



Work Re-design and Effectiveness of Oil and Gas Firms in Rivers State, Nigeria

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Abstract: *This study examined the relationship between work re-design and Effectiveness of Oil and Gas Firms in Rivers State, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The accessible population for this study comprised of 260 employees of five (5) Oil and gas servicing firms which were listed on the first tier of the Nigeria stock exchange as obtained from daily official list. The sample size of 154 was 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 Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that there is a significant relationship between work re-design and effectiveness of Oil and Gas Firms in Rivers State, Nigeria. The study recommends that*

Keywords: *Work Re-design, Effectiveness, Adaptability, Survival, Resource Acquisition*

INTRODUCTION

In today's world, global institutes are contending worldwide. Globalization has shaped many likelihood as well as challenge in favor of the worldwide and limited firms. The rate of manufacturing is rising day by day due to innumerable common reasons together with world slump. Organizations are shifting this increased work burden on their current employees by broaden their jobs. Work design is typically described as 'the content and organization of one's work tasks, activities, relationships, and responsibilities' (Parker, 2014: 662). Decades of research exists on the topic (Parker et al., 2017a), and it is widely accepted that the way work is designed has implications for many outcomes. Work designs that are high in positive job characteristics, such as autonomy, social support, job feedback and support, and contain moderate to low job demands, are theorized to be motivating, and lead to positive outcomes such as job satisfaction, increased well-being, work safety and individual job performance (Parker, 2014). High demands are argued to cause strain, and hence negative outcomes such as

burnout, poor well-being and sickness absenteeism. Good work design is therefore assumed to be critical for optimal individual and organizationally oriented outcomes, including work performance.

Job redesign is the restructuring of the elements of work including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers (Alber, 2007). According to Aldag and Brief (1979), the process includes revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization (Hackman & Oldham, 1980). This study defines job redesign as the deliberate purposeful planning of the job, including all its structural and social aspects and their effect on the employee. It is a broad concept that can refer to any part or combination of parts of the job, and is characterized by task identity, task variety, and task significance, and autonomy. The idea is to place the right person in the right job and get the maximum output while increasing their level of satisfaction (Slocum & Sims, 2000).

A job can be made more meaningful through task identity, task variety, task significance and autonomy. Individual jobs should focus on an entire unit as opposed to just a portion of it. This is task identity (Slocum & Sims, 2000). A task should also require an individual to develop and use a variety of skills and abilities in the performance of the task. In the case of a general superintendent of a banking plant, the technical knowledge of the firm's machinery, the skill to supervise others and the ability to determine plant shutdowns and repairs without loss of revenues provides a significant amount of task variety (Hellriegel & Slocum, 2009). A job should have a substantial impact on the welfare of the organization (Alber, 2007). Recruiting high-caliber staff indicates that a high degree of task significance is attached to the job (Aldag & Brief, 1979). Task variety, task identity, task significance, and autonomy are the core dimensions of a job because they relate directly to the attainment of personal satisfaction.

This study therefore examines the relationship between work re-design and effectiveness of oil and gas firms in Rivers state, Nigeria. Furthermore, this study will also be guided by the following research questions:

- iii. What is the relationship between work re-design and adaptability of oil and gas firms in Rivers State?
- iv. What is the relationship between work re-design and resource acquisition of oil and gas firms in Rivers State?
- v. What is the relationship between work re-design and survival of oil and gas firms in Rivers State?

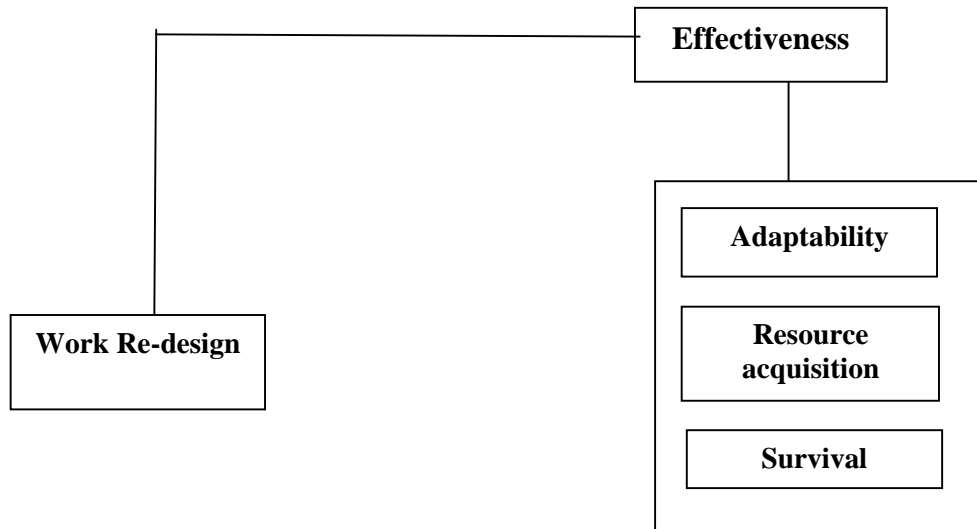


Fig.1 Conceptual Framework for the relationship work re-design and effectiveness

Source: Desk Research, 2020

LITERATURE REVIEW

Theoretical Foundation

Work Redesign

Restructuring the elements including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers is known as job redesigning. The process includes revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization. The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction.

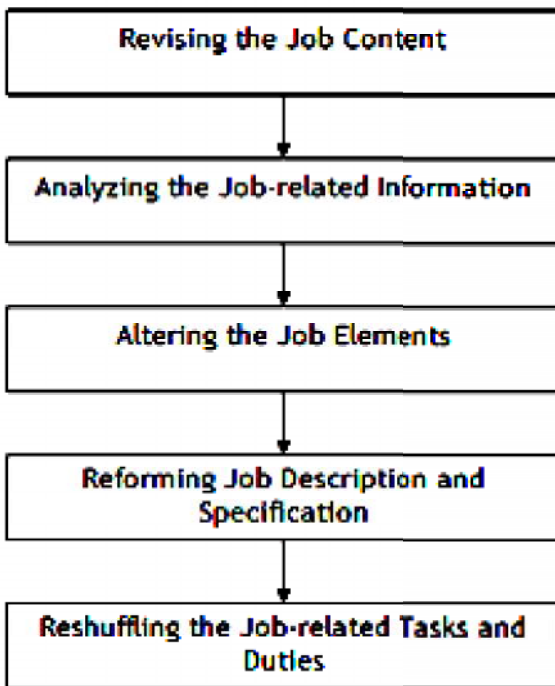


Figure 2.1: Job redesign

Source: Charity, Xolelwa and Anis (2015)

Revising the Job Content: Job redesigning process involves recollecting and revising job-related information to determine the inconsistency between person and the job.

Analyzing Job-related Information: Once the job analyst is through with recollecting and revising the job content, analyzing the discrepancies is the next step. It is done to determine the hindrances in performing job-related tasks and duties and investigate why an employee is not able to deliver the expected output.

Altering the Job Elements: The next step is to amend the job elements. It may include cut back on extra responsibilities or addition of more functions and a higher degree of accountability. The basic aim of altering the job content is to design a job in such a manner that encourages employees to work harder and perform better.

Reformation of Job Description and Specification: After altering the job elements, a job analyst needs to reform the job description and specification in order to make sure that the worker placed at a particular place is able to deliver what is expected of him.

Reshuffling the Job-related Tasks and Duties: Next is to reallocation of new or altered tasks and functions to employees. It may be done by rotating, enriching, enlarging and engineering the job. The idea is to motivate the performers while increasing their satisfaction level.

Advantages of Job Redesigning

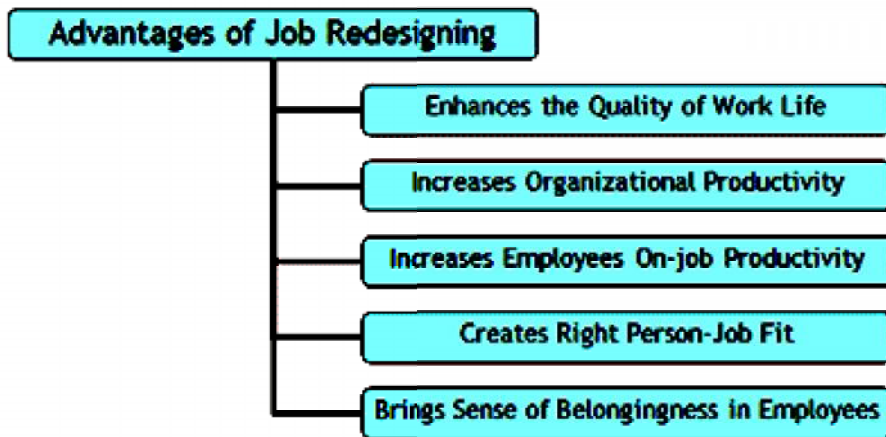


Figure 2.1:

Source: Charity, Xolelwa and Anis (2015)

Enhances the Quality of Work-Life: Job redesigning motivates the employees and enhances the quality of their work life. It increases their on-the-job productivity and encourages them to perform better.

Increases Organization’s and Employees’ Productivity: Altering their job functions and duties makes employees much comfortable and adds to their satisfaction level. The unambiguous job responsibilities and tasks motivate them to work harder and give their best output. Not only this, it also results in increased productivity of an organization.

Brings the Sense of Belongingness in Employees: Redesigning job and allowing employees to do what they are good at creates a sense of belongingness in them towards the organization. It is an effective strategy to retain the talent in the organization and encouraging them to carry out their responsibilities in a better fashion.

Creates a Right Person-Job Fit: Job Redesigning plays an important role in creating a right person-job fit while harnessing the full potential of employees. It helps organization as well as employees in achieving their targets or goals.

Therefore, the purpose of job redesigning is to identify the task significance and skill variety available in the organization and reallocating the job-related tasks and responsibilities according to the specific skills possessed by an employee.

Whereas there are some similarities and differences between the classical and industrial engineering views, the two approaches share a common view of the worker. The worker will produce efficiently and effectively on well-structured, repetitive tasks. Unfortunately, numerous studies (Hackman & Oldham, 2010; Aldag & Brief, 2009) have shown that work designed according to the principles of classical and scientific management did not always improve productivity. A report of the special task force to the secretary of Health, Education and Welfare stated, "Significant numbers of American workers are dissatisfied with the quality of their working lives. Dull, repetitive, seemingly meaningless tasks, offering little challenge or autonomy, are causing discontent among workers at all levels."

In another dimension, to the design of work focuses on the characteristics of the employees' jobs. The basic idea is to build into those jobs characteristics that create conditions for high motivation, satisfaction, and performance. Job characteristics theory began with the major study of Turner and Lawrence (2015) and has been extended by Hackman and Lawler (2011) and Hackman and Oldham (2010). Studies by Hackman and his associates provided evidence that job characteristics can directly affect employee attitudes and behavior at work. These researchers predicted that if specific core job characteristics are present, employees will experience a positive, self-generated internal drive when they perform well. This internal drive will provide an incentive for continued efforts toward good performance.

Job design is the deliberate purposeful planning of the job, including all its structural and social aspects and their effect on the employee. Job design is a broad concept that can refer to any part or combination of parts of the job. For example, industrial engineering and job enrichment are both job-design approaches. There are several ways in which jobs can be made more meaningful through redesign

- i) Task identity. Individual jobs can focus on an entire unit as opposed to just a portion of it. For example, a bank teller may be responsible for satisfying all the bank needs of a customer, including transactions involving checking, savings, utility payments, loan payments, and mortgage payments, rather than specializing only in savings account deposits and withdrawals. Behavioral scientists have referred to this as task identity.
- ii) Task variety. The task may require an individual to develop and use a variety of skills and abilities in the performance of the task. In the case of a general superintendent of a manufacturing plant, the technical knowledge of the firm's machinery, the skill to supervise others, and the ability to determine plant shutdowns and repairs without loss of revenues provides a significant amount of task variety.
- iii) Task significance. Jobs should have a substantial impact on the welfare of the organization. By recruiting high-caliber students and faculty the dean of a college not only satisfies

society's needs for well-educated men and women, but provides jobs for others at the college as well. A high degree of task significance is attached to this job.

However, the job should provide feedback about what is accomplished. Knowledge of one's task performance is a requirement for higher-order needs satisfaction. If an employee is working on a task that is meaningful, for which he or she is held personally responsible, satisfaction of higher order needs will not be obtained unless some form of task feedback is provided. Feedback can originate from either doing the task itself, or from others, such as supervisors, co-workers, or customers. A job that is high on all core job dimensions is that of the surgeon.

It presents a constant opportunity for using highly varied skills, abilities, and talents in diagnosing and treating illnesses. There is plenty of task identity, as the same surgeon normally diagnoses, performs the operation, and monitors the convalescence period. Task significance is also high, as much of the surgeon's work will be a matter of life, death, or comfort to the patient. Autonomy is quite high since the surgeon is the final authority on the procedures and techniques of the job during the operation. Finally, the feedback from the job is high because the surgeon can tell within a short period of time whether the operation was successful. Task variety, identity, significance, autonomy, and feedback have been termed the core dimensions of a job because they relate directly to the attainment of personal satisfaction.

The Concept of Organizational Effectiveness

Drucker (1977) defines effectiveness as doing the right things. Organizational effectiveness according to Etzioni (1964) is the degree to which an organization realizes its goals. Seashore and Yuchtman (1967) see it as the ability of the organization to exploit the environment in the acquisition of critical resources to sustain its functioning. Devinney, Yip and Johnson (2009) argue that organizational effectiveness captures organizational performance plus the internal performance outcomes and other external measures that relate to considerations that are broader than those simply associated with economic valuation (either by managers, customers or shareholders) such as cooperate social responsibility.

Organizational effectiveness remains a pre-eminent concept among management scholars and practitioners and this is traceable to the fact that it is a critical attribute of all organizations not withstanding their type, age, and size. Organizational effectiveness is a desirable attribute which guarantees a firm's survival and continued support by stakeholders. Effective organizations are usually described as successful, healthy, productive, excellent and full of vitality.

Similarly, Mihalicz (2012) observes that organizational effectiveness is far more than the ability of a company to make sales or to show concern for the environment, cooperate culture, leadership, talent management, innovation, strategy, communication and engagement.

Adaptability

Adaptability is the degree to which an organization has the ability to alter behaviour, structures; and systems in order to survive in the wake of the environmental change (Denison, 2007). Adaptability entails translating the demands of business environment into action. Organizations as open systems exist in environment that is complex and uncertain. Environmental uncertainty represents an important contingency for organization structure and internal behaviors (Daft, 1998). Organizations need to have the right fit between internal structure and the external environment. Adaptability has also come to be considered an important response option worthy of research and assessment, not simply in order to guide the selection of the best mitigation policies, but rather to reduce the vulnerability of groups of people to the impacts of change, and hence minimize the costs associated with the inevitable (Kane and Shogren, 2000; Smit and Pilifosova, 2003). Adaptation is defined as the modification and alterations in the organizations or its components in order to adjust to changes in the environment (Cameron, 1984). Adaptability is defined by Buch (2009) as an organization's capacity to embrace change or be changed to fit an altered environment. Adaptation is not viewed as a one stop process of organizational change but as a continuous process during an organization's life cycle. Davenport (1993) stresses that adaptation is a process of organizational change that should be practiced in the context of a continuity process of human and organization improvement over time (Davenport, 1993). This enables an organization and its people to effectively adapt to environmental change (Guha, Grover, Kettinger, & Teng, 1997).

A review of the literature reveals there is not a widely accepted definition of adaptability. Researchers at the Institute of Defense Analysis (IDA) defined adaptability as the degree to which adjustments are possible in practices, processes, or structures to projected or actual changes in climate. Adaptation can be spontaneous or planned and be carried out in response to or in anticipation of changes in conditions (Tillson, et al., 2005). The Army Research Institute (ARI) defined adaptability as an effective response to an altered situation (White et al., 2005). Yukl and Mahsud (2010) contend that adaptive leadership involves changing individual behaviors in the appropriate ways as the situation changes. Army doctrine states that adaptability requires leaders who think critically and creatively, are comfortable with ambiguity, accept prudent risk, and can adjust rapidly to the environment while continuing to assess the situation. It specifically defines adaptability as the capacity to respond to changing threats and situations with appropriate, flexible, and timely actions (Department of the Army Doctrine Reference Publication 6-22, 2012).

Hiefertz, Grashow, and Linsky (2009) use the term adaptability throughout the work, yet do not provide a specifically defined, precise term for adaptability. Hiefertz, Grashow, and Linsky (2009) approach adaptability differently by providing characteristics of adaptive leadership by stating, adaptive leadership is specifically about change that enables the capacity to thrive and adaptive leadership is the practice of mobilizing people to tackle tough challenges and thrive (p 14). Hiefertz, Grashow, and Linsky (2009) link adaptive leadership to the biological concept of a thriving organism and equate thriving to increased growth and value of the organization.

The definitions above share several characteristics. First, they all involve a change in behaviour. Secondly, there is an expectation that this behavioural change is appropriate for the situation. Finally, with the exception of Heifetz, Gashow and Linsky (2009), the definitions characterize adaptation as a reactive response to changes in the environment. While there are similarities in the definitions, there are also gaps. The definitions do not explicitly include innovation, creativity, or a proactive element. We think these elements should be part of a comprehensive definition. Other sources provide additional ideas that deserve consideration in a more comprehensive definition. The Army Operating Concept (Department of the Army, 2014) explicitly uses innovation in discussing adaptability and Bennis (2003) associates creativity with his idea of adaptive capacity. The inclusion of the term 'projected' in the definition provided by Tillson *et al.*, (2005) suggests that adaptability is proactive in nature. Projected implies proactive actions, but does not clearly describe adaptability as proactive. The omission of innovation, creativity, and the ability to anticipate change reveals gaps in the definitions, which is significant. We posit innovation, creativity, and the ability to anticipate change are important in developing new ways to solve problems and should be part of a comprehensive definition of adaptability.

Resource Acquisition

Regardless of how we might frame the mechanisms associated with liabilities of newness, it is apparent that new ventures lack resources and proven competencies. In turn, acquiring resources (such as finding investors, land, materials, technology, equipment, facilities, employees, associates, and customers) is a principal challenge for the entrepreneurs behind venture firms. Pfeffer and Salancik's (1978) resource dependency theory posits two steps in the resource acquisition process for firms. The first step is to determine the type of resources required and the sources of them; while the second step is searching for the means of access to such resources. Through analyzing resource requirements and considering what existing resources are available, ventures can decide which resources they need to acquire from the environment and the method of acquisition most pertinent to the firm. In this sense, resource acquisition is defined as the process by which ventures acquire resources from the internal and external environment.

Previous research indicates that ventures use their stock of resources to acquire additional resources in a variety of ways. Ventures can purchase other resources with their financial resources, they can attract resources through their intangible ones, and they can develop or accumulate resources internally (Brush, Greene, Hart, and Haller 2001). For example, Sirmon and Hitt (2003) suggest that entrepreneurial firms can acquire resources from external factor markets or they can develop new resources internally by combining and configuring existing resources in novel ways. Bowman and Collier (2006) posit a third route to resource acquisition through alliances and network relationships. The literature on strategic networks suggests that a venture can draw on relationships to gain access to a pool of resources that would otherwise be difficult to get hold of (Hughes et al. 2007). Strategic networks can also offer rapid access to scarce resources in a way that is superior to either market exchange or internal development (Gulati, Nohria, and Zaheer 2000). To this end, entrepreneurs can use external relationships to attract resources and change the constraints affecting the firm (Pfeffer and Salancik 1978). Consolidating this literature, we put forward three

primary resource acquisition methods that new ventures can deploy: (1) purchase, (2) attraction, and (3) internal development.

Resource purchase is also the process through which ventures buy target resources from the external factor market with their initial financial resources (Barney 1986). Purchase is a direct and one-time approach to obtaining a necessary resource for the venture, such as buying patents, licensing or sourcing technology resources, buying or renting land or equipment to acquire physical resources, recruiting employees to enrich human resources, and buying materials for production. Ownership of the target resources enables the venture to fully control the application, use, and deployment of those resources going forward. This is particularly important when a resource is core to the firm's market initiatives. Whether to buy resources or not depends on the availability of the resource in the marketplace, its cost, and how critical its acquisition is to get the firm to market quickly.

Survival

The survival of a firm depends on its ability to survive with its internal and external environmental factors. Drucker (1979) says that corporate performance should portray how effective and efficient it is in terms of its profitability, growth, cost minimization and productivity. Schumpeter argued that innovation plays a key role for the survival of firms, innovation "strikes not at the margins of the profits and out of the existing firms but at their foundations and their very lives" (Schumpeter, 1942:84).

Organizational survival has been the most interesting topics for organizations over the years. Organizations exist to survive in the midst of environmental factors that tend to encroach on business performance. Organizations attempt to maintain the existing state of affairs, but essentially the larger part of their efforts is tilted toward survival (Mindy, 1998). The competition in the industry is getting stronger and firms are adopting different strategies to be competitive in the industry. Surviving in the global struggle to meet with increasing demand on firms in the market place has seen many researchers and academicians having a resort to pay attention to the individual employees in the organization since innovation in product and services are brought about by these individuals. In this study, two measures of organizational survival were reviewed.

Corporate survival is very crucial at this period of business turbulence. Maintaining a place in this competitive era becomes not only the responsibility of the owners or leaders of the organization but that of the employees. Employees are part of the company's resources which has been found to appreciate with time by knowledge gained, skills, abilities and experience. The success of business depends on collaboration and stakeholder interests have to be shared, they must be working for the same purpose, otherwise business will come to an end and new collaborations will be formed (Venkatarman, 2001). Thus, involvement of employees in the firm's strategic decision making is tapping into their knowledge and experience for gaining competitive advantage and earning a retained workforce. Surviving in the global struggle to

meet with increasing demand on firms in the market place has seen many researchers and academicians having a resort to pay attention to the individual employees in the organization since innovation in product and services are brought about by these individuals.

Survival for business organisations is a critical issue in the present global environment and beyond. An appreciative of employee's contribution toward the organization is as important given the competitive pressure in the market. Innovation as something new on its own cannot be achieved, but it ultimately depends on the knowledge, skills, and creativity of individuals, organizations and societies (Macbeth, Tomislav Rimac, 2004 cited in Ogedegbe (2014). Therefore the development and introduction of innovative activities are directly related to changes in human resource practices such as management style, the flow of information and training (Child and Loveridge, 1990).

More so, organizational survival has been the primary goal or objective of every organization (Adewale, Abolaji and Kolade, 2011). Survival is very crucial at this period of business turbulence. Organizations strive for survival and continuity, while seeking relevance and key positions in the industry. Jones & Bartlet (2008), posit that survival and growth of organizations are contained in its goals which require energy and resource investment. From the observation, survival concept is an unwritten law of every organization and when organizations survived, without doubt, there will be available goods and services and the organization will be in continue operations, and Gross (1968), adds that survival should be an expedient factor for organizations interest.

Work Redesign and Effectiveness

Job design refers to the structure and content of a person's role at work. Job design can facilitate or inhibit opportunities for success and finding meaning in a position. Resource acquisition require a job redesign, others do not. Generally, if a person is significantly reducing the time they spend in their job (i.e. from full-time to a three or four day week), a job redesign is required. Job design research has sought to establish the mechanisms through which job characteristics affect employee outcomes such as performance and well-being. Employee learning has been proposed as one such mechanism (Parker & Wall 1999). The basic premise of the job design–resource acquisition is that job characteristics stimulate the resource acquisition process. This leads to the acquisition of knowledge about the job and its context, enabling the employee to perform more effectively and to cope better with demand. An additional benefit of the employee being able to cope better with demand is an improvement in well-being (Karasek and Theorell, 1990). Consistent with this view, studies have found support for a job design– learning mechanism in relation to two employee outcomes, task performance (Wall *et al.* 1992), and well-being (Taris and Kompier, 2005).

Although job design–research acquisition has yet to be established in relation to employee innovation, the individual- level process by which new ideas are generated, promoted, and implemented within organizations (Rank, Pace & Frese, 2004). It is important to know that job

design affects employee innovation via its influence on learning because, if true, it demonstrates a route through which employee innovation can be cultivated. Organizations might therefore be able to promote employee innovation by combining effective job designs with interventions to enhance employee learning. It is also important to know the route through which job design affects employee innovation because, if the causal pathways that lead to employee innovation are similar to those that promote employee performance and well-being (i.e., a job design–resource acquisition), then organizations may be able to achieve multiple beneficial outcomes by concentrating resources and interventions on improving their common antecedents.

Encouragingly, there is empirical evidence to suggest that employee learning might be a mechanism through which job design affects employee innovation. This is because studies have shown that job design characteristics, such as job control, are associated directly with employee learning (Bond and Flaxman, 2006) that employee learning is associated directly with innovation (Jansen and Van Yperen, 2004) and that job characteristics are associated directly with employee innovation (Scott and Bruce, 1994). However, from these studies, it cannot be inferred directly that employee learning is a mechanism through which job design affects employee innovation. For example, studies focusing on employee learning and innovation might have found a relationship because of a common but unmeasured antecedent, i.e., job design. This means that employee learning may not be a precursor of innovation or a route through which job design influences innovation. Current studies therefore tell us little about the precise way in which job design affects learning and innovation simultaneously. As such, this article focuses on whether learning is a mechanism through which job design affects innovation.

Williams, Blair-Loy, & Berdahl (2013), observed that an organization's design refers to its particular configuration of organizational characteristics. These characteristics include structural dimensions, such as size, number of vertical levels, and degree of specialization among organizational units or personnel. They also maintain that other organizational features, such as culture, primary operating processes, and even strategy, are also included in the concept of organizational design. Because many more organizations are changed each year than are founded, much of organizational design is actually redesign. Redesign is usually an intensively managed endeavor, as illustrated by the well-known redesigns at oil and gas industry. Both of these redesigns involved comprehensive changes in strategy, technology, staffing, and culture.

Because there are an immense number and great variety of characteristics on which organizations can differ, a great number of organizational designs are possible. The actual number of significantly different designs found in any population of organizations, however, tends to be much smaller than the theoretical possibilities. This is because many combinations of organizational characteristics or features are not workable or result in inferior performance and are selected out of the population. It is also because, once organizational forms are established and appear to be effective, many will tend to quickly copy them. In contrast, other

designs result in smooth and effective organizational functioning, that is, in high levels of organizational performance. Eventually, these latter patterns or clustering of organizational characteristics become more frequently observed.

From the foregoing point of view, we hereby hypothesized thus:

- H₀₁** There is no significant relationship between work re-design and adaptability of oil and gas firms in Rivers State.
- H₀₂** There is no significant relationship between work re-design and resource acquisition of oil and gas firms in Rivers State.
- H₀₃** There is no significant relationship between work re-design and organizational survival of oil and gas firms 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 accessible population for this study comprised of 260 employees of five (5) Oil and gas servicing firms which were listed on the first tier of the Nigeria stock exchange as obtained from daily official list. The sample size of 154 was 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 Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Table 1 below shows the result of correlation matrix obtained for devotion and Organizational residency attitude. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

Table 1: Correlation Matrix for Work Redesign and Effectiveness

		Redesign	Adaptability	Resource acquisition	Survival
Spearman's rho	Correlation Coefficient	1.000	.949**	.875**	.859**
	Sig. (2-tailed)	.	.000	.000	.000
	N	121	121	121	121
	Adaptability	.949**	1.000	.968**	.882**
	Correlation Coefficient				

	Sig. (2-tailed)	.000	.	.000	.000
	N	121	121	121	121
	Correlation Coefficient	.875**	.968**	1.000	.851**
Resource acquisition	Sig. (2-tailed)	.000	.000	.	.000
	N	121	121	121	121
	Correlation Coefficient	.859**	.882**	.851**	1.000
Survival	Sig. (2-tailed)	.000	.000	.000	.
	N	121	121	121	121

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

SPSS 21.0 data Output, 2019

Ho₁: There is no significant relationship between work re-design and adaptability of oil and gas firms in Rivers State.

The *rho* value 0.949 shows that there is a very strong and positive relationship between work re-design and adaptability. The tests of significance he indicates that the relationship is significant at $p\ 0.000 < 0.05$. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between work re-design and adaptability of oil and gas firms in Rivers State.

Ho₂: There is no significant relationship between work re-design and resource acquisition of oil and gas firms in Rivers State.

The *rho* value 0.875 shows that there is a very strong and positive relationship between work re-design and resource acquisition. The tests of significance he indicates that the relationship is significant at $p\ 0.000 < 0.05$. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between work re-design and resource acquisition of oil and gas firms in Rivers State.

Ho₃: There is no significant relationship between work re-design and survival of oil and gas firms in Rivers State.

The *rho* value 0.859 shows that there is a very strong and positive relationship between work re-design and survival. The tests of significance he indicates that the relationship is significant at $p\ 0.000 < 0.05$. Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate held. Thus, there is a significant relationship between work re-design and survival of oil and gas firms in Rivers State.

DISCUSSION OF FINDINGS

The study findings revealed that there is a very strong positive and significant relationship between work re-design and effectiveness of Oil and Gas Firms in Rivers State, Nigeria. This findings is in line with the study done by Naoler and Tushman (2010), who observed that change that have an impact on the whole system of the organization must be fundamentally redefined on some basic framework, including strategy, structure, people, processes and (in some cases) core values. In the same vein, Johnson and Scholes (2007), also observed that radical change or approach is used to address more fundamental problems especially in some situations, such as after a period of flux or unexpected rapid change in the environment. Restructuring the elements including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers is known as job redesigning. The process includes revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization. The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction (Charity, Xolelwa & Anis, 2015)

CONCLUSION

This study concludes that work re-design significantly influences effectiveness of oil and gas companies in Rivers State.

RECOMMENDATION

Oil and Gas Companies should as part of its change management adopt work re-design by enriching the job and making provisions for enlarging the Jobs.

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