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ABSTRACT

This study examined the relationship between training and organizational sustainability of Oil and Gas Companies in Rivers State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self- administered questionnaire. The population of the study was 140 management staff of 5 Oil and Gas Companies in Rivers State. The sample size was 103 determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The study findings revealed that there is a significant correlation between training and organizational sustainability of Oil and Gas Companies in Rivers State. The study recommends that management of Oil and Gas Companies should identify the training needs of each employee then programs should be developed that are best suited to their needs. The trainer should clearly identify areas to train the employees.

Keywords: *Training, Organizational Sustainability, Financial Sustainability, Environmental Sustainability and Institutional Sustainability*

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INTRODUCTION

Organizational sustainability is a basic challenge confronting organizations in developing countries like Nigeria. The ability to provide affordable food, clean and portable water for the populace, electricity and shelter, road networks, security for present and future generation, and education for the citizens as well as creating rewarding working opportunities for present and next generations is a task that organizations and countries cannot do without (Iganigan & Unemhilin, 2011). Human capital development practices and processes face several problems that inhibit their effectiveness for organizational growth and sustainability. First, the inability of Human Resource Managers to properly identify and determine training and development needs is a serious human capital development problem as it not only leads to under development of employees but also under-selection of employees for training. Second, poor assessment of training and development needs often lead to poorly designed and packaged training and development programmes or syllabus. Third, the use of incompetent trainers to help in the development of employees also undermines the efforts of management to have well-trained human resources in the organization. Fourth, lack of or inadequate training and development facilities as well as management commitment also pose a threat to human capital development. Fifth, irregular and poor implementation of training and development programmes for human capital also affect growth and sustainability.

The importance of human resources to any business organization has long been realized and stressed. This realization of the value of human resources led to the proposal by experts that they should be classified as "assets", hence the term "human capital" (Anderson, 2005). To get the best out of the human resources in an organization, there must be substantial and meaningful investment in them. Organizational objectives such as profit maximization, large market share, and fulfilling social responsibility cannot be achieved without an efficient work-force. Therefore, human capital development is essential for sustainability and growth of an organization. It is thus being realized now that the forces that give life to an organization are the human energy and creativity operating therein (Onodugo, 2000). Thus, no matter how good and sophisticated capital and technology may be, it is of little relevance to the organization's goal when managed and operated by underdeveloped human resources. They do not only lack capacity but also the motivation to use other resources efficiently towards the organizational ends (Ugbaja, 2005).

In order to be competitive and keep afloat, human capital development should be on a continuous basis. In other words, employees should be trained and re-trained continuously and adequately motivated in order to stimulate high performance as this is one sure way to make the business profitable, growing and self-sustaining (Ajunwa, 2005). As has been observed and stressed in the financial sector, the ever-improving information and communication technology and demands of stakeholders have engendered keen competition, thus giving rise to the need for well trained and retrained human capital. With the continuous improvement in human capital in response to the changing business environment, over time this will lead to growth and sustainability. Thus, the critical success factor of business organization is to have a pro-active human capital which can anticipate the future and adjust in advance to ensure continuous high performance which would ultimately lead to growth and sustainability. The onus therefore lies with management to put in place an appropriate and efficient mechanism for human capital development (Osemene, 2007).

Employees are progressively requesting change, general adaptability and assortment in their work recommending that with the de-laying of association and strengthening of individual representatives, the future for the association and the individual is not arranged in advancement to effectively more elevated amounts of administration, however rather in building up the estimation of individual as human capital (Aarti, Seem, Bhawna & Jyoti, 2013). The estimation of human capital is expanded by purchase of higher execution plausible, for example, assignments, and capacities, information, abilities, and gifts individual characteristics.

Training can be defined as a systematic process of acquiring knowledge, skills, abilities, and the right attitudes and behaviours to meet job requirements (Gomez-Mejia, 2007). Training has been reckoned to help employees do their current jobs or help meet current performance requirements, by focusing on specific skills required for the current need. However, its benefits may extend throughout a person's career and help develop that person for future responsibilities. Current educational systems do not necessarily impart specific knowledge for specific job positions in organizations. As a result of this the labour force comprises few people with the right skills, knowledge and competencies needed for positions in the job market. There is therefore the need for extensive external training for human resources to be able to improve and also contribute to the productivity of organizations.

Training is necessary to ensure an adequate supply of staff that is technically and socially competent and capable of career development geared towards helping organizations realize their vision. In the contemporary dynamic corporate world, employees are increasingly required to keep up to the upcoming changes. Training is important for employees' development as it enables them achieve self-fulfilling skills and abilities, reduce operational costs, limits organizational liabilities (Donald ,2009).Properly trained employees are highly motivated and have more sense of responsibility hence requiring less supervision which in-turn increases the organization's ability in attaining its mission. The study examined the relationship between training organizational sustainability of Oil and Gas Companies in Rivers State.

This study was guided by the following research questions:

- What is the relationship between training and financial sustainability of Oil and Gas Companies in Rivers State?
- To what extent does training and environmental sustainability of Oil and Gas Companies in Rivers State?
- To what extent does training and institutional sustainability of Oil and Gas Companies in Rivers State?

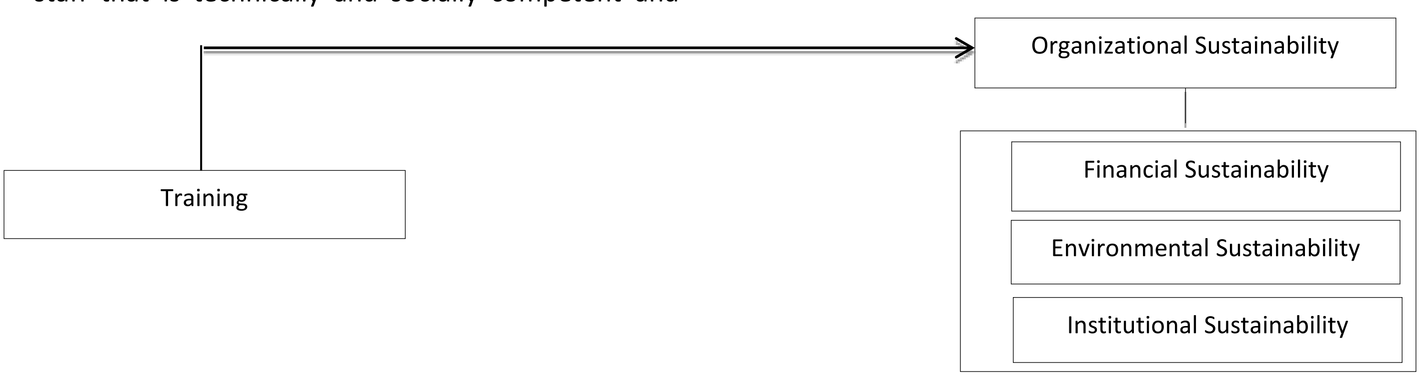

Figure 1: Conceptual Framework for the relationship between training and organizational sustainability

Source: Author's Desk Research, 2019

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LITERATURE REVIEW

Human Capital Theory

Human-capital theory is a modern extension of Adam Smith's explanation of wage differentials by the so-called net (dis)advantages between different employments (Fitzsimons, 1999). Schultz (1961) recognized the human capital as one of important factors for a national economic growth in the modern economy. Frank &Bemanke (2007) define that human capital is 'an amalgam of factors such as education, experience, training, intelligence, energy, work habits, trustworthiness, and initiative that affect the value of a worker's marginal product'. The costs of learning the job are a very important component of net advantage and have led economists to claim that, other things being equal, personal incomes vary according to the amount of investment in human capital; that is, the education and training undertaken by individuals or groups of workers. A further expectation is that widespread investment in human capital creates in the labour-force the skill-base indispensable for economic growth.

Training is the component of human capital that workers acquire after schooling, often associated with some set of skills useful for a particular industry, or useful with a particular set of technologies. There is a widespread belief that learning is the core factor to increase the human capital. In other words, learning is an important component to obtain much knowledge and skills through lots of acquisition ways including relationship between the individual and the others (Sleezer, Conti & Nolan, 2003). At some level, training is very similar to schooling in that the worker, at least to some degree, controls how much to invest. But it is also much more complex, since it is difficult for a worker to make training investments by himself. The firm also needs to invest in the training of the workers, and often ends up bearing a large fraction of the costs of these training investments. The role of the firm is even greater once we take into account that training has a significant "matching" component in the sense that it is most useful for the worker to invest in a set of specific technologies that the firm will be using in the future. So training is often a joint investment by firms and workers.

Critics of the human-capital theory however point to the difficulty of measuring key concepts, including future income and the central idea of human capital itself. Not all investments in education guarantee an advance in productivity as judged by employers or the market. In particular, there is the problem of measuring both worker productivity and the future income attached to career openings, except in near-tautological fashion by reference to actual earnings differences which the theory purports to explain. Empirical studies have suggested that, though some of the observed variation in earnings is likely to be due to skills learned, the proportion of unexplained variance is still high, and must be an attribute of the imperfect structure and functioning of the labour-market, rather than of the productivities of the individuals constituting the labour supply.

Training

Okuwa, Nwuche &Anyanwu, (2016) refers to training as teaching and learning given to employees which enables them acquire knowledge, skills and abilities required for a particular job. Training plays a complementary role in accelerating learning (Reynolds, 2004). It is the impartation of knowledge, skills and abilities to employees for better performance. Flippo (1971), Opines that organizations should ensure that, their employees are trained irrespective of their qualification and skills. This is so that organizations will increase productivity, gain competitive advantage and survive in turbulent times.

McGehee and Thayer(1961) see training as the formal procedures which an Organization use to facilitate employees' learning so that their resultant behavior contributes to the attainment of the organizations as well as the individuals goals and objectives. Training has been an important variable in increasing organizational productivity. Many researchers showed training is a fundamental and effectual instrument in successful accomplishment. Jones George and Hill (2000) believe that training primarily focuses on teaching organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers. Organizational growth on the other hand focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges.

Organizational Sustainability

The concept of sustainability originated from the 1987 report of the World Environmental and Development Commission, popularly known as the Brundtland Commission, named after its chairperson, Gro Harlem Brundtland, who happened to be the Norwegian Prime Minister then (Nkamnebe &Nwankwo, 2010). The concept has evolved over the last few decades, from being mere regulatory necessity. It has grown to prominence in strategic management and decision making today, especially in the manufacturing sector (Anderson, 2005). Sustainable manufacturing requires manufacturing firms to put into consideration long term economic, environmental, and social effects when formulating the production and other policies (Setia & Soni, 2013). Manufacturing firms should implement effective sustainability practices, this can drive competitive advantage for an organization and power it towards a more innovative, sustainable and green future. The concept of organizational sustainability has gradually become an important rating factor, driver of growth, profitability, value creation, social relationship builder, a survival tool, for organizations around the world. Sustainability-led manufacturing enables manufacturing organizations to differentiate their products and services in a crowded marketplace (Setia & Soni, 2013).

Measures of Organizational Sustainability

Economic Sustainability

Economic sustainability has great implications for manufacturing firms, as submitted by Hami, Muhamad and Ebrahim (2015). The emergence of sustainable manufacturing concept shows a rising change in corporate world policies, this has ensured that manufacturing firms had to re-strategized and formulate policies that are in tandem with the global thinking of sustainable manufacturing. The current conditions and continuous awareness been created about sustainable manufacturing, has shown that any firm that hope to remain economically relevant, need to reconsider its production policies by inculcating sustainable manufacturing practices into their policies.

Khan, Dewan and Chowdhurry (2014) concluded that economic sustainability consists of several aspects including “employment, sales growth, income stability, profitability and return on investment”. While in an earlier research, Doane and MacGilivray (2001) submitted that economic sustainability is “the most elusive component of the triple bottom line approach which includes the economic, social and environmental sustainability”. Economic sustainability is defined as "the degree to which a company actively and constructively use its resources to support the social and economic development of communities, through direct investments of cash, in-kind support or staff time, or through company policies that generate community capital, such as local sourcing, hiring, partnerships and education (Buried Treasure, Sustainability, 2001).

Environmental Sustainability

Kamara, Coff and Wynne (2006) opine that the concept of environmental sustainability can be traced as far back as the thirteenth century, however it has re-surfaced in management and environmental literature starting 1970’s and since then it has drawn wide spread attention from several scholars with diverse opinion but all agreeing on its importance to the maintenance of the eco-system. Pathak (2015) noted that the industrial revolution witnessed in Europe in the last century has “transformed society and its interaction with the environment, increasing the use of natural resources and the pace of development of new products and processes”. The continuous exploitative nature of humans through production activities have left the natural environment depleted.

Roper (2012) stressed that weak sustainability prioritizes economic development, while strong sustainability subordinates economies to the natural environment and society, acknowledging ecological limits to growth. Similarly, Khan, Dewan and Chowdhurry (2014) submitted that natural environment sustainability covers a wide range of indicators and that all firms contribute to the degradation of the environment through factors such as water and energy use, waste and emissions, waste management, space management and hygiene factors. There are several definitions of environmental sustainability; Goodland (1995) defined environmental sustainability as “the maintenance of natural capital, arguing that environmental seeks to improve human welfare by preserving the sources of raw materials used for human needs and ensuring that the sinks for human waste are not exceeded in order to prevent harm to humans.

Institutional Sustainability

According to Joseph (2002) a sustainable organization has a mission. A mission statement provides a succinct definition of why the organization exists and what it hopes to achieve. Based on that mission, a sustainable organization has a process in place to develop strategic plans that define how the organization will carry out its mission over a set period of time, such as three, four or five years. Strategic plans usually define a set of goals and objectives that concretize the results that the organization expects to achieve by the end of the planning period. Even better, many strategic plans generally define annual sets of goals and objectives that lead logically to the achievement of those of the strategic plan. The plans also generally define the activities they will carry out to reach them from year to year, the resources (human, financial) they will need to do so and how the organization plans to acquire those resources. Again, a strategic planning process enables an organization to see around corners in general terms. It provides a pathway, alterable whenever it appears necessary, a fluid instrument for pro-activity.

An annual planning process is another characteristic of a sustainable organization. Annual plans are based on the strategic plan and are precise definitions of the annual goals and objectives (what the goals/objectives are in terms of what your desired end result is, how you know you are making progress toward it and how you know when you have reached it) and the activities you plan to carry out to reach them. An annual plan also defines the resources needed to carry out the activities in specific terms and how these resources will be obtained. Consequently, a sustainable organization produces both an annual plan and annual budget. Note that sustainability depends more on process than plan. Sustainable organizations are proactive, but simultaneously flexible.

Relationship between Training and Organizational Sustainability

With increasingly globalization, training is a necessity for industrial productivity has continually attracted both academic and public interests even the Oil and Gas sector. Training is widely acknowledged as an agent of national development. Providing education or training to people is one of the major ways of improving the quality of human resources as no nation can survive with unseasoned workforce. Training is crucial as humans are the ultimate capital that propels productivity. Humans beings are the most important and promising source of growth in productivity. Equipment and technology are products of human minds and can only be made productive by humans. The success of any productive program and project depends on human innovative ideas and creativity. Human capital refers to the education, skill levels, and problem-solving abilities that will enable an individual to be productive. Human capital, in general, and education, in particular, helps people to perceive, evaluate and implement new production techniques and inputs (Cosar, 2011). Thus, training refers to the process of acquiring and increasing the number of persons who have the education, skills, and problem-solving abilities which are critical for industries' performance and the economic growth of the country.

In Nigeria, this can be achieved through the increase in Local Content which is the value added or created in the Nigerian economy through the utilization of Nigerian human and material resources for the provision of goods and services. The absence of Training has being the major problem of the nation's Oil and Gas sector according to Ihua (2010) who articulated that the Nigerian petroleum industry lacks adequate locally trained experts and skilled manpower leading to under usage of resources. Based on the results obtained by Ekanem (2017), it is concluded that the dimensions of Training have significant impact on the sustainability of Oil and gas firms, especially those located within the Port Harcourt metropolis and also Training has a positive significant relationship with economic and environmental sustainability of the Oil and Gas firms in Rivers State.

From the foregoing discussion, the following hypotheses were stat

Ho_1: There is no significant relationship between training and financial sustainability of organizational sustainability in Oil and Gas Companies in Rivers State.

Ho_2: There is no significant relationship between training and environmental sustainability of organizational sustainability in Oil and Gas Companies in Rivers State.

Ho_3: There is no significant relationship between training and institutional sustainability of organizational sustainability in Oil and Gas Companies in Rivers State.

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self- administered questionnaire. The population of the study was 140 management staff of 5 Oil and Gas Companies in Rivers State. The sample size of 103 was determined using the Taro Yamane's formula for sample size determination. After data cleaning, only data for 88 respondents were finally used for data analysis. The reliability of the instrument was achieved using the Cronbach's Alpha Coefficient. The hypotheses were tested using the Spearman Rank order Correlation with the aid of the Statistical Package for the Social Sciences version 23.0.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p > 0.05$) or rejecting the null hypothesis in ($p < 0.05$).

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Table 1: Correlation for Training and Organizational Sustainability

			Training	Financial Sustainability	Environmental Sustainability	Institutional Sustainability
Spearman's rho	Training	Correlation Coefficient	1.000	.705**	.831**	.667**
		Sig. (2-tailed)	.	.000	.000	.000
		N	88	88	88	88
	Financial Sustainability	Correlation Coefficient	.705**	1.000	.935**	.937**
		Sig. (2-tailed)	.000	.	.000	.000
		N	88	88	88	88
	Environmental Sustainability	Correlation Coefficient	.831**	.935**	1.000	.824**
		Sig. (2-tailed)	.000	.000	.	.000
		N	88	88	88	88
	Institutional Sustainability	Correlation Coefficient	.667**	.937**	.824**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	88	88	88	88

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

Source: Research Data , 2019 (SPSS output, version 23.0)

Table 1 illustrated the test for the three previously postulated bivariate hypothetical statements.

Ho$_1$: There is no significant relationship between training and financial sustainability of organizational sustainability in Oil and Gas Companies in Rivers State.

From the result in the table above, the correlation coefficient (rho) showed that there is a significant and positive between training and financial sustainability. The correlation coefficient 0.705 confirmed the magnitude and strength of this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between training and financial sustainability of organizational sustainability in Oil and Gas Companies in Rivers State.

Ho$_2$: There is no significant relationship between training and environmental sustainability of organizational sustainability in Oil and Gas Companies in Rivers State.

From the result in the table above, the correlation coefficient (rho) showed that there is a significant and positive training and environmental sustainability. The correlation coefficient of 0.831 confirmed the magnitude and strength of this relationship and it is significant at p 0.000<0.01. The correlation coefficient represented a very strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between training and environmental sustainability of organizational sustainability in Oil and Gas Companies in Rivers State.

Ho$_3$: There is no significant relationship between training and institutional sustainability of organizational sustainability in Oil and Gas Companies in Rivers State.

From the result in the table above, the correlation coefficient (rho) shows that there is a significant and positive training and institutional sustainability. The *correlation* coefficient of 0.667 confirms the magnitude and strength of this relationship and it is significant at p 0.000<0.01. The correlation coefficient represents a strong relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between training and institutional sustainability of organizational sustainability in Oil and Gas Companies in Rivers State.

DISCUSSION OF FINDINGS

The first, second and third hypotheses sought to examine the relationship between training and organizational sustainability. Hence it was hypothesized that there is no significant relationship between training and organizational sustainability. These hypotheses were tested using the Spearman rank order correlation technique. The study findings revealed a positive significant relationship between training and organizational sustainability in the sample of Oil and Gas Companies in Rivers State. This finding is in line with the views of Okuwa, Nwuche & Anyanwu, (2016) who refers to training as teaching and learning given to employees which enables them acquire knowledge, skills and abilities required for a particular job. Training plays a complementary role in accelerating learning. For Reynolds, (2004) it is the impartation of knowledge, skills and abilities to employees for better performance. Flippo (1971), Opines that organizations should ensure that, their employees are trained irrespective of their qualification and skills. This is so that organizations will increase productivity, gain competitive advantage and survive in turbulent times.

Similarly, McGehee and Thayer (1961) see training as the formal procedures which an Organization use to facilitate employees' learning so that their resultant behavior contributes to the attainment of the organizations as well as the individuals goals and objectives. Training has been an important variable in increasing organizational productivity. Many researchers showed training is a fundamental and effectual instrument in successful accomplishment. Jones, George and Hill (2000) believe that training primarily focuses on teaching organizational members how to perform their current jobs and helping them acquire the knowledge and skills they need to be effective performers. Organizational growth on the other hand focuses on building the knowledge and skills of organizational members so that they will be prepared to take on new responsibilities and challenges.

CONCLUSION AND RECOMMENDATION

This study examined the relationship between training and organizational sustainability of Oil and Gas Companies in Rivers State. Based on results and the findings of the present study, the study concluded that training increases as financial sustainability, environmental sustainability and institutional sustainability also increases among employees of Oil and Gas Companies in Rivers State.

The study recommends that management of Oil and Gas Companies should identify the training needs of each employee then programs should be developed that are best suited to their needs. The trainer should clearly identify areas to train the employees.

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