HUMAN RESOURCE SUPPLY FORECAST AND RESILIENCE OF MULTINATIONAL OIL AND GAS PRODUCING COMPANIES IN NIGERIA

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ABSTRACT

This paper examined the interrelationship between human resource supply forecast and resilience of multinational oil and gas producing companies in Nigeria. Cross sectional survey was the research design used. Being a macro level study, mainly the executives of the multinational oil and gas producing companies provided information to this study, and the researcher studied all five (5) companies, thereby constituting the population and the executives who are fifty-two (52) in number constituted the sample size and respondents thereby adopting census population. Being a quantitative investigation, structured questionnaire was utilized to generate the primary data and Cronbach Alpha of 0.7 was hinged on as the reliability standard. Statistical Packages for Social Sciences (SPSS) version 26.0 aided the analysis of this study. While the Spearman Rank Order Correlation Coefficient was relied on as the statistical tool used in ascertaining the degree and level of relationship in the hypothesis. The findings arrived at from this study depicted a positive correlation between human resource supply forecast and resilience of multinational oil and gas producing companies in Nigeria. The results showed that indeed human resource supply forecasting significantly impacted on measure of corporate resilience (dynamic capability). So therefore, the researcher recommended that both the human resource managers as well as the strategic planners of the multinational oil and gas producing companies ought to develop a talent pool (both internally and externally) comprising of manpower with diverse skills, competences, capabilities, abilities, etc. that they can rely on presently or in the future whenever the need arises, as this would greatly assist the multinational oil and gas producing companies in not only being resilient but also aid in the multinational oil and gas producing companies in gaining competitive edge over its rivals.

Key words: Dynamic Capability, Human Resource Supply Forecast, Resilience.

INTRODUCTION

Unquestionably, the topic of resilience is a vital element of business for expansion, survival, development and enlargement of every organization no matter the sector. The essence to strive and continue to be in business is the aspiration of every organization, and this is achieved through innovation, survival as well as making profit irrespective of the hurdles they face and or encounter (Bartlet, 2006: Ugwuozor, 2017).

The word "resilience" was gotten from the scientific discipline. Resilience explains, narrates and denotes a substance, component or object that can go back to its initial and former state after its contusion, contortion, distortion, deformity or disfigurement (Okeah, 2022). Also, the term resilience is surmised as the capacity of a corporation to respond in a manner that suits the situation and to make changes to reduce the impact of any surprises that may threaten the corporation (Lengnick-Hall *et al.* 2011).

Corporations can gain corporate canines by embracing advanced technology, accessibility to current and relevant information, having their goods and/or services available as at when needed by the customers etc. But the most paramount of all these to have are talented and qualified employees as has been brought to our attention by Elton Mayo and his colleagues (1928) in the Hawthorne studies (as cited in Okeah, 2020), which is the bedrock of every organization, this is because the type of personnel an organization has depends on whether they will be competitively advantageous or not. Talented and qualified managers make decisions both internally and externally through acquisition, development and utilization of resources that will position the corporation in a vantage point to be able to withstand any environmental strain. Therefore, the necessity to meticulously establish the human resource of the corporation is by consciously, carefully and methodically done through planning the workforce (Lunenburg, 2017).

Biswas (2019) concurred, a proper human resource planning is a technique used for exploring and structuring dependable human resource potential, competence, skill, talent etc. that will match up with the ever-changing corporate labor force demand. Armstrong and Taylor (2020) defined human resource management as very pivotal in the sense that it manages the employees by making sure that the talented, skillful and qualified ones are adequately rewarded and motivated to ensure they are retained and maintained. And so, human resource planning which is the fundamental corner stone of human resource management undertaking, determines present and subsequent, forthcoming and prospective human resource demand needed in the corporation to accomplish organizational aims, targets or objectives. Additionally, there exist a prominent and significant relationship between human resource planning, human resource management and the general business plan of the corporation. This is so because with proper planning, the organization is able to attract, recruit, retain and maintain qualified and talented employees (Okeah, 2020) which is an essential element needed for corporate canines or resilience or survival or edge or advantage, which is the main aim of all corporations.

Purpose of the Study

Forecasting employee supply is hinged on a precise evaluation of the present employee state of affairs. And as Jackson and Schuler (1990) opined, the aim of forecasting supply is to guarantee an appropriate, or suitable supply of employees in regards to the adequate number required as well as the requisite competencies needed to occupy the predicted and available positions. Gourida (2013) says that predicting human resource supply within the corporation is contingent on ascertaining the quality of personnel that will occupy positions in the corporation in the future and deciding the present personnel that could be certified to occupy the available position. And so the purpose of this paper is to examine the human resource supply forecast, by ascertaining if the likely number of employees attainable within and outside the corporation that can be employed will help the corporation attain corporate advantage. So therefore, the cardinal

purpose of this paper is to investigate the relationship between human resource supply forecast and resilience of multinational oil and gas producing corporations in Nigeria.

The following questions necessitated this paper:

- What is the relationship between human resource supply forecasting and corporate resilience of multinational oil and gas producing companies in Nigeria?
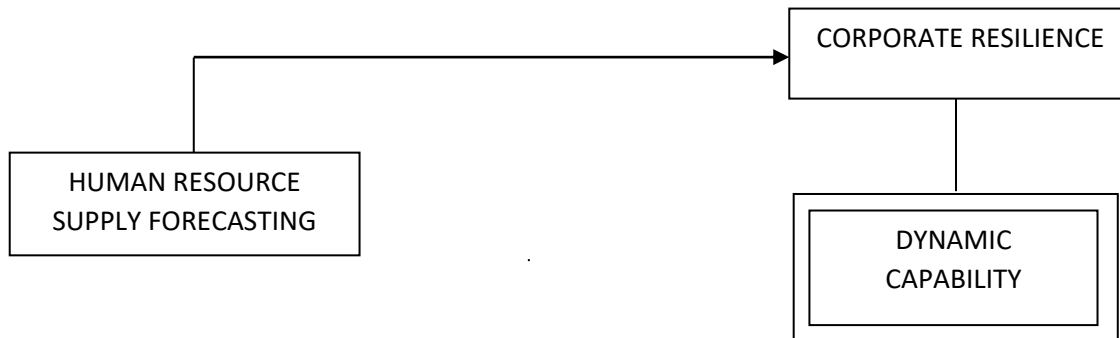
Figure 1. Conceptual Framework for the relationship between Human Supply Forecast and Corporate Resilience.

Source: Okeah, M. I. N. (2022)

LITERATURE REVIEW

Theoretical Foundation

Job Embeddedness Theory

The Job Embeddedness theory is the theoretical foundation of this paper. This theory talks about employee retention and maintenance so they are not poached and eventually leave to go work for a rival corporation after all the training and development given to equip the employee, having in mind that skillful, qualified and talented employees are the cornerstone of every organization having an edge over its rivals (Okeah, 2022).

Job embeddedness theory as stated by Holtom, Mithcell, Lee and Sablyn (2001) is all about how the corporation retains the employee. They opined that it has to do with a wide range of factors comprising of both on-the-job as well as off-the-job components that sways the decision of an employee to either stay or leave a corporation. The normal and conventional reasons for an employee to stay or leave a corporation, which is money was actually disputed, and instead according to Holtom, Mitchell, Lee and Inderrieden (2005) an employee contemplates leaving or staying due to a variety of reasons like the kind and nature of the job, an unforeseen, unanticipated, unpredicted or sudden event occurring.

The main dimensions of job embeddedness by Mithcell *et al* (2001) include 'link' which is the formal or informal relationship the employee has with other employees, the business and the society. Also, 'fit' this refers to how suited the employee is to their role. And 'sacrifice' which is the supposed intrinsic or intangible benefits that the employee is able to walk away from when he/she leaves the business.

Bambacas and Kulik (2013), Mitchell *et al* (2001) all concurred that researches have shown that embedded employees are comfortable in remaining in the organization. In essence, it has been discovered that the more appropriate the 'fit', the greater the probability or possibility the employee experiences skills, competencies, efficiency, proficiency and dexterity for the organization. Also, the greater the number of 'links amongst the employee, business and the society, the stronger will be the bond with the business. Furthermore, the thought of how much the employee will lose when

he/she leaves the business (sacrifice), the stronger he/she feels compelled to stay back in the organization, Mitchell *et al* (2001). In summary, the greater the situatedness of: fit embeddedness, link embeddedness, and sacrifice embeddedness, the greater the zeal to remain in the corporation which boosts the corporation's resiliency that gives rise to corporate advantage, enhances performance and then corporate survival.

Human Resource Supply Forecasting

Before a corporation is able to undergo human resource supply forecasting, the corporation must be able to ascertain budget allocation, plan for subsequent events with the help of human resource demand forecasting. And according to Chartered Institute of Personnel Management (CIPM, 2018) this can be achieved with the aid of accessible talents, skills, capabilities, and all-round competencies of employees working in the corporation that is brought about by human resource supply forecasting. In the corporation, human resource experts have to evaluate the attainability of and requirements for future staff when estimating the supply of personnel internally and externally. Human resource supply is the procedure of quantifying the appropriate or suitable number of employees assessable within the corporation and outside the corporation ruling out leaving, retirements, relocations, transfers, etc. (Ayandibu & Kaseeram, 2019). And so, human resource supply forecasting can be seen as the method of ascertaining the likely number of employees attainable within and outside the corporation that can be employed that will help the corporation attain corporate advantage.

Jackson and Schuler (1990) opined that the aim of forecasting supply is to guarantee an appropriate, or suitable supply of employees in regards to the adequate number required as well as the requisite competencies needed to occupy the predicted and available positions. As can be deduced, forecasting supply can be gotten either within or outside the corporation, and this can be achieved by firstly having a data of the present employee supply and then

examining how to attain the available employees externally, as stated by Lunenburg (2017).

Corporate Resilience

Corporate resilience as surmised by Akindele, Oginni and Omoyele (2012) is the ability of the organization to subsequently remain in business despite the multiple hazards and uncertainties in the business environment. Corporate resilience also as defined by Sheppard (1993 cited in Gabriel and Kpakol, 2015) is the ability that enables a corporation to strive and survive which entails adapting, learning, and always being versatile with the dynamic business environment.

Dun and Bradstreet (1979) as cited in Akindele *et al* (2012) postulated that on the other hand, corporate failure is when the organization is having difficulties in carrying out its functions basically arising from bankruptcy. But all the same, for any organization to persistently carryout its monetary obligations and tasks as surmised by Akindele *et al* (2012), it will mainly depend on the leadership of directing the operations or business of the organization constantly or continuously or persistently so as to satisfy the yearnings of all shareholder/stakeholder despite the complex, tangled and ever-problematic corporate obstacles/barriers.

Dynamic Capability

Bellner (2013) theorizes that dynamic capabilities emerged so as to proffer a framework to the insight or gain knowledge of how corporations attain, maintain and retain competitive advantage in the midst of an ever-changing turbulent conditions from the business environment. Teece *et al* (1997) surmises that the framework was established to develop theories on performance of corporations as well as educate, advise, instruct and caution on managerial practices. The major indication or significance of the dynamic capability theory is that corporations are competing in terms of their capacity to initiate, operate and exploit their actual or current resources and corporations' capabilities but as well

as revive, renew, re-establish, and develop or establish them.

Zahra *et al* (2006) defined dynamic capability as how quickly and fast can the corporation effect change or restructure its already operative system, acquire needed resources, acquire new talent etc without disrupting the laid down policies of the corporation nor going against the principles of top management. Wang and Zeng (2017) posit that corporation's capability is the expertise needed to be able to manage both the external in addition to the internal unpredictability related with the tasks or jobs hinged on information-at-hand. This unpredictability can be minimal unpredictability that has to do with typical everyday jobs, or it can be partial unpredictability that has to do with analytical or problem-solving, or it can be extensive unpredictability that has to do with strategic decision making.

Human Resource Supply Forecasting and Corporate Resilience

Over time, because of the lack of employees with adequate skills and capabilities and talents, Laurano (2013) surmised that corporations have made it their cardinal rule to identify and attract employees with adequate competencies. Varuni and Suresh (2014) defines human resource as a tactical action that is employed to achieve an advantage over rival corporations by aligning employee competencies alongside the mission of the corporation. And for the corporation to boost or improve its productivity, they must acquire employees with requisite skills to perform certain tasks. Apart from available employees with skills to boost productivity, innovation and technology also boost the productivity of corporations (World Bank, 2018). Omolo (2014) describes skills development programme aids employees to gain competencies that aids them in being employable. ILO (2013) describes employability skills as being convenient competencies, qualities and expertise that boosts an employee's abilities to utilize the available opportunities that is provided through training and development so as to be able to secure and retain honest and respectable work, to gain promotion in the corporation as well as move easily in the industry or sector, be up to date with new technologies and also survive the conditions that occur in the ever changing business environment.

Human resource supply forecasting simply means ascertaining what employee will be obtainable or accessible, and this can either be gotten internally (employees already working in the corporation) or externally (to be recruited to work in the corporation). If the employee supply is to be forecasted internally, then it is done through the process of promotion, which does boost employee morale and motivates them to perform better. Here the employees are trained to acquire the requisite competencies that is needed for the new job arising from the promotion (Ball, 2012; Hernderson, 2010; ILO, 2013; Luthans, 2005). To forecast supply availability externally, the manger looks at the domestic and international labor markets, they also try to poach employees from their rivals in the same sector, they also go to universities to acquire the best brains in their sector or industry to give scholarships and eventual employment once the student is done with their programme, etc (Ball, 2012; Hernderson, 2010; ILO, 2013; Luthans, 2005).

METHODOLOGY

This research was done using the cross-sectional research design, relying on census population, and being a macro level analysis, all the five (5) multinational oil and gas producing companies in Nigeria was studied and so all the fifty-two (52) top executives of the corporation were given self-styled questionnaire to obtain primary data for analysis, but only forty-five (45) of these self-styled questionnaires was actually usable. SPSS (Statistical Packages for Social Sciences) version 26.0 was the mathematical tool adopted and used to test the hypothesized statements drawn up in the study with a 5% confidence level, while the Crouchback alpha of a threshold of 0.7 was hinged on to test the reliability of the study. Also, the descriptive statistics to test the mean and standard deviation was utilized. Table 1 below shows the reliability test of the study:

Table 1: Reliability Coefficients of Variable Measures

S/N	Dimensions/Measures of the study variable	Number of items	Cronbach Alpha
1	Human Resource Supply Forecasting	4	0.860
2	Dynamic Capability	4	0.804

Source: SPSS Output (2022).

DATA ANALYSIS AND RESULTS

Data was analyzed and interpreted adopting frequency, mean and standard deviation. For the purpose of analyzing the data, the following was used to represent the Likert Scale: Strongly Disagree=1, Disagree=2, Neutral=3, Agree=4 and Strongly Agree=5.

Table 2 shows the result of correlation matrix obtained for Human Resource Supply Forecasting and Corporate Resilience. Included in this table is the test for significance which is the p value, that made it possible for the research question raised to be effectively answered that led to the generalization of the findings pertaining to the population of the research.

Table 2: Response Rates and Descriptive Statistics for HR Supply Forecasting

S/N	HR Supply Forecasting Items	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std. Dev.
1.	My corporation first considers recruiting internally as a way of boosting motivation and enhancing organizational performance.	15	4	2	6	18	3.18	1.787
2.	My corporation promotes employees from within so as to meet the human resource supply.	3	2	2	5	33	4.40	1.195
3.	My corporation takes an intensive inventory of the present human resource and their competencies, abilities, talents and skills so as to be able to determine and meet its human resource supply.	6	6	-	5	28	3.96	1.551
4.	Different kinds of techniques, systems, approaches are utilized when forecasting human resource supply in my corporation.	7	2	4	5	27	3.96	1.522

Source: SPSS Output, 2022

Table 2 shows the descriptive statistics for HR Supply Forecasting as a dimension of human resources planning in which four research statements were stated in the questionnaire. It represents the accumulated sum from the respondents indicating the mean score and standard deviation. In response to item one, respondents affirmed that their corporation first considers recruiting internally as a way of boosting motivation and enhancing organizational performance. This is accounted for by the mean score (X) 3.18 and SD (1.787). Similarly, it was agreed that their corporation promotes employees from within so as to meet the human resource supply. This is also confirmed by the mean score (X) 4.40 and SD (1.195). More so, the third item got similar approval as respondents agreed that in their corporation takes an intensive inventory of the present human resource and their competencies, abilities, talents and skills so as to be able to determine and meet its human resource supply. The mean score (X) 3.96 and SD (1.551) also speaks volume of this status. In addition, for the fourth item it was agreed that their organization Different kinds of techniques, systems, approaches are utilized when forecasting human resource supply in my corporation. This is also confirmed by the mean score (X) 3.96 and SD (1.522) which indicates correlation or positive relationship of the variable.

Table 3: Response Rates and Descriptive Statistics for Dynamic Capability

S/N	Dynamic Capability Items	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std. Dev.
1.	My corporation has the ability to integrate and build swiftly the internal and external competencies to address the rapidly changing environment.	24	2	-	1	18	2.71	1.950
2.	My corporation successfully creates, renew or orchestrate its resources in a manner that creates new value and allows it to compete, be resilient and evolve.	15	3	-	7	20	3.31	1.819
3.	My corporation is able to identify its specific capabilities as a source of competitive edge and utilizes its internal capabilities and resources in times of rapid and unpredictable change.	10	2	-	3	30	3.91	1.703
4.	In order to be resilient and survive my corporation is able to swiftly manipulate its market environment to improve its competitive outlook.	15	2	-	8	20	3.36	1.811

Source: SPSS Output, 2022

Table 3 shows the descriptive statistics for Dynamic Capability as a measure of corporate resilience in which four research statements were stated in the questionnaire. It represents the accumulated sum from the respondents indicating the mean score and standard deviation. In response to item one, respondents affirmed that their corporation has the ability to integrate and build swiftly the internal and external competencies to address the rapidly changing environment. This is accounted for by the mean score (X) 2.71 and SD (1.950). Similarly, it was agreed that their organization corporation successfully creates, renew or orchestrate its resources in a manner that creates new value and allows it to compete, be resilient and evolve. This is also confirmed by the mean score (X) 3.31 and SD (1.819). More so, the third item got similar approval as respondents agreed that their organization corporation is able to identify its specific capabilities as a source of competitive edge and utilizes its internal capabilities and resources in times of rapid and unpredictable change of mean (X) 3.91 and SD (1.703). In addition, for the fourth item, it was agreed that in order to be resilient and survive, my corporation is able to swiftly manipulate its market environment to improve its competitive outlook. This is also confirmed by the mean score (X) 3.36 and SD (1.811).

Table 4: Descriptive Statistics for Corporate Resilience

	N	Minimum	Maximum	Mean	Std. Deviation
Dynamic Capability	45	1.00	5.00	3.3222	1.41684
Valid N (listwise)	45				

Source: Research Data 2022 and SPSS output version 26.0

Table 4 illustrates the descriptive statistics for corporate resilience which is dynamic capability with mean scores (X) 3.3222 and SD (1.41684). This implies that the respondents all confirmed that there is a high correlation or positive relationship of corporate resilience in the multinational oil and gas producing companies in Nigeria.

Relationship between Human Resource Supply Forecasting and Corporate Resilience

The bivariate hypothetical statement assessed the significance of the relationship between Human Resources Supply Forecast and the measure of Corporate Resilience –Dynamic Capability. The Table 5 below highlights the relationship gotten. This relationship is assessed based on the test on the accompanying hypothetical statement stated below.

Table 5: Correlation for HR Forecasting Supply and Corporate Resilience Measures

			Human Resource Forecast Supply	Dynamic Capability
Spearman's rho	Human Resource Forecast Supply	Correlation Coefficient	1.000	.546
		Sig. (2-tailed)	.	.000
		N	45	45
	Dynamic Capability	Correlation Coefficient	.546	1.000
		Sig. (2-tailed)	.000	.
		N	45	45

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

Source: SPSS Output, 2022

Research Question

What is the relationship between human resource supply forecast and dynamic capabilities of multinational oil and gas producing corporations in Nigeria?

The correlation coefficient (rho) result in Table 5 is used to answer the research question. The correlation coefficients (rho) indicate that there is a moderate positive rank correlation between human resource supply forecast and dynamic capabilities. The direction and strength of this relationship is depicted by the rho-value of 0.546. Therefore, the relationship between human resource supply forecast and dynamic capabilities of multinational oil and gas producing corporations in Nigeria is moderate positive correlation indicative of a moderate relationship.

Discussion of Findings

The results of the analysis on the relationship between human resource supply forecasting and corporate resilience showed that there is a significant relationship between supply forecasting and the measures of corporate resilience (adaptability, dynamic capability and situational awareness). These findings are in synchronization with relevant extant studies in this regard. For instance, Saba and Fizza (2015) researched on the impact of training and development employee's performance and productivity, a case study of Bahiria Pakistan and the findings as training and development having a significantly and positive effect on the job performance of the human resource which fosters corporate resilience which then positions the corporation in an advantage point to be competitive.

Varuni and Suresh (2014) offered that human resource is a tactical action that is employed to achieve an advantage over rival corporations by aligning employee competencies alongside the mission of the corporation. Here the employees are trained to acquire the requisite competencies that is needed to handle turbulent situations, sense and seize opportunities from them (Ball, 2012; Hernderson, 2010; ILO, 2013; Luthans, 2005). Other authors have also posited that corporations that want to increase their competitive advantage and remain resilient in the face of challenges, must always invest in its human resource (Kehinde, 2012). In his research, Kehinde (2012) surmises that neglecting talent management is detrimental and self-destruction for any corporation. Thus, the outcome of this study resonates with extant studies

alluding to a substantial nexus between human resource supply forecasting and corporate resilience.

Also, the study conducted by Orianzi and Tamunomiebi (2021) came up with the findings that human resource supply forecasting has a positive significant relationship with corporations becoming resilient to perform better and survive, and so for corporations to gain that competitive edge that will lead to their survival, human resource managers of multinational oil and gas producing companies in Nigeria should take steps to boost their external human resource supply, by initiating career development trainings for non-employees on skill-sets that are of specific interest to the organization, as this would serve as their future external human resource supply basket for those specific skill-sets in times of draught in those skill-sets as this will enhance corporate resilience.

CONCLUSION

This paper came to the conclusion that human resource supply forecast significantly forecasts corporates resilience

of the multinational oil and gas producing companies in Nigeria. And in the words of Jackson and Schuler (1990), the aim of human resource supply forecasting is to make certain that the appropriate supply of employees with the requisite skills, talent, qualification and all-round competencies are accessible to occupy the available positions in the organization.

RECOMMENDATION

Both the human resource managers as well as the strategic planners of the multinational oil and gas producing companies ought to develop a talent pool (both eternally and internally) comprising of manpower with diverse skills, competences, capabilities, abilities, etc. that they can rely on presently or in the future whenever the need arises, thereby taking care of both demand and supply gaps, as this will greatly assist the multinational oil and gas producing companies in not only being resilient but also aid in the multinational oil and gas producing companies in gaining competitive edge over its rivals.

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