

Journal of Strategic Management



ISSN Online: 2616-8472



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Peer Reviewed Journals & books

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ISSN: 2616-8472

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How to cite this article: Okeah M., I., N. (2023). Human Resource Demand Forecast and Resilience of Multinational Oil and Gas Producing Companies in Nigeria. *Journal of Strategic Management*. Vol 7(6) pp. 50-68. <https://doi.org/10.53819/81018102t2278>

Abstract

The purpose of this paper was to analyze the interrelationship between personnel demand forecast with resilience of international oil refining industry in West Africa, Nigeria. Cross sectional survey was the research design adopted. Since this study is a macro level study where only the executives of the international oil refining industry can provide information pertaining to this study, the researcher studied all five (5) international oil refining industry in Nigeria. Therefore, all five (5) international oil refining industry was the population and the executives who are fifty-two (52) in number with pertinent information relating to this study were the sample size census was adopted making the fifty-two (52) managers the respondents of this study. Because this study is a quantitative study, structured questionnaire was the instrument used in generating the primary data and Cronbach Alpha of 0.7 was adopted as the reliability benchmark. This analysis was aided with the use of the Statistical Packages for Social Sciences (SPSS) version 26.0. Spearman Rank Order Correlation Coefficient was adopted as the statistical tool used in ascertaining the degree and level of relationship in the hypotheses. The findings obtained from this study indicated a positive correlation between human resource demand forecast and resilience of international oil refining industry in Nigeria. The results revealed that human resource demand forecasting significantly impacted on all two measures of corporate resilience (adaptability and dynamic capability). Relying on the findings obtained from this study, the researcher recommends that to become resilient, personnel managers in the international oil refining industry ought to engage and partake more in human resource demand forecasting, as this is to enable and aid, boost and shore up organizational dexterity. For a corporation to sustain itself, continue to be in business, perform better and survive, it first of all has to be resilient.

Key words: *Adaptability, Dynamic Capability, Human Resource Demand Forecast, Resilience.*

<https://doi.org/10.53819/81018102t2278>

1.0 Introduction

Resilience is a word derived from the sciences. Resilience describes a substance or matter that is flexible and can go back and bounce back to the initial form despite its deformity or disfigurement. Accordingly, McManus *et al* (2008) defined resilience as the capacity that a conglomerate can assimilate changes as they occur and still conduct its business. Corporate resilience is a catalyst that spurs corporations arising from risks and hazards that possess problems to the conglomerate like inflation, economic downturn, manmade mistakes, circumstances beyond one's control, disasters, to react and act in a particular way considering the situation it is facing (Annarelli & Nonino, 2016). That is to say that corporate flexibility comprises suitable feedback and taking action pertaining to incidents and circumstances on time in addition to implementing and taking actions so as to negate the effect of the risks or hazards on the conglomerate.

Resilience has been ascertained as the ability of a corporation to react in such a way and adapt to the changes as the changes occur so as to mitigate the effect of any shock that may pose a risk to the conglomerate (Lengnick-Hall *et al.* 2011). In the words of Lee *et al.* (2013) they accentuated that organizational flexibility is a complicated irregular and fluctuating concept that depicts the changing nature of the organizations as they react to changes that occur in the ever-dynamic environment. McManus *et al.* (2008), surmised that a resilient corporation consists of three critical elements which are: comprehending the circumstances, controlling the conglomerates' deficiencies, and flexible capacity. For that reason, McManus *et al.* (2008) regarded corporate flexibility as a responsibility of the corporation's all-inclusive consciousness of the circumstances, capability to control critical susceptibilities in addition to being flexible. Corporate resilience is the preparedness of the corporation to plan and structure and enact constructive, pragmatic and practicable flexible culture that can easily be adapted to considering the challenging circumstances confronting it with less stress (Mallak, 1998).

Employees as surmised by Hawthorne *et al* (1928) as cited in Okeah (2020) are the most important resource of every organization, and so for an organization that wants to be resilient, they first of all procure their employees, retain and maintain them, and these starts from human resource demand forecasting (Armstrong & Taylor, 2020). Human resource demand forecasting has to do with examining the business purview in ascertaining or deciding the mandatory number and kind of employees needed to carry out the job (inventory), taking into account the corporate requirements and limitation or restraints of the budget, the number of talents, skills competencies, pay level, expertise experience of personnel needed for a specific work at a particular time and in a specific place is termed labor demand (Lunenburg, 2012).

Human resource demand forecasting is a procedure or technique that is used in determining or appraising the future quantity of employees needed and appropriate talent, skill and competence required (Armstrong & Taylor, 2020). Nevertheless, human resource demand forecasting is not carried out independently but it relies on a whole lot of other components like the master plan or blue print of the corporation. Also, human resource demand forecast consists of frenzied and desperate attempt and endeavor to pin point and establish the demand position of the needed workforce (Tamunomiebi & Zeb-Obipi, 2013). This is done, bearing in mind that understanding and having awareness of the demand position of the employee wanted, desired or coveted or sought after will assist in deciding the severity and care with which to do this, and also taking

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into consideration the extremely and distinctly specialized skill that is usually and naturally complicated. In addition, scouting or seeking for employees can be concentrated on the present requirements or subsequent requirements of the corporation. If the requirements are to be needed in the future, then it ought to be done timely to prevent loafing or inactive employee/s in the corporation.

With the advent and embracing of globalization worldwide, countries have deemed it pivotal to adopt foreign direct investment as a way to swiftly, expediently and rapidly shore up their capital investment and so doing, enhances the economic development of the country. This has made it possible for third world countries to ultimately embrace and encourage Multinational Companies (MNC’s). The Multinational Companies are embraced in these countries to bring about more of the unemployed being employed and so alleviating the poverty rate. According to Oluwaniyi (2018) with the finding of petroleum in Oloibiri in Bayelsa State in the year 1956, Nigeria fully embraced the Multinational Companies.

The purpose of human resource demand forecast is to make sure organizations has the adequate and appropriate personnel with the adequate and appropriate experience, competence, skills, talents and abilities to occupy specific positions in the organization. This is done so as to avoid incompetent hands occupying positions that they are ill fitted for. Because organizations in Nigeria have been known to be proactive instead of reactive, thereby threatening their resiliency, the pivotal aim of this paper is to investigate interrelationships betwixt human resource demand forecast and resilience of international oil refining industry in Nigeria.

The following questions guided this paper:

- ❖ What’s the interrelationship betwixt personnel demand forecast with adaptability of international oil reefing industry in West Africa, Nigeria?
- ❖ What’s the interrelationship betwixt personnel demand forecast with dynamic capability international oil reefing industry in West Africa, Nigeria?

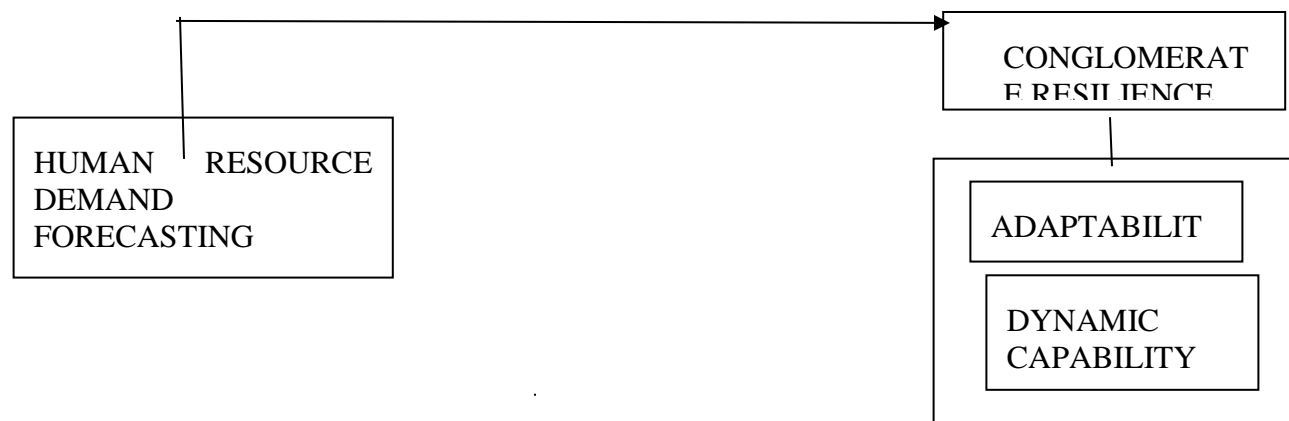


Fig 1 Conceptual Framework for the interrelationship betwixt Personnel Demand Forecast and Conglomerate Resilience.

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

2.0 Literature Review

Theoretical Foundation.

The focal point of this research investigation was premised on corporate resilience which is anchored on competition. Swanson (2007) observed that for corporations to strive, thrive and be resilient in order to continue to be in business and perform better so as to survive in a rival environment, they have to separate themselves from the others by having a competitive edge or advantage. And so, it is on this premise that the Resource-Based View theory is hinged on to extract planned and tactical measures to swiftly react to the changes in the ever-fluctuating dog-eat-dog competing corporate environment.

Resource-Based View (RBV) Theory

Barney (2011) defined Resource-Based View theory as process or the ability of how corporations achieve competitive edge and all-round corporate performance by harnessing all its available resources. Barney (2014) asserts that for a corporation to gain competitive edge over its rivals, improve its performance and continue to exist in business, they must do this by developing tactics with the available resources at their disposal conforming to the Valuable, Rare, Inimitability and Non-Substitutability (VRIN) benchmark. Breaking down the “VRIN”, Valuable stand for the resources that are utilized to achieve new master plan to enhance and boost the corporation’s success, strength, competence, performance and productivity as they can be employed to either bring down cost as well as grow profits when juxtaposed with their rivals. For Rare, it connotes resources that are not readily accessible to all corporations due to the fact that they vary and diverse and differently allotted or circulated. While Inimitability talks about resources that are not completely adaptable or moveable due to the fact that they cannot be effortlessly procured. Non-substitutability talks about unique, priceless and invaluable resources.

The corporation was an assortment of resources ranging from the physical, employees, finance and if combined properly, gives the corporation an edge or advantage over its rivals, but if not combined properly, leads to the lack luster performance or demise of the corporation Shivaraj and Vijayakumara (2015). Samaha, Palmatier and Dant (2011) defined Resource-Base View theory as being anchored on the distinctiveness of the corporations’ resources as being different from that of its rivals. Talented employees based on the Resource-Base View theory is what makes a corporation stand out from its rivals in the same sector.

So, the human resources of a corporation are a crucial and tactical resource that if well planned and implemented, going through a precise human resource structure, can distinguish itself from the human resources of its rivals, and so doing position the corporation at an advantage considering the volatile, turbulent, dog-eat-dog environment that is always changing. Also, acquiring exceptional, unmatched and outstanding resources as well as skillful talents, will establish a difference albeit an excellence superior difference between corporations having this edge and their rivals that don’t have these resources (Conner, 1991).

Corporations are efficient, effective and generally perform better if and only if they are able to herness all resources at hand by carefully mapping out the best way in which to combine these

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resources more appropriately than their rivals (Barney, Ketchen & Wright, 2011). And as Glen (2016) asserts the employees are the bedrock of any corporation, and when not well motivated or rewarded, they tend to seek employment elsewhere and when they finally leave, they carry with them valuable information that when spilled, weakens the corporation's advantage and so gives the rival corporation the superior edge.

The Resource-Based View theory was used in this research to establish further knowledge on the necessity for human resource planning in corporations and how they could be combined with other corporate resources to assist the corporation achieve resiliency and continuity and address its worries in relation to the effect of an ever changing ruthless, cut-throat, aggressive and dog-eat-dog business environment. And this fundamentally is the pillar or underpinning of this research.

Human Resource Demand Forecasting

Ulfertsm *et al* (2009) and Omoankhanlen (2013) posits that demand forecast entails anticipating in future the amount and variety of workforce the corporation will require to attain its planned and tactical goals. Such anticipations can at best be feasible or attainable making use of accessible well founded, rational and logical information proffers inkling or evidence pertaining to the corporation's present workforce and the adequate, relevant and suitable skills, talent, capabilities and competence needed.

Tripathi (2010) asserts that it is imperative to accumulate an extensive, broad and all-inclusive data and concerning a specific corporation to attain forecasting and planning that can generate a clever, quick-witted, bright and brilliant managerial structure. Omoankhanlen (2013) states that the first thing to do before predicting demand and supply, is to evaluate the different kinds of job that exist in the corporation (inventory), which is termed job analysis. When this is done, the manager then uses the findings to guess the future employees required and the most competent way to procure or obtain them, using the most suitable recruitment and selection techniques or through on the job training schemes or strategies.

Lunenburg (2012) defined job analysis as a method of recognizing details concerning the responsibilities, activities, authority, power etc, pertaining to the job, as this is the principal and main method of furnishing or issuing services and important details with regards to predicting future employees as well as human resource planning tasks. Of note, is to state that job analysis encompasses and also contributes immensely to corporate resilience.

Corporate Resilience

Akindele, Oginni and Omoyele (2012) defined corporate resilience as the capability of the corporation to inadvertently continue functioning in spite of the various or multiple difficulties and uncertainties. Corporate resilience in the words of Sheppard (1993 cited in Gabriel and Kpakol, 2015) is the capability to which a corporation is able to strive to survive which was then used as the yardstick to which a corporation can adapt, learn, and constantly changing with the ever-changing business environment. On the flip side, corporate failure is when the corporation

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is unable to carry on its operations usually due to financial loss that leads to liquidation of the conglomerate as posited by Dun and Bradstreet, 1979 as cited in Akindele et al, 2012. Nevertheless, any corporation that consistently perform its monetary functions and responsibilities as stated by Akindele *et al* (2012), it will mainly rely on the administration of directing the activities or business of the corporation always or continuously or consistently so as to satisfy the needs of every stakeholder in spite of the intricate and complicated corporate hurdles.

Corporate resilience and organizational resilience are usually been used to replace one another having the same meaning, although corporate is seen to represent larger businesses as ownership belongs to a group of people hence resilience is complicated. In the words of Adeoye (2012 as cited in Obasan (2014) he postulates that corporations face complications arising from the styles of leadership the corporation is adopting, changes in the business environment, uncertainties in the business environment, culture, technology, conflict, type of structure existing in the corporation, kind of motivational technique being practiced in the corporation etc. Wobodo, Orianzi and Oko-Jaja (2020) concurs that complications that occurs in the business environment immensely affect the corporation and if not properly and swiftly checked, will definitely endanger and jeopardize the corporation's viability or resilience. Therefore, corporations ought to develop a tactical plan of action and strategic course of action that is suitable, relevant and adaptable to the contemporary business environment that will help the corporation to optimize the utilization of its resources so as to achieve already laid down objects or targets.

Therefore, corporate resilience can be described as the capability of a corporation to consistently endure to stay afloat despite the complications, difficulties, problems, unpredictability, unreliability and unstable business environment that is always changing. Corporate resilience in this study was measured adopting adaptability and dynamic capability

Adaptability

Corporation are faced with constant changes in the business environment and so needs to change with the times by adapting to the new changes as they occur (Wobodo & Oparanma, 2019 as cited in Wobodo *et al*, 2020). Being common in an open system, corporate environment is one filled with complexities and uncertainties. And so, to thrive excel and survive, corporations ought to be flexible to change as they occur, Amah and Baridam (2012). Corporate adaptability as surmised by Schulze and Pinkow (2020) is the ability of the corporation to realize, discern and understand the need to change and to take hold of the opportunities in a fluctuating ever changing environment. To take hold of these opportunities, the corporation ought to be able to discern that these opportunities does exist and so capitalize on them and utilize them as an edge against its competitors.

Birkinshaw, Zimmermann and Raisc (2016) is of the opinion that capitalizing on these opportunities will require the corporation to be flexible by adapting quickly as the changes in the business environment occurs and this will affect the corporations' structure, their behavior, their systems etc. if they want to survive. Uhl-Bien and Arena (2018) describes flexibility, adaptability and ambidexterity as involving converting demands of the business environment into action by

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utilizing well organized present competencies as well as creating new competencies to guarantee future survival. Therefore, adaptability is beneficial, advantageous, appropriate, pragmatic and tactical, but it should be noted that it's not all changes that are adaptable and also not all adaptable changes give rise to increase in corporate performance.

According to Sarta, Durand and Verne (2020) adaptability can be a deliberated, planned, calculated and intended decision made that brings about, give rise to noticeable or visible steps or measures undertaken by the corporations' employees to sustain the corporation as well as its economic and institutional environment. From the above definition of adaptability by Sarta, Durand and Verne (2020), four postulations can be deduced, which are: Firstly, intentional: this is the planned decision to either accept to make changes or refuse to make changes by discerning the business environment. Secondly, relational: this is as a result of both the corporation and the business environment influencing one another. Thirdly, conditioned: this is as a result of other corporations influencing, directing or laying down the rules of what ought to be in the business environment. Fourthly, convergent: this arises when the corporation is striving to sustain the corporation as encapsulated by the environmental postulations. It is then safe to say that hence the business environment is dynamic, adaptation too is dynamic, and so as the business environment changes, the corporation ought to adapt by changing with the changing times of the business environment.

Dynamic Capability

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. Eisenhardt and Martin (2000) defined it has the ability of a corporation to be innovative and be able to diversify in order to generate resources arising from emergence of new markets. Corporations depending solely on their dynamic capabilities are actually in a disadvantageous position unless they are able to manage these dynamic capabilities to attain tactical objectives which will make the corporation perform better, then and only then can the corporation have an edge and an advantage over its rivals.

Wang and Zeng (2017) came to the conclusion that comprehension and skills controls or dictates the basic logical or reasonable capability that is determined by emotion. And so, improving corporate capability besides the fact that it encompasses characteristics of individual capability but also that of the contextual factors too like the structure of the corporation, the rules and regulations of the corporation, the corporate culture as well as its norms and the objectives of the corporation. Wang and Zeng (2017) posit that corporation's capability is the expertise needed to be able to manage both the external as well as the internal unpredictability related with the tasks or jobs predicated on accessible information. 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. Dynamic capability and corporate capability are both regarded as routines of the corporation but with different outcomes. The corporate capabilities ensures that the corporation produces goods and services while that of dynamic capabilities can be regarded

<https://doi.org/10.53819/81018102t2278>

as the typical everyday tasks in the corporation that steers and directs and expedites the development of the corporations' capabilities by substituting original resource base (Eisenhardt & Martin, 2000).

The use of revamped resources framework to aid managers position, or steer or pilot their corporations in a highly dog-eat-dog, cut-throat, ruthless and competitive world market was propagated by Teece (2007). This practical, useful and working framework is comprehensive, all-inclusive and used generally worldwide as it proffers recommendations, instructions, directions and suggestions when faced with diverse situations. The dynamic capabilities framework is important to corporate managers because it is focused on furnishing the cognitive, rational, analytical and logical design for both conceptual and applied analysis of strategic management as well as other related issues or matters.

Human Resource Demand Forecasting and Corporate Resilience

One of the major problems faced by corporations is the problem of matching human resource with planned tasks of the corporation for both the present and future. Human resource to a great extent has a certain amount of dynamism on how they are developed and utilized. The process of recruiting, selecting, staffing and training of the average employee spans a number of months to carry out or conduct, and when it comes to that of strategic managers or top management then it even takes years to carry out or conduct especially in bigger corporations. This is because since the strategic managers are the ones that define how the corporation is to be steered and their decisions can make or mar the corporation, they take a whole lot of time to decide who manes what positions presently or in the future. It then behooves on the manager to predict the demand and availability of personnel as components of corporation's task and functional planning technique. Grobler (1982) postulates that to attain corporate resilience there must be appropriate requirements, promotion policies, and recruitment which must be matched to human resource requirements and human resource forecast supply either gotten internally or externally. In order words, the spaces to be filled must be the right number of spaces that is forecasted and the right number of employees recruited to fill up these spaces.

Corporate aims and goals are attained through human resource demand forecasting and in the words of Colley and Price (2010) this can be attained by planning for the needs of the employees in the short term, medium term as well as on the long term. Human resource forecasting as opined by Ulfertsm *et al* (2009) is done by examining the present data base of employees against predicted or forecasted employees that will be needed in the future and so in the process recognizing and pinpointing the gaps that will be filled or occupied. Corporate resilience is aided, simplified, made smooth or promoted or made easy by strategic planning tasks more so when it involves appropriate coordinated human resource planning. This is so as to make certain that the appropriate human resource demand forecast as well as the timing of human resource tasks aligns with the corporate plan, and so therefore, aids in the decreasing, lowering or reduction of potential, plausible or likely delays in procurement and the reduction of cost of labor by decreasing surplus employees, culminating into boosting of corporate profitability and in the long run corporate resilience. According to Ulrich (1992) there exist three advantages from fusing strategic planning goals and human resource planning which are: by fusing strategic planning and

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human resource planning, it leads to increase, enhancement, improvement, of competitive advantage. Also, the second advantage is that as changes occur in the corporation's structure, it facilitates flexibility. And then the third advantage is that of strategic unity, where the greatest end result is all about the corporations' strategic plans or techniques are to be attained as the bedrock is on necessary or needed earlier planning leading to competitive advantage as well as human resource management plans that are united and synergic with the strategic objectives of the corporation's tactic.

Because the demand for the product and services of the corporation is cardinal, there are a whole lot of factors that come into play when managers decide on forecasting future employee needs. In any business, market figures as well as the sales figures are thought of first before the thought of how many employees are needed to attain and achieve these market and sales figures are then forecasted. Then other factors to take into consideration while forecasting human resource demand are budget constraints, transfers, employee turnover arising from resignation, termination either voluntary or involuntary, retirement, layoff, advent of new technology, enhanced quality services provided etc, and the corporation being resilient to withstand the turbulence from the ever-changing environment depends on the appropriate timing of forecasting all these (Noe, 2012).

Based on the above discussion, the following were hypothesized:

H_{0:1}: There's no significant interrelationship betwixt personnel demand forecasting and adaptability of international oil refining industry in West Africa, Nigeria.

H_{0:2}: There's no significant interrelationship betwixt personnel demand forecasting and dynamic capability of international oil refining industry in West Africa, Nigeria.

3.0 Methodology

This research was done using the snap-shot research design, adapting census since it was a macro level analysis and so all five (5) multinational oil refining industry in West Africa, Nigeria was studied and then respondents being fifty-two (52) in number of top executives in the organization were administered self-styled questionnaire as the primary method of data collection for analysis and out of this, only forty-five (45) was deemed usable. Since this study was a quantitative study, the researcher adopted the Grade Correlation with the SPSS (Statistical Packages for Social Sciences) version 26.0 as the mathematical tool and these were used to test the hypothesized statements drawn up in the study Crouchback alpha of a benchmark of 0.7 was premised on for the reliability test. Table 1 below highlights the population distribution of the study:

Table 1 Study Population

S/N	COMPANY	FIRST-LINE KEY MANAGERS											TOTAL			
		PDTN.	SALES	MKT.	FIN.	ACC.	PM.	R&D	LEGAL	OP.	HSE.	SEC		TECH	U.S	D.S
1	Chevron Nigeria Limited (CNL)	1	1		1		1			1	1	1	1			8
2	Mobil Producing Nigeria Limited (MPNU)	1	1		1		1			1	1	1	1			8
3	Nigerian Agip Oil Company (NAOC)	1	1	1	1		1			1	1	1	1	1	1	13
4	Shell Petroleum Development Company (SPDC)	1	1	1	1	1	1	1	1	1	1	1	1	1	1	14
5	Total E&P Nigeria Limited (TEPNG)	1	1	1	1		1			1	1			1	1	9

52

Source: Field Research (2022).

Keys: the departments of these managers are:

PDTN=Production; Sales; MKT=Marketing; FIN=Finance; ACC=Accounting; PM=Personnel
 R&D=Research and Development; Legal; OP=Operations; SEC=Security; TECH=Technology;
 US=Up Stream; DS=Down Stream.

Table 2 below depicts the reliability test of the study:

Table 2: Reliability Tests of Variable Dimensions

S/N	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach Alpha
1	Human Resource Demand Forecasting	5	45	0.870
2	Adaptability	5	45	0.821
3	Dynamic Capability	5	45	0.804

Source: SPSS Output (2022).

4.0 Data Analysis and Results

To ascertain responses on personnel demand forecasting, it was measured on 4 items adopting a five points Likert scale and denoted by SD-Strongly Disagree; D-Disagree; N-Neutral; A-Agree; SA-Strongly Agree; and SA-Strongly Agree.

Table 3: Distributive Items for HR Demand Forecasting

S/N	HR Demand Forecasting Items	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std.
1.	My corporation's future human resource inventory is aligned with the corporation objectives.	10	5	1	3	26	3.67	1.732
2.	My corporation utilizes the future human resource inventory to determine the timing of future demand for requisite competencies, talent and skills.	24	6	-	14	45	3.44	1.716
3.	My corporation periodically anticipates vacancies that will exist as a result of staff termination.	15	4	2	6	18	3.18	1.787
4.	In my corporation, forecasted human resource requirements are determined by external elements.	10	6	-	3	26	3.64	1.747

Source: SPSS Output, 2022

Table 3 shows the descriptive statistics for HR Demand Forecasting as a facet of human resources planning those four statements of the study were made in the opinion poll. The opinion poll depicts the collective response from the surveyees illustrating the mean outcome and standard deviation. In response to item one, respondents affirmed that My corporation's future human resource inventory is aligned with the corporation objectives. This is represented the mean total (X) 3.67 and SD (1.732). Similarly, it was agreed that their corporation utilizes the future human resource inventory to determine the timing of future demand for requisite competencies, talent and skills, this is also confirmed by the mean score (X) 3.44 and SD (1.716). More so, the third item got similar approval as respondents agreed that My corporation periodically anticipates vacancies that will exist as a result of staff termination and this is also confirmed by the mean score of (X) 3.18 and SD (1.787). In addition, for the fourth item it was agreed that their corporation, forecasted human resource requirements are determined by external elements which is also confirmed by the mean score of (X)3.64 and SD (1.747) which indicates correlation or positive relationship of the variable.

Analysis of Corporate Resilience

In order to ascertain the responses on corporate resilience, the measures, namely; Adaptability, Dynamic Capability and Situational Awareness were measured on a set of multi-item instruments with 4 indicators each, all scaled on a five points Likert scale and are as presented.

Table 4: Response Rates and Descriptive Statistics for Adaptability

S/N	Adaptability Items	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std.
1.	In the oil and gas sector, my corporation reacts aptly when major changes occur.	3	6	4	5	27	4.04	1.364
2.	My corporation is able to recover swiftly after a crisis or difficulty or impediment.	4	6	4	5	26	3.96	1.429
3.	My corporation reacts swiftly to threats from rivals.	6	4	4	5	26	3.91	1.505
4.	My corporation innovatively seeks ways to be economical so as save revenue.	10	2	-	3	30	3.91	1.703

Source: SPSS Output, 2022

Table 4 shows the descriptive statistics for Adaptability 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 reacts aptly when major changes occur. This is accounted for by the mean score (X) 4.40 and SD (1.364). Similarly, it was agreed that their corporation is able to recover swiftly after a crisis or difficulty or impediment. This is also confirmed by the mean score (X) 3.96 and SD (1.429). More so, the third item got similar approval as respondents agreed that their corporation reacts swiftly to threats from rivals. The mean score (X) 3.91 and SD (1.505) also speaks volume of this status. In addition, for the fourth item it was agreed that their corporation innovatively seeks ways to be economical so as save revenue. This is also confirmed by the mean score (X) 3.91 and SD (1.703).

Table 5: 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.
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 5 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). See appendix C.

Interrelationship betwixt Demand Forecast and Conglomerate Resilience.

The below table (Table 3) depicts the outcome of the interrelationship gotten for human resource demand forecast and corporate resilience. The Table 3 also depicts the p-values (significance test) that made it possible for the research questions drawn up to be easily answered and findings gotten to be generalized as pertaining to the population of the study.

<https://doi.org/10.53819/81018102t2278>

Table 6: Interrelationship Table for Personnel Demand Forecast and Conglomerate Resilience Measures

		Human Resource Demand Forecast	Adaptability	Dynamic Capability	
Spearman's rho	Human Resource Demand Forecast	Correlation Coefficient	1.000	.679**	.413*
		Sig. (2-tailed)	.	.000	.000
		N	45	45	45
	Adaptability	Correlation Coefficient	.679**	1.000	.493
		Sig. (2-tailed)	.000	.	.051
		N	45	45	45
	Dynamic Capability	Correlation Coefficient	.413*	.293	1.000
		Sig. (2-tailed)	.000	.001	.
		N	45	45	45

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

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

Research Question 1

What’s the interrelationship betwixt personnel demand forecasting on adaptability of international oil refining industry in West Africa, Nigeria.?

Interrelationship coefficient (rho) outcome in the table (Table 2) was utilized to respond to the study inquiry 1. The interrelationship coefficients (rho) indicate a strong and positive interrelationship betwixt personnel demand forecasting on adaptability. The trajectory as well as influence of the interrelationship is represented by rho-value of 0.679. For that reason, interrelationship betwixt personnel demand forecasting on adaptability is strong indicative of a strong and positive interrelationship.

Ho1: There’s no substantial interrelationship betwixt personnel demand forecasting on adaptability of international oil refining industry in West Africa, Nigeria.

The interrelationship measure (rho) ($r = 0.679$, $p = 0.000 < 0.05$) represents a strong interrelationship indicating substantial and positive relationship. Besides, the value for p which is (0.000) is below the substantial degree of (0.05), thus we propound and predict the rejection of the void hypothesized statement and embrace the alternative that asserts there is a positive and

<https://doi.org/10.53819/81018102t2278>

substantial interrelationship betwixt personnel demand forecasting on adaptability of international oil refining industry in West Africa, Nigeria.

Research Question 2

What's the interrelationship betwixt personnel demand forecasting on dynamic capabilities of international oil refining industry in West Africa, Nigeria.?

Interrelationship coefficient (ρ) outcome in the table (Table 2) is adopted to respond to the study question 2. Interrelationship coefficients (ρ) reveals a very strong and positive interrelationship betwixt personnel demand forecasting on dynamic capabilities. The trajectory and influence of this interrelationship is represented by ρ -value of 0.413. For that reason, the interrelationship betwixt personnel demand forecasting on dynamic capabilities is moderate indicative of a moderate positive and substantial interrelationship.

Ho₂: There's no substantial interrelationship betwixt personnel demand forecasting on dynamic capability of international oil refining industry in West Africa, Nigeria.

The interrelationship measure (ρ) outcomes in Table 2 indicate a moderate positive interrelationship betwixt personnel demand forecasting on revamped resources (0.413) that is significant at confidence level of 5%. Because positive value of ρ , the direction of both variables is said to be the same. In similar way, the value of p is 0.000 which is below the significance level of (0.05), that is substantial at 5% assuredness level. Besides, the value for p which is (0.000) is below the substantial degree of (0.05), thus we propound and predict the rejection of the hypothesized statement that asserts there is a significant interrelationship betwixt personnel demand forecasting on revamped resources of international oil refining industry in West Africa, Nigeria.

DISCUSSION OF FINDINGS

The study carried out by Karia, Omari, Mwannaong and Ondieki (2016) in the United Republic of Tanzania researched the task of planning the human resource on proficiency of urban aqua facilities and found that work force planning contributes crucially and significantly on the proficiency of the urban aqua facilities in Tanzania and so to improve the employees proficiency which will boost the proficiency of the urban aqua facilities in Tanzania, mangers need to partake more in workforce planning.

Okafor, Okonkwo and Essell (2022) researched on the impact of staff planning on conglomerate proficiency studying the brewery sector in the South-Eastern part of Nigeria. Significant findings revealed that staff planning in the sector of predicting to envisage the number of personnel and competence level has a positive and critical impact on conglomerate proficiency. The study finally surmised that personnel planning is very crucial for appropriate proficiency in the brewery sector. The research advocated and suggested to mention but a few, that the problem of personnel planning

<https://doi.org/10.53819/81018102t2278>

ought to be taken seriously in the company taken into account the urgency, exigency and criticalness of planning in an organization.

5.0 Conclusion and Recommendations

This research came to the conclusion that human resource demand forecasting unmitigatedly enhances corporate resilience of intranational gas refining conglomerate in Nigeria. Human resource demand forecasting enhances conglomerate adaptability and flexibility of international oil refining industry in West Africa, Nigeria. The aim of demand forecast is to ensure that the conglomerate procures qualified personnel at the appropriate time to fill the appropriate position existing in the organization (Armstrong & Taylor, 2020).

To become resilient, it is proposed that the personnel top executives in the international gas refining conglomerates in Nigeria ought to engage as well as partake more in human resource demand forecasting, as this is to enable and aid, boost and shore up organizational dexterity. For a corporation to sustain itself, continue to be in business, perform better and survive, it first of all has to be resilient.

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