 3.6 Reliability of the Research Instrument

By analysing the results of the pilot study, we were able to determine the data's dependability using the internal consistency approach. With the help of SPSS, we were able to calculate Cronbach's alpha coefficient. Based on the 0.70 benchmark, the test results indicated that the evaluation tool was very dependable<sup>9</sup>.

**Table 3.2: Reliability Analysis Results**

S/N	Variables	No. of Items	Cronbach's Alpha Coefficient
1	Training	6	0.729
2	Coaching and Mentorship	6	0.801
3	Workforce Optimization	6	0.713
4	Career Development Opportunities	6	0.737
5	Performance Feedback	6	0.723
6	Employee Creativity	6	0.805
7	Service Quality	6	0.734
8	Employee Commitment	6	0.873
9	Employee Efficiency	6	0.750
10	Organisation culture	7	0.814
11	Strategic planning	6	0.705
12	Operational resilience	6	0.773

**Source: Field Survey, 2024**

### 3.7 Administration of Research Instrument and Method of Data Collection

The main source of data will be deemed suitable for collecting information from the

participants, considering the research design of this study. Primary data will be gathered by sending out questionnaires to the specified individuals. The rationale behind administering a questionnaire is that it reduced the research goals into actionable questions that participants can respond. Not only was the questionnaire more cost-effective, but it also provided a higher level of anonymity for responders, which sped up data analysis. Because it ensures data collection on current concerns and promotes sufficient uniformity of response, the questionnaire is most often employed to gather data in survey research, according to some scholars. Together with four research assistants, who will receive training from the researcher on how to deliver the questionnaire to respondents, the researcher will administer the questionnaire. After obtaining authorisation from the proper office and approval to participate in this study, the instrument will be administered to the managing director, general manager, human resource managers, and operations managers of the oil and gas firms. The research instrument, along with a letter introducing the researcher and outlining the study's goals, will be sent to the participants. You can find the letter asking to take part in the exercise in the appendix.

### **3.8 Method of Data Analysis**

Descriptive and inferential statistics will be used to examine the data that will be gathered throughout the study. Stage one, descriptive analysis, made use of tools like means, percentage distribution tables, and frequency distributions to describe the data and reveal how the study's participants' answers varied. Inferential analysis, the second stage, will use multiple regression models in SPSS (Statistical Package for the Social Sciences) version 25 to examine the responses, determine the impacts, and create important correlations. The data will be analysed and the hypotheses will be tested using the multiple regression and hierarchical regression methods of analysis. In particular, the

multiple regression approach will be applied to test hypotheses 1, 3, and 5, and the hierarchical regression method will be utilised for test hypotheses 2 and 4. This study used these statistical methods to examine the relationship between human capital development practices, firm-specific factors, and employee performance in oil and gas marketing companies in Southwest Nigeria. It also aimed to measure the moderating effect of organisational culture on this interaction. To ensure the data is suitable for drawing conclusions, it is essential to run a battery of diagnostic tests before running the regression analysis. These tests should check for normality, linearity, and multicollinearity, among others. The following are the tests that are covered:

To assume that the error term follows a normal distribution with a mean of zero and a constant variance is to assume normality. The normality of the data is a prerequisite for multiple regression analysis. By checking for skewness and kurtosis, we were able to determine whether the data distribution was normal. Extreme kurtosis<sup>14</sup> is indicated by a kurtosis index of more than 8.0 and an absolute skew-index value higher than 3.0, respectively, for a given variable. A scholar has argued that the premise of normalcy is most loosely violated when the index is less than 2.0 for skewness and 7.0 for absolute value. The distribution was considered symmetrical when the skewness value was zero; more small values were indicated by a positive skewness value, and more large values were indicated by a negative skewness value. The data was almost normal shaped if the kurtosis value was close to zero. If the value is negative, then the distribution is flatter than normal, and if it's positive, then the form is more peaked than typical. Experts agree that skewness and Kurtosis values of -2 or + are sufficient for statistical purposes. Rather than one, For regressions to provide reliable estimates of dependent and independent variable interactions, the nature of the relationships between them must be linear. When two variables are linearly related, the rate of change between their scores

remains constant across all possible values for those variables. Both graphical and statistical approaches can be used to assess linearity. One graphical approach is to look at scatter plots, which are frequently accompanied with a trend line. A variety of statistical methods are available. A value of 16 for the linear correlation coefficient.

The actual relationship will be under-represented in the regression findings if the interaction between the dependent variable (DV) and the independent variables (IV) is not linear. The first is an overestimation of other IVs that share variance with that IV, which can happen in multiple regression, and the second is an increased possibility of a Type II error for that IV itself, which can happen as a result of this underestimate. Following a scholar's recommendation, this study used Pearson's correlation coefficient to check if the variables' relationships were linear. The positive direction, strong coefficients, and statistically significant level of the relationship all pointed to a linear relationship. When there is a lot of correlation between multiple model predictors and they both supply the same information about the response, this is called multicollinearity. According to the principle of non-multicollinearity, there should be no correlation between any of the model's explanatory variables or between any linear combination of them. When explanatory factors are present, it becomes difficult to distinguish between the effects of  $x_1$  and  $x_2$  on  $y$ , leading to misleading regression findings. The study will use a correlation matrix to test for multicollinearity; a value of 0.816 will be considered a severe case of multicollinearity. Regression coefficients and standard errors become indeterminate when perfect multicollinearity is not taken into consideration, and they become high when imperfect multicollinearity is considered. If the standard error is large, then rejecting or failing to reject the null hypothesis is not as precise or accurate. While multicollinearity may be present, the real issue during estimation is how severe it is.

Therefore, multicollinearity is present when the correlation coefficient is larger than 0.8. The assumption of homoscedasticity states that the variance of the disturbance factor must be constant for all observations; heteroscedasticity arises when this assumption is violated. If there is heteroscedasticity, the estimations will not be very useful. There may be heteroscedasticity in this study's results because they are based on a random sample of NNPC retail filling stations. The homoscedasticity (i.e., constant variance) of the error term is an assumption of the classical linear regression model (CLRM). There is heteroscedasticity if the variance of the errors is not constant. Parameter estimations would be unbiased if the heteroscedasticity was not taken into consideration when running the regression model. The Breusch-Pagan/Godfrey test was employed to assess the presence of heteroscedasticity.

The model specification is provided below

$$Y = f(X,R)$$

Y = Dependent variable: Employee performance (EP)

Y = Independent variables: X= Human Capital Development Practices (HCDPs)

R = Firm-Specific factors (FSFs)

Z= Organisational Culture (OC)

The first independent variable- Human Capital Development Practices (HCDPs) is measured as:

$x_1$  = Training (TRN),

$x_2$  = Coaching and Mentorship (CAM),

$x_3$  = Workforce Optimization (WFO)

$x_4$  = Career Development Opportunities, (CDO),

$x_5$  = Performance Feedback (PFF),

The second independent variable- Firm-specific Factors (FSFs) is measured as:

$r_1$  = Strategic Planning (SP),

$r_2$  = Operational resilience (OR),

The dependent variable- Employee Performance (EP) Y is measured as:

$y_1$  = Employee Creativity (EC),

$y_2$  = Service Quality (SQ/P)

$y_2$  = Employee Commitment (EC)

$y_2$  = operational Efficiency (EE)

The moderating variable- Organisation Culture (OC) is measured as: value, norms and belief.

The models formulated for each of the hypotheses are as follows:

### Hypothesis One

$$Y = f(x_1, x_2, x_3, x_4, x_5)$$

$$y_1 = \beta_0 + \beta_1x_1 + \beta_2x_2 + \beta_3x_3 + \beta_4x_4 + \beta_5x_5 + \varepsilon_i$$

$$EP = \beta_0 + \beta_1TRN_i + \beta_2CAM_i + \beta_3WFO_i + \beta_4CDO_i + \beta_5PFF_i + \varepsilon_i \text{-----} 3.1$$

### Hypothesis Two

$$Y = f(X*Z_1)$$

$$Y = \beta_0 + \beta_1 X + \beta_2 Z_1 + \beta_{12} X * Z_1 + \epsilon_i$$

$$EP = \beta_0 + \beta_1 HCDP_{s_i} + \beta_2 OC_i + \beta_{12} HCDP_s * OC_i + \epsilon_i \text{-----} 3.2$$

**Hypothesis Three**

$$Y = f(r_1, r_2)$$

$$y_3 = \beta_0 + \beta_1 r_1 + \beta_2 r_2 + \epsilon_i$$

$$EC = \beta_0 + \beta_1 SP_i + \beta_2 OR_i + \epsilon_i \text{-----} 3.3$$

**Hypothesis Four**

$$Y = f(R * Z_1)$$

$$Y = \beta_0 + \beta_1 R + \beta_2 Z_1 + \beta_{12} R * Z_1 + \epsilon_i$$

$$EP = \beta_0 + \beta_1 FSF_{s_i} + \beta_2 OC_i + \beta_{12} FSF_s * OC_i + \epsilon_i \text{-----} 3.4$$

**Hypothesis Five**

$$Y = f(X_1 + R_1)$$

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 R_1 + \epsilon_i$$

$$EP = \beta_0 + \beta_1 HCDP_{s_i} + \beta_2 FSF_{s_i} + \epsilon_i \text{-----} 3.5$$

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## Endnotes

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## Chapter Four

### Results and Discussion of Findings

Data presentation, analysis, and result interpretation were the topics of this chapter. The study's hypotheses and particular aims served as a framework for the investigation. Tables displaying percentages and explanations below the tables make up the presentation of the descriptive analysis in the first section. A discussion of the results follows the presentation of inferential statistics in Section 2. In order to address and investigate the research questions and hypotheses, the study set out to offer its results. We used SPSS version 25 to analyse the data.

#### 4.1 Data Presentation

A total of 528 questionnaires were distributed, and 516 were returned. As a result of sifting the surveys, 497 were validated as properly filled out and deemed usable. There was a response rate of 94.1% on the usable survey. The researcher and research assistants made a concentrated effort to contact the secretaries and ask them to participate in the study, which led to a high response rate while administering the instruments. Table 4.1 displays the outcomes of the responses.

**Table 4.1: Response Rate**

Response Rate:	Frequency	Percent (%)
Returned and used	497	94.1%
Not Returned/Returned but not used	31	5.9%



This section consist of background and respondents information that describes basic characteristics such as gender of the respondents, age, academic qualification, job level, and length of service. To this effect, the results are presented in Table 4.2.

Table 4.2 presents the demographic and personal profile of respondents used for this study. Demographic and personal profile of respondents as shown in table 4.2. Profile of gender indicated that 228 respondents representing 45.8% were male, while, 269 respondents representing 54.2% were female, indicating that most of the respondents were female. Also, 302 respondents representing 60.8% were between 21-30years, 174 respondents representing 35.0% were 31-40years, and 21 respondents representing 4.2% were 41-50years. Furthermore, 362 respondents representing 72.8% had ND/NCE, 126 respondents representing 25.4% had BSc/BA/HND, 6 respondents representing 1.2% had PGD/MBA/MSc/MA, and 3 respondents representing 0.6% had PhD. In addition, 84 respondents representing 16.9% were Middle Management, 170 respondents representing 34.2% were Operational Management, and 243 respondents representing 48.9% were Top Management. Moreover, 368 respondents representing 74.0% had 6-10years, 123 respondents representing 24.7% had 11-15years, and 2 respondents representing 0.4% had 16years+.

**Table 4.3: Descriptive Analysis of Responses on Human Capital Development Practices**

<b>Training Initiative</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
The training program enhances my skills offered by the organization effectively	315 (63.4%)	164 (33.0%)	18 (3.6%)	-	-	-	5.60
The training initiatives provided are relevant to my job role	148 (29.8%)	318 (64.0%)	31 (6.2%)	-	-	-	5.24
I feel adequately supported in accessing training resources.	201 (40.4%)	210 (42.3%)	86 (17.3%)	-	-	-	5.23
The organization averages continuous	167	271	59	-	-	-	5.22

learning and development. (33.6%) (54.5%) (11.9%)

The training programs offered by the organization are engaging interactive. 227 (45.7%) 218 (43.9%) 52 (10.5%) - - - 5.35

I receive sufficient guidance and support during training sections 157 (31.6%) 248 (49.9%) 92 (18.5%) - - - 5.13

**Weighted Mean 5.30**

**Workforce Optimization SA A PA PD D SD MEAN**

The organization effectively allocates resource to maximize productive 162 (32.6%) 268 (53.9%) 64 (12.9%) - - 3 (0.6%) 5.17

There is clear communication about workload distribution among team members 181 (36.4%) 268 (53.9%) 48 (9.7%) - - - 5.27

The organization efficiently utilizes available talent to achieve goals 204 (41.0%) 213 (42.9%) 80 (16.1%) - - - 5.25

Team work is encouraged to optimize workflow 210 (42.3%) 246 (49.5%) 41 (8.2%) - - - 5.34

The organization promotes a culture of efficiency 182 (36.6%) 267 (53.7%) 48 (9.7%) - - - 5.27

I feel that my capabilities are effectively utilized in my role 223 (44.9%) 245 (49.3%) 29 (5.8%) - - - 5.39

<b>Weighted Mean</b>								<b>5.28</b>
<b>Coaching and Mentorship</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>	
I receive constructive feedback from my supervisors	306 (61.6%)	176 (35.4%)	13 (2.6%)	-	-	-	5.79	
There are opportunities for one-in-one coaching sessions to improve performance	161 (32.4%)	296 (59.6%)	40 (8.0%)	-	-	-	5.24	
Mentors provide valuable guidance for my carrier growth.	177 (35.6%)	217 (43.7%)	103 (20.7%)	-	-	-	5.15	
The organization fosters a supportive environment for mentorship	171 (34.4%)	266 (53.5%)	58 (11.7%)	-	-	-	5.23	
I feel comfortable seeking advice and guidance from my mentors	209 (42.1%)	245 (49.3%)	41 (8.2%)	-	-	-	5.54	
Mentorship programs offered by the organization are beneficial to my development.	207 (41.6%)	230 (46.3%)	60 (12.1%)	-	-	-	5.30	

<b>Weighted mean</b>								<b>5.38</b>
<b>Career Development Opportunities</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>	
The organization provides clear paths for career advancement	160 (32.2%)	272 (54.7%)	61 (12.3%)	-	-	-	5.20	

There are opportunities for skill development relevant to my career goals	177 (35.6%)	248 (49.9%)	68 (13.7%)	-	-	-	5.63
I receive support in pursuing professional certificates or further educated	180 (36.2%)	223 (44.9%)	92 (18.5%)	-	-	-	5.38
The organization promotes internal mobility for career growth	211 (42.5%)	217 (43.7%)	67 (13.5%)	-	-	-	5.53
Career development opportunities align with my long term goals	185 (37.2%)	267 (53.7%)	45 (9.1%)	-	-	-	5.28
I feel confident about my prospects for advancements within the organization	202 (40.6%)	245 (49.3%)	50 (10.1%)	-	-	-	5.31

**Weighted mean**

**5.39**

<b>Performance Feedback</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
I received timely feedback on my performance	217 (43.7%)	245 (49.3%)	33 (6.6%)	-	-	-	5.57
Feedback provide by supervisors is constructive and actionable	174 (35.0%)	276 (55.5%)	47 (9.5%)	-	-	-	5.26
The organization values open communication regarding performance	210 (42.3%)	222 (44.7%)	65 (13.1%)	-	-	-	5.29

Performance evaluations are fair and transparent	180 (36.2%)	272 (54.3%)	45 (9.1%)	-	-	-	5.27
Feedback received helps me identify areas of development	224 (45.1%)	235 (47.3%)	38 (7.6%)	-	-	-	5.37
I feel recognized for my achievements and contributions to the organization	243 (48.9%)	232 (46.7%)	22 (4.4%)	-	-	-	5.44
<b>Weighted Mean</b>							<b>5.37</b>
Weighted Mean for Human Capital Development Practices							<b>5.34</b>

Decision rule 1.00 – 1.49= strongly disagree, 1.50 – 2.49= disagree, 2.50 – 3.49 = partially disagree, 3.50-4.00= partially agree, 4.50-5.00 = agree, 5.50-6.00= strongly agree.

Note: SA- Strongly Agree, A- Agree, PA- Partially Agree, PD- Partially Disagree, D- Disagree, SD- Strongly Disagree.

**Source: Field Survey Results, 2024**

In light of the data presented in Table 4.3. Sixty-three percent of people who took the survey are in complete agreement that the training program helps them become better employees, while thirty-three percent are in agreement and 3.6 percent are unsure. Respondents gave the organization's training program an average rating of 5.60 out of 5, indicating that it effectively enhances their skills. The results also showed that 64.0% of respondents agree, 6.2% slightly agree, and 29.8% strongly believe that the training programs are relevant to their employment role. With a mean score of 4.96, respondents generally agreed that the training programs are applicable to their work. Additionally, results showed that 40.4% of respondents strongly agree, 42.3% agree, and 17.3% slightly agree that they feel properly supported in accessing training materials. They feel

appropriately supported in obtaining training materials, according to the respondents, on average (mean = 5.23). In addition, 33.6 percent of people who took the survey strongly believe that the company values CPD, 54.5 percent agree, and 11.9 percent are unsure. Continuous learning and development is valued by the organisation, according to the respondents, with an average score of 5.22. Additionally, 45.7% of respondents strongly agree, 43.9% agree, and 10.5% slightly agree that the organization's training sessions are interesting and participatory. An average of 5.35 out of 10 respondents thought the company's training programs were interesting and interactive. Additionally, the results showed that 31.6% of the participants highly agree, 49.9% agree, and 18.5% slightly agree that they receive enough advice and support during training parts. The average number of respondents who said they get enough help and direction throughout training was 5.13.

In light of the data presented in Table 4.3, 32.6 percent of people who took the survey are adamant that their company makes good use of its resources to get the most out of them, while 53.9 percent are in agreement, 12.9 percent are unsure, and 0.6 percent are completely opposed. A mean score of 5.17 indicates that most people think the company does a good job of distributing its resources so they may achieve their full potential. In addition, 36.4% of people who took the survey definitely agree, 53.9% agree, and 9.7% slightly agree that the team has open communication regarding the sharing of responsibilities. The respondents' average rating of the level of clarity about the division of tasks within the team was 5.27. In addition, 36.4% of people who took the survey strongly believe, 42.9% agree, and 16.1% slightly agree that the company makes good use of its employees' talents to accomplish its objectives. With a mean score of 5.25, respondents generally agreed that the company makes good use of its employees' skills to meet its objectives. In terms of encouraging teamwork to optimise workflow, the results

showed that 42.3% of respondents strongly agree, 49.5% agree, and 8.2% slightly agree. A mean score of 5.27 was recorded by the respondents for the encouragement of teamwork to optimise workflow. Also, 36.6% of people who took the survey strongly believe, 53.7% agree, and 9.7% slightly agree that the company encourages a culture of efficiency. The average number of respondents who said the company encourages a culture of efficiency was 5.27. Additionally, the results showed that 49.3% of respondents agree, 5.8% slightly agree, and 44.9% strongly agree that their skills are well-utilized in their position. With a mean score of 5.39, the majority of respondents felt their skills were well-utilized in their current position.

In light of the data presented in Table 4.3. While 61.6% of people say they get helpful criticism from their bosses, 35.4% say the same and 2.6% say somewhat. With a mean score of 5.79, respondents generally feel that their supervisors provide them with helpful criticism. As for the possibility of one-on-one coaching sessions enhancing performance, the results showed that 32.4% of respondents strongly agree, 59.6% agree, and 8.0% slightly agree. The average number of respondents who said they could benefit from one-on-one coaching sessions to boost performance was 5.24. In addition, 35.6% of people who took the survey strongly believe that mentors are an invaluable resource for professional development, while 43.7% agree and 20.7% slightly agree. With a mean score of 5.15, respondents generally agreed that mentors play an important role in helping them advance in their careers. In addition, 34.4 percent of those who took the survey strongly believe that their company provides a welcoming atmosphere for mentoring, 53.5 percent agree, and 11.7 percent are unsure. Respondents gave the organisation a mean score of 5.23 for creating a mentoring-friendly work environment. Additionally, the results showed that nearly half of the respondents (49.3% to be exact) and a third of the respondents (4.2%) feel comfortable approaching their mentors for advice and direction.

The mean score for the question of whether or not respondents feel safe approaching their mentors for advice and guidance is 5.54. Additionally, the results showed that 46.3% of respondents agree, 12.1% slightly agree, and 41.6% strongly believe that the organization's mentorship programs are useful to their development. With a mean score of 5.30, respondents generally agreed that the organization's mentorship programs helped them grow professionally.

In light of the data presented in Table 4.3. In terms of the organization's ability to give opportunities for professional growth, 32.2% of respondents are very convinced, 54.7% are in agreement, and 12.3% are only somewhat convinced. The average rating for the statement "the company offers clear paths for career advancement" is 5.20 out of 10 from the respondents. Additionally, results showed that there are possibilities for skill development that are relevant to career aspirations for 35.6% of respondents, 49.9% of those who agreed, and 13.7% of those who somewhat agreed. With a mean score of 5.63, respondents generally felt that there are chances to improve their skills in a way that is useful for their future careers. In addition, 36.2% of respondents strongly agree, 44.9% agree, and 18.5% slightly agree that they receive support in pursuing professional credentials or additional education. The average number of respondents who said they have help paying for professional certifications or more education is 5.38. In addition, the results showed that 43.7% of respondents agree, 13.5% slightly agree, and 42.5% strongly believe that the organisation fosters internal mobility for career progression. A mean score of 5.53 was recorded by those who responded to the question of whether or not the company encourages employees to advance within. In addition, the results showed that 37.2% of people strongly agree, 53.7% agree, and 9.1% slightly agree that job development possibilities correspond with their long term goals. Career development

possibilities that are in line with respondents' long-term aspirations had a mean score of 5.28. Additionally, the results showed that among the respondents, 40.6% are very confident in their chances of progress within the company, 49.3% are in agreement, and 10.1% are just somewhat in agreement. With a mean score of 5.31, respondents generally expressed confidence in their chances of advancement within the company.

In light of the data presented in Table 4.3. Nearly half (49.3% to be exact) of respondents agree that they got timely feedback on their performance, while 6.6% are unsure. A mean score of 5.57 indicates that respondents generally felt they got timely feedback on their performance. The results also showed that 35.0 percent of people think their bosses give them useful, actionable feedback, 55.5 percent agree, and 9.5 percent partially agree. With a mean score of 5.26, respondents generally agreed that supervisors give useful, actionable feedback. Additionally, results showed that the organisation appreciates open communication on performance (42.3% strongly agree, 44.7% agree, and 13.1% slightly agree). Respondents gave the organization's emphasis on open communication about performance an average score of 5.29. The results also showed that while 54.3% of respondents agree and 9.1% partially agree that performance reviews are fair and transparent, 36.2% of respondents definitely agree. With a mean score of 5.27, respondents generally agreed that performance reviews are open and honest. There was a 45.1% strong agreement, 47.3% agree, and 7.6% partial agreement that receiving comments helps one identify opportunities for progress in the results. With a mean score of 5.37, respondents generally agreed that feedback helps them identify opportunities for progress. Additionally, the results showed that 48.9% of the participants highly agree, 46.7% agree, and 4.4% slightly agree that they are acknowledged for their accomplishments and services to the organisation. The average number of times

responders were acknowledged for their accomplishments and contributions to the organisation was 5.44.

The descriptive analysis in Table 4.3 reveals a high level of human capital development practices within the oil and gas retail sector. The overall weighted mean of 5.34 across the different categories—training initiatives, workforce optimization, coaching and mentorship, career development opportunities, and performance feedback—indicates that employees generally feel positively about the human capital development practices in their organization.

### **Implications for Management**

The findings imply that management in oil and gas retail companies should continue to foster and improve these human capital development practices to retain a motivated and productive workforce. Key areas for focus include: Management should maintain the relevance and effectiveness of training initiatives to keep pace with industry demands and align with employee roles. Clear communication and resource allocation should continue, ensuring employees are utilized effectively to achieve organizational goals. Given the positive feedback on mentorship, management should consider expanding one-on-one coaching sessions, which can further support employees' professional growth. With career development being well-regarded, management can introduce more personalized career paths and skill development aligned with individual career goals to retain top talent. The organization should continue providing timely and constructive feedback, which is essential for a supportive work environment. Transparent performance evaluations and recognition programs can further improve employee satisfaction and performance. By focusing on these areas, management can strengthen employee commitment, reduce turnover, and enhance the overall performance of the organization.

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**Table 4.4: Descriptive Analysis of Responses on Firm-Specific Factors**

<b>Strategic Planning</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
The strategic planning process in our firm is well coordinated	219 (44.1%)	251 (50.5%)	27 (5.4%)	-	-	-	5.39
Employees in our firm are actively involved in the long-term goal setting	169 (34.0%)	264 (53.1%)	64 (12.9%)	-	-	-	5.21
Employees in our firm are actively involved in the short-term goal setting	205 (41.2%)	221 (44.5%)	71 (14.3%)	-	-	-	5.27
There are effective communication of strategic plan to all employees in our firm	180 (36.2%)	237 (47.7%)	80 (16.1%)	-	-	-	5.20
Our firm consistently evaluate its strategic plans to meet changing environmental needs	223 (44.9%)	214 (43.1%)	60 (12.1%)	-	-	-	5.33
Our firm is able to build commitment to action among line managers	187 (37.6%)	260 (52.3%)	50 (10.1%)	-	-	-	5.28
Our firm is able to align itself with the external environment and internal capabilities	194 (39.0%)	239 (48.1%)	64 (12.9%)	-	-	-	5.26
Our firm is able to assess its present position in order to deploy strategies to contend with	191 (38.4%)	260 (52.3%)	44 (8.9%)	-	-	-	5.30

competition

**Weighted mean** **5.28**

<b>Operational Resilience</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
Our firm has a well-established strategy in place to cope with unforeseen circumstances	154 (31.0%)	302 (60.8%)	41 (8.2%)	-	-	-	5.23
Our firm place high priority on its ability to bounce back after a major business disruption	222 (44.7%)	245 (49.3%)	30 (6.0%)	-	-	-	5.39
Our firm has a clear plan for implementing operational resilience activities	231 (46.5%)	235 (47.3%)	31 (6.2%)	-	-	-	5.40
Our organization has sufficient resources to support operational resilience operations	153 (30.8%)	308 (61.6%)	38 (7.6%)	-	-	-	5.23
Our firm regularly monitors environmental disruptions that affect its operations	168 (33.8%)	221 (44.5%)	108 (21.7%)	-	-	-	5.12
Our organization has sufficient resources to support operational resilience initiatives	197 (39.6%)	275 (55.3%)	25 (5.0%)	-	-	-	5.35
Our firm can quickly respond to unexpected operational	208 (41.9%)	264 (53.1%)	25 (5.0%)	-	-	-	5.37

disruptions

**Weighted Mean** **5.30**

**Weighted Mean for** **5.29**

**Firm-Specific**

**Factors**

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Decision rule 1.00 – 1.49= strongly disagree, 1.50 – 2.49= disagree, 2.50 – 3.49 = partially disagree, 3.50-4.00= partially agree, 4.50-5.00 = agree, 5.50-6.00= strongly agree.

Note: SA- Strongly Agree, A- Agree, PA- Partially Agree, PD- Partially Disagree, D- Disagree, SD- Strongly Disagree.

**Source: Field Survey Results, 2024**

Based on the data presented in Table 4.4. With 63.4% strongly agreeing, 50.5% agreeing, and 5.4% slightly agreeing, the majority of respondents feel that their company's strategic planning process is well-coordinated. With a mean score of 5.39, respondents generally agreed that their company's strategic planning process is well-coordinated. As for the question of whether or not employees actively participate in the establishment of long-term goals for their company, the results showed that 34.0 percent of respondents strongly agree, 53.1 percent agree, and 12.9 percent slightly agree. A mean score of 5.21 indicates that respondents generally believe their company's employees are actively involved in creating long-term goals. In addition, 44.5% of respondents agreed, and 14.3% slightly agreed, with 41.2% strongly agreeing that employees actively participate in creating short-term goals for their company. With a mean score of 5.27, respondents generally agreed that workers at their company participate actively in creating short-term objectives. Additionally, the results showed that 36.2% of the respondents are very sure that all employees in their company are informed about the strategic plan, 47.7% are in agreement, and 16.1% are only somewhat in agreement. A mean score of 5.20 indicates that the majority of respondents believe their company's strategic plan is effectively communicated to all employees. In addition, 44.9% of people who took the survey

strongly agree, 43.1% agree, and 12.1% slightly agree that their company regularly reviews its strategies to adapt to changing environmental demands. Respondents gave their company an average score of 5.33 out of 10 for how often it reviews its strategic plans to address evolving environmental demands. Also, 37.6% of people who took the survey strongly believe, 52.3% agree, and 10.1% slightly agree that their company can get line managers to commit to doing the right thing. The average number of respondents who said their company can inspire action from line managers was 5.28. In addition, the results showed that 38.0% of people who took the survey strongly believe, 48.1% agree, and 12.9% slightly agree that their company can adapt to its external environment and internal capabilities. A mean score of 5.26 indicates that most respondents think their company can adapt to changes in both its external environment and its internal capabilities. As for the ability of their company to evaluate its current position and implement strategies to compete with rivals, 38.4% of respondents strongly agree, 52.3% agree, and 8.9% slightly agree, according to the results. Respondents gave their company an average rating of 5.30 for its ability to evaluate its current situation and implement strategies to compete with rivals.

Based on the data presented in Table 4.4. Thirteen percent of those surveyed are very certain that their company has a plan to deal with unexpected problems; sixty-eight percent are in agreement, and eight percent are just somewhat sure. The average response from respondents was that their company had a solid plan to deal with unexpected problems (5.23). Additionally, the results showed that when asked if their company places a high importance on being able to recover quickly from a large business disruption, 44.7% of respondents strongly agreed, 49.3% agreed, and 6.0% slightly agreed. Resilience in the face of adversity is a top concern for the respondents' companies, with an average score of 5.39. Additionally, the results showed that 47.3% of respondents

agree, 46.5% strongly agree, and 6.2% slightly agree that their organisation has a clear plan for conducting operational resilience initiatives. With a mean score of 5.40, respondents generally agreed that their company has a strategy in place to build operational resilience. Additionally, the results showed that 61.6% of respondents agree, 7.6% slightly agree, and 30.8% strongly believe that their organisation has enough resources to enable operational resilience operations. The average response from respondents was that their company has the resources to back operational resilience operations (5.23). In addition, 33.8 percent of people who took the survey definitely agree, 44.5 percent agree, and 21.7 percent partially agree that their company keeps an eye out for environmental disturbances that might have an impact on its operations. The respondents' average rating of how often their company checks for environmental disturbances that can impact its operations is 5.12. As for the resources their organisation has to back operational resilience projects, results showed that 39.6% of respondents strongly agree, 55.3% agree, and 5.0% slightly agree. With a mean score of 5.35, respondents generally agreed that their company has enough money to back operational resilience programs. Additionally, the results showed that while 53.1% agree and 5.0% slightly agree, 41.9% strongly agree that their company can respond rapidly to unanticipated disruptions to operations. With a mean score of 5.37, respondents generally agreed that their company is able to swiftly address unforeseen interruptions to operations. With a total weighted mean of 5.29 across categories of strategic planning and operational resilience, the descriptive analysis results in Table 4.4 show that oil and gas retail enterprises generally have a high degree of firm-specific variables. Respondents are in near-unanimity with the fact that their companies have robust strategies and operational resilience measures, as seen by the high mean.

### **Implications for Management**

Management should maintain and enhance employee involvement in planning processes, as this could foster a more agile, responsive workforce capable of adapting to industry shifts. Encouraging broader participation across employee levels may also enhance buy-in and alignment with the company's objectives, resulting in more effective execution of strategic initiatives. To sustain operational resilience, management should continuously evaluate the sufficiency of resources dedicated to resilience initiatives. By regularly assessing and updating resilience strategies, companies can mitigate risks posed by both internal and external disruptions, enhancing their capability to maintain consistent operations even during crises. In conclusion, the high level of firm-specific factors, as indicated by the weighted mean of 5.29, suggests that these companies are already leveraging strategic planning and resilience effectively. By continuing to build on these strengths, management in oil and gas retail companies can enhance their adaptability, minimize risk, and sustain competitiveness in a challenging market environment.

**Table 4.5: Descriptive Analysis of Responses on Employee Performance**

<b>Employee Creativity</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
I am encouraged to think creatively in my role	249 (50.1%)	201 (40.4%)	47 (9.5%)	-	-	-	5.41
My ideas are valued and supported by my colleges	182 (36.6%)	280 (58.3%)	35 (7.0%)	-	-	-	5.30
I feel inspired to innovate in my work	204 (41.0%)	249 (50.1%)	44 (8.9%)	-	-	-	5.32
There opportunities for me to express my creativity in projects	184 (37.0%)	248 (49.9%)	65 (13.1%)	-	-	-	5.24
My supervisor provides constructive feedback to nurture my creative thinking	196 (39.4%)	256 (51.3%)	46 (9.3%)	-	-	-	5.30

I believe that creativity is highly valued within my organization	196 (39.4%)	253 (50.9%)	48 (9.7%)	-	-	-	5.30
<b>Weighted Mean</b>							<b>5.31</b>
<b>Employee Commitment</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
I am committed to the goals and objective of the organization	222 (44.7%)	220 (44.3%)	55 (11.1%)	-	-	-	5.34
I feel strong sense of loyalty towards my team	179 (46.0%)	295 (59.4%)	23 (4.6%)	-	-	-	5.31
I am willing to exert extra effect to contribute to the several of the organization	188 (37.8%)	261 (56.5%)	28 (5.6%)	-	-	-	5.32
I believe in mission and vision of the company	243 (48.9%)	220 (44.3%)	34 (6.8%)	-	-	-	5.42
I am provided to be a part of this organization	160 (32.2%)	294 (59.2%)	43 (8.7%)	-	-	-	5.24
I am highly committed to my job and the organization	162 (32.6%)	282 (56.7%)	53 (10.7%)	-	-	-	5.22
<b>Weighted Mean</b>							<b>5.31</b>
<b>Service Quality</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>MEAN</b>
The organization provides adequate resources & support for delivering high quality services	171 (34.4%)	280 (56.3%)	44 (8.9%)	-	-	-	5.26
Manager demonstrates a	217	258	30	-	-	-	5.38

strong commitment to improve service quality	(43.7%)	(49.9%)	(6.0%)					
Employees are provided with sufficient training to enhance service delivery	187 (37.6%)	231 (46.5%)	75 (15.1%)	-	-	-		5.68
The organization regularly seeks feedback from customers to identify areas of service improvement	210 (42.3%)	222 (44.7%)	65 (13.1%)	-	-	-		5.29
There is effective communication between manager & employees regarding service quality goals & expectations	179 (36.0%)	261 (52.5%)	55 (11.1%)	-	-	-		5.45
Employees feel empowered to address customers concerns and resolved issues promptly	209 (42.1%)	248 (49.9%)	40 (8.0%)	-	-	-		5.34
<b>Weighted mean</b>								<b>5.40</b>
<b>Employee Task Efficiency</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>		<b>MEAN</b>
I am able to complete my task efficiently with a given time frame	178 (35.8%)	261 (52.5%)	58 (11.7%)	-	-	-		5.24
I have accepted to necessary resources and tools to perform my duty effectively	208 (41.9%)	229 (46.1%)	60 (12.1%)	-	-	-		5.30
I am skilled and competent in	207 (41.6%)	252 (50.7%)	38 (7.6%)	-	-	-		5.34

carrying out my job responsibility

The organization provides sufficient training to enhance my job efficiency.	179 (36.0%)	217 (43.7%)	96 (19.1%)	6 (1.2%)	-	-	5.14
There is effective communication within the team which help in task efficiency	207 (41.6%)	242 (48.7%)	48 (9.7%)	-	-	-	5.32
I feel that can able to perform my tasks efficiently in the of organization	196 (39.4%)	259 (52.1%)	42 (8.5%)	-	-	-	5.31
<b>Weighted mean</b>							<b>5.28</b>
Weighted mean for Employee Performance							<b>5.32</b>

Decision rule 1.00 – 1.49= strongly disagree, 1.50 – 2.49= disagree, 2.50 – 3.49 = partially disagree, 3.50-4.00= partially agree, 4.50-5.00 = agree, 5.50-6.00= strongly agree.

Note: SA- Strongly Agree, A- Agree, PA- Partially Agree, PD- Partially Disagree, D- Disagree, SD- Strongly Disagree.

**Source: Field Survey Results, 2024**

Based on the data shown in Table 4.5. Forty-one percent of people who took the survey definitely agree, forty-four percent agree, and nine percent somewhat agree that their job encourages them to think creatively. The respondents' average rating of the degree to which they are encouraged to think creatively in their role is 5.41. Among the other findings, 36.6% of students feel very strongly that their universities value and support their opinions, while 58.3% agree and 7.0% slightly agree. The average number of responders who said their college values and supports their opinions was 5.30. The results also showed that forty-one percent of people strongly agree, fifty-one percent agree, and eight percent partially agree that they are inspired to innovate in their profession. With a

mean score of 5.32, respondents generally expressed a sense of being motivated to innovate in their profession. In addition, 37.0% of respondents strongly agree, 49.9% agree, and 13.1% slightly agree that there are opportunities for them to show their creativity in projects. With a mean score of 5.24, respondents generally felt that projects allowed them to showcase their talents. In addition, the results showed that 39.4% of the participants are very convinced that their supervisor helps them develop their creative thinking skills through constructive criticism, while 51.3% agree and 9.3% slightly agree. With a mean score of 5.30, respondents generally agreed that their supervisor helps them develop their creative thinking skills through constructive criticism. Additionally, the results showed that among the respondents, 50.9% agreed and 9.7% partially agreed that their organisation greatly values innovation. There were 39.4% who strongly agreed. With a mean score of 5.30, respondents generally agreed that their company places a premium on originality.

Based on the data shown in Table 4.5. Of those who took the survey, 44.7% are very devoted to the organization's mission and values, 44.3% are in agreement, and 11.1% are only somewhat in agreement. With a mean score of 5.34, respondents generally expressed their dedication to the organization's mission and vision. Additionally, the results showed that 46.0% of the participants are very loyal to their team, 59.4% are in agreement, and 4.6% are only somewhat faithful. With a mean score of 5.31, respondents often expressed a strong sense of commitment to their team. Additionally, the results showed that 37.8% of the participants are very eager to go above and beyond to contribute to the organization's success, while 56.5% agree and 5.6% slightly agree. A mean score of 5.32 indicates that most respondents are prepared to go above and beyond to help the company out. Additionally, the results showed that 48.9% of the participants strongly agree, 56.5%

agree, and 5.6% slightly agree that they believe in the company's mission and vision. The average number of respondents who said they believe in the company's goal and vision is 5.42. There was a 32.2 percent level of agreement, a 59% level of agreement, and an 8.7 percent level of partial agreement that the results showed that they are providing for this organisation. Respondents gave the opportunity to be a part of this organisation an average rating of 5.24. Additionally, the results showed that 32.6% of the respondents are very devoted to their job and the organisation, while 56.7% agree and 10.7% slightly agree. With a mean score of 5.22, the respondents generally expressed a strong sense of dedication to their job and the organisation.

Based on the data shown in Table 4.5. In terms of the organization's ability to provide high-quality services, 34.4% of respondents are very convinced, 56.3% are in agreement, and 8.9% are only somewhat convinced. The average number of respondents who said the company gives them what they need to provide high-quality services was 5.26. In addition, the results showed that 49.9% of respondents agree, 6.0% slightly agree, and 43.7% definitely believe that the manager shows a significant dedication to improving service quality. An average of 5.38 out of 10 points was given by respondents who said that managers show a significant commitment to improving service quality. The results also showed that while 46.5% of respondents agree and 15.1% slightly agree, 37.6% strongly believe that staff receive enough training to improve service performance. With a mean score of 5.68, respondents generally agreed that staff receive enough training to improve service performance. Also, 44.7% of respondents agree, 13.1% slightly agree, and 42.3% strongly agree that the company routinely asks for consumer feedback to find ways to enhance the service. With a mean score of 5.29, respondents generally agreed that the company routinely asks for client feedback in order to pinpoint where they can enhance their services. Also, when asked about the level of communication between

managers and employees regarding service quality goals and expectations, 36.0% of respondents strongly agreed, 52.5% agreed, and 11.1% slightly agreed. The average number of respondents who said that managers and staff effectively communicate service quality goals and expectations was 5.45. In addition, although 8.0% of respondents slightly agree, 49.9% agree, and 42.1% strongly agree that employees feel empowered to handle customers' problems and resolve difficulties immediately. With a mean score of 5.34, respondents generally agreed that staff members are authorised to handle consumer complaints and problems in a timely manner.

Based on the data shown in Table 4.5. The following percentages of respondents: 35.8% are very sure that they can finish the assignment efficiently within the allotted time; 52.5% agree; and 11.7% slightly agree. The average number of respondents who said they can finish their assignment efficiently in the allotted period was 5.24. Additionally, the results showed that 46.1% of respondents agree, 12.1% slightly agree, and 41.9% strongly agree that they have accepted the resources and tools necessary to fulfil their role efficiently. The average response from responders was 5.30, indicating that they have embraced the resources and tools needed to do their job well. Additionally, results showed that 50.7% of respondents agree, 7.6% slightly agree, and 41.6% strongly agree that they are competent and capable in carrying out their job responsibilities. With a mean score of 5.34, respondents generally agreed that they are capable of doing their jobs well. Furthermore, the results showed that 36.0% of the respondents are very convinced that the organisation gives them enough training to make them more efficient in their jobs, while 43.7% agree, 19.1% slightly agree, and 1.2% somewhat disagree. The average number of respondents who said the company gives them enough training to make them better in their jobs was 5.14. Additionally, results showed that 48.7% of respondents agree, 9.7% slightly agree, and 41.6% strongly believe that the team has good

communication that helps them get things done faster. The average number of respondents who said that the team communicates well and works efficiently together was 5.32. In addition, the results showed that 39.4% of the participants are very sure that they can do their jobs well at work, while 52.1% are in agreement and 8.5% are just somewhat sure. The average number of respondents who said they feel they can do their jobs well at their company was 5.31. As the weighted mean of 5.32 indicates, there is an exceptionally high level of positive responses in the descriptive study of employee performance in oil and gas retail enterprises. With consistently high mean values, all four performance dimensions—creativity, dedication, service quality, and job efficiency—suggest high levels of performance.

The findings highlight areas where management's efforts are effectively supporting employee performance, and they also provide guidance for further improvement. The high ratings in creativity indicate a positive environment for innovation. Management should continue to encourage creativity by offering regular opportunities for employees to contribute new ideas, potentially introducing innovation workshops or ideation sessions to maintain momentum. High employee commitment suggests strong alignment with organizational goals, yet implementing structured recognition programs could further increase loyalty. Recognizing and rewarding employees for their commitment can reinforce their sense of belonging and motivation.

Given the importance of service quality in the oil and gas retail sector, management should continue to provide resources and training that enable employees to excel in customer service. Expanding customer feedback initiatives and empowering employees to act on customer insights can enhance the service quality dimension. While task efficiency levels are high, further investments in modern tools, technology, and continuous training

would support ongoing efficiency improvements. Effective communication should also be maintained to ensure clarity in task expectations and reduce potential bottlenecks. In conclusion, by building on these strengths and addressing areas for incremental improvement, management can foster an environment where employee performance continues to thrive, ultimately benefiting organizational success in the competitive oil and gas retail industry.

**Table 4.6: Descriptive Analysis of Responses on Organizational Culture**

<b>Organizational Culture</b>	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>	<b>Mean</b>
The organization values innovation hence encourages new ideas	274 (55.1%)	193 (38.8%)	27 (5.4%)	3 (0.6%)	-	-	5.48
Employees feel empowered to make decision within their roles	169 (34.0%)	298 (60.0%)	30 (6.0%)	-	-	-	5.28
The organization prioritizes diversity and inclusivity	161 (32.4%)	259 (52.1%)	74 (14.9%)	3 (0.6%)	-	-	5.16
Leaders communicate effectively with employee	181 (36.4%)	262 (52.7%)	54 (10.9%)	-	-	-	5.26
The form culture promotes work-life balance	185 (37.2%)	234 (47.1%)	73 (14.7%)	3 (0.6%)	-	-	5.21
The organization is committed to employee development and growth	191 (38.4%)	264 (53.1%)	42 (8.5%)	-	-	-	5.30
The company culture fasters a sense of accountability and responsibility	208 (41.9%)	248 (49.9%)	32 (6.4%)	5 (1.0%)	-	-	5.53
<b>Weighted Mean</b>							<b>5.32</b>

---

Decision rule 1.00 – 1.49= strongly disagree, 1.50 – 2.49= disagree, 2.50 – 3.49 = partially disagree, 3.50-4.00= partially agree, 4.50-5.00 = agree, 5.50-6.00= strongly agree.

Note: SA- Strongly Agree, A- Agree, PA- Partially Agree, PD- Partially Disagree, D- Disagree, SD- Strongly Disagree.

**Source: Field Survey Results, 2024**

As may be seen from the data in Table 4.6. While 55.1% of people who took the survey are in complete agreement that the company promotes innovation and new ideas, 38.8% are in partial agreement, 5.4% are in agreement, and 0.6% are in disagreement. Respondents gave the organization's stated commitment to innovation and the promotion of fresh ideas an average score of 5.48. Additionally, the results showed that 34.0 percent of respondents are in complete agreement that their employees have the autonomy to make decisions within the scope of their jobs, while 60.0 percent are in partial agreement. With a mean score of 5.28, respondents generally agreed that workers have a lot of autonomy in their jobs. Additionally, the results showed that 32.4% of people feel very strongly about the organization's commitment to diversity and inclusion, while 52.1% agree, 14.9% somewhat agree, and 0.6% somewhat disagree. With a mean score of 5.16, respondents generally agreed that diversity and inclusion are important priorities for the company. Also, 36.4% of people who took the survey strongly believe that CEOs are good communicators with their employees, while 52.7% agree and 10.9% are unsure. A mean score of 5.26 was reported by the respondents on the effectiveness of leaders' communication with employees. Additionally, the results showed that when asked whether the firm culture encourages work-life balance, 37.2% of respondents highly agreed, 47.1% agreed, 14.7% slightly agreed, and 0.6% partially disagreed. With a mean score of 5.21, respondents generally agreed that the firm culture encourages a healthy work-life balance. In addition, 38.4% of people who took the survey strongly believe, 53.1% agree, and 8.5% slightly agree that the company cares about its employees'

professional development and advancement. Respondents gave the organisation a mean score of 5.30 for its dedication to employee development and advancement. According to the results, almost half of the respondents (49.9%) agree that the business culture encourages employees to take responsibility for their actions, while 6.4% somewhat agree and 1.0% partially disagree. A mean score of 5.53 indicates that employees generally feel more responsible and accountable because of the company's culture. According to Table 4.6's descriptive analysis of organisational culture, workers at oil and gas retail enterprises have a positive impression of the culture in many ways. Employees seem to agree that the company has a progressive and supportive culture, as indicated by the weighted mean score of 5.32. The findings imply that a strong, positive organizational culture exists within these oil and gas retail companies, with a focus on innovation, empowerment, and accountability. Management can leverage this culture to further enhance employee performance and job satisfaction.

#### **4.2 Test of Hypotheses**

**H<sub>01</sub>:** Human capital development practices has no significant effect on employee performance in selected Oil and Gas marketing companies in Southwest, Nigeria.

The null hypothesis (H<sub>01</sub>) proposed that human capital development practices have no significant effect on employee performance within selected Oil and Gas marketing companies in Southwest Nigeria. To test this hypothesis, simple linear regression analysis was conducted, where employee performance (dependent variable) was regressed on human capital development practices (independent variable), which was represented by summing responses across several components: Training, Workforce Optimization, Coaching and Mentoring, Career Development, and Performance Feedback). The regression test results are presented in Table 4.7.

**Table 4.7: Summary of Regression Analysis for the Effect of Human Capital Development Practices on Employee Performance in Selected Oil and Gas Marketing Companies in Southwest, Nigeria**

Model		F(df)	Anova Sig
R	0.499 <sup>a</sup>		
R Square	0.249	32.602 (5,491)	0.000
Adjusted R Square	0.242		
Coefficients	Unstandardized Coefficients	t	sig
(Constant)	1.724	6.035	0.000
Training	0.246	3.685	0.000
Work Force optimization	0.409	5.746	0.000
Coaching& Mentor	0.000	-0.016	0.988
Career Development opportunity	0.006	0.494	0.621
Performance Feedback	0.020	0.803	0.422

Source: Field Survey Result, 2024

From the model summary, the correlation coefficient (R) value of 0.499 indicates a moderate positive relationship between human capital development practices and employee performance. The R Square value of 0.249 reveals that approximately 24.9% of the variance in employee performance can be explained by human capital development practices. This means that other factors not included in the model may account for the remaining 75.1% of the variance.

The ANOVA table shows an F-value of 32.602 with a significance level (p-value) of .000, which is less than the conventional alpha level of 0.05. This result suggests that the overall regression model is statistically significant, allowing us to reject the null hypothesis and conclude that human capital development practices have a significant effect on employee performance in the sampled companies.

The coefficients table offers insights into the contribution of each predictor within the model. Training and Workforce Optimization exhibit positive and significant effects on employee performance, with standardized beta values of .203 and .319, respectively, and both have p-values of .000. This implies that training and workforce optimization are the primary drivers of improved employee performance. In contrast, Coaching and Mentoring, Career Development, and Performance Feedback do not show significant effects on employee performance, as indicated by their high p-values (.988, .621, and .422, respectively). While human capital development practices collectively have a statistically significant impact on employee performance, only training and workforce optimization emerge as individually significant contributors.

The regression analysis indicates that human capital development practices significantly impact employee performance in the selected Oil and Gas marketing companies in Southwest Nigeria, with training and workforce optimization playing pivotal roles. The correlation coefficient ( $R = 0.499$ ) points to a moderate positive relationship between human capital development practices and employee performance. With an  $R^2$  value of 0.249, human capital development practices explain approximately 24.9% of the variance in employee performance, while 75.1% of the performance variance is likely influenced by other external factors not captured in this model. The statistically significant F-value of 32.602 ( $p < 0.05$ ) further reinforces that human capital development practices as a

whole significantly affect employee performance. This finding supports rejecting the null hypothesis (H01), demonstrating that human capital development practices do indeed influence employee performance in the oil and gas marketing sector.

The coefficient analysis provides further insights into the specific components of human capital development practices. Training and Workforce Optimization are the only components with significant effects on employee performance, with standardized beta values of 0.203 and 0.319, respectively. These results suggest that initiatives focused on training and optimizing workforce capabilities are highly effective in enhancing performance. Training likely equips employees with essential skills, enabling them to meet operational demands more efficiently, while workforce optimization likely promotes productivity by aligning resources with organizational needs. In contrast, Coaching and Mentoring, Career Development, and Performance Feedback do not show statistically significant contributions to employee performance. This may suggest a need to evaluate the effectiveness of these initiatives and identify potential improvements or alternative approaches within the organization.

### **Implications for Management**

Given the positive effect of training on employee performance, management should enhance and expand training initiatives to build essential skills and knowledge. This could include both technical and soft skills training tailored to industry demands. Oil and gas companies should consider implementing regular, targeted training sessions that reflect evolving industry standards and technological advancements. With workforce optimization emerging as a critical factor in improving performance, management should prioritize strategies that effectively align employees' skills and roles with operational requirements. Utilizing data-driven workforce planning tools can help ensure that

employees are assigned to roles that maximize their strengths, thereby improving productivity.

The lack of significant impact from coaching and mentoring suggests that these practices may require recalibration to better align with employee needs. Management could conduct feedback sessions with employees to assess the effectiveness of current mentoring structures and refine these programs to offer more targeted, relevant guidance that enhances performance. Although career development did not yield a significant effect, investing in career pathways could increase employee engagement and satisfaction over time. Management could offer clear career progression options and development plans to motivate employees, which may, in turn, positively influence long-term performance. Since performance feedback currently lacks a significant impact on performance, management should explore how feedback is delivered and perceived within the organization. Implementing a structured, constructive feedback system that highlights both achievements and improvement areas can foster a culture of continuous development and, ultimately, improve performance outcomes. By focusing on strengthening training and workforce optimization while refining other areas of human capital development, management can drive greater performance among employees. This targeted approach is likely to enhance productivity and employee satisfaction, positioning the company for competitive success in the oil and gas marketing sector.

**H<sub>02</sub>:** There is no significant firm-specific factors on employee performance of selected Oil and Gas marketing companies in Southwest, Nigeria.

The results of the regression analysis evaluate the influence of firm-specific factors, namely operational resilience and strategic planning, on employee performance within selected Oil and Gas marketing companies in Southwest Nigeria. The findings provide insight into the strength, direction, and significance of these relationships, allowing for a detailed assessment of hypothesis H<sub>02</sub>.

**Table 4.8: Summary of Regression Analysis for the Effect of Firm-Specific Factors on Employee Performance in Selected Oil and Gas Marketing Companies in Southwest, Nigeria**

Model		F(df)	Anova Sig
R	0.502 <sup>a</sup>		
R Square	0.252	83.052 (2,494)	0.000
Adjusted R Square	0.249		
Coefficients	Unstandardized Coefficients	t	sig
(Constant)	.896	2.535	.012
Strategic planning	.461	7.531	.000
Operational resilience	.377	5.300	.000

**Source: Field Survey Result, 2024**

The Model Summary shows an R value of .502, indicating a moderate positive correlation between firm-specific factors and employee performance. The R Square value of .252 reveals that 25.2% of the variance in employee performance can be explained by the two independent variables—operational resilience and strategic planning. This result suggests that while other factors not included in the model might contribute to employee performance, operational resilience and strategic planning alone account for a meaningful portion of the variance. The Adjusted R Square value of .249 supports this interpretation, correcting for potential overestimation of the explained variance. In the ANOVA table, the F-statistic of 83.052 with a p-value of .000 signifies that the model is statistically significant, confirming that operational resilience and strategic planning jointly influence employee performance at a level well below the conventional threshold of .05. This result indicates that the model as a whole is fit for predicting employee performance based on the independent variables.

The Coefficients table further elucidates the individual contributions of each predictor. The constant term ( $B = .896$ ) has a positive, statistically significant impact on employee performance with a t-value of 2.535 and a p-value of .012, meaning that even in the absence of strategic planning and operational resilience, a baseline level of employee performance is expected. Strategic planning shows a standardized Beta coefficient of .338 and an unstandardized B coefficient of .461, with a highly significant t-value of 7.531 ( $p = .000$ ). This result indicates that strategic planning has a substantial positive impact on employee performance, meaning that as strategic planning improves, employee performance also rises.

Similarly, operational resilience has a standardized Beta coefficient of .238 and an unstandardized B coefficient of .377, accompanied by a significant t-value of 5.300 ( $p$

= .000). This finding suggests that operational resilience also positively influences employee performance, albeit to a slightly lesser extent than strategic planning. Overall, both variables have a significant positive impact on employee performance, with strategic planning having a somewhat stronger effect than operational resilience. In conclusion, the regression analysis provides sufficient evidence to reject the null hypothesis (H02), showing that firm-specific factors, particularly operational resilience and strategic planning, significantly impact employee performance in the selected Oil and Gas marketing companies.

The regression analysis conducted on firm-specific factors, specifically operational resilience and strategic planning, has revealed significant insights into their influence on employee performance in selected oil and gas marketing companies in Southwest Nigeria. The results indicate a moderate positive correlation, with an R value of 0.502, suggesting that these factors are important contributors to employee effectiveness. The model explains 25.2% of the variance in employee performance, which, while not exhaustive, highlights the meaningful role that operational resilience and strategic planning play in enhancing employee productivity. The statistical significance of the model, indicated by an F-statistic of 83.052 and a p-value of 0.000, underscores that the relationship between these firm-specific factors and employee performance is robust. Specifically, strategic planning emerged as the stronger predictor of employee performance, with a standardized Beta coefficient of 0.338. This finding implies that improvements in strategic planning directly correlate with enhanced employee outcomes. The impact of operational resilience, though slightly lesser (standardized Beta coefficient of 0.238), is also significant, indicating that organizations with better resilience can navigate challenges more effectively, thereby enabling employees to perform better under varying circumstances.

These results support the rejection of the null hypothesis (H02), affirming that firm-specific factors are indeed influential in determining employee performance.

### Implications for Management

The findings have several critical implications for management in oil and gas marketing companies. First, there is a clear necessity for these firms to prioritize strategic planning processes. Effective strategic planning not only provides a roadmap for organizational goals but also equips employees with the clarity and direction needed to perform optimally. It enables a structured approach to decision-making and resource allocation, which can directly enhance performance metrics. Moreover, the importance of operational resilience cannot be understated. Given the volatility and unpredictability often associated with the oil and gas industry, firms must cultivate a culture that values resilience. This involves developing systems and processes that allow employees to adapt to changes quickly and effectively, thereby maintaining performance levels even in challenging circumstances.

**H03:** There is no significant effect of Human Capital Development Practices (HCDPs) and firm-specific factors and employee performance of selected Oil and Gas marketing companies in Southwest, Nigeria.

**Table 4.9: Summary of Regression Analysis for the Effect of Human capital development practices and Firm-Specific Factors on Employee performance in selected Oil and Gas marketing companies in Southwest, Nigeria**

Model		F(df)	Anova Sig
R	0.504 <sup>a</sup>		
R Square	0.254	84.122(2,494)	0.000
Adjusted R Square	0.251		

Coefficients	Unstandardized Coefficients	t	sig
(Constant)	0.888	2.549	0.011
HCDPs	0.060	1.466	0.143
Firm-Specific factors	0.778	9.695	0.000

Source: Field Survey Result, 2024

The regression analysis examines the influence of Human Capital Development Practices (HCDPs) and firm-specific factors on employee performance within selected oil and gas marketing companies in Southwest Nigeria. The model summary reveals a correlation coefficient (R) of .504, indicating a moderate positive relationship between the predictors (HCDPs and firm-specific factors) and employee performance. The R Square value of .254 shows that approximately 25.4% of the variance in employee performance can be explained by these predictors. The adjusted R Square (.251) is slightly lower, which adjusts for the number of predictors, providing a more conservative estimate of the explained variance. The standard error of the estimate (.30610) suggests the typical deviation of observed values from the regression line, providing an idea of the model's accuracy.

The ANOVA table assesses the overall model fit. The F-value of 84.122 with a significance level of .000 indicates that the model is statistically significant. This result means that, collectively, HCDPs and firm-specific factors significantly predict employee performance, thus rejecting the null hypothesis (H03) that there is no significant effect. The coefficients table provides insights into each predictor's specific effect on employee performance. The constant (B = .888, p = .011) represents the baseline level of employee performance when both HCDPs and firm-specific factors are zero. For the predictors,

firm-specific factors have a strong, positive impact ( $B = .778$ ,  $p = .000$ ), with a standardized beta coefficient of .461, showing a significant influence on employee performance. In contrast, HCDPs ( $B = .060$ ,  $p = .143$ ) are not statistically significant at the .05 level, as indicated by its higher p-value. This suggests that while firm-specific factors are essential to enhancing employee performance, HCDPs do not independently contribute significantly within this model. In summary, the regression results suggest that firm-specific factors play a critical role in influencing employee performance, while HCDPs, as measured here, do not significantly impact performance within the selected companies. This finding implies that strategic focus on firm-specific factors could yield better employee performance outcomes.

The regression analysis on the influence of Human Capital Development Practices (HCDPs) and firm-specific factors on employee performance in selected oil and gas marketing companies in Southwest Nigeria reveals critical insights for management. The overall model shows a moderate positive relationship, with an R value of 0.504, indicating that both predictors contribute to employee performance. The statistical significance of the model, as evidenced by the F-value of 84.122 and a p-value of 0.000, allows us to reject the null hypothesis ( $H_0$ ), affirming that there is indeed a significant effect of these predictors on employee performance. However, it is noteworthy that while firm-specific factors demonstrate a robust and statistically significant positive impact ( $B = 0.778$ ,  $p = 0.000$ ), the HCDPs do not yield a similar effect ( $B = 0.060$ ,  $p = 0.143$ ), suggesting they are not significant contributors in this context.

#### Implications for Management

The findings indicate that firm-specific factors are crucial for enhancing employee performance within these oil and gas marketing companies. This could include elements such as organizational structure, company culture, and internal policies, which directly

influence how employees perform their roles. Conversely, the lack of statistical significance associated with HCDPs suggests that simply implementing training and development programs may not be sufficient to improve employee performance on their own. It implies that management might need to re-evaluate the effectiveness of their current HCDPs and consider their alignment with firm-specific dynamics. By focusing on enhancing firm-specific factors and re-evaluating the approach to HCDPs, management can create a more effective environment that drives employee performance in the oil and gas marketing sector. This dual approach will likely yield better results and contribute to the long-term success of the organization.

**H04:** Organisational culture has no significant moderating effect on the association between HCDPs and firm-specific factors on employee performance of selected oil and gas marketing companies in Southwest, Nigeria

The regression analysis examines the moderating effect of organizational culture on the relationship between Human Capital Development Programs (HCDPs), firm-specific factors, and employee performance within selected oil and gas marketing companies in Southwest Nigeria. The hypothesis (H04) posits that organizational culture has no significant moderating effect on this relationship. To test this hypothesis, two models were used: the first model without the interaction term and the second model with the interaction term.

**Table 4.10: Summary of Hierarchical Regression Analysis for the Effect of Management Support on the interaction between Organisation Change Management Practices and Employee Work Performance in the Selected Polytechnics in Southwest, Nigeria**

Model <sup>1,2</sup>	Beta	t	Sig.	R	R <sup>2</sup>	Adj. R <sup>2</sup>	ΔR <sup>2</sup>	ΔF	Sig. F Change
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(Constant)	.888	2.549	.011	.504 <sup>a</sup>	.254	.251	.254	84.122	.000 <sup>b</sup>
HCDPs	.060	1.466	.143						
FirmSpecific	.778	9.695	.000						
F & Anova Sig: 84.122 (2,494), p=.000									
(Constant)	1.572	3.697	.000	.515 <sup>b</sup>	.265	.261	.011	7.662	.006
HCDPs	-.025	-.492	.623						
FirmSpecific	.657	7.212	.000						
interactionTerm	.003	2.768	.006						
F & Anova Sig: 59.391 (3,493), p=.000									

Dependent Variable: Employee work perform

Predictors: (Constant), Organisation change management practices, Management support, Organisation change management practices\*management support

Source: Field Survey Result, 2024

The value of R in Model 1 is .504, which indicates that there is a moderately positive correlation between the predictors (HCDPs and firm-specific factors) and employee performance. Based on the R Square value of .254, it can be inferred that these predictors account for approximately 25.4% of the variance in employee performance. This finding is statistically significant at a level of  $p < .001$ . As a result of the inclusion of organizational culture as a moderating factor in Model 2, the R value achieves a slight increase to .515, and the R Square improves to .265. This indicates that the model is able to explain 26.5% of the variance in employee performance when the moderating effect of organizational culture is taken into consideration. Indicating a statistically significant improvement in the model fit with the addition of the interaction term, the R Square Change of .011 between Model 1 and Model 2 is significant ( $p = .006$ ). This indicates that the model fit has been improved overall.

An analysis of variance (ANOVA) analysis reveals that both models have a significant ability to predict employee performance ( $p < .001$ ). The F statistic for Model 1 is 84.122 ( $df = 2, 494$ ), which indicates that it is significant. This indicates that the effect of HCDPs and firm-specific factors on employee performance is also significant. In Model 2, which incorporates the interaction term, the F statistic experiences a slight decrease to 59.391 ( $df = 3, 493$ ), but it continues to be significant. This further substantiates the notion that the moderating role of organizational culture makes a significant contribution to the functioning of the model.

Upon examination of the coefficients, it is found that the constant term in both models is statistically significant. This indicates that, in the absence of predictors, the performance of the employees would remain at a baseline level. It can be deduced from the fact that the coefficient for HCDPs in Model 1 ( $B = .060, p = .143$ ) does not exhibit statistical significance, which indicates that HCDPs on their own do not have a significant impact on employee performance. However, it is worth noting that the firm-specific factors ( $B = .778, p < .001$ ) have a significant and positive influence on the performance of employees.

After the introduction of the interaction term in Model 2, the coefficient for HCDPs becomes negative ( $B = -.025$ ) and continues to be non-significant ( $p = .623$ ). On the other hand, firm-specific factors continue to demonstrate a positive and significant impact on employee performance ( $B = .657, p < .001$ ).

Significantly, the interaction term for HCDPs and firm-specific factors moderated by organizational culture is positive ( $B = .003$ ) and significant ( $p = .006$ ). This indicates that organizational culture significantly moderates the relationship between HCDPs, firm-specific factors, and employee performance. This is an important finding. Due to the fact

that organizational culture has a significant moderating effect on the association between HCDPs, firm-specific factors, and employee performance, the results indicate that the null hypothesis (H04) is not supported. This suggests that organizational culture in these oil and gas marketing companies enhances the positive relationship between firm-specific factors and employee performance, even if HCDPs alone do not show a direct effect. This is the case that is suggested by the fact that this is the case. The model is improved by the incorporation of organizational culture as a moderator, which suggests that the cultivation of a supportive organizational culture may enhance the effectiveness of firm-specific factors in boosting employee performance.

The regression analysis investigating the moderating effect of organizational culture on the relationship between Human Capital Development Programs (HCDPs), firm-specific factors, and employee performance in selected oil and gas marketing companies in Southwest Nigeria reveals critical insights for management. The results indicate that organizational culture significantly moderates this relationship, meaning that the positive impacts of firm-specific factors on employee performance can be amplified when a strong organizational culture is in place. The null hypothesis (H04), which posits no significant moderating effect, is thus rejected, affirming the importance of organizational culture in enhancing employee performance. The findings show that while HCDPs alone do not exhibit a direct impact on employee performance ( $B = 0.060$ ,  $p = 0.143$ ), firm-specific factors play a crucial role, positively influencing performance ( $B = 0.778$ ,  $p < 0.001$ ). The introduction of the interaction term in Model 2 further emphasizes that organizational culture can enhance the effectiveness of these firm-specific factors ( $B = 0.003$ ,  $p = 0.006$ ). This suggests that employees are more likely to perform better when the organizational culture supports and aligns with the firm's operational goals and practices.

## **Implications for Management**

The significant moderating effect of organizational culture indicates that management should prioritize cultivating a positive organizational culture. A culture that values collaboration, communication, and shared goals can enhance the effectiveness of both HCDPs and firm-specific factors. When employees feel connected to the organizational values, they are more likely to be motivated and engaged in their work. Since HCDPs alone did not show a significant effect on employee performance, management should integrate these programs with the organizational culture. This could involve designing training programs that reflect the company's core values, thereby ensuring that employees can relate their learning experiences to their day-to-day roles.

Given the importance of a supportive culture, management should focus on effective communication strategies that encourage feedback. Creating open channels for dialogue can help identify cultural barriers that might hinder the effectiveness of HCDPs and the implementation of firm-specific factors. Management should ensure that the strategies derived from firm-specific factors are tailored to align with the existing organizational culture. This alignment can amplify the positive effects on employee performance, as employees will feel a stronger connection to initiatives that resonate with their workplace environment. Regular assessments of the organizational culture are essential to understand its evolving nature and its impact on employee performance. Management should implement surveys and feedback mechanisms that allow employees to express their perceptions of the culture and its alignment with firm-specific factors and HCDPs. The regression analysis highlights the pivotal role of organizational culture in moderating the relationship between human capital development and employee performance. By focusing on enhancing the organizational culture, oil and gas marketing companies can

create an environment that supports their strategic goals and optimizes employee performance, ultimately contributing to greater organizational success.

### **4.3 Discussion of Findings**

The findings from the first objective in this study indicate that human capital development practices (HCDPs) are positively and significantly associated with employee performance, underscoring the conceptual importance of investing in employee capabilities, motivation, and opportunities for improvement. HCDPs, which encompass training, continuous learning, and professional development, are fundamental to equipping employees with the necessary skills and knowledge for high-level job performance. Conceptually, this aligns with the premise that organizations that invest in their human capital are better positioned to achieve high-performance outcomes, as employees become more proficient, adaptable, and engaged in their roles. HCDPs enable organizations to retain talent, reduce skill gaps, and foster an environment conducive to both individual and organizational growth.

Empirical research further substantiates this positive effect of HCDPs on employee performance. Recent studies reveal that organizations implementing robust human capital development strategies witness enhanced productivity, job satisfaction, and overall employee engagement. For instance, a study found that structured HCDPs significantly improve employee output, with well-trained employees demonstrating heightened effectiveness in task completion<sup>1</sup>. Similarly, a meta-analysis by a scholar highlighted that firms investing in employee development programs reported higher rates of innovation and job performance across various sectors. These findings align with the premise that employee empowerment through skill enhancement is instrumental in achieving superior job performance. Conversely, some studies offer contrary evidence, suggesting that the

effect of HCDPs on employee performance may not always be straightforward<sup>2</sup>. A scholar found that while HCDPs positively impacted performance, excessive focus on development without adequate workload management led to employee burnout, counteracting performance gains in some cases<sup>3</sup>.

The positive influence of HCDPs on employee performance is also well-aligned with the Ability, Motivation, and Opportunity (AMO) theory. According to the AMO framework, employee performance is a function of their ability, motivation, and the opportunity to apply their skills effectively. HCDPs directly support each component of this framework, facilitating employee ability through skill development and continuous training. Furthermore, motivation is enhanced as employees often perceive HCDPs as investments in their personal and professional growth, which fosters greater job commitment and enthusiasm. Lastly, by creating avenues for employees to apply and refine their skills within the organizational structure, HCDPs contribute to increased performance levels by providing opportunities for advancement and the application of learned competencies. Thus, through the lens of AMO theory, HCDPs are instrumental in creating a workforce that is skilled, motivated, and well-supported to achieve optimal performance levels.

Building on the AMO framework, the impact of HCDPs on employee performance can also be viewed through how these practices empower employees to maximize their potential within organizational settings. When employees possess the necessary skills (ability), feel valued and motivated to work towards organizational goals (motivation), and are given the platforms and autonomy to execute their skills (opportunity), they are more likely to exhibit enhanced performance. This alignment illustrates how HCDPs are strategically designed to fulfill each pillar of the AMO model. For instance, in addition to basic training, advanced HCDPs such as leadership programs or mentoring initiatives

ensure employees have the chance to progress in their careers, strengthening their connection to the organization and increasing their motivation to perform well.

Furthermore, empirical studies in recent years support the idea that each component of the AMO theory is reinforced by human capital development efforts, which, in turn, contributes to positive employee outcomes. For example, a study emphasized that employees who underwent extensive professional development programs reported increased role clarity, higher self-efficacy, and overall job satisfaction, which are essential factors contributing to high performance<sup>5</sup>. In line with these findings, a longitudinal study showed that HCDPs in organizations with AMO-aligned structures improved employee resilience, adaptability, and innovative thinking—attributes directly tied to enhanced productivity and workplace performance<sup>6</sup>.

On the other hand, a few studies suggest nuances in how HCDPs impact employee performance, particularly when the AMO components are not equally addressed. For instance, a study found that some organizations focused heavily on skill development but lacked mechanisms to provide adequate opportunities or motivational incentives, resulting in employees feeling stagnant despite their capabilities. These findings imply that to maximize the benefits of HCDPs, organizations should adopt a balanced approach, ensuring that ability, motivation, and opportunity are all addressed within their human capital development strategies. Neglecting any one of these dimensions can diminish the overall impact on employee performance, highlighting the importance of a holistic implementation of HCDPs<sup>7</sup>.

This study's findings underscore the vital role of HCDPs in enhancing employee performance, aligning with both the conceptual rationale and empirical evidence supporting their efficacy. When organizations implement well-rounded HCDPs that

enhance employees' abilities, foster motivation, and provide ample opportunities for application, they contribute significantly to higher performance levels. The AMO theory further reinforces this perspective, showing that human capital development is essential not only for cultivating talent but also for creating a performance-oriented culture where employees can reach their full potential.

The findings of this study equally emphasize the critical role of firm-specific factors, specifically strategic planning and operational resilience, in enhancing employee performance. Conceptually, firm-specific factors are essential assets within an organization, influencing both the firm's capacity to anticipate and respond to challenges and its strategic positioning in the marketplace. Strategic planning offers a framework within which firms can align their resources with their goals, ensuring that employees have clear objectives and resources to meet them. Likewise, operational resilience helps organizations maintain continuity in adverse situations, supporting employees' ability to perform consistently and effectively. By establishing a stable, forward-looking environment, these factors provide employees with confidence, thus directly and indirectly driving performance outcomes.

Recent empirical studies support the significant impact of firm-specific factors on employee performance. For instance, a study found that firms with robust strategic planning processes experienced improved employee productivity, attributing this to clear directives and the structured allocation of resources<sup>8</sup>. Similarly, a study demonstrated that operational resilience promotes employee adaptability, particularly in dynamic industries where rapid change can disrupt typical workflows<sup>9</sup>. Such resilience fosters an organizational culture that encourages proactive engagement, which, as highlighted by a scholar, is fundamental to sustaining high levels of employee performance. These studies

collectively underscore that both strategic planning and operational resilience are integral to creating an environment conducive to consistent employee contribution<sup>10</sup>.

Conversely, some studies offer a different perspective, highlighting instances where firm-specific factors may not always enhance employee performance. For example, a study noted that in smaller organizations, a rigid strategic planning approach could sometimes stifle innovation, thereby limiting employees' ability to perform at their peak<sup>11</sup>. Additionally, some scholars observed that excessive focus on operational resilience in highly competitive settings could lead to burnout among employees, as efforts to maintain high productivity amidst challenges can strain employee well-being. These findings suggest that while firm-specific factors are generally advantageous, their implementation needs to be balanced to avoid counterproductive outcomes<sup>12</sup>.

From the perspective of the Resource-Based View (RBV), the significant influence of strategic planning and operational resilience on employee performance can be attributed to the unique and inimitable resources these factors represent within a firm. RBV posits that firms can achieve sustained competitive advantage by leveraging resources that are valuable, rare, and difficult to replicate. Strategic planning and operational resilience fit this criterion as they are shaped by firm-specific contexts, such as organizational culture, management expertise, and employee skill levels, making them challenging for competitors to imitate. By harnessing these firm-specific factors, organizations can create a work environment that aligns employees' efforts with the firm's competitive objectives, ultimately enhancing overall performance. Thus, this study's findings reinforce RBV's assertion that internal resources, when strategically developed and managed, serve as essential levers for improving employee performance and sustaining competitive advantage.

Furthermore, the positive effect of strategic planning and operational resilience on employee performance aligns with a broader understanding of how internal resources and capabilities can be optimized to achieve superior performance. Strategic planning enables organizations to anticipate future needs, allocate resources effectively, and communicate clear goals and expectations to employees. As employees gain a clearer understanding of their roles within the strategic framework, their engagement, motivation, and productivity levels are likely to improve. This is consistent with the work of some scholars, who emphasized that well-defined strategic objectives facilitate employee alignment with organizational goals, fostering commitment and enhancing performance outcomes. By instilling direction and reducing ambiguity, strategic planning minimizes uncertainty, which is often a barrier to employee productivity<sup>13</sup>.

Operational resilience, as another critical firm-specific factor, provides a stable foundation for employee performance by equipping organizations to withstand and recover from disruptions. Operational resilience includes measures such as risk management, business continuity planning, and adaptive processes, all of which support employees in maintaining productivity even in challenging situations. Companies with high operational resilience experience fewer disruptions, reducing the psychological stress on employees and enabling them to focus more on their tasks. This aligns with evidence from the work of some scholars, who found that resilient organizations demonstrate greater employee loyalty and performance, particularly when employees are confident in the firm's ability to sustain operations during crises<sup>14</sup>.

However, while the RBV underscores the importance of leveraging unique internal resources for competitive advantage, it also suggests a need for flexibility in deploying these resources to maximize their impact. When strategic planning and operational resilience are applied rigidly without considering employees' evolving needs, they may

inadvertently limit performance. For instance, rigid adherence to pre-determined strategic plans can hinder employees' responsiveness to emerging challenges, as illustrated by the findings of some scholars, who observed that employees in rigidly structured environments often felt constrained in their decision-making capacity. This suggests that while firm-specific factors such as strategic planning and operational resilience are fundamentally beneficial, organizations should adopt adaptive strategies that allow for employee input and flexibility<sup>15</sup>.

In integrating the RBV framework with these findings, it is evident that the value derived from strategic planning and operational resilience is most impactful when these resources are adaptable and closely aligned with the firm's human capital strategies. According to RBV, human resources are among the most valuable assets a firm possesses; hence, strategic initiatives that support and develop employee competencies are vital for achieving competitive advantage. Strategic planning and operational resilience, in this light, act as enablers that enhance the capability of employees to perform effectively, aligning with RBV's emphasis on developing inimitable resources. The degree to which these factors are embedded in the firm's strategic architecture influences the sustainability of the competitive advantage derived from enhanced employee performance. Thus, this study contributes to the understanding of how firm-specific factors can serve as a catalyst for elevating employee contributions and fostering long-term organizational success.

To further elaborate, strategic planning and operational resilience, as firm-specific resources, also contribute to a positive organizational culture, which significantly impacts employee performance. Strategic planning creates a roadmap that enhances employees' sense of purpose and alignment with organizational goals, contributing to a culture of commitment and achievement. Operational resilience, on the other hand, strengthens the culture by promoting adaptability and trust, as employees perceive that the organization is

well-prepared to manage risks and safeguard their roles, even in turbulent conditions. This cultural impact is highlighted in recent research by some scholars, who found that employees in organizations with strong operational resilience and strategic direction were more motivated and engaged, viewing these elements as evidence of a supportive and forward-thinking workplace. Consequently, strategic planning and operational resilience not only directly impact performance but also cultivate a work environment that fosters sustained high performance<sup>17</sup>.

The Resource-Based View (RBV) framework reinforces the understanding that the interaction between firm-specific factors and human capital leads to enhanced employee performance. Within RBV, these factors are categorized as valuable, unique, and non-transferable resources that give the organization a competitive edge. The distinctiveness of strategic planning and operational resilience lies in their alignment with the firm's unique context and workforce capabilities, making them challenging for competitors to replicate. As these factors strengthen the firm's internal environment, they unlock greater potential within the workforce, as employees are more inclined to leverage their skills and experience toward achieving organizational goals. This synergy aligns with RBV's assertion that organizations with rare, firm-specific resources can generate superior returns by maximizing employee capabilities, especially when these resources are developed in conjunction with human capital investments.

On the other hand, there remains a need for caution in over-relying on firm-specific factors without considering external changes that may necessitate adjustments in strategy. For instance, a highly structured strategic plan, if inflexible, may restrict employees' innovative capabilities, reducing the adaptability that operational resilience seeks to foster. Research underscores this point, noting that firms emphasizing rigid strategic control occasionally face resistance from employees who feel constrained, resulting in reduced

morale and performance. Therefore, while strategic planning and operational resilience are essential to enhancing employee performance, their benefits are maximized when these factors are applied with a flexible, employee-centered approach that allows room for adaptability and autonomy<sup>18</sup>.

The study's findings confirm the substantial, positive impact of firm-specific factors—strategic planning and operational resilience—on employee performance. The Resource-Based View (RBV) framework supports the perspective that these factors, as valuable and inimitable resources, enable firms to cultivate a performance-driven culture, effectively harnessing human capital for sustained competitive advantage. However, while the influence of these factors is largely positive, the findings also highlight the importance of balance. Strategic planning should guide employees without stifling flexibility, and operational resilience should empower rather than overwhelm employees, to avoid counterproductive outcomes. Overall, this study contributes to both practical and theoretical knowledge, underscoring the need for organizations to strategically manage firm-specific factors in ways that optimize employee performance, support organizational resilience, and strengthen competitive positioning.

Moreover, organizational culture reinforces the long-term impact of HCDPs by embedding growth and development as core organizational values, thus making HCDPs sustainable and more likely to yield enduring results. A supportive culture ensures that HCDPs are not isolated initiatives but part of a broader system in which learning and continuous improvement are institutionalized. When a culture of learning is prevalent, employees are more inclined to embrace developmental opportunities, which helps the organization build a resilient and skilled workforce. Studies corroborate these findings, indicating that a culture emphasizing learning and growth strengthens the impact of HCDPs on employee capabilities and, ultimately, performance<sup>19</sup>.

In relation to firm-specific factors, organizational culture not only supports their execution but also enhances their adaptability to changing circumstances. A flexible culture empowers employees to take ownership of strategic objectives and make quick adjustments, contributing to operational resilience. Such a culture encourages employees to think proactively, fostering an environment where innovative solutions are cultivated. For instance, an agile organizational culture can optimize the strategic planning process by encouraging employees to contribute ideas and insights, resulting in strategies that reflect both market realities and internal competencies. Empirical studies suggest that a culture that supports adaptability improves the performance outcomes of firm-specific factors, as it enables organizations to turn challenges into opportunities for growth<sup>20</sup>.

However, contrasting evidence suggests that organizational culture can sometimes hinder performance when misaligned with HCDPs and firm-specific strategies. Cultures overly focused on maintaining the status quo may create resistance to changes or innovative approaches, thereby limiting the potential benefits of HCDPs and strategic initiatives. For example, a study found that in firms with rigid, control-oriented cultures, HCDPs had less impact on employee performance because the cultural emphasis on stability discouraged employees from fully engaging with development initiatives. This demonstrates that while organizational culture can be a powerful enhancer, its role as a moderator is contingent upon cultural alignment with both developmental and strategic goals<sup>21</sup>.

Finally, the conceptual relevance of organizational culture as a moderator in this context emphasizes its role in creating an integrated environment where HCDPs, firm-specific factors, and employee performance can interact synergistically. When culture supports innovation, adaptability, and learning, it allows employees to fully leverage developmental opportunities and organizational resources, resulting in enhanced performance. Thus, fostering an adaptive, supportive culture can be a critical strategy for

organizations aiming to maximize the positive impact of HCDPs and firm-specific factors. As echoed by the Resource-Based View (RBV) theory, organizational culture can be seen as a unique resource that strengthens internal competencies, helping firms achieve a competitive advantage through elevated employee performance. This perspective is consistent with studies, the scholars found that organizational culture functions as a strategic asset that amplifies the benefits of firm-specific factors, positioning firms to outperform competitors in a dynamic business environment<sup>22</sup>.

In all, organizational culture plays a crucial role in moderating the impact of HCDPs and firm-specific factors on employee performance. The culture sets the tone for how developmental practices and strategic initiatives are perceived and integrated into daily activities, shaping an environment where employees are encouraged to engage, grow, and perform to their full potential. While there are contrasting views on culture's moderating role, the prevailing evidence suggests that a culture aligned with development and adaptability enhances the effectiveness of HCDPs and firm-specific factors, driving superior employee and organizational performance.

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## Chapter Five

### Conclusion

The study's conclusions, suggestions, and findings are summarised in this chapter. Concisely summarising the study's contributions to knowledge, the findings also highlight the study's shortcomings and provide ideas for further research.

#### 5.1 Summary of Findings

This research looked at how oil and gas marketing firms in Southwest Nigeria fared when it came to employee performance and how firm-specific factors like strategic planning and operational resilience interacted with HCDPs including training, workforce optimisation, coaching and mentoring, career development, and performance feedback impact the employee performance. The study accurately measured how HCDPs affected

worker productivity. Additionally, it looked at how employee performance was affected by firm-specific characteristics in Southwest Nigerian oil and gas marketing organisations. Oil and gas marketing firms in Southwest, Nigeria had their HCDPs, firm-specific characteristics, and employee performance studied further to see how organisational culture mediated this relationship. The main empirical findings of this study can be summarised as follows, based on the analysis and interpretation of hypotheses:

1. Human capital development practices has positive and significant effect on employee performance of Oil & Gas marketing companies in Southwest Nigeria.
2. Firm-specific factors has positive and significant effect on employee performance of Oil & Gas marketing companies in Southwest Nigeria.
3. Human capital development practices and firm-specific factors has positive and significant effect on employee performance of Oil & Gas marketing companies in Southwest Nigeria.
4. Organisation culture has positive and significant moderating effect on the interaction between human capital development practices, firm-specific factors and employee performance of Oil & Gas marketing companies in Southwest Nigeria.

## **5.2 Conclusion**

Based on the empirical findings, this study concluded that there was a statistically significant effect of HCDPs and firm-specific factors on employee performance in Oil & Gas marketing companies in Southwest, Nigeria. Further analysis showed that organisation culture has significant moderating effect on the interaction between HCDPs and firm-specific factors on employee performance in Oil & Gas marketing companies in Southwest, Nigeria. Theoretically, the outcome of this study is in line with the RBV and

AMO which provided the theoretical underpinnings for this study. The theories were selected to guide this study because their perspectives relate to the variables under investigation. The strength of the RBV provided the link between the firm-specific factors and organisational performance through employee performance. On the other hand, AMO provided the theoretical explanation for how the Oil & Gas marketing companies in Southwest, Nigeria can enhance their employee performance ensuring that the employee has job-specific ability, they are motivated and offered the opportunity to contribute to the growth of the organisation.

### **5.3 Recommendations**

Based on the findings of this study, the following recommendations are made;

1. Given the positive effect of training on employee performance, management should enhance and expand training initiatives to build essential skills and knowledge. This could include both technical and soft skills training tailored to industry demands. Oil and gas companies should consider implementing regular, targeted training sessions that reflect evolving industry standards and technological advancements. With workforce optimization emerging as a critical factor in improving performance, management should prioritize strategies that effectively align employees' skills and roles with operational requirements. The lack of significant impact from coaching and mentoring suggests that these practices may require recalibration to better align with employee needs. Management could conduct feedback sessions with employees to assess the effectiveness of current mentoring structures and refine these programs to offer more targeted, relevant guidance that enhances performance. Although career development did not yield a significant effect, investing in career pathways could

increase employee engagement and satisfaction over time. Since performance feedback currently lacks a significant impact on performance, management should explore how feedback is delivered and perceived within the organization. Implementing a structured, constructive feedback system that highlights both achievements and improvement areas can foster a culture of continuous development and, ultimately, improve performance outcomes.

2. Management of oil & Gas marketing companies in Southwest, Nigeria should invest in robust strategic planning frameworks that involve employees at all levels. Workshops and training sessions that emphasize strategic thinking can help cultivate a workforce that is aligned with organizational goals and objectives. Also, management of oil & Gas marketing companies can implement programs that train employees on resilience-building skills. This could include stress management workshops, change management training, and simulations that prepare employees for unexpected disruptions.
3. Management of oil & Gas marketing companies in Southwest, Nigeria should prioritize strategies that enhance firm-specific factors. More so, given the insignificant impact of HCDPs in this analysis, management should review their existing HCDPs to ensure they are tailored to the specific needs of the organization and its employees. This may include soliciting feedback from employees to identify gaps in current practices and adjusting programs accordingly. Instead of treating HCDPs as standalone initiatives, management should integrate them with firm-specific factors to create a cohesive strategy for enhancing employee performance.

#### **5.4 Contributions to Knowledge**

The finding of this study made important contributions to academia and practitioners in the following ways:

1. This study identified and filled conceptual gaps in literature regarding the linkage between HCDPs, firm-specific factors and employee perform in Oil & Gas marketing companies in Southwest, Nigeria.
2. Similarly, the gap regarding the moderating role of organisation culture on the linkage between HCDPs, firm-specific factors and employee perform in Oil & Gas marketing companies in Southwest, Nigeria was equally addressed.
3. Because no other known comparable research—theoretical or empirical—have used the model in their studies, the conceptual model proposed for the study provides yet another area where this study has made a conceptual contribution to the body of knowledge. Hence, this study contributes to our understanding of the relationship between HCDPs, firm-specific variables, organisational culture, and employee performance in oil and gas marketing firms in Southwest Nigeria.
4. This study equally contextualized HCDPs to suit the research context and the measurement of variable include Training, Workforce Optimization, Coaching and Mentoring, Career Development, and Performance Feedback. The measurement of variable which derives from the AMO is another methodological contribution to knowledge.
5. This study also contextualized firm-specific factors to suit the research context and the measurement of variable include strategic planning and operational resilience. The measurement of variable which derives from the RBV is another methodological contribution to knowledge.

6. The theoretical foundations of this study—the RBV and the AMO—were further bolstered by the results of this study. At oil and gas marketing companies in Southwest, Nigeria, these ideas provided a supplementary explanation for the relationship between HCDPs, FSFs, and employee performance.
7. This study evaluated the interactions of HCDPs, FSFs, organisation culture, and employee perform in Oil & Gas marketing companies in Southwest, Nigeria. The empirical outcome of this study contributes to the existing literature and empirical findings in the area of HCDPs, FSF, organisation culture, and employee performance in Oil & Gas marketing companies in Southwest, Nigeria and equally served as a reference material for future researchers. Specifically, the empirical findings from the test of hypotheses suggested that HCDPs, FSFs, and organisation culture are critical to enhancing employee performance in Oil & Gas marketing companies in Southwest, Nigeria. These empirical submissions are a product of hypotheses testing, and they offer future researchers the opportunity of having a robust finding to aid their empirical reviews in their studies and the basis to corroborate and present a contrary outcome as with this study's submission, hence pushing forward the frontier of knowledge in the field of strategic management and human resources. Overall, these above-mentioned points lay emphasis on the fact that this study offers significant contribution to knowledge and has practical implication for the oil & Gas marketing companies Southwest in Nigeria that were investigated.

### **5.5 Suggestion for Further Studies**

The limitations of this study offer opportunity and suggestions for future study.

- i. Future studies may consider a multi-industry study that will incorporate other industries in the country to enhance the generalization of this study's findings.

- ii. In order to provide explanations of causality between the variables studied over time, future studies may consider a longitudinal study.
- iii. Future studies may consider a qualitative methods to unravel other factors that can drive employee performance in the Oil & Gas marketing industry in Nigeria.

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## Appendix I

### Questionnaire

Lead City University Ibadan

Department of Management & Accounting

Dear Respondent,

As part of the requirement for a Doctor of Philosophy degree in Bus Admin, I am carrying out a study on human capital development practices, firm-specific factors and employee performance. This study is mainly an academic exercise as all information provided would be treated with the utmost confidentiality. In any case, you feel uncomfortable to proceed; you may withdraw your consent at no cost. Below is the questionnaire that addressed the objective of this study. Please feel free to tick the option that best express your personal views.

Thank you.

Amoo

#### Section A: Demographic Information

Please carefully go through each item and tick (✓) as appropriate.

1. Gender: Male ( ) Female ( )
2. What is your age bracket: 21- 30( ) 31- 40( ) 41-50 ( ) 51 – 60( ) 61 - 65 ( )
3. What is your highest academic qualification: ND/NCE ( ) B.Sc/BA/HND ( ) PGD/MBA/MSc/MA ( ) MPhil ( ) PhD ( ) Others, (please specify).....
4. Job Level: Top management ( ) Middle management ( ) Operational management ( )
5. Length of Service: Below 5yrs ( ), 6-10yrs ( ), 11-15yrs ( ) 16yrs + ( )

6. Kindly rate your **knowledge** of the overall organisational activities and performance of your oil & Gas marketing firm on the scale below.

*Very low*

*Excellent*

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>	<b>9</b>	<b>10</b>
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### Section B: Human Capital Development Practices (HCDPs)

The statement in this section concerns HCDPs Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (6, 5, 4, 3, 2, 1).

**6 = Strongly Agree; 5 = Agree; 4 = Partially Agree; 3 = Partially Disagree; 2= Disagree;**

**1 = Strongly Disagree**

I <b>Training initiative:</b> Please indicate your level of agreement with the following statement		<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>
1	The training program enhances my skills offered by the organization effectively.	6	5	4	3	2	1
2	The training initiatives provided are relevant to my job role.	6	5	4	3	2	1
3	I feel adequately supported in accessing training resources.	6	5	4	3	2	1
4	The organization averages continuous learning and development.	6	5	4	3	2	1
5	The training programs offered by the organization are engaging interactive.	6	5	4	3	2	1

6	I receive sufficient guidance and support during training sections.	6	5	4	3	2	1
<b>II Workforce Optimization:</b> Please indicate your level of agreement with the following statement		<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>
1	The organization effectively allocates resource to maximise productive.	6	5	4	3	2	1
2	There is clear communication about workload distribution among team members.	6	5	4	3	2	1
3	The organization efficiently utilizes available talent to achieve goals	6	5	4	3	2	1
4	Team work is encouraged to optimize workflow	6	5	4	3	2	1
5	The organization promotes a culture of efficiency.	6	5	4	3	2	1
6	I feel that my capabilities are effectively utilized in my role.	6	5	4	3	2	1
<b>III Coaching And Mentorship:</b> Please indicate your level of agreement with the following statement		<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>
1	I receive constructive feedback from my supervisors.	6	5	4	3	2	1
2	There are opportunities for one-in-one coaching sessions to improve performance.	6	5	4	3	2	1
3	Mentors provide valuable guidance for my carrier growth.	6	5	4	3	2	1
4	The organization fosters a supportive environment for	6	5	4	3	2	1

	mentorship.						
5	I feel comfortable seeking advice and guidance from my mentors.	6	5	4	3	2	1
6	Mentorship programs offered by the organization are beneficial to my development.	6	5	4	3	2	1
<b>IV Career Development Opportunities:</b> Please indicate your level of agreement with the following statement		<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>
1	The organization provides clear paths for career advancement.	6	5	4	3	2	1
2	There are opportunities for skill development relevant to my career goals	6	5	4	3	2	1
3	I receive support in pursuing professional certificates or further education.	6	5	4	3	2	1
4	The organization promotes internal mobility for career growth	6	5	4	3	2	1
5	Career development opportunities align with my long term goals	6	5	4	3	2	1
6	I feel confident about my prospects for advancements within the organization	6	5	4	3	2	1
<b>V Performance Feedback:</b> Please indicate your level of agreement with the following statement		<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>
1	I received timely feedback on my performance.	6	5	4	3	2	1
2	Feedback provided by supervisors is constructive and actionable.	6	5	4	3	2	1
3	The organization values open communication regarding	6	5	4	3	2	1

	performance.						
4	Performance evaluations are fair and transparent.	6	5	4	3	2	1
5	Feedback received helps me identify areas of development	6	5	4	3	2	1
6	I feel recognise for my achievements and contributions to the organization	6	5	4	3	2	1

### Section C: Firm-Specific Factors

The statement in this section concerns firm-specific factors. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (6, 5, 4, 3, 2, 1).

**6 = Strongly Agree; 5 = Agree; 4 = Partially Agree; 3 = Partially Disagree; 2= Disagree;**

**1 = Strongly Disagree**

I		SA	A	PA	PD	D	SD
<b>Strategic planning:</b> Please indicate your level of agreement with the following statement							
1	The strategic planning process in our firm is well coordinated	6	5	4	3	2	1
2	Employees in our firm are actively involved in the long-term goal setting.	6	5	4	3	2	1
3	Employees in our firm are actively involved in the short-term goal setting.	6	5	4	3	2	1
4	There are effective communication of strategic plan to	6	5	4	3	2	1

	all employees in our firm						
5	Our firm consistently evaluate it strategic plans to meet changing environmental needs.	6	5	4	3	2	1
6	Our firm is able to build commitment to action among line managers.	6	5	4	3	2	1
7	Our firm is able to align itself with the external environment and internal capabilities	6	5	4	3	2	1
8	Our firm is able to assess its present position in other deploy strategies to contend with competition.	6	5	4	3	2	1
<b>II</b>	<b>Operational Resilience:</b> Please indicate your level of agreement with the following statement	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>
1	Our firm has a well-established strategy in place to cope with unforeseen circumstances.	6	5	4	3	2	1
2	Our firm place high priority on its ability to bounce-back after a major business disruption.	6	5	4	3	2	1
3	Our firm has a clear plan for implementing operational resilience activities.	6	5	4	3	2	1
4	Our organization has sufficient resources to support operational resilience initiatives	6	5	4	3	2	1
5	Our firm regularly monitors environmental disruptions that affect its operations	6	5	4	3	2	1
6	Our organization has sufficient resources to support operational resilience initiatives.	6	5	4	3	2	1

7	Our firm can quickly respond to unexpected operational disruptions	6	5	4	3	2	1
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### Section D: Performance

The statement in this section concerns employee performance indicators as applicable to your organisation. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organization by selecting one of the options provided (6, 5, 4, 3, 2, 1).

**6 = Strongly Agree; 5 = Agree; 4 = Partially Agree; 3 = Partially Disagree; 2= Disagree; 1 = Strongly Disagree**

VII <b>Employee Creativity:</b> Please indicate your level of agreement with the following statement		SA	A	PA	PD	D	SD
1	I am encouraged to think creatively in my role.	6	5	4	3	2	1
2	My ideas are valued and supported by my colleges.	6	5	4	3	2	1
3	I feel inspired to innovate in my work.	6	5	4	3	2	1
4	There opportunities for me to express my creativity in projects	6	5	4	3	2	1
5	My supervisor provides constructive feedback to nurture my creative thinking	6	5	4	3	2	1
6	I believe that creativity is highly valued within my organization	6	5	4	3	2	1
VIII <b>Employee Commitment:</b> Please indicate your level of agreement with the following statement		SA	A	PA	PD	D	SD
1	I am committed to the goals and objective of the	6	5	4	3	2	1

	organization.						
2	I feel strong sense of loyalty towards my team.	6	5	4	3	2	1
3	I am willing to exert extra effort to contribute to the several of the organization.	6	5	4	3	2	1
4	I believe in mission & vision of the company.	6	5	4	3	2	1
5	I am provided to be a part of this organisation.	6	5	4	3	2	1
6	I am highly committed to my job and the organization.	6	5	4	3	2	1
<b>IX</b>	<b>Service Quality:</b> Please indicate your level of agreement with the following statement	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>
1	The organization provides adequate resources & support for delivering high quality services.	6	5	4	3	2	1
2	Manager demonstrates a strong commitment to improve service quality.	6	5	4	3	2	1
3	Employees are provided with sufficient training to enhance service delivery.	6	5	4	3	2	1
4	The organization regularly seeks feedback from customers to identify areas of service improvement.	6	5	4	3	2	1
5	There is effective communication between manager & employees regarding service quality goals & expectations.	6	5	4	3	2	1
6	Employees feel empowered to address customers concerns and resolved issues promptly	6	5	4	3	2	1
<b>X</b>	<b>Employee Task Efficiency:</b> Please indicate your level of agreement with the following statement	<b>SA</b>	<b>A</b>	<b>PA</b>	<b>PD</b>	<b>D</b>	<b>SD</b>

1	I am able to complete my task efficiently with a given time frame.	6	5	4	3	2	1
2	I have accepted to necessary resources and tools to perform my duty effectively.	6	5	4	3	2	1
3	I am skilled and competent in carrying out my job responsibility.	6	5	4	3	2	1
4	The organization provides sufficient training to enhance my job efficiency.	6	5	4	3	2	1
5	There is effective communication within the team which help in task efficiency	6	5	4	3	2	1
6	I feel that can able to perform my tasks efficiently in the of organization	6	5	4	3	2	1

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### Section E: Moderators

The statement in this section concerns moderating variables which your firm is exposed to. Using the six-point Likert-type-scale provided, please indicate the extent to which each statement applies to your organisation by selecting one of the options provided (6, 5, 4, 3, 2, 1).

**6 = Strongly Agree; 5 = Agree; 4 = Partially Agree; 3 = Partially Disagree; 2= Disagree;**

**1 = Strongly Disagree**

XI <b>Organization Culture:</b> Please indicate your level of agreement with the following statement		SA	A	PA	PD	D	SD
1	The organization values innovation hence encourages new ideas.	6	5	4	3	2	1
2	Employees feel empowered to make decision within their roles	6	5	4	3	2	1
3	The organization prioritizes diversity and inclusivity.	6	5	4	3	2	1
4	Leaders communicate effectively with employee	6	5	4	3	2	1
5	The form culture promotes work-life balance	6	5	4	3	2	1
6	The organization is committed to employee development and growth	6	5	4	3	2	1
7	The company culture fasters a sense of accountability and responsibility	6	5	4	3	2	1

## Appendix II

### Company Name

1. KOLAK INV LTD
2. JOHN OLATUNDE FREEMAN LTD
3. JUTAK PETROLUEM NIG LTD
4. ALH. GANIYU ADEPOJU
5. I. BABATUNDE
6. J.J. KUTEYI
7. BISIJAY VENTURES LTD
8. DUTUM
9. AGS AJOBO
10. NEFECO OIL
11. OKOR & SONS LTD
12. AKINDOLANI PETROLEUM
13. AKINJAGUNLA AND SONS
14. TUNJI & TUNJI PETROLEUM
15. OLAMOTOYIN COMPANY LTD
16. GOFIX OIL
17. GLOBE OIL
18. ADEPETU PETROLEUM
19. WURAOLA & SON
20. ADEHUN OLUWA
21. MEL INVEST LTD
22. SERIAL INVEST LTD
23. SOKA TECHNICAL & SON
24. J.O. AWODUMILA NIG LTD
25. MOP EXPRESS NIG LTD
26. BUWA PETROLEUM LTD
27. SADIWU NIG. LTD
28. FAMAK NIG LTD
29. JOLACO PET LTD
30. G.O OLOYEDE
31. ADEKABELO NIG LTD
32. KORIS NIG LTD
33. GENERAL ENDEARVOUR
34. OLAMS NIG. LTD
35. IFE OLUWA PET
36. ALLELUYA NIG LTD
37. ADEBOL PETROLEUM
38. HEZETORIA
39. LAO OIL
40. JAIYE INVESTMENT
41. BASELINE PETROLEUM
42. S.A ADEESO & SONS LTD
43. NISSI VENTURE LTD
44. MERITAN OIL LTD
45. ADEMAYOR PETROLEUM
46. A&B AIYEMOJUBA

47. BEST OPTION NIG LTD
48. COASTER OIL NIG LTD
49. FRANCIS PETROLEUM
50. SECOM NIG LTD
51. CASH HOLD
52. AKINSANMI SONS & CROWN CO. LTD
53. AIYEJUNI
54. SAMROS
55. RAK UNITY
56. KAYODE OGUNDAYO
57. S.O.T
58. MULESUKO
59. CELLAM PET
60. ASOK INT LTD
61. AZKOL PET LTD
62. REMISCO INT AGENCY
63. IBISCO NIG LTD
64. ROVA NIG LTD
65. SOLACO NIG LTD
66. ASGOLITE
67. LOTO OIL NIG LTD
68. ADEGBAMIGBE
69. GAFO BROTHERS
70. S.O.B MAIKABO
71. SHINDU OIL
72. JONAS PET PLC
73. VICTOR OYELEKE
74. LONACO PET
75. KALA
76. BOVAS PET LTD
77. TOP CROWN PET
78. OMOTADOWA PET
79. RASHAL VENTURES
80. PRIME OIL
81. SAMALIS
82. OKADARA AND TAADE NIG LTD
83. HOPE PET LTD
84. AKINNAWONU
85. JAMES AINA & SONS LTD
86. CITIZEN
87. ADPOBEAM
88. ROYAL PETROLEUM
89. ROYAL OIL & CHEMICAL
90. HILL CITY
91. TURODE CONSULTANCY NIG LTD
92. FEDRICK.A. AYEJUNI & SONS NIG LTD
93. MOORE PETROLEUM
94. BODE OLAYINKA & SONS NIG LTD
95. OJOMO & SONS NIG LTD
96. AWELEWA & COMPANY LTD

97. OLIB OIL NIG LTD
98. ADEBARIKA OIL NIG LTD
99. TONI NIG LTD
100. SHOYEB NIG LTD
101. REG UCHE OIL NIG LTD
102. PLEMINGO PETROLUEM
103. TAD OIL INVESTMENT NIG LTD
104. EXALT INVESTMENT NIG LTD
105. OLUFIRST NIG ENT LTD
106. CARO SOJI & SONS NIG LTD
107. AGIKSON INTERNATIONAL CO. LTD
108. MANIA VENTURES LTD
109. ELFASH INVESTMENT NIG LTD
110. ABESE NIG LTD
111. MAIKABO ENTERPRISES LTD
112. SOPDAMAK NIG LTD
113. JOSUE BUSINESS VENTURES
114. AKINS PROGRESS NIG LTD
115. FOLAYAN OGUNSOLA & SONS LTD
116. AKINJARE JACOB NIG LTD
117. NICOFEM NIG LTD
118. ORATOL NIG LTD
119. J.F. ALAKE & SONS
120. FESOLAS PET
121. OGUNODE & SONS LTD
122. JARIWEST & SONS NIG LTD
123. AWOROKUN & SONS NIG LTD
124. BAYDUK COMPANY LTD
125. GBOBANIYI NIG LTD
126. YINKA COMMERCIAL & SONS NIG LTD
127. OLA OLUWA AINA & SONS NIG LTD
128. GLOVIN INTERGRATED SERVICE LIMITED
129. FLORY MUMMY INVESTMENT LTD
130. FIRST MILAROSE NIG LTD
131. OMOBOLANLE NIG LTD
132. BAMOL OIL AND GAS

### Appendix III

#### SPSS Regression Output

Hypothesis One

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.499 <sup>a</sup>	0.249	0.242	0.30802

a. Predictors: (Constant), PerFeedback, CareerDev, CoachingMentor, Training, WFoptimization

##### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.466	5	3.093	32.602	.000 <sup>b</sup>
	Residual	46.586	491	.095		
	Total	62.052	496			

a. Dependent Variable: EmployeePerformance

b. Predictors: (Constant), PerFeedback, CareerDev, CoachingMentor, Training, WFoptimization

##### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.724	.286		6.035	.000
	Training	.246	.067	.203	3.685	.000
	Work Force optimization	.409	.071	.319	5.746	.000
	Coaching& Mentor	.000	.016	-.001	-.016	.988
	Career	.006	.011	.020	.494	.621

Development opportunity					
Performance Feedback	.020	.024	.033	.803	.422

a. Dependent Variable: Employee Performance

Hypothesis Two

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.502 <sup>a</sup>	0.252	0.249	.30660

a. Predictors: (Constant), Operationalresilience, Strategicplanning

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.614	2	7.807	83.052	.000 <sup>b</sup>
	Residual	46.438	494	.094		
	Total	62.052	496			

a. Dependent Variable: EmployeePerformance

b. Predictors: (Constant), Operationalresilience, Strategicplanning

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.896	.353		2.535	.012
	Strategic planning	.461	.061	.338	7.531	.000
	Operational resilience	.377	.071	.238	5.300	.000

a. Dependent Variable: Employee Performance

Hypothesis Three

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.504 <sup>a</sup>	0.254	0.251	.30610

a. Predictors: (Constant), FirmSpecific, HCDPs

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.764	2	7.882	84.122	.000 <sup>b</sup>
	Residual	46.288	494	.094		
	Total	62.052	496			

a. Dependent Variable: EmployeePerformance

b. Predictors: (Constant), FirmSpecific, HCDPs

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.888	.348		2.549	.011
	HCDPs	.060	.041	.070	1.466	.143
	Firm-Specific factors	.778	.080	.461	9.695	.000

a. Dependent Variable: Employee Performance

## Hypothesis Four

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.504 <sup>a</sup>	.254	.251	.30610	.254	84.122	2	494	.000
2	.515 <sup>b</sup>	.265	.261	.30406	.011	7.662	1	493	.006

a. Predictors: (Constant), FirmSpecific, HCDPs

b. Predictors: (Constant), FirmSpecific, HCDPs, interactionTerm

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.764	2	7.882	84.122	.000 <sup>b</sup>
	Residual	46.288	494	.094		
	Total	62.052	496			
2	Regression	16.473	3	5.491	59.391	.000 <sup>c</sup>
	Residual	45.579	493	.092		
	Total	62.052	496			

a. Dependent Variable: EmployeePerformance

b. Predictors: (Constant), FirmSpecific, HCDPs

c. Predictors: (Constant), FirmSpecific, HCDPs, interactionTerm

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.888	.348		2.549	.011
	HCDPs	.060	.041	.070	1.466	.143
	FirmSpecific	.778	.080	.461	9.695	.000
2	(Constant)	1.572	.425		3.697	.000
	HCDPs	-.025	.051	-.029	-.492	.623
	FirmSpecific	.657	.091	.389	7.212	.000
	interactionTerm	.003	.001	.186	2.768	.006

a. Dependent Variable: EmployeePerformance

## **Bio-Data**

### **A. Personal Data**

1. Full Names: Amoo Olatunji Shina
2. Email: Manaivent2000@Yahoo.Com
3. Phone No: 08037211389
4. Address: No 21, Ashaafa Street, Magodo Brooks, Lagos
5. Date And Place Of Birth: 18/05/69 Akure
6. Nationality: Nigerian
7. Name And Address Of Next Of Kin: Amoo Olalekan

### **B. Educational Background With Dates**

1. Education Institutions Attended With Dates And Qualification: FEDERAL POLY ADO HND 2001, MBA OOU university 2007, PGD TASUED 2020
2. Academic Qualification Obtained (With Dates):
3. Professional Qualifications With Dates:

### **C. Working Experience With Dates: Marketing Of Petroleum Products (20yrs)**

### **D. Award and Fellowship (If Any)**

### **E. Member Of Academic Professional Bodies**

### **F. Publication (S)**

### **G. Major Conferences Attended With Dates**

**H. Reference**

**- Amoo Lola**

08055550091

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**Signature**

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**Date**

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### **The University Compliance Certificate**

This is to certify that this thesis “**Human Capital Development Practices, Firm-specific Factors, and Employee Performance of Selected Oil & Gas Marketing Companies in Southwest, Nigeria**” was written by **Olatunji Shina AMOO** with matriculation number **LCU/PG/002514** in the Department of Management and Accounting, Faculty of Management and Social Sciences, Lead City University, Ibadan in full compliance with approved University format and style.

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**Signature**

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**Date**

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