

Human Resource Outsourcing And Organizational Resilience Of Oil And Gas Firms In Port Harcourt

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Abstract: *This research looks at how outsourcing human resources, especially hiring and training, affects the resilience of oil and gas companies in Port Harcourt, Nigeria. The study uses a quantitative method with a full enumeration survey of 379 contract personnel, of which 340 valid replies were examined. It is based on the Resource-Based View (RBV), Dynamic Capabilities Theory, and Human Capital Theory. Spearman's Rank Order and Pearson correlation analyses show that there is a strong, positive, and statistically significant link between recruitment outsourcing and organizational resilience ($r = 0.807$, $p < 0.01$). There is also a moderate, positive, and statistically significant link between training outsourcing and organizational resilience ($r = 0.677$, $p < 0.01$). These results show that outsourcing recruiting makes companies more adaptable by speeding up the process of finding suitable workers. At the same time, outsourcing training makes the workforce more flexible by helping workers learn specific skills. But there are worries about things like cultural differences, losing internal skills, and relying too much on outside providers. The report suggests using hybrid outsourcing tactics that mix outside experts with within control to make sure that strategy alignment and operational effectiveness are as high as they can be. These discoveries have important implications for how to establish resilience in unstable business contexts, especially in Nigeria's oil and gas industry.*

Keywords: Human Resource Outsourcing, Recruitment Outsourcing, Training Outsourcing, Organizational Resilience.

Introduction

Employees in the oil and gas business have long had to deal with the casualization and resulting deterioration of the workforce (Simeon & Daniel, 2018). This has caused some workers to stop being committed to their occupations, which means they just do the bare minimum (Aye, 2017; Simeon & Daniel, 2018). Interestingly, employee engagement can lead to better performance, lower turnover, happier customers, higher morale among employees, a stronger company culture, more innovation, less burnout, and a stronger employer brand (Tyagi & Pandita, 2022). When workers are engaged, they are more devoted, efficient, and involved in their work, which makes customers happier. Employees that are motivated are more inclined to support their company, which improves the company's culture and builds a good employer brand (Krause, 2023). A lack of employee engagement and participation costs the globe \$8.8 trillion in productivity, which is 9% of global GDP. Care, connect, coach, contribute, and celebrate are the five main ideas behind getting employees involved (Catlette & Hadden, 2012; Tyagi & Pandita, 2022; Krause, 2023).

These are fundamental professional traits that HR managers should have, particularly when they are hired. Outsourcing HR can cut costs by lowering the number of employees and related costs, boost efficiency by streamlining processes and integrating technology, give you access to specialized HR knowledge, make sure you follow legal and regulatory standards, let your in-house HR staff focus on their main business functions, improve the experience and quality of work for employees, and make growth easier by allowing effective scaling. This strategic endeavor is important for businesses, even if they don't have an HR department. The human resource outsourcing sector is expected to grow to more than \$31 billion by 2030 since HR departments are getting more and more work. Gartner says that 51% of chief human resource officers (CHROs) have seen more requests for help from their teams, and 45% are having a hard time handling all of the demands. There are several benefits to outsourcing HR services, such as getting access to top-notch knowledge and saving a lot of money. The 10 main advantages of outsourcing HR operations include better HR knowledge, better compliance, less risk, lower costs for HR, better efficiency, and better hiring and keeping of top personnel. HR outsourcing choices also make HR technology better, so companies may manage HR tech for them, such as setting it up, keeping it up to date, and running it every day. HRO solutions help small and medium-sized businesses (SMBs) get their employees more involved by giving them the tools they need to do so. HR outsourcing gives companies more freedom since it offers customized HR services that meet the needs of their unique sector, market, and workforce. Working with an HRO lets business executives focus on big-picture goals including managing benefits for Fortune 500 companies, making things easier for employers, lowering employment risks, and finding and maintaining top personnel (Cantu et al., 2021).

Most of the research on Human Resource Outsourcing (HRO) has been done in developed countries. There hasn't been as much research on how it affects employee engagement in developing countries like Nigeria. The focus is largely on cutting costs, but not much study has looked at how this affects things other than money, such employee engagement and the psychological contract between workers and employers. There isn't much real-world evidence regarding several aspects of High-Reliability Organizations

(HRO) and how they affect employee engagement outcomes, such hiring, training, and outsourcing pay. There isn't enough research on the psychological and social effects of High-Reliability Organizations (HRO) in high-risk fields, and there aren't many studies that look at the link between HRO, employee engagement, and performance outcomes in oil services firms (Cantu et al., 2021). Also, there is a lack of understanding of the cultural and political factors that influence HRO and participation, as Nigeria's culture and politics have a big effect on how employees think. There isn't much quantitative research that tries to find causal linkages between high-reliability organization practices and employee engagement.

Statement of the Problem

There are a variety of problems with employee involvement in oil services companies in Rivers State that might hurt the company's performance, the employees' health, and the safety of operations. Employees who aren't engaged are less likely to do a good job, which leads to lower productivity and higher operational costs. In an industry where costs are important, this might hurt the company's ability to compete. Disengaged workers are also more likely to leave their jobs, which leads to higher turnover rates. High turnover rates make hiring, training, and onboarding more expensive, break up work continuity, and lower institutional knowledge, which makes teams less cohesive and less efficient. For safety standards to stay high in high-risk fields like oil and gas services, employees must be involved. Employees who aren't interested in their work are less likely to follow safety rules, best practices, or respond swiftly when they see a prospective danger. This makes accidents more likely. This might cause serious injuries, legal problems, and damage to the company's image. Workers who aren't engaged also have to cope with bad job quality. People that are engaged at work like what they do and work hard to meet high standards. On the other side, people who are not engaged may not care about quality, which may lead to poor performance in crucial areas like maintaining and repairing equipment and doing technical work. Another problem is that people aren't creative or take the lead. When employees are involved, they are more likely to come up with creative solutions to problems and take the initiative. When employees are not engaged, however, they are less likely to do these things, which leads to stagnation. This lack of fresh ideas might make it hard for oil service firms to keep up with new technology or market trends, which would make it hard for them to stay competitive.

Research Hypotheses

The following hypotheses were formulated for the study and stated in a null form:

H₀₁ There is no significant relationship between recruitment outsourcing and resilience in oil servicing firms in Rivers State, Nigeria.

H₀₂ There is no significant relationship between training outsourcing and resilience in oil servicing firms in Rivers State, Nigeria.

Conceptual Framework

Research model showing the interrelationship between the variables of the study and their proxies

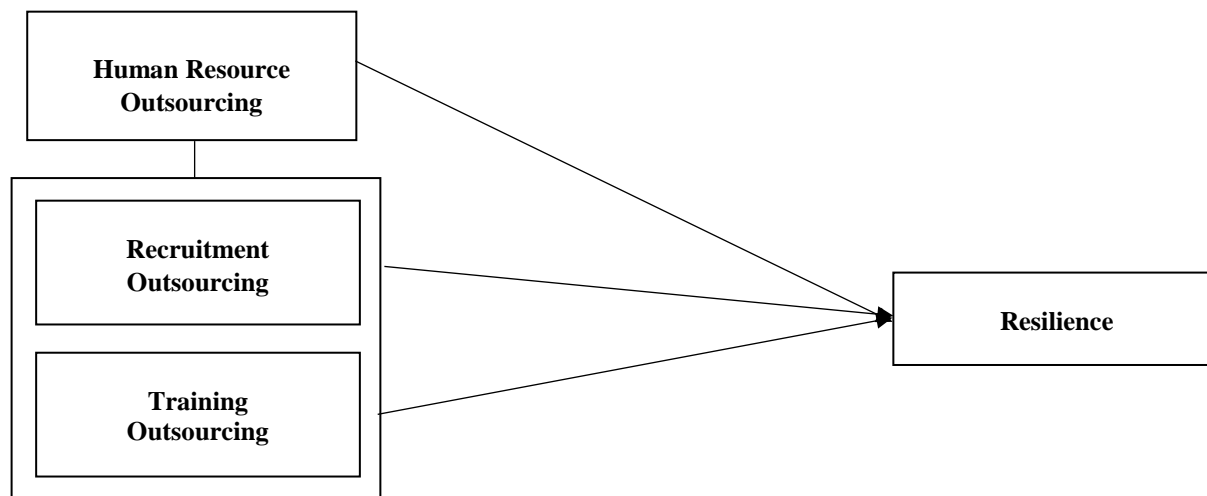


Fig. 1.1: Operational Framework of the interrelationship between human resource outsourcing and resilience.

Human Resources Outsourcing

"Human resources" (Masawanga, 2015) are the skills and energy of the people who work for an organization that might help it achieve its purpose, vision, strategy, and objectives. According to Gaafar (2012), the human resources (HR) department is in charge of recruiting, supervising, and offering advice to workers. Naukrihub (2012) says that a company's most important asset is its people. It is in charge of all the choices made, the labor done, and the outcomes. Outsourcing is when you hire someone else to do a task that your own people and resources usually do (Armstrong and Taylor, 2020). Outsourcing is contracting an outside, independent organization to do a certain organizational function or activity instead of doing it yourself (Page et al., 2010). This may be done whether or not these duties have been done internally before. Montczka et al. (2015) say that outsourcing is the planned integration and coordination of common goods, materials, processes, designs, technologies, and supplies across engineering, buying, and operational locations throughout the world. Outsourcing lets firms focus on their own core strengths by reallocating limited resources to improve their main product or service (Lee & Kim, 2010). It also lets organizations engage outside suppliers to conduct service tasks that were traditionally done in-house in a smart way (Bustinza, et al. 2010). Dinu (2015) says that outsourcing is the way that managers have procedures done by outside vendors and then give them to those suppliers. Managers may save money, focus on their core talents, and get a competitive advantage by outsourcing (Mboga, 2015).

Outsourcing is when a company gives some or all of its functions, such as decision-making power, business processes, internal operations, and services, to outside vendors. These vendors then design, oversee, and manage these activities according to the terms of the contract, which includes deliverables, performance standards, and outputs (Ruthankoon & Ogunlana, 2003). According to Parry and Roehrich (2009), "outsourcing" is giving an outside company the right to do some of a company's internal work and procedures under a contract. In other words, the business process is carried out by an outside party under a contract instead of by employees of the company itself. Brown and Wilson (2005) say that outsourcing is the act of getting services from people or companies outside of your own. Outsourcing, which originates from the term "outsource," meaning "external source," involves getting goods or services that were previously provided in the country (Elmuti & Kathawala, 2000). Outsourcing may help organizations' concentrated efforts on their core skills, intermediate and long-term goals, and chances for diversification (Linder, Cole & Jacobson, 2002).

Franceschini and Galetto (2003) say that the outsourced and the outsourcer are the two key people involved in outsourcing. The consumer, or outsourced, sends his work to someone else, while the business, or outsourcer, does the work for the customer. When two companies work together on outsourcing, the interface of an organization is considered as the owner of the process. Outsourcing human resources offers organizations a competitive advantage since outside suppliers can make and/or deliver goods and/or services more quickly and effectively (Yang, Seongcheol, Changi & Ja-Won, 2007). Adler (2003) says that human resource outsourcing is hiring outside suppliers or service providers to do all or part of the human resource function. Human resource outsourcing (HRO) is when a third-party provider gets HR services (CIPD, 2009). "Human resource outsourcing" (HRO) is a kind of business-measure subcontracting that is supposed to include all HR-related operations, from recruiting to paying for benefits and other incentives (Damian-Onyia, 2022). Shelgren (2004) says that outsourcing the HR function may help organizations plan their HR-related activities since providers are paid on a monthly or yearly basis. HR outsourcing may help firms become more strategic and proactive without having to hire new workers or buy new technology. This lets them focus on their core capabilities to enhance production (Lau & Zhang, 2006; King, 2007). HR outsourcing offers organizations access to specialized knowledge, skills, economies of scale, and affordable costs. It also helps managers get ahead of the competition (Patil & Patil, 2014).

Banham (2011) says that HRO has become a popular way for businesses to make money while cutting costs. The process of transferring distinct HR activities and responsibilities to outside service providers is known as outsourcing human resources. It comprises working together with professional HR outsourcing businesses or contractors to handle certain HR operations or the HR department as a whole on an organization's behalf (Matolo & Iravo, 2018). In fact, many companies outsource some or all of their HR tasks since they can't employ individuals full-time or part-time for every component of the organization (Greer, Youngblood, & Grey, 1999). According to Irefin et al. (2012), outsourcing human resource management is hiring outside people to execute functions that would normally be done by employees. The Society for Human Resource administration (2009) says that HRM outsourcing is "a contractual arrangement in which an employer transfers management and responsibility for specific HR, benefit, or training-related functions or services to an external third party provider." Butler and Callahan (2014) say that HR outsourcing is when a firm hires someone else to do its HR work so that it may concentrate on what it does best. According to Žitkienė and Blusytė (2015), managers use HRO as a way to manage the outsourcing of HR tasks to outside contractors. Sigamani and Malhotra (2013) say that managers may transform an organization's structure, design, and strategic plan by outsourcing human resources. This is very important for reaching the organization's aim and vision. According to Abdul-Halim et al. (2014), managers need to understand and manage outsourcing relationships well in order to get good HRO results. Adler (2003) and Khanna & New (2005) say that outsourcing may provide the HR department new opportunities if it is done to get new technologies.

Many people describe it an organization buying ongoing HR services from a third party instead of doing them itself (Tian, 2007). By using well-managed outsourcing, a company may do better in business and make some money (Weigelt & Sarkar, 2012). The HR method saves HR costs by developing a broad variety of skills, making the organization more adaptable, and distributing and

sharing risks to improve its reputation (Cicek & Ozer, 2011). AL-Khachroum and Kennawi (2010) say that HRM outsourcing is when an outside party provides people and resources connected to human resources under a contract management. Outsourcing human resources is seen as one of the finest ways to employ company resources, not only as a method to save money and fire people (Davidson, 2005). Siew-Chen and Seow-Voon (2016) say that managers use HRO to get advantages depending on resources and costs.

Human resource outsourcing is when a corporation hires an outside administrator to do some of its HRM work or tasks (Reed, 2001). Stasiulytė (2011) says that outsourcing services for human resource management is also a "specific clearly defined transfer of activity to external company." It means that the meaning or substance of this function has been sold or given to someone else. According to Jirawuttinunt (2015), HRM outsourcing is when a business hires an outside company to handle its HRM tasks in order to be more competitive. Outsourcing human resources has helped build strategic partnerships and bring worker problems to the attention of top decision makers in a company (Davidson, 2005). Sigamani and Malhotra (2013) say that outsourcing human resources has three parts: consultants, administrative services, and technology enablers. Sigamani and Malhotra (2013) say that the consultant part includes services that provide employees information on benefits, diversity, and pay. The administrative service part includes payroll and payment processing, while the HR industry's technology sector takes care of providing specialized technology (Sigamani & Malhotra, 2013). Gilley and Rasheed (2000) said that there are four sorts of outsourcing: routine jobs, administrative chores, accounting work, and extra activities. HR outsourcing has various benefits for firms, such as allowing them to focus on strategic and core issues, save costs, become more flexible, enhance productivity, and access new technologies. Outsourcing decreases capital and operating expenses, generally because of economies of scale and competence. This lets managers focus on their principal business tasks. This lets outsourcing companies keep their infrastructure and human resources systems up to date and running while spending less on things that aren't their primary business. Outsourcing also makes things more flexible since the outsourcer has more technology, expertise, and experience. This leads to lower costs, faster reaction times, and improved quality and service. Outsourcing also gives you access to the latest HR technology, which is very important in today's IT-driven business world. Outsourcing helps a business run better by letting it focus on what it does best, cut costs, boost productivity, and get the newest HR technologies (Tian, 2007; Nagpal, 2008; Houtzagers & Janssen, 2008; Kang, Wu & Hong, 2009; CIPD, 2009).

HR outsourcing provides a lot of benefits, but it also comes with risks and costs. When a company doesn't pay attention to the importance of certain tasks, it puts itself at strategic risk, which might cause difficulties with its long-term viability. Increased service performance expectations, unplanned expense overruns, or corporate disruptions are examples of operational dangers. These risks go up if performance monitoring and control don't work, or if the client and outsourcing provider don't know what the right service pricing are. Cultural risk comes from differences in the working cultures of the client business and the outsourced provider. This might make performance loss more probable. Contracting risk comes from the fact that outsourcing contracts are strict and may not work as well in other countries. Last but not least, dependency risk comes from the possibility of losing insider knowledge and control over contracted services, which would make the client organization completely dependent on the activity provider. If the two sides can't get along, these risks might have terrible effects (Bahli & Rivard, 2003; Tian, 2007).

Seth and Sethi (2011) say that there are seven steps to successful HR outsourcing: planning projects, looking at the strategic implications, looking at costs and performance, choosing providers, negotiating terms, transferring resources, and keeping relationships. The first stages are to outsource the execution of a function rather than its responsibility, figure out what services should be outsourced, and have a clear idea of what outsourcing should accomplish. The second step includes learning about the organization's goals, main areas of expertise, structure, tools for managing change, value chain, and strategies. You need to figure out who has the power to make decisions, how long the contract will last, and when it will end. Next should come alignment efforts. The third stage includes figuring out the costs of activity and project failure, reviewing performance and spending, and picking specific risks, asset values, overall costs, pricing models, and end goals. The fourth step is to choose providers. This involves defining qualifications and evaluation criteria, discovering and screening providers, writing a call for bids, and judging offers based on qualities and costs. After big problems and deal-breakers have been worked out, it's important to be honest about the relationship and talk about the contract's terms based on the scope, performance standards, pricing schedules, and other terms and conditions. The next important step is resource transformation, which deals with problems with communication, hiring, and other changes connected to production. It is very important to trust the workers and make sure they are happy, that offers and terminations are given, and that the firm and the supplier provide advice. The final step, but the most important one, is managing relationships. This involves setting up an oversight council, sharing information, and changing how management works. To deal with bad performance and any difficulties that can come up, you need to plan and coordinate meeting times, agendas, and performance reports. But there are a lot of challenges and issues that come up when you outsource human resources. Employee disengagement, less flexibility, cultural shifts, longer turnaround times, fewer benefits options, a loss of control, privacy and security risks, and expensive participation. It is important to know the organization's goals, main areas of expertise, structure, techniques for managing change, value chain, and strategy. By working closely with the HR outsourcing provider, organizations can make sure that everyone is on the same page and that they don't lose control of their workers. Lastly, it's important to know about the security concerns that come

with outsourcing HR activities since many service providers use web-hosted software, which makes sensitive employee data more exposed to failures and security problems.

Recruitment Outsourcing: Munstermann et al. (2010) say that managers in organizations need to hire fresh workers. Opatha (2010) says that recruitment is the process of finding and attracting people who are competent enough to apply for available jobs at the organization. It is a set of steps that a company takes to attract candidates with the right talents and attitudes. Recruitment process outsourcing is a sort of business process outsourcing in which a third-party vendor handles all or part of the recruiting and selection procedures (Stroh & Treehuboff, 2003). Outsourcing the hiring process has a number of benefits, such as making HR tasks easier and more flexible for companies and freeing up HR professionals to focus on other critical business issues (Won & Kim, 2007). Lewis (1985) says that recruitment is the process of building a group of people who want to work for the organization and from whom eligible applicants may be picked.

The goal of outsourcing the employment process is to make the organization more efficient by lowering costs and freeing up management time (Corbett, 2004). Johnson et al. (2014) say that when managers incorporated recruiting outsourcing in their strategic management plans, it had positive effects on the organization. According to Ofori and Aryeetey (2011), recruitment is the process of finding a group of competent individuals who can apply for employment at a firm. Henry and Temtime (2009) say that recruitment is both the way new employees get in and the way an organization makes sure it gets the right individuals who match its culture and vibe and helps it reach its bigger strategic objectives. Johnson et al. (2014) say that outside service providers operate as the organization's recruitment department, making sure that all the talents, tools, technology, and other things that are needed are available. In short, recruiting is all about finding the right people to hire at the proper time, place, and price (Shailashri & Shenoy, 2016).

But it's really important to find the proper individuals to recruit, therefore companies need to be very clear about what they need to do to have a lawful and effective hiring process (Munstermann et al., 2010). When companies hire outside help to handle the hiring process, they need think about a lot of things. This is because workers who leave lose time and money and take important information with them (Corbett, 2014). The recruitment process outsourcing business is doing well because there is a growing need for skilled workers, especially from industry leaders who have made themselves strategic HR partners on purpose (Gale, 2015). Recruitment is the first way that a firm talks to potential workers. Many individuals first hear about a firm while they are looking for a job, and then they decide whether they want to work there (Shailashri & Shenoy, 2016). Swarnalatha and Prasanna (2012) say that organizations may get workers more involved and committed throughout the recruiting process by making sure that the right individual is hired for the position and giving them opportunities to improve and move up in return for their loyalty. The hiring process should: teach qualified people about job openings; make the company look good; give candidates enough information about the jobs so they can compare them to their interests and qualifications; and encourage the best candidates to apply for the jobs (Shailashri & Shenoy, 2016).

Training Outsourcing: Training may help people understand their roles, responsibilities, and expectations, as well as how to initiate a mentor-mentee relationship (Parise & Forret, 2008). Training administration is the act of getting or giving knowledge, skills, and abilities to do specific and useful tasks that will improve one's ability and performance by using outside groups (Jirawuttinunt, 2015). Training is where the growth of people and the growth of organizations meet. It is also where the growth of people, organizations, and industries may meet (Sundarajan, 2007). Sibarani et al. (2023) say that training is a part of managing human resources that aims to improve people's ability to do certain tasks and follow certain processes. The goal of training is to help workers understand and use the information, skills, and attitudes that are highlighted in training programs in their everyday lives. Training improves employee performance, which gives the organization an edge over its competitors (Schraeder, 2009). Nda and Fard (2013) say that training is a structured way to "learn and grow" that companies utilize to make their workers or group members better at what they do. Flippo (1984) said that training is the process of helping a person do better at a certain job. Samwel (2018) says that giving staff hands-on training not only makes the learning atmosphere more welcoming and helpful, but it also solves issues that are likely to come up promptly and efficiently.

Nda and Fard (2013) say that it is a set of tasks that a business does to get knowledge and skills that will help the firm expand, improve its employees' abilities, and improve society as a whole. When a firm decides to hire someone else to provide its training, it may save money, improve the abilities of its employees, and receive particular learning programs (Chaudhuri & Bartlet, 2014). Chiaburu and Tekleab (2005) say that training is a planned action that aims to make the things that affect each worker's job performance better. Gilley et al. (2004) say that companies who hire outside experts to teach their employees may experience a rise in innovation and stakeholder performance, which would eventually lead to better company success. Goldstein (1993) says that training is the organized way of acquiring facts, rules, skills, or attitudes that will help you do better in a particular situation. Nassazi (2013) says that training is a series of planned and organized acts that are meant to improve someone's skills, knowledge, and talents. Luthans et al. (2010) say that educating workers is an important part of HR that has an effect on how well people do their jobs and how they act. Organizations use training to help their employees do better and get more done (Tobias, 1991). Training is all about

improving the abilities needed to reach organizational objectives (Elnaga & Imran, 2013). This is because it makes people, groups, and organizations more effective. (Jehanzeb & Bashir, 2013). Buckley and Caple (2009) say that training is a long process that includes a lot of different steps, such as figuring out what people need, designing the training, finding a trainer, delivering the training, and evaluating it afterward. There are two types of outsourcing for training: "Select training outsourcing" is when you hire someone else to do certain training tasks. Full training for everyone: This form of training sends everything out to other people (Mwangi, 2017). It means that an organization is making a conscious effort to help its employees get the knowledge, skills, or attitudes they need to do their jobs well (Noe, 2009). Truelove (1992) says that the goal of training is to give people the knowledge, skills, and attitudes they need to do their jobs. Its main purpose is to improve work performance. Salas et al. (2006) say that training is the systematic process of learning skills, information, and attitudes that, when combined, lead to higher performance in a certain situation.

According to Swieringa and Wierdsma (1992), training is one of the most important ways to help people learn. A corporation has to retrain, upgrade, update, and convert the skills of its present workers in order to keep up with the fast-paced world. Planning for human resources must involve training and development for employees since it may help the organization attract better talent and get the most out of each person (Bapna et al., 2013). Hare et al. (1996) say that training is "any activity or course, whether formal or informal (e.g., on-the-job), that has helped you learn the knowledge and skills to do your job." Ahsan (2021) says that training is a short procedure that teaches management and non-management staff members certain knowledge and skills in a structured, organized way to reach a certain objective. Nassazi (2013) says that employee development boosts morale, motivation, and self-esteem. It also lowers production costs by cutting down on waste, encourages stability, and cuts down on absenteeism and turnover. It provides workers the tools they need to handle change, allows them opportunity to move up in the company, get raises, and be recognized, and helps companies improve the quality and availability of their staff. Overall, it's a smart way to spend money on the well-being of workers. Organizations are spending more and more money on training because it is a powerful way to help people gain the cognitive, behavioral, and emotional skills they need to survive (Salas & Stagl, 2009). These skills also helped the organization reach its goals. The best way to learn is via hands-on experience (Hughey & Mussnug, 1997). Demerouti and Cropanzano (2010) found that training was very important for helping employees get the skills and information they need to do their jobs well and help the organization run smoothly. The first step in any training development program should be a Training Needs Assessment (TNA). This means figuring out what needs to be taught, who needs to learn it, and what type of organizational structure it has to be done in. The outputs of this stage include expected learning outcomes, rules for planning and delivering training, suggestions on how to evaluate training, and information about the traits of the organization that might assist or hurt the effectiveness of the training. It means working out what sorts of specific training are needed to improve the current skills, knowledge, and abilities of the workforce (Edralin, 2004).

Finding out what has to be done to meet the goals and objectives is the first stage in developing a training program. A conventional training design includes the following parts: the title of the training, where it will take place, when it will take place, what the aim is, what the precise goals are, the order of the topics, how much time is set aside for each subject, the methodology, the resources needed, and the assessment. A key part of the training design is the goals, which must be clearly articulated so that the subjects, how they will be taught, and how long they will last can be decided. The main rules for setting goals are SMART: Specific, Measurable, Achievable, Realistic, and Time-bound (Edralin, 2004). Location, food, money, supplies, staff, cars, and attendance are all part of the logistics of implementation. These should be taken care of properly while the training is going on. Because of this, training sessions are held either within or outside the company, depending on the program's needs and the organization's budget (Edralin, 2004). The last step in the process is the training assessment. Training assessment is the act of methodically collecting data to find out whether learning goals were fulfilled and/or if completing those goals led to better job performance (Kraiger et al., 1993). The assessment checks to see whether the training was useful or successful in order to find out if putting money into it was worth it (Edralin, 2004).

Organizational Resilience

Organizational resilience is an important part of an organization's capacity to plan for, react to, and adapt to both little changes and big problems that come up suddenly. It goes beyond just staying alive. It means that the organization can adapt to problems, keep doing its essential tasks, and take advantage of new chances in unstable situations. Some important aspects of an organization's resilience include its capacity to anticipate, adapt, be strong, recover, and learn. Dynamic Capabilities Theory, Resource-Based View (RBV), and Complex Adaptive Systems Theory are some of the theories that support resilience. Transformational leadership, organizational culture, human capital, technology and infrastructure, and strategic outsourcing are all things that may help people be more resilient. ISO 22316:2017, BS 65000 from the British Standards Institution, and bespoke frameworks are some of the instruments used to measure and evaluate. In today's commercial world, particularly in the oil and gas industry, resilience is becoming more and more crucial. It protects operations against changes in regulations, problems in the supply chain, and civil upheaval. It also helps with sustainability objectives by making it possible to create long-term value even when resources and stakeholders are few. Investing in leadership development, putting learning systems in place, utilizing flexible HR and outsourcing techniques, developing stronger stakeholder networks, and using data and digital technologies to keep an eye on risks and prepare for different scenarios are

all ways to create resilience strategically. Thus, organizational resilience is not a set quality but a strategic capacity that grows when people, systems, and processes are purposefully invested in. It helps companies turn problems into opportunities for competitive advantage and long-term success, which is why it is a key part of strategic management and staying in business in unpredictable situations.

Human Resource Outsourcing and Organizational Resilience

Human Resource Outsourcing (HRO) is a planned process in which companies hire outside service providers to handle HR tasks including hiring, training, payroll, performance management, and compliance. This method makes organizations more resilient by giving them agility, flexibility, and access to specialist skills. HRO helps organizations be more resilient in many ways, such as by making them more agile and able to respond quickly, giving them access to knowledge and new ideas, keeping operations running smoothly, being flexible with costs, and focusing on their core strengths. There is empirical evidence that HRO has a good effect on resilience. For example, studies have shown that industrial sectors have more operational flexibility and are better able to handle uncertainty. HRO also comes with dangers that need to be dealt with, such losing internal capabilities, security and compliance issues, and being dependent on and locked into a vendor. Companies need to find a balance between outsourcing efficiency and keeping an eye on important HR tasks from a strategic point of view in order to get the most out of these advantages.

Selective outsourcing, thorough due diligence, and having backup plans in case a vendor fails are all good ways to use HRO to build resilience. Setting up service-level agreements, frequent audits, and performance evaluations is very important to make sure that resilience goals are reached. Aligning HRO efforts with bigger projects like risk management, digital transformation, and workforce planning makes sure that HRO activities are in line with these bigger projects. HRO is no longer a way to save money in today's unstable corporate world; it is instead a strategic tool for staying strong and competitive. Companies may use HRO to improve adaptability, operational flexibility, and access to important knowledge, all of which are essential when things go wrong, by controlling the risks that come with it via strong governance, strategic alignment, and a selective outsourcing strategy.

Theoretical Review

This study is guided by Resource-Based View Theory, and Self-Determination Theory.

Resource-Based View Theory

When they outsource, companies usually use the resource-based theory to get resource-based advantages (Acar & Polin, 2015). The resource-based approach says that a company's strengths are its skills and resources, which should be kept up and given the chance to provide it an advantage over its competitors (Grant, 1991; Barney, 1991). According to Wade and Hulland (2004), the resource-based approach backs up the idea that businesses have resources they control that are necessary for their survival, provide them an advantage over competitors, and help them keep doing well in the market over time. The Resource-Based View (RBV) framework stresses how important it is for organizations to make smart choices about how to use their resources in order to get the most out of their competitive advantages (Barney, 1991). Helfat and Peteraf (2003) also said that the resource-based perspective hypothesis focuses on the various differences that happen in businesses. The RBV hypothesis makes companies shift their emphasis from the outside market to their own resources and skills. It drives companies to carefully look at their unique abilities and assets and see how they fit with market opportunities (Quinn & Hilmer, 1994). This way of thinking has led to the development of the core skills technique. According to this technique, companies should hire outside help for jobs that don't seem important and do important things themselves (Prahalad & Hamel, 1990). Barney (1991) says that enterprises may stay ahead of the competition when their resources are rare, valuable, hard to replace, and hard to copy. In other words, a company will have an edge over its competitors if it has resources that show these four attributes (VRIN). The resource-based view views the firm as a collection of resources and assets that may provide it a competitive advantage if they are employed in new ways (McIvor, 2008). People who support resource-based theory (RBT) want to get the most value out of a corporation by combining its resources (Burton & Rycroft-Malone, 2014). Weigelt and Sarkar (2012) say that service providers form a partnership or relationship with their client organization when they outsource human resources or any other service. This helps them create services or solutions that are better suited to the needs and wants of the client organizations. Nyarangi (2017) says that a business or organization may get the competitive edge and skills it needs by using its resources well. The RBV theory has an effect on how mergers and acquisitions work. Companies purchase other companies to get access to and use crucial resources and skills that improve their own. Amit and Schoemaker (1993) say that making this strategic choice may help a business do better overall and give it a better chance of competing.

Self-determination theory looks at why individuals make choices, whether they are influenced by outside factors or are driven and decided by themselves (Deci et al., 2017). Kacker et al. (2008) say that self-determination is a talent that individuals need to work on in order to become better at it. In this case, it's very important that staff personnel don't make choices for users but instead support their right to choose. Because these jobs are not chosen by the worker themselves and do not come from their genuine self, doing them is likely to be linked to low levels of authenticity (Emmerich & Rigotti, 2017). According to self-determination theory, self-determined activities are the "prototype" of behaviors that are driven by their own reasons. These usual activities have a direct connection to the inner self. Also, self-determination theory says that autonomous motivation is very important. Authenticity and autonomy are similar in meaning; a genuine person behaves according to their beliefs and preferences and feels more involved. Guay

(2022) says that teachers should use the study on the principles of self-determination theory to make their lessons better and help their students reach their full potential. Deci and Ryan (2013) say that the employee engagement construct fits with autonomous motivation and is part of the theoretical framework. Van den Bosch and Taris (2018) say that workers who are very genuine will conduct professional tasks more often because they like them or because they are naturally inclined to do so. Leroy et al. (2015) say that further research using the self-determination theory method shows that workers who are highly motivated to work on their own tend to think that their actions are based on internal reasons. The self-determination hypothesis says that there are three basic needs that all people must meet in order to live. These pressures make people want to do things that are more gratifying. (Ryan & Deci, 2004).

Methodology

This study explores the impact of human resource outsourcings on organizational resilience in oil and gas firms. The sample size is 379 contract staff, representing a significant portion of the overall contract staff population in the oil and gas industry. The study adopts a complete enumeration survey method and a judgmental sampling technique for a more thorough understanding of the topics under investigation. The quantitative nature of the study offers an objective assessment of the relationship between human resource outsourcings and organizational resilience. Standardized data collection ensures consistency and comparability of responses. Comparative analysis across different firms or subgroups can provide insights into best practices and areas for improvement. Data collection methods include six declarative inquiries about demographics, twenty declarative items to elicit viewpoints from employees regarding the human resource outsourcing, ten statement items to capture employees' perceptions of organizational resilience, and five statement items to elicit employees' perceptions regarding the magnitude of the firm. Validity and reliability of the instrument are crucial in research, with three primary categories of validity identified by Heale and Twycross (2015): construct validity, content validity, and criterion validity. The study used Spearman's Rank Order Correlation Coefficient for data analysis, which is suitable for assessing correlations that exhibit either a linear or monotonic relationship. Overall, cross-sectional and quasi-experimental research designs offer valuable tools for social sciences, human resource management, and organizational behavior. The study found a strong positive correlation between organizational resilience and human resource outsourcing. The mean organizational resilience score was 82.4, while the mean human resource outsourcing score was 72.4. Employees with higher human resource outsourcing reported higher organizational resilience. The study involved 379 questionnaires distributed and collected, with 340 completed and usable for analysis.

Analysis

Table 1: Recruitment Outsourcing and Organizational Resilience

		Correlations	
		Recruitment Outsourcing	Organizational resilience
Recruitment outsourcing	Pearson Correlation	1	.807**
	Sig. (2-tailed)		.000
	N	340	340
Organizational resilience	Pearson Correlation	.807**	1
	Sig. (2-tailed)	.000	
	N	340	340

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

Source: SPSS Output, 2025.

H₀₁: There is no significant relationship between recruitment outsourcing and Organizational Resilience of Oil and Gas Firms in Port Harcourt.

H_{A1}: There is a significant relationship between recruitment outsourcing and Organizational Resilience of Oil and Gas Firms in Port Harcourt.

The Pearson correlation coefficient between outsourcing recruiting and organizational resilience is 0.807, which means there is a strong, positive, and statistically significant link between the two. The p-value of 0.000 backs up this link and shows that when Port Harcourt's oil and gas companies use more outside help for hiring, their organizational resilience tends to become better. This means that the null hypothesis (H₀₁), which said that there was no significant link between recruitment outsourcing and organizational resilience, is not true. Instead, the alternative hypothesis (H_{A1}) is adopted, which shows that there is a strong and positive link between the two variables. This conclusion is in line with what other research has shown about strategic outsourcing making operations more flexible, giving them access to specialized expertise, and making them more agile.

Table 2: Training Outsourcing and Organizational Resilience

Correlations			
		Training Outsourcing	Organizational Resilience
Training outsourcing	Pearson Correlation	1	.677**
	Sig. (2-tailed)		.000
	N	340	340
Organizational resilience	Pearson Correlation	.677**	1
	Sig. (2-tailed)	.000	
	N	340	340

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

Source: SPSS Output, 2025.

H₀₂: There is no significant relationship between training outsourcing and Organizational Resilience of Oil and Gas firms in Port Harcourt.

H_{A2}: There is a significant relationship between training outsourcing and Organizational Resilience of Oil and Gas Firms in Port Harcourt.

The Pearson correlation coefficient suggests that there is a relatively substantial and favorable link between training outsourcing and organizational resilience in Port Harcourt's oil and gas companies. At the 0.01 level, this association is statistically significant, which means that companies that use more training outsourcing are likely to be more resilient as organizations. By outsourcing training, companies may have access to expert-led programs that help staff improve their skills, ability to adapt, and ability to respond to crises. There is evidence in the literature that outsourced training may make the workforce more flexible, encourage new ideas, and speed up the development of key skills. In the oil and gas industry, outsourcing training to improve resilience is especially useful for maintaining performance and a competitive edge.

Findings

- The study found a strong, positive, and statistically significant relationship between recruitment outsourcing and organizational resilience among oil and gas firms in Port Harcourt.
- The study found a moderate, positive, and statistically significant relationship between training outsourcing and organizational resilience among oil and gas firms in Port Harcourt.

Discussion of Findings

Recruitment Outsourcing and Organizational Resilience

There is a substantial, favorable, and statistically significant link between outsourcing recruiting and organizational resilience in Port Harcourt's oil and gas companies. This means that companies that hire outside help are more likely to be able to handle problems at work, changes in the environment, or market shocks. This is in line with the Resource-Based View (RBV) and Dynamic Capabilities Theory, which say that companies may go ahead of their competitors by getting access to key resources, such as talent. Companies that outsource hiring may get high-quality workers and a wider range of talent pools more quickly. This makes them more adaptable, which is a key part of organizational resilience. Flexibility in how human resources are used is very important in the oil and gas business. Outsourced recruitment helps companies speed up the recruiting process, get domain-specific expertise from suppliers that know the industry, and get around internal bureaucratic roadblocks. All of these things make the organization more resilient by making it better able to predict, handle, and adjust to shocks like changes in oil prices, new regulations, or labor unrest that happens a lot in Port Harcourt. Several studies support this connection. For example, Gilley, Greer, and Rasheed (2004) found that outsourcing HR tasks like hiring people makes a company more flexible and helps it do better while things are changing. Delmotte and Sels (2008) said that outsourcing hiring may help find better candidates and fill positions faster, which are both very important in industries that are likely to have crises. But it's important to pay attention to essential points of view, such as the loss of the ability to choose people from inside the company, the cultural mismatch between outsourced workers and the company's ideals, and the security threats and bad vendor governance in areas like Port Harcourt that are vulnerable to violence. Firms must develop hybrid recruiting approaches that preserve strategic control while using external knowledge.

Training Outsourcing and Organizational Resilience

There is a modest, favorable, and statistically significant link between training outsourcing and organizational resilience in oil and gas companies in Port Harcourt. This means that companies who hire outside companies to teach their employees are more likely to

be able to handle problems, market shocks, or operational risks. The Human Capital Theory says that investing in employee development makes them more productive and flexible, which are two of the most important things for a business to be resilient. It also backs up the Dynamic Capabilities Theory, which says that outsourcing training may help companies create, integrate, and reconfigure their internal skills in response to surroundings that change quickly, which makes them more resilient. In Port Harcourt's oil and gas industry, outsourcing training helps companies get specialized technical and safety training, speed up how quickly workers can adapt, and lower the costs of educating their own employees. This all helps build anticipatory, adaptive, and transformational resilience skills. There is empirical evidence that outsourcing training services leads to better creativity, learning, and strategic focus, which are all important for making a company more agile. However, there are several problems with outsourcing training, such as losing its relevance to the situation, the danger of becoming dependent on it, inconsistent quality control, and cost-effectiveness. External training providers could not know enough about a company's particular culture or work environment, which might lead to material that is too general or not in line with what the company needs.

Conclusion

The research looks at how outsourcing human resources, especially hiring and training, affects the resilience of oil and gas companies in Port Harcourt. It discovered that organizational resilience is highly linked to recruitment outsourcing. Companies that use external recruiting partners can attract top talent, speed up the hiring process, and deal with shocks to the environment. On the other hand, training outsourcing has a slight beneficial effect on organizational resilience because companies that use outside experts to help their employees grow can deal with operational problems and cultivate a workforce that can adapt. However, outsourcing also comes with strategic and operational concerns, such as cultural mismatch, decreased internal competencies, too much reliance on third parties, and quality problems, particularly in high-risk, unstable places like Port Harcourt. To lower these risks, companies can use hybrid outsourcing models that keep an eye on their own strategies while still using certain external skills when they need to. This method guarantees that the business stays relevant, cost-effective, and consistent with its culture. In conclusion, if done well, outsourcing human resources may assist oil and gas companies in unstable areas like Port Harcourt gain the skills they need to see problems coming, deal with them, and change to deal with them.

Recommendations

The following recommendations were made for the purpose of this study:

- i. Oil and gas firms in Port Harcourt should implement a hybrid recruitment strategy that combines external expertise with internal oversight to maintain alignment with organizational culture and strategic goals.
- ii. Oil and gas firms in Port Harcourt should partner with specialized training providers capable of delivering context-specific programs that enhance workforce adaptability and resilience.

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