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ORGANIZATIONAL EFFECTIVENESS AND WORKERS WELFARE IN OIL AND GAS COMPANIES IN LAGOS NIGERIA

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ABSTRACT

This study critically examined the relationship between workers welfare and organizational effectiveness of Shell Nigeria Exploration and Production Company (SNEPCO), Lagos, Nigeria. The study utilized the cross-sectional survey. A total of 50 managers were selected for the study using convenience sampling. Data was collected through structured questionnaire and the data collected were analyzed using spearman rank order correlation. The result of the study revealed a significant and positive relationship between the dimensions of workers welfare and measures of organizational effectiveness. Based on the findings, the study recommended among other things that adequate welfare packages and policies should be put in place by organizations in order to enjoy continuous effectiveness and therefore enjoy sustainable competitive advantage,

INTRODUCTION

In the face of constant and increasing competition, coupled with technological advancement in the oil and gas industry in Nigeria, there is need for organizational effectiveness of oil and gas companies in order to enjoy competitive advantage and its sustainability in the industry. This is because the desire of every organization is to be successful and enjoy continuous progress. According to Cook and Hunsaker (2001), organizational effectiveness refers to those attitude that have been assessed or measured as to their contribution to organizational goals. It also refers to the behavior or attitude which indicated the approach and skills of the management, especially line management that helps them to use the resources successfully and professionally with competency (Kenny, 2019). Organizational effectiveness refers to the actual result and outputs obtained by an organization when measured against its predetermined goals and objectives.

Most organizations that has lasted decade and yet remain the market leader are only able to do such as a result of the level of their efficiency. Organizations are open system and as such, inefficiency in a particular unit of the organizations could affect the overall performance of the firm. Organizational effectiveness over the years has been the extent of goal attainment. Cameron (1978) asserted that firm effectiveness is the firm proficiency at having access to the essential resources. Although there has not been a consensus of what constitute organizational effectiveness, goal attainment, satisfaction and relationship with the external environment is however essentials for firms that must last the test of time. The extent to which a firm can outperform other players in the industry hinged on their level of effectiveness. However, the employees who are the major resource of the organizations are saddled with the responsibilities to ensure the effectiveness of the organizations. In line with the above assertions, it is therefore of paramount importance to ensure that the employee harness their effort to boost the effectiveness of the firm.

However, organizational effectiveness is not without its own challenges and one of such challenges is the rate of employee turnover. Therefore, to solve the problem of employee turnover or intention to quit organizations, there is need for proper workers welfare programmed and packages in order to reduce the level of turnover, improve employee engagement and thereby improving organizational effectiveness. Staff welfare is an all-encompassing term covering a wide range of facilities that are essential for the well-being of employees (Gannon, 2002). According to Cowling

(2002), welfare is a corporate attitude or commitment reflected in the expressed care for employees at all levels, underpinning their work and the environment in which it is performed. Coventry (2004) assert that staff welfare includes providing social club and sports facilities as appropriate, supervising staff and works' canteens, running sick clubs and savings schemes; dealing with superannuation, pension funds and leave grants, making loans on hardship cases; arranging legal aid and giving advice on personal problems; making long service grants; providing assistance to staff transferred to another area and providing fringe benefits (such as payment during sickness, luncheon vouchers and other direct and indirect support to the employee.

According to Abu (2016), employee welfare is any effort by the employer to make life worth living for workmen. Welfare is a comprehensive term including various service, benefits and facilities offered to employees by their employers through such generous fringe benefit that makes their life worth living and thereby motivate them to give their best at work.

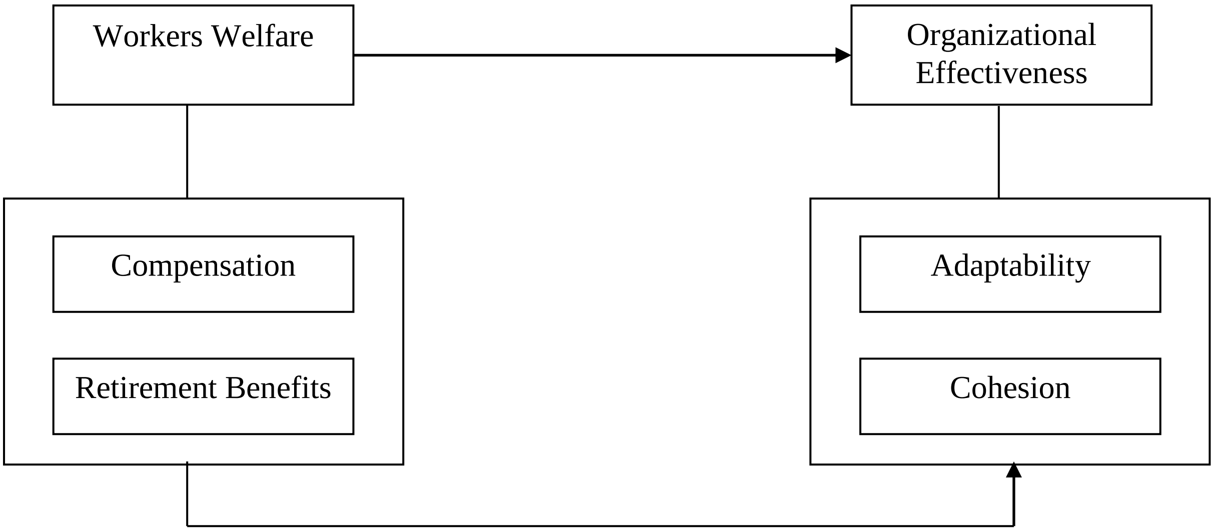
Itodo and Abang (2018), posited that welfare includes anything that is done for comfort and improvement of employees and is provided over above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Employee welfare entails all those activities of employer which are directed towards providing the employees with certain faculties and services in addition to wages or salaries. The very logic behind proving welfare schemes is to create efficient, healthy, loyal and satisfied labour force for the organization to enhance performance level (Okereke & Amgbare, 2010)

Campbell, Bownas, Peterson and Dunnette (1974), identified cohesion, goal congruence, job satisfaction, adaptability, productivity, employee morale etc. as the various measures of organizational effectiveness. Organizational effectiveness is a nonnegotiable goal of all organization if they must survive the turbulent moment. As such, several scholars has examined how effectiveness can be enhanced using various construct. Ukpabi, Ikaba, Enyindah, Orji and Idatoru (2014) studied how the effectiveness of oil and gas firms can be enhanced from the stand point of corporate social responsibility. Despite the various work that has been carried out on how to enhance the effectiveness of oil and gas companies in Nigeria, there is still a dearth of scholarly work that has examined the relationship between workers welfare and organizational effectiveness in the oil and gas companies in Nigeria, particularly Lagos state. It is this observed gap that has informed this study.

Statement of the Problem

For more than a decade now, the oil and gas industry has been the major source of revenue for the nation. The contribution of oil and gas companies to the nation’s economy cannot be over emphasized. However, there is bound to be reduction in the contribution as a result of high rate of employee turnover which may negatively affect the economic wellbeing of Nigeria. The problem of inefficiency in the oil and gas companies has resulted in retrenchment in the sector and this has intensified the rate of poverty, hunger and social vices. In line the above identified problem, it is worthy of note that the problem of inefficiency of a firm leads to loss of market share in the industry and it also result in loss of competitive advantage and bound to fizzle out within a short time. Inadequate workers welfare in the workplace affect employees’ level of commitment and satisfaction and this can result in unethical behavior which is detrimental to the effectiveness of the organization. In this era of unending rivalry among firms, organizational effectiveness is essential for all firms that must last the test of time; however, many companies may not be able to operate effectively in terms of attaining its goals without adequate employee welfare. Despite the various work that has been done to resolve the problem of effectiveness, the problem still persist. It is on this note that this study seek to examine the relationship between workers welfare and organizational effectiveness of oil and gas companies in Lagos state, Nigeria.

Conceptual Framework



Source: Dimensions of workers welfare adapted from Agusioma, Nyakwara and Mwiti (2019), while the measures of organizational effectiveness was adapted from Campbell, Bownas, Peterson and Dunnette (1974).

Figure 1.1:A conceptual framework showing the link between Workers welfare and organizational effectiveness.

AIM AND OBJECTIVES OF THE STUDY

The aim of this work is to examine the relationship between workers welfare and organizational effectiveness of oil and gas companies in Lagos State. The specific objectives are to;

Examine the relationship between compensation and adaptability of oil and gas companies in Lagos, Nigeria.

Investigate the relationship between compensation and cohesion of manufacturing firms in Lagos, Nigeria.

Examine the relationship between retirement benefits and adaptability of oil and gas companies in Lagos, Nigeria.

Examine the relationship between retirement benefits and cohesion of oil and gas companies in Lagos, Nigeria.

RESEARCH HYPOTHESIS

H_1: Examine the relationship between compensation and adaptability of oil and gas companies in Lagos, Nigeria.

H_2: Investigate the relationship between compensation and cohesion of manufacturing firms in Lagos State, Nigeria.

H_3: Examine the relationship between retirement benefits and adaptability of oil and gas companies in Lagos, Nigeria.

H_4: Examine the relationship between retirement benefits and cohesion of oil and gas companies in Lagos, Nigeria.

REVIEW OF RELATED LITERATURE

Theoretical Framework

This study is anchored on the Human Capital Theory. Human Capital Theory was first suggested by Becker, (1993) in explaining the utilization of human capital in economy progression. It is associated with procuring human resource in various organizations and the maximal productivity achievement. The recognition of the vital role played by the human capital in organizations has resulted in more firms investing heavily in this resource. The theory holds that the current challenges brought about by globalization and advancements in technology may be countered by the use of appropriate human capital in the organizations. As such, the employees must not only be competent enough but also have the right mindset to perform their delegated duties (Hunjra, 2010). The theory's importance is that it enhances the importance of staff welfare practices to ensure efficient HRM practices. In this regard, improved effectiveness in the oil and gas companies in Lagos will be achieved by having the appropriate staff welfare practices. The theory sensitizes that the management in the organizations to highly prioritize welfare of the employees which will translate to improved performance. Hence proper staff welfare is

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paramount in attainment of optimum organizational effectiveness in the oil and gas companies in Lagos.

Concept of Workers Welfare

Gannon, (2002), opined that, staff welfare is an all-encompassing term covering a wide range of facilities that are essential for the well-being of your employees. At its most basic, every employer is required by law to provide essential amenities such as toilets, wash stations and clean drinking water for employees. Most employees also hope to find additional facilities such as a cloakroom and somewhere clean to eat and drink during breaks. For larger companies, this could range from a vending machine to a dining room or canteen, perhaps with a separate coffee area. Welfare is a corporate attitude or commitment reflected in the expressed care for employees at all levels, underpinning their work and the environment in which it is performed (Cowling 2002).

Coventry (2004) assert that staff welfare includes providing social club and sports facilities as appropriate, supervising staff and works' canteens, running sick clubs and savings schemes; dealing with superannuation, pension funds and leave grants, making loans on hardship cases; arranging legal aid and giving advice on personal problems; making long service grants; providing assistance to staff transferred to another area and providing fringe benefits (such as payment during sickness, luncheon vouchers and other direct and indirect support to the employee .

Organizations provide welfare facilities to their employees to keep their motivation levels high. The employee welfare schemes can be classified into two categories viz. statutory and non-statutory welfare schemes. The statutory schemes are those schemes that are compulsory to provide by an organization as compliance to the laws governing employee health and safety. These include provisions provided in industrial acts like Factories Act 1948, Dock Workers Act (safety, health and welfare) 1986, Mines Act 1962. The non-statutory schemes differ from organization to organization and from industry to industry.

According to Abu (2016), employee welfare is any effort by the employer to make life worth living for workmen. Welfare is a comprehensive term including various service, benefits and facilities offered to employees by their employers through such generous fringe benefit that makes their life worth living and thereby motivate them to give their best at work. Welfare includes anything that is done for comfort and improvement of employees and is provided over above the wages. Welfare helps in keeping the morale and motivation of the employees high so as to retain the employees for longer duration. The welfare measures need not be in monetary terms only but in any kind/forms. Employee welfare includes monitoring of working conditions, creation of industrial harmony through infrastructure for health, industrial relations and insurance against disease, accident and unemployment for the workers and their families. Employee welfare entails all those activities of employer which are directed towards providing the employees with certain faculties and services in addition to wages or salaries. The very logic behind proving welfare schemes is to create efficient, healthy, loyal and satisfied labor force for the organization to enhance performance level (Okereke & Amgbare, 2010)

Emphasizing the need for employees welfare, Mwiti (2007) posit that since employees spend most of their active time at work, their personal and occupational problems should be solved at the workplace. Employee welfare schemes refer to those measures that aim at promoting physical, psychological and general wellbeing of the working class. The basic aim of welfare schemes in an industry is to improve the living and working conditions of the employee and their families because the employee's wellbeing cannot be achieved in isolation with of the employee from his family. The welfare schemes include some or all of the amenities provided in or near the organization and related to the working and living conditions. These facilities include canteens and nourishment facilities, transport arrangements, recreational services, housing schemes, education and training of employees, pension, bonus, medical facilities, child care facilities, personal counseling etc. Welfare schemes are a means to improve the productivity and efficiency of the employees. The employers are motivated to provide these facilities if it favorably affects their prosperity, profits and public image. This paper aims at studying the retail sector which is bringing out innovative schemes to please its talented workforce and retain them over a longer time period.

CONCEPT OF ORGANIZATIONAL EFFECTIVENESS

Organizational effectiveness is seen as the ability of the organization, in either relative or absolute terms, to exploit its environment in the acquisition of scarce and valued resources. Actually, the concept of organizational effectiveness is difficult to define, and even more difficult to operationalize, without reference to organizational goals (Yuchtman & Seashore, 1967).

Oghojafor, Muo and Aduloju (2012) believe that organizational effectiveness is a complex and contentious concept. No two authorities agree on what constitutes effectiveness or on how it is measured although they all agree that it involves attention to goals, satisfaction of constituents and relationship with the external environment. But we live in a world tyrannized by effectiveness. Workers, managers, departments and organizations are always asked to be effective and that simply means to produce some form of results. Early management thinkers believe that effectiveness is the ultimate measure of managerial and organizational performance. Bernard (1964) defines effectiveness as the accomplishment of recognized objectives of cooperative effort and adds for emphasis that the degree of accomplishment is the degree of effectiveness. But these goals are at times difficult to define and measure, inconsistent, seen differently by different organizational members or even used as camouflage for the hidden agenda of the powerful forces within the organization. Barnard (1964) believes that effectiveness relates to the accomplishment of the cooperative purpose which is social and non-personal in character, insisting that organizations cannot continue to exist without effectiveness and that this effectiveness can easily be measured. Drucker (1967) was more emphatic that the society and individuals within it cannot satisfy their needs without effectiveness.

Weick (1977) notes that effective organizations are characterized by; diversity of linguistic forms; techniques to break out of normal cognitive and normative constraints; means of simultaneously crediting and discrediting information received; and structural units that are loosely articulate to maintain sensitivity to environment and diversity of response

There are many ways to measure the effectiveness of an organization. Campbell (1977) lists over 30 different criteria from productivity, profits, growth, turnover, stability and cohesion. Krakower (1985) identified four dimensions of organizational effectiveness Goal Achievement, Managerial Processes, Organizational Climate and Environmental Adaptation. Steers and Porter (1975) reviewed seventeen different approaches and found that the employee morale, job satisfaction, profitability, productivity and adaptability - flexibility approaches as the criteria for assessing the organizational effectiveness.

Relationship between Workers Welfare and Organizational Effectiveness

Among the factors that affect organizational effectiveness, the issue of compensation is one that is dear to both employers and employees. The type of compensation and the relevance of the compensation benefits to the employee is very important. Odden and Kelley (2002), noted that the challenge for every organization and every manager in the organization is to satisfy each employee's personal needs. These needs they indicated included: (1) The need to belong (involvement); (2) The need for recognition (feedback and rewards); and (3) The need for growth.

In a similar discussion, Richardson, (1999), indicated that most organizations lack effective incentive systems. According to him, the greatest motivational impact can be achieved when rewards are frequent, immediate, can be related to individual contribution, and are of significant value to the employee. Richardson (1999), noted that typical profit sharing plans and merit salary increase plans are ineffective as employee motivators, since they fall short in all of these areas. He explained that the employee may have great difficulty in seeing the link between the amount of the payout and his or her performance and the payout may be too small to be of significance. In most organizations, merit increases given to superior performances vary by only one or two percent from those increases given to average performers. This is a more symbolic than real recognition of the difference in skill and effort required achieving high levels of performance.

Empirical Review

Oghojafor, Muo and Aduloju (2012) extensively reviewed relevant literature on the complex and multidimensional nature and measure of effectiveness. After analyzing 15 perspectives on organizational effectiveness, they recommended that managers should appreciate the challenges inherent in striving for effectiveness (especially the multiple and contradictory goals constraints and constituents), adopt a multi-dimensional mindset by applying various perspectives simultaneously and also adopt a contingency paradigm by aligning their peculiar circumstances to the choice of perspectives.

Agusioma, Nyakwara and Mwiti (2019) examine the influence of staff welfare on employee performance at public service commission in Kenya. The study sampled 141 respondents selected from the public service commission in Kenya. Data collected was analyzed using correlation and regression analyses. The findings of the study revealed that staff welfare was positively and significantly affected employee performance. Therefore an increase in these factors will result in increased accessibility to increased employee performance.

Daddie, Andrews, Iroanwusi and Ogbobula (2018) examined employee welfare schemes and worker performance of selected insurance firms in Port Harcourt. The study adopted survey approach in its design. The researchers used a sample of 101 insurance sector workers drawn from ten insurance firms in Port Harcourt. The statistical tools for data analysis are: simple percentage and the Non-Parametric Kruskalwallis test using the 23.0 version of the statistical package for social sciences software (SPSS). The findings of the study revealed that employee's welfare scheme provided by insurance firms has significant effect on the performance of their employees.

Similarly, Itodo and Abang (2018), examined staff welfare and organizational performance using an impact analysis of the Nigeria police academy, Wudil, Kano State. The study adopted simple percentage, descriptive statistics, tables and the Spearman's rho statistical tools in presenting and analyzing the data collected the study. The result shows a positive long run relationship between staff welfare, staff Turnover and staff productivity.

Methodology

The cross sectional survey design was utilized and the accessible population was managers and supervisors in Shell Nigeria Exploration and Production Company (SNEPCO), Lagos. A total of 50 managers and supervisors was used for the study. Therefore 50 questionnaires were distributed to the managers and supervisors in the company. The independent variable (workers welfare) with dimensions of compensation and retirement benefits. 4 items each were used in measuring compensation and retirement benefits. Also, the dependent variable (organizational effectiveness) was measured using adaptability and cohesion. 5 items each also were used in measuring adaptability and cohesion. Items were rated on a 4-point Likert scale ranging from 1-strongly disagreed, 2-disagree, 3-agree and 4-strongly agreed. Data collected were analyzed using spearman rank order correlation coefficient statistical tool through the help of Statistical Package for Social Sciences (SPSS) version 21.

RESULT

A total of 50 questionnaires was distributed to respondent and the 50 questionnaire were thoroughly filled and completed and was therefore used for the analysis. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of p > 0.05 for acceptance of the null hypothesis and p < 0.05 for rejection of the null hypothesis.

Table 1: Compensation and Adaptability

Correlations

			Compensation	**Adaptability**
Spearman’s rho	Compensation	Correlation Coefficient	1.000	.531
		Sig. (2-tailed)	.	.003
		N	50	50
	Adaptability	Correlation Coefficient	.531	1.000
		Sig. (2-tailed)	.003	.
		N	50	50

Source: SPSS Output, 2021

The result of the analysis in Table 1 shows a significant level *p*< 0.05 (0.003< 0.05), rho = 0.531 between Compensation and adaptability. This shows a significant positive relationship between compensation and adaptability. The null hypothesis was rejected and alternate hypothesis accepted.

Table 2: Compensation and Cohesion

Correlations

			Compensation	**Cohesion**
Spearman’s rho	Compensation	Correlation Coefficient	1.000	.499
		Sig. (2-tailed)	.	.029
		N	50	50
	Cohesion	Correlation Coefficient	.199	1.000
		Sig. (2-tailed)	.499	.
		N	50	50

Source: SPSS Output, 2021

The outcome of the analysis in Table 2 shows a significant level *p*< 0.05 (0.029 < 0.05), rho = -0.499 between Compensation and Cohesion. This shows a significant and moderate relationship between compensation and cohesion. The null hypothesis was rejected and the alternate hypothesis accepted.

Table 3: Retirement Benefits and Adaptability

Correlations

			Retirement Benefits	Adaptability
Spearman's rho	Retirement Benefits	Correlation Coefficient	1.000	.351
		Sig. (2-tailed)	.	.000
		N	50	50
	Adaptability	Correlation Coefficient	.351	1.000
		Sig. (2-tailed)	.000	.
		N	50	50

Source: SPSS Output, 2021

The outcome in Table 3 shows a significant level *p*< 0.05 (0.000< 0.05), rho = -0.351 between Retirement Benefits and Adaptability. This indicates a significant negative link between Retirement Benefits and Adaptability.

Table 4: Retirement Benefits and Cohesion

Correlations

			Retirement Benefits	Cohesion
Spearman's rho	Retirement Benefits	Correlation Coefficient	1.000	.566
		Sig. (2-tailed)	.	.003
		N	50	50
	Cohesion	Correlation Coefficient	.566	1.000
		Sig. (2-tailed)	.003	.
		N	50	50

Source: SPSS Output, 2021

The outcome in Table 4 shows a significant level *p*> 0.05 (0.003> 0.05), rho = -0.566 between Retirement Benefits and Cohesion. This denotes a significant and positive relationship between retirement benefits and cohesion. The null hypothesis was rejected and alternate hypothesis was accepted.

DISCUSSION OF FINDINGS

Compensation and Adaptability

The bivariate hypotheses between compensation and adaptability demonstrate a significant relationship between the two variables. The result indicated that the p-value for compensation was less than 0.05 (p=0.0030), implying that it has a significant relationship with adaptability. Correlation coefficients (rho) were 0.131. As a result, a significant relationship exists between compensation and adaptability. Thus, a better compensation package will improve the level of organizational effectiveness via adaptability. Thus, the study's initial goal of determining whether compensation is connected with adaptability was met. These findings is in line with the study of Agusioma, Nyakwara and Mwiti (2019) who stated that staff welfare was positively and significantly related to the performance of employee which automatically result in organizational efficiency.

Compensation and Cohesion

The conclusion of the hypothesis two test showed that there is a significant relationship between compensation and cohesion. The P-value of 0.029, which is smaller than the 0.05 degree of meaning (p=0.0290.05), indicates a positive relationship between compensation and cohesion. Rho values of 0.199 substantiated this. This indicates that there is a positive correlation between compensation and cohesion in the workplace. This research corroborates Daddie, Andrew, Ironwusi and Ogbobula's (2018) finding that employee welfare scheme significantly improves organizational effectiveness.

Retirement Benefits and Adaptability

As the bivariate regression for hypothesis three is performed, it can be shown that the significance value of 0.000 was smaller than the 0.05 significance mark (p=0.0000.05). This indicates a strong relationship between retirement benefits and adaptability. The rho value indicates a 0.351 association between retirement benefits and adaptability. This indicates the existence of a major beneficial association between retirement benefits and adaptability. This indicates a moderately positive and important association between retirement benefits and adaptability. These results corroborate Itodo and Abang's (2018) finding that retirement benefits and other welfare scheme has a strong and positive relationship with adaptability.

Retirement Benefits and Cohesion

The study of hypothesis four reveals a significant negative correlation between retirement benefits and cohesion. This is since P-values of 0.003 are smaller than the threshold of importance of 0.05 (p=0.0030.05). As a result, the null hypothesis is ruled out. This implies that retirement benefits is proportional to cohesion. The correlation coefficient (rho) indicates that retirement benefits has a 0.266 correlation with cohesion. If there is proper retirement benefits in the organization, it improves the level of cohesiveness in the company. These results corroborate Itodo and Abang's (2018) finding that retirement benefits and other welfare scheme has a strong and positive relationship with cohesiveness in the company.

CONCLUSION

The aim of every organization is to meet up with their predetermined target, in order to achieve this all-important aim, there is need for the morale of the employees in the organization to be at a high level. Without the effort of employees in a company, it will be difficult to achieve organizational effectiveness. Conclusively, compensation is statistically and significantly related to adaptation in the workplace. This shows that when there is adequate compensation package and other incentive in the organization, it is going to improve the level of adaptation. Also the study have shown that retirement benefits is positively and significantly related to cohesion in the workplace.

RECOMMENDATIONS

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

Managers in the oil and gas company understudy should endeavor to improve compensation packages in order to improve the level of adaptation as this will improve the level of organizational effectiveness.

Supervisors in the oil and gas company should ensure that there is retirement benefits for every staff in order to ensure that there is cohesiveness and this will improve the overall organizational effectiveness.

Managers in the oil and gas company should make provision for adequate retirement benefits as this will improve adaptation among employees and the organization.

Supervisors in the oil and gas companies should ensure that there is retirement benefit plans to improve the level of cohesiveness in the organization to enable the organization achieve its organizational effectiveness.

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