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THE MOVEMENT OF EMPLOYEES IN THE NIGERIAN PETROLEUM INDUSTRY: CAN IT BE STABILISED?**MONEY, UDIH****LECTURER****FEDERAL UNIVERSITY OF PETROLEUM RESOURCES****DELTA STATE****ABSTRACT**

The Nigerian Petroleum Industry Operates in different locations with all kinds of employees working to meet the organisational objectives. This paper examined the movement of employees in the Nigerian Petroleum industry, and to find out if the movement of employees can be stabilised. The study employed secondary sources of information that were extracted from two (2) oil and gas companies selected from the petroleum industry, and locations were selected using the stratified random sampling. The analyses of data were with mean, standard deviation and the F-distribution to test for the significance between means. The research findings were: employees' movement in all the locations are controlled through management intervention; the use of potential theory has a good relationship with employees' movements in the industry, and potential theory can stabilise employees movement in the industry; and training should be given to human resources staff in the industry.

KEYWORDS

stabilisation of potential theory, employees movement, human resources, f-distribution and locations.

1. INTRODUCTION

The human resources director or general manager of the petroleum industry is faced with all aspects of how people are employed and managed in the industry. He covers activities such as strategic human resources management (HRM), human capital management, corporate social responsibility, knowledge management, organisation development, resourcing (human resources planning, recruitment and selection and talent management), performance management, learning and development, reward management, employee relations, employee well-being and health and safety and the provision of employee services. (Armstrong, 2009).

The movement of employees in the industry implies management the flow and performance of people. It involves managing the movement and performance, into the industry, through the industry, and out of the industry. (Price, 2004). The movement of employee through the industry commences with recruitment. Employee movement in the industry which is a subset of human resources planning ensures that the industry obtain and retains qualified and efficient employee(s), its needs and deploys them productively (Money & Odibo, 2012). Movement of employees is a subset of human resources planning; overall human resources management.

It has become important to establish and adopt methods that can improve Human Resources Management in the industry. This is particularly important for Nigeria where, like in other developing countries, skilled and highly-skilled human resources is not abundant (relative to unskilled labour), and the best must be derived from them, and they must be motivated to be retained.

Human resources planning which is charged with employee movement are having the right people, with the right skills, in the right place at the right time. (Taylor, 2002). While employee movement is concerned with looking ahead and using systematic techniques to assess the extent to which an industry will be able to meet its requirements for labour in the future (Foot and Hook, 2005).

The importance of employees' movement dwells on the attraction of employees to different locations of the industry that emphasis efficient utilization, motivation, improved human relations and high productivity. Thus, the effective management of employees movement; especially a company with many locations, becomes necessary for the industry success. Hence, stabilization of employees in the industry is the focus of this study and its problem lends itself to theoretical physic model – the Stabilisation Potential Theory (SPT).

Therefore, the potential theory when used will help to stabilize employees' movement from one location to another. The theory therefore, looked at how to stabilize employee movement; and however, we may want to establish if there is link between movement of management and employee movement.

The aim of the study is to determine the extent to which potential theory could be used to stabilize employees' movement in the industry with dispersed locations. The specific objectives are to determine the period of management intervention in each location and; the use of potential theory to analyze employees' movement.

2. RELATED LITERATURE**2.1 THE CONCEPT OF EMPLOYEES**

Employees' has been defined as the worker-power supplied by men rather than machines, Procter (2010). Employee is also referred to as human resources. In this study, we used employees and human resources, interchangeably. Employees are the most valuable and most difficult to manage assets of any organisation. The implication is usually that the words "resources" and "assets" tend to camouflage the moral, ethical and political issues which impinge upon human resources problems and that any manager who ignores these issues can expect extremely hazardous consequences, Alexis and Wilson (1967).

2.2 SUPPLY OF EMPLOYEES: RECRUITMENT AND SELECTION

The supply of employees is the total number of human resources available in the organisation at a particular point in time. Employees supply data are recorded and kept by the human resources department of the organisation. However, it is important to monitor changes in employees supply with respect to recruitment and selection, through the organisation, and the termination.

Supply of employees is the process of finding and engaging the people according to the organisation needs, and deciding which applicants or candidates should be appointed to jobs. (Armstrong, 2009). It is aimed at ensuring that the organisation's demand for human resource is met by attracting potential employees (recruits) in a cost-effective and timely manner; and to identify, from those coming forward, the individuals most likely to fulfill the requirements of the organization, Cole (2005).

We have four stages of employees supply, they are:

- Defining requirements,
- Planning requirements campaign,
- Attracting candidates, and
- Selecting candidates.

In defining the requirements, the person in charge will prepare role profiles and person specifications; deciding terms and conditions of employment. And for recruiting purposes, the profile must include a list of the competencies required, pay, benefits and hours of work, Armstrong (2009). Person-specification must include: the knowledge, skills and abilities, behavioural competencies, qualifications and training, experience, specific demands, and special requirements like unsocial hours, and travelling. Armstrong (2009).

Recruitment planning covers 'quad' issues like: The total number and types of human resources required to cater for expansion and if deficits then make up for it.

- All the likely sources of candidates,
- Plans for getting other sources,
- And how the recruitment programme will be conducted.

Attracting candidates entails a lot of processes, which include, analysing the recruitment, strengths and weaknesses, analysing the requirements, identify sources of candidates; advertising (which aims at, generating candidates, attract attention, create and maintain interest, stimulate action), online recruitment, through corporate websites, commercial job boards, agency sites, using agencies and job centres, using recruitment consultants, using executive search consultants, recruitment process out-sourcing, and educational and training establishments.

2.3 EMPLOYEE PLACEMENT, APPRAISAL, PROMOTIONS AND TRANSFERS

The employee placement is the process of finding the right people for the right jobs and the right jobs for the right people. (www.occupationalinfo.org) Employee placement process can be performed in many different ways. It all depends on the side of the job market that the individual prefers to occupy, a different employee placement technique might be relevant, and being an employee is different from being a job applicant.

Employee appraisal is also called performance appraisal, job appraisal, and performance review or (career) development discussion. MIT Human Resources (<http://docs.google.com/gview?>)

Employee appraisal is just a method by which the job of an employee is evaluated, with respect to quality, quantity, cost and time, as scored by his Manager or Supervisor (<http://www.pmhut.com/creating-an-effective-performance-management-system>). Employee appraisal is the process of obtaining, analysing, and recording information about the relative worth of an employee's recent successes and failures, personal strength and weaknesses and suitability for promotion. We see appraisal as an opportunity to praise rather than to be directly concerned with discipline, grievance or redundancy.

Employee promotions are tied to workers and it is an upward change of position for a worker, which normally involves greater supervisory responsibility and different duties from those of his present position, (Akanni, 1991). Promotion usually includes more or quite different sets of duties and more privileges like more cash, new position, security and other benefits.

Promotion occurs both in formal and informal organisations. In some industries, the promotion steps are clearly and well defined in terms of a series of levels. In the oil industry, we have series of grade levels from 1 to 27 which are tied to compensation levels.

We have criteria that are used for promotions. It may be by merit and seniority. Informally, we have the personality of the candidates and his relative degree of interpersonal influence. Seniority is used in Oil industry, especially when organisation is unionized.

Employee transfers can come as a result of employee promotions, moving the employee from his current job to a new job. Employee transfer is the practice of moving employees from job to job within the same company so that they can develop a wide variety of skill, (Stoner et al 1996); they express the fact of "on the move"; the moving up of young employees in the company; which implies transfers to new locations, and new jobs. Company talented managers are moved from one assignment to another, thus, providing a broad range of experiences. This is very common in the oil and gas industry, and is the basis of this paper.

2.4 TERMINATING EMPLOYEES EMPLOYMENT

The movement out of the organisation is referred to as terminating employee's employment. It is simply the release of human resources from the organisation. It can take any of the three forms: (a) redundancy, (b) dismissal, and (c) retirement. Terminating employee's employment is one of the most demanding areas of human resources management in the oil industry.

Redundancy, dismissal and retirement take place where there is downsizing in the organisation, when there is structural changes as a result of mergers and acquisitions, and when employee is no longer needed. The HR department needs to plan awaiting redundancy, provide arrangements for voluntary redundancy, and the issue of outplacements. (Armstrong, 2009).

For dismissal, employer terminates the employment of an employee with or without notice. Employer's unreasonable behaviour can make someone resign his job called 'constructive dismissal' (Armstrong, 2009).

The movement of employees can be stabilized to some extent using the principles of natural justice in handling the issue of dismissal on organisation. The principles include:

- Employees should know what is expected of them with respect to standard of performance and rules to follow.
- Employees should be clearly informed of the areas of failure or the rules they have failed to carry out.
- Employees should be given the chance to improve at all times except in the case of gross misconduct.

All Corporate Organisation should prepare employer's retirement, because it is a major change in the system. Its policies need to state:

- the time employees are due to retire;
- the situation, if any, that employees can work beyond normal retirement date;
- the provision of pre-retirement training as it concerns funds, health, insurance and other benefits; and
- the provision of advice to employee about to retire.

2.5 STABILISED FLOW MODELS OF EMPLOYEES

The "balance" or accounting equation" represents the basic concepts of employee's stocks and flows in simplest algebraic terms; as detailed by Walker (1970) and Haire (1967) the flow relationship may be stated:

Manning strength (t - 1) = Manning strength (t) - promotions in (t)

- recruitment (t) - net (transfers (t)
- promotions out (t) - wastage (t).

Where manning strength is the man hour put to work. Typically, a system of accounting equations representing several seniority levels within an occupational classification is solved to some unknown parameters, such as promotion and recruitment flows.

Stabilisation theory or Markov analysis has demonstrated itself as one of the most powerful tools for flow models and, indeed, for all tributary issues as evidence by the Legion of articles. Merck (1975) and Vroom and MacCrimmon (1968) deal with the basic concepts. While Rowland and Sovereign (1969) provide a basic demand-supply industrial problem.

2.6 STABILISATION - POTENTIAL THEORY (SPT)

The stabilisation - Potential Theory focuses on the properties of the functions as applied to the properties of the equation. SPT still remains as convenient form for describing the study of functions, which of course, satisfy the Laplace equation. SPT is introduced in the 19th Century, as a branch of classical physics that deals with phenomena having to do with attraction or the distribution of physical effects through space, but today it is a lucrative branch of operation research/mathematics (Sigl, 1985). An analogue of three dimensional potential theory for two dimensional random walks could be generalised to all ergodic Markov chain, Kemeny and Snell (1973).

The ergodic chain is explained to be cyclical or regular (Agbadudu, 1996). In a cyclic ergodic chain, each state is reached periodically after certain intervals. A state is periodic with period t if it is possible to return to it only in t, 2t, 3t, 4t,steps. Hence $P_g^{(n)} = 0$ where n is not dividable by t.

The SPT or Markov chain is a very useful mathematical model.

(Solomentser, 2001. Kellogg, (1969) describes certain types of such process which move in a sequence of steps through a set of states. It is an effective tool that can be used for forecasting the frequency of brand loyalty in marketing management, manpower planning in human resources management (Prilenko et al, 2001), (Helms, 1975), (the concern of this paper). The stabilisation - Potential Theory (SPT) is built on this idea.

3. METHODOLOGY

The study research design was espost facto. The population of the study includes all the Nigerian Oil and Gas Companies in the Petroleum Industry for the period of ten years (2005 - 2015). For the purpose of convenient, we used two Oil and Gas companies; thus, we selected two Oil and Gas companies with respect to the following characteristics: Market share, Manpower flow, Size of Manpower, and number of locations. Data on employees' movement were obtained from both company's intranet.

In this study, the data are supplemented with interviews and transfers data from location to location. We analysed the data with standard deviation, Analysis of variance (ANOVA) and testing of hypothesis at 5 percent Level of Significance using the F–distribution, to determine employees’ movement and its stabilisation in the organisation.

4. DATA ANALYSIS

The data are analysed using both the descriptive and inferential statistics. This data are compresses into summary and F–distribution, ANOVA were used to test the hypothesis.

TABLE 1: COMPRESSED STATISTICS FOR FORTE OIL PLC

LOCATION	– Mean (X)	– Standard Error (Sx ₁)	Fratio	F _t
LAGOS	8			
WARRI	7.5	0.5	4.72	3.39
PORT/HARCOURT	8.5			

Source: Survey Data, (Money, 2016)

TABLE 2: COMPRESSED STATISTICS FOR CONOIL PLC

LOCATION	– Mean (X)	– Standard Error (Sx ₁)	Fratio	F _t
PORT/HARCOURT	16			
LAGOS	17	1	4.69	3.39
WARRI	15			

Source: Survey Data, (Money, 2016)

We employed the F–distribution to find out whether there is a relationship between management involvement and employee movement. So we test for: No significant relationship between management intervention and employee movement; and also, that Stabilisation Potential Theory (SPT) cannot stabilise employees in organisation.

Both hypothesis is tested with data from Forte Oil Plc and Conoil Plc.

$$F_c = \frac{MSB}{MSW} = \frac{\text{Means between means}}{\text{Means within means}}$$

$$F_c = \frac{2.5}{0.53} = 4.72$$

Critical F (df=K-1, Kn-K; α = 0.05)

$$= F (df= 3 - 1, 3 \times 10 - 3, \alpha = 0.05)$$

$$= F (df= 2, 30.3, \alpha = 0.05)$$

$$= F (2.27, \alpha = 0.05) = 3.35$$

Where df is the degree of freedom

K is the number of locations

nis the number of data in each location

α= is the level of significance

The alternative hypothesis (H_a)is accept, since the calculated values of F–statistics for employee movement with respect to management intervention, F_c = 4.72 is greater than the tabulated value F_t = 3.35. There is a significant relationship between management intervention and employee movement. It is significant at 5 percent level.

For Conoil Plc, there is a significant relationship between management intervention and employee movement in the organisation. See yearly movement of employee’s computational results:

$$F_c = \frac{MSB}{MSW} = \frac{\text{Means between means}}{\text{Means within means}}$$

$$= \frac{10}{2.13}$$

$$F_c = 4.69$$

$$F_t (2.27, \alpha = 0.05) = 3.35$$

Since F_c is greater than F_t i.e. the calculated values of F–statistics for employee’s movement with respect to management intervention, F_c = 4.49 is greater than the tabulated values F_c = 3.35. Therefore, there is a significant relationship between management intervention in Conoil Plc and employee movement.

5. FINDINGS

1. Management of the companies needs to intervene yearly to stabilise the number of employees. Management intervention should be stabilised on grade levels, promotion, and replacing those leaving the company.
2. Management intervention should be tied to stabilisation potential theory, only management intervention will result in inefficient allocation. Movement of employees should be properly managed from location to location.
3. The right numbers of employees are supplied to (or withdrawn from each location in each period). Each year indicated that the employees withdrawn from each location, and or some of the locations equal the employees supplied in the same year.
4. Stabilisation Potential Theory is used to stabilise employee movement and, is strongly and positively related to industrial stability and employee movement.

6. CONCLUSION AND RECOMMENDATIONS

The movement of employees is one of the most crucial topics in human resources management. Most of the empirical works on employees movement (Armstrong, 2009; Price, 2003; Beardwell and Claydon, 2007; Bratton and Gold, 2003; Boella, 2000; as well as Taylor, 2002) have concentrated and developed countries, and very little focus on developing economics (Agbadudu, 1996, Osamwonyi 1987, Osagiede and Ekhosuchi, 2007).

The study has shown that the Stabilisation Potential Theory and management intervention can be applied in organisations with spread locations in Nigeria; and Stabilisation Potential Theory of employees’ movement is shown to be statistically significant. The stabilisation potential theory is a powerful tool for redistribution of employees in an organization when combined with management intervention. Thus, employees’ movement will be better stabilised when both are used.

This study, therefore recommend that the petroleum industry and any other organisations having spread locations should apply Stabilisation Potential Theory (SPT) in stabilising employee movement in organisation (Money and Odibo, 2012); since employees’ movement can be described as a random dynamics system of stocks and flows (Agbadudu, 2006). That at a given time t, the employee in the organisation can be grouped based on profession, age, grade, etc. Thus, Stabilisation Potential Theory is strongly recommended to stabilise movement of employee (Money and Odibo, 2012).

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