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## **EDITORIAL NOTE**

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**THE EFFECT OF STRATEGIC HUMAN RESOURCE  
MANAGEMENT ON EMPLOYEE JOB  
SATISFACTION: THE STUDY OF SELECTED OIL AND  
GAS COMPANIES IN NIGERIA**

**by**

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**Abstract**

The study seeks to examine Strategic Human resource management and employee job satisfaction of selected oil and gas companies quoted in the Nigerian Stock Exchange. The general objective of this research work was to investigate the effect of strategic human resource management on employee job satisfaction in oil and gas companies quoted in NSE. The study adopted the cross-sectional research design. Data was obtained. The population of the study was 2,515 of the employees in the oil and gas companies and 345 respondents were sampled from the selected out of which 300 respondents were used for analysis. The Probability random sampling technique was employed for the selection of respondents. The statistical tools for the analysis of data include descriptive statistics, Jacque Bera normality test and Correlation tests. The Ordinary Least Square multiple regression tests were conducted to test the hypotheses formulated using Stata version 13 software. The result showed that: SHRM practices have

a significant positive impact on employee job satisfaction. There is a significant positive relationship between planning for change and employee job satisfaction. There is a significant positive relationship between training and development and employee job satisfaction. The study recommended that it is very important for management to develop and involves employees in planning for change strategy that affects their job routine and design that affects satisfaction as a major factor. Managers should encourage consistent training and development programmes as it will lead to higher job satisfaction levels in employees and they will fulfil their duties with a great deal of responsibility with the best performance. The study contributes to knowledge by affirming that planning for change facilitates employee job satisfaction. It also established that training and development enhance employee job satisfaction.

**Keywords:** Strategic Human Resource Management, Employee Job Satisfaction, Planning for Change

## Introduction

Strategic human resource management (SHRM) is the latest change in the area of Human Resource Management (HRM). SHRM is concerned with the function that human resource management systems play in organizational performance, focusing on the configuration of human capital as a technique for gaining a competitive advantage. Strategic human resource management is the practice of attracting, developing, rewarding, and retaining employees for the benefit of both the employees as individuals and the organization as a whole. Firms are becoming conscious that thriving human capital policies and practices may enhance performance in diverse areas such as productivity, quality

and fiscal performance (Voorde, Paauwe & Van Veldhoven, 2010). One of the most significant improvements in organizations in modern times is the growing significance given to human capital. More and additional considerations are being given to motivational aspects of human traits, mainly the need for self-worth, group association, and self-actualization (Djabatey, 2012).

Organizations nowadays are concentrating more on acquiring appropriate human capital because the employees are the most treasured asset of an organization. It is the individual feat of workers that will congregate to shape the achievement of an overall goal of the organization. While recruiting the workers, organizations have to formulate a plan to cautiously recruit the most appropriate worker because they create a competitive advantage for the organizations (Adeyemi, Dumade and Fadare, 2015). The correlation between human resource management and organization performance has received widespread significant attention from scholars in modern times (Li, Zhao & Liu, 2006; Sanchez, Jimenez, Carnicer, & Perez, 2007; Lin & Chen, 2007).

### **Statement of Problem**

The success of organizations in this contemporary business milieu depends on the capability of manpower that steers the day-to-day affairs of the organizations. The procedure of recruiting, selecting and retaining every sort of worker in both private and public organizations has been a subject of apprehension to many and requires attention (Djabatey, 2012).

The study seeks to address these drift in organization employee job satisfaction due to strategic HRM problems that are affecting plans for change, inadequate training and development which has led to employee turnover and retention.

Hence, this study seeks to address these stated problems by examining the components of SHRM as it affects employees' job satisfaction and to enable the study to proffer solutions to the existing problems. Research in SHRM has ascertained that the achievement of any corporation is highly motivated by the competence of its personnel, which impacts its human resource management comportments. If proper HRM policies and procedures are enlarged and executed successfully, HRM practices will have a considerable effect on firm performance (Boohene & Asuinura, 2011). The current drift of globalized aggressive business focuses on the formulation and implementation of tactical human resource management practices and their important impact on the financial performance of the business organization (Khatoon, Amin & Hossain, 2013).

There is a great need for additional evidence to support the SHRM-employee job satisfaction relationship to show exactly what leads to what as a majority of these workers were in the banking and manufacturing sector and are in the developed economies (Gerhat, 2005). It is aligned with this setting that this research will be done in order to examine the veracity or otherwise of the relationship between Strategic Human Resource Management and Employee Job Satisfaction of selected oil and

gas companies in Nigeria and provides an improved perceptive of the relationship between these variables.

Staff performance and satisfaction are essential to all corporate entities in both industrial and embryonic economies. Therefore, there is a need for further proof to buttress the SHRM practices-performance relationship from different sectors and contexts. It is from this background that this study is set to examine the Strategic Human Resource Management and employee job satisfaction relationship in oil and gas companies quoted in Nigerian Stock Exchange.

### **Objectives of the Study**

The general objective of this research work was to investigate the effect of strategic human resource management on employee job satisfaction in oil and gas companies quoted in the Nigerian Stock Exchange.

The specific objectives of the study were:

- a. examine the effect of planning for change on employee job satisfaction;
- b. ascertain the effect of training and development on employee job satisfaction;

### **Statement of Hypotheses**

The under-listed hypotheses are devised for the study;

**Ho1:** There is no significant positive correlation between planning for change and employee job satisfaction.

**Ho2:** There is no significant positive correlation between training and development and employee job satisfaction.

## **Literature Review**

### **Conceptual Issues in Strategic Human Resources Management (SHRM)**

The increasing numbers of research works centred on the link between strategic human resource management practices and organizational environment in the past few years were stimulated by the dispute that access to capital and technology are becoming less effectual as they can be easily replicated by rival organizations (Koys & De Cotiis, 1991; Abdulkadir, 2012).

The concept of SHRM has been instrumental in management research and practice for the last three decades (Purcell, 2004). Continuing analysis within the field usually centred on how Human Resource Management can append strategic worth and hence organizational accomplishment. Accordingly, this has mainly been applied in the private sector; individuals are vital tools and a significant element in an organization's performance. The key basis for strategic human resource management philosophy is that by incorporating HRM with the business plan and by utilizing particular sets of HR policies and practices, workers will be handled more efficiently, and consequently, individual and organizational performance will improve (Fombrun, 2010).

SHRM practices make tracking intangible performance measures important. Additionally, far-reaching research on the link factor of strategic human resource management practices concerning the correlation of the important variables has scarcely

been done in the oil and gas companies context in Nigeria, hence, this study intends to bridge the gap. In other words, the major objective of this study is to determine the effect of Strategic Human Resource Management on employee job satisfaction in selected oil and gas sectors in Nigeria.

### **Employee Job Satisfaction**

Employee job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. Employee resourcing strategies exist to give the individuals and expertise needed to sustain the company strategy; it is concerned with any means obtainable to meet the demands of the industry for definite skillfulness and actions (Armstrong, 2012).

Employee performance is derived from the word job performance which means real work produced by an employee within a specific period. Performance is a comparison between the works of the real compared to the standard set by the company (Dessler, 2008). Kim (2002) found that managers who engaged in a participative management style had employees with a greater passion for work satisfaction. Participative management style, participative strategic planning processes, and effective supervisory communications all correlated positively with greater passion for job satisfaction. Kim (2002) found that agencies can benefit from considering employee and management development programs that include training on participative management and empowerment.

Job satisfaction is the measurement of employee satisfaction or

dissatisfaction against his job (Catt & Miller, 1991). Job satisfaction is the negative or positive feelings which occurred due to the employee's observations about his job (Jegadeesan, 2007).

According to Bhuiyan and Mengüç (2002), job satisfaction is the negative or positive perception of an employee beside his job which has been developed in internal or external situations.

### **Planning for Change**

The global economy changes speedily. Innovations are launched now and then, workers come and go, and the investments of corporations oscillate. HR's function in helping to steady the corporation for change cannot be played down. Planning change signifies helping workers recognize their responsibilities in the bigger image of the organization. Planning change is about connections involving divisions and managers and getting individuals to talk about 'what-if' situations. HR obtains this data and expands a business plan for tragedy, changes in workflow and for encouraging workers in times of disaster or alarming change.

### **Training and Development**

Training and development are required to guarantee that workers are capable of doing their work well. Training and development, thus, are essential conduct for ensuring the achievement of the organization (Lepak & Gowan, 2009). Staff training and development is a significant factors in business performance (Ngui, 2014). According to Hitt, Ireland, Hoskisson,

Sheppard and Rowe (2006) human resource managers need to be well-trained to ensure proper staffing skills, change management, counselling, project management and organizational design.

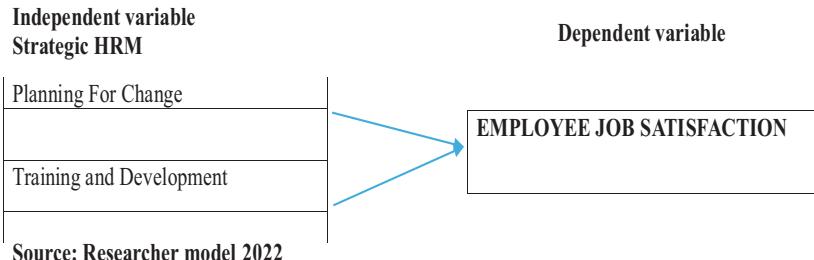


Figure 1: Conceptual Framework of strategic human resource management and employee job satisfaction.

### Empirical Review

Ijigu (2015), examined the impact of human resource management practices on employee satisfaction in Ethiopian public banks. The findings reveal that human resource practices mostly employment and selection, development and training, performance assessment and reward parcel are connected to employee job satisfaction. Oyeniyi, Afolabi, and Olayanju (2014) study the effect of human resource management practices on the job satisfaction of employees of selected banks in Nigeria. The findings reveal that reward practice, promotion practice, training practice and performance appraisal have a significant effect on job satisfaction among Nigerian bank staff but only supervisory function practice has a converse effect on job satisfaction. Kashfi, Jahangirfard and Haghigheh (2015) study the effect of human

resources planning on the satisfaction of Mellat Bank employees. The findings show that there is an important relationship between human resource planning and staff satisfaction.

Garcia (2005) cogitates that training and development have a considerable positive effect on workers' job satisfaction. Correspondingly, Thang and Buyens (2008) posit that training and development lead to advanced knowledge, attitudes, abilities, skills, and behaviour of workers that impact on performance optimistically Khan, Abbasi, Waseem, Ayaz, and Ijaz (2016) study the effect of training and development of workers on performance through job satisfaction: A study of Telecom Sector of Pakistan. 115 questionnaires were given to workers of Telecom companies in Abbottabad, Haripur and Mansehra and 105 were retrieved. A convenience sampling technique was used for data collection. The findings of the study showed a significant effect of training and development and job satisfaction on employee performance.

Cullen, Edwards, Casper and Gue (2013), examined workers' adaptability and perceptions of change-related uncertainty: Implications for perceived organizational support, job satisfaction, and performance. The work on management change has progressively been known that attributes of change beneficiary sway their responses to the place of work change. Little is known about the control of workers' adaptability and change-related vagueness on their understanding of managerial behaviour. Findings from both samples support the position of seeming managerial support as an intermediary of the correlation between

workers' adaptableness and acuity of change-related improbability and workers' contentment and performance.

Lam, Lau, Ng, Shua, and Teh (2011) investigated the effects of management change towards employees' performance in the banking industry. The study examines specifically analyzes the impacts of organizational changes towards employees' performance in the banking industry. A sample size of 200 respondents in the questionnaire had been conducted. The questionnaire was designed and distributed through a random sample of employees. The SPSS software had been used in order to run the reliability analysis, frequency analysis, explaining the correlation coefficient analysis and test of hypothesized relationships among the dependent variable and the independent variables. As a result, it had been found that communication, procedural justice, employees' development and tolerance to change has a positive significant relationship with employees' feat. Conversely, leadership has the negative significant relationship with employees' performance. The findings and suggested recommendations have been discussed. Lastly, the future study and conclusion have been done.

Gunu, Oni, Tsado, and Ajayi (2013) investigated experiential research on training and development as a tool for organizational performance: A study of selected Banks in Nigeria. The study explores whether workers' training and development improve job competence in the banking business. Structured questionnaires were used and a sample of 395 participants from a population of

35,386 from five banks as a study case. A simple random technique was used to choose the participants. Descriptive statistics and Pearson's moment correlation were used to analyze the data collected. The hypotheses were tested with multiple regressions. Findings showed that there is a significant correlation among the variables. In conclusion, training and development to have a positive effect on firm performance, and workers desires to be stimulated during training course. It was recommended that there should be a reward system for performance to stimulate workers in the bank during training exercise.

Hassan (2014) examined training and development impact on organizational performance: Empirical evidence from oil and gas companies of Pakistan. The study explores the correlation between the training and development strategies and their impact on organizational performance. The study generated primary data and regression analysis was done on the employees of oil and gas companies in Pakistan. The result showed the condition of training and development in Pakistan and that preponderance of the workers were pleased with the tactical Training and development of the organization. The outcome assisted the organization to focus on the Training and development to enhance the needed dexterity of the workers which is significant for the organizational outcome. For conducting the effective training outcomes, it must be done more frequently, the study concluded and recommended that government should make policies as the better performance of the industries will impact a major role in the economy as well as in the

social sector.

## **Theoretical Framework**

This is a theory of intra-organizational power that was proposed in 1971 by some members of the Aston group: Hickson, Hinings, Lee, Schneck and Pennings (1971). The theory assumes that sub-units, or departments, within a firm necessarily exert power over one another because the organizational division of labour creates strategic contingencies. The organization of these eventualities serves as the origin of intra-organizational supremacy. This entrance explains the basics of the premise, support for the theory, an appraisal, and a contrast of the premise to resource dependence theory. It ends with a review of the theory's significance. The study adopts the Strategy Contingency Theory because it covers the SHRM process and the constructs adopted in this study and the hypotheses stated.

## **Research Methods**

The study adopted the cross-sectional research design. Data was obtained. The population of the study was 2,515 of employees in the oil and gas companies and 345 respondents were sampled from the selected out of which 300 respondents were used for analysis. The Probability random sampling technique was employed for the selection of respondents. The statistical tools for the analysis of data include: descriptive statistics, Jacque Bera normality test and Correlation tests. The Ordinary Least Square multiple regression tests were conducted to test the hypotheses formulated using Stata

version 13 software.

### **Data Analysis and Findings**

#### **Demographic Analysis**

**Table 1. Gender of Respondent**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	33	11	11	11
	Male	267	89	89	100.0
	Total	217	100.0	100.0	

From the result of a demographic outline of participants in Table 1, it was observed that the respondents were made up of 267 males, representing 89% of total responses, while 33 respondents are female, representing 11% of total responses. This is an indication that the oil and gas segment is unlike the service sector; it requires more of able body men with energy and strength to carry out daily functioning, indicating the dominance of the male gender in the oil and gas sector.

**Table 2 Age of Respondent**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 30 yrs	18	6.0	6.0	6.0
	30-40 yrs	120	40.0	40.0	40.0
	41-50 years	150	50.0	50.0	50.0
	Above 50years	12	4.0	4.0	4.0
	Total	300	100.0	100.0	

The age distribution of respondents shows that 18 respondents representing 6% are below

The age distribution of respondents shows that 18 respondents representing 6% are below the age of 30, 120 respondents representing 40% are within the ages bracket of 30-40 years, 150 respondents representing 50% are within the ages of 41-50 years, while 12 respondents representing 4% are above 50 years of age, implying the dominance of middle age workers in the oil and gas sector.

**Table 3 Educational Qualification of Respondent**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	MBA/M.Sc	175	58.4	58.4	58.4
	Ph.D	3	1.0	1.0	1.0
	HND/B.Sc	85	28.3	28.3	28.3
	OND/NCE	33	11.0	11.0	11.0
	Others	4	1.3	1.3	1.3
	Total	300	100.0	100.0	

On highest educational qualification of respondents, none had WAEC/GCE/NECO as their

On highest educational qualification of respondents, none had WAEC/GCE/NECO as their highest qualification, 33 respondents representing 11% had OND/NCE, 85 respondents representing 28.3% had HND/BSC, 175 respondents representing 58.4% had MBA/M.Sc. as their highest qualifications, and only 3 respondents representing 1% had Ph.D. while 4 respondents representing 1.3% had other qualifications aside the ones mention. This indicates that the highest number of respondents sampled has MBA/M.Sc.

## qualifications

**Table 4. Planning for change**

S/N	Statement Items	U(1)		SD (2)		D (3)		A(4)		SA(5)	
		Nos.	%	Nos.	%	Nos.	%	Nos.	%	Nos.	%
1	Human resources planning at my organization aims to achieve adaptation in the environment.	-	-	29	9.7	39	13	144	48	88	29.3
2	There is clarity in the objectives and plans of the human resources in my organization	26	8.7	48	16	41	13.6	39	13	146	48.7
3	I have a obvious perception of the development of human resources plans	10	3.3	27	9	19	6.3	155	51.7	89	29.7
4	My organization allows the staffs in the planning process.	20	6.7	20	6.7	49	16.3	117	39	94	31.3

Source: Analysis of Field Survey, 2022.

The descriptive pattern of response in Table 4 for Planning for change sub-scale indicated that on the first questionnaire item, 232 (77.3%) of the respondents strongly agree to the construct (Human resources planning at my organization aims to achieve adaptation with the ones in the external environment) and 68 (22.7%) disagree. Indicating that most of the respondents sampled agreed. On the second item, 185 (61.7%) respondents disagree that there is clarity in the objectives and plans of the human resources in my organization, 89 (29.6%) agree and 26 (8.7%) were undecided. This high rate of agreement implies that most of the oil and gas companies studied have processes for generating new knowledge from their existing knowledge. On the third item, 244 (81.4%) respondents agree that their organization has processes for acquiring knowledge about their suppliers, 46 (15.3%) disagree, while 10(3.3%) of the total sample respondents are undecided. On

the fourth construct in the sub-scale, 211 (70.3%) agree, 19 (2.3%), while 20 (6.7%) were undecided

**Table 5. Training and Development**

S/N	Statement Items	U (1)		SD (2)		D (3)		A (4)		SA (5)	
		No	%	No	%	No	%	No	%	No	%
1	The organization I labour for spends in my expansion and training elevation my private and proficient development in a broad manner, etc.	10	3.3	27	9	19	6.3	155	51.7	89	29.7
2	I can use knowledge and behaviours learned in training at work.	-	-	28	9.3	40	13.4	88	29.3	144	48
3	In the organization where I work, training needs are identified periodically.	25	8.3	49	16.3	41	13.6	39	13	146	48.7
4	The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.	27	9	10	3.3	10	3.3	164	54.7	89	29.7

Source: Analysis of Field Survey, 2022.

The descriptive pattern of response in Table 5 for training and development sub-scale indicated that on the first questionnaire item, 244 (81.4%) of the respondents agree to the construct that 'The organization I labour for spends in my expansion and training elevation my private and proficient development in a broad manner, etc.' 46 (15.3%) disagree, while 10 (3.3%) of the respondents were undecided. On the second item, 232 (77.3%) of the respondent agree that "I can use knowledge and behaviours learned in training at work" 68 (22.6%) disagree.

The third item sub-scale, 185 (61.7%) respondents agree that "In the organization where I work, training needs are identified

periodically.” 90 (29.9%) disagree, while 25 (8.3%) of the total respondents were undecided. On the fourth construct in the sub-scale, 253 (84.4%) agree that “The organization I work for helps me develop the skills I need for the successful accomplishment of my duties (e.g., training, conferences, etc.). 20 (6.6%) of the respondents disagree, while 27 (9%) were undecided.

**Table 6. Employee Job Satisfaction**

S/N	Statement Items	U(1)		SD (2)		D (3)		A(4)		SA(5)	
		No	%	No	%	No	%	No	%	No	%
1	I would recommend employment here	-	-	-	-	69	23	137	45.7	94	31.3
2	I am proud to work for this organization.	29	9.7	-	-	39	13	144	48	88	29.3
3	Often leave work with a feeling of satisfaction.	26	8.7	48	16	41	13.6	39	13	146	48.7
4	Have considered leaving the job during past 6 months.	10	3.3	27	9	19	6.3	155	51.7	89	29.7

Source: Analysis of Field Survey, 2022.

The descriptive pattern of response in Table 4.1.6 for the job satisfaction sub-scale indicated that on the first questionnaire item, 231 (77%) of the respondents agree to the construct (I would recommend employment here) and 69 (23%) disagree. On the second item, 232 (77.3%) respondents agree that 'I am proud to work for this organization', 39 (13%) disagree and 29 (9.7%) were undecided.

On the third item on the job satisfaction sub-scale, 175 (61.7%) respondents agree that 'Often leave work with a feeling of satisfaction, 89 (29.6%) disagree, while 26 (8.7%) of the total

sample respondents undecided

With regards to the fourth question, 244 (81.4%) respondents agree that 'have considered leaving the job during past 6 months', 46 (15.3%) disagree with the question while 10 (3.3%) were undecided.

**Table 7. Normality Test**

Variable	Obs	Skewness/Kurtosis tests for Normality			joint	
		Pr(Skewness)	Pr(Kurtosis)	adj	chi2(2)	Prob>chi2
plnc	300	0.0000	0.0474		34.62	0.0000
trdv	300	0.0000	0.2339		26.24	0.0000

Source: Researcher's computation (using Stata version 13.0)

The result of Jacque Bera normality test as shown in Table 7 shows that all the variables are normally distributed at 5% level of significance. Hence, any recommendations made to a very large extent would represent the characteristics of the population of the study.

**Table 8: Correlations among the Variables of Strategic Human Resource Management and employee job satisfaction dimensions.**

	plnc	trdv
plnc	1.0000	
trdv	0.5693	1.0000
empj	0.4814	0.4535

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

Source: Researcher's computation (using Stata version 13.0)

The result in Table 8 reveals that there is positive correlation between the dimensions of SHRM and employee job satisfaction. Planning for Change and employee's job satisfaction 0.4814, Training & development and employee's job satisfaction 0.4535, showed a significant positive correlation.

### Test of Hypotheses

#### Post Regression Diagnostic Test

**Table 9      Test for Heteroskedasticity**

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity

Ho: Constant variance

Variables: fitted values of empj

chi2(1)        =        11.68

Prob > chi2   =    0.2106

**Source: Researcher's computation (using stata version 13.0)**

The result in Table 9 for the test for heteroskedasticity, shows that the variation between the dependent and independent variables are homoskedastic in that there is no heteroskedasticity problem (11.68 (0.2106)); implying that, the model is free from the presence of unequal variance. This further indicates that the probability values for drawing inferences on the level of significance are reliable and valid. Hence, the regression results can be employed to test the formulated hypotheses.

**Table 10: Ramsey Regression Equation Specification Error Test (RESET)**

Ramsey RESET test using powers of the fitted values of empj

Ho: model has no omitted variables

F(3, 291) = 1.36

Prob > F = 0.2539

**Source:** Researcher's computation (using Stata version 13.0)

Table 10 shows the results obtained from the test for Ramsey regression equation specification error test, the probability value of 0.2539 means that the model has no omitted variables.

### Decision Rule

The null hypothesis shall be accepted if the p-value (calculated value) is greater than (>) the established level of significance (critical value) and we are to reject the null hypothesis if otherwise (less than (<) the critical value (Gujarati & porter, 2009), otherwise (less than (<) the critical value (Gujarati & porter, 2009).

**H01:** There is no correlation between planning for change and employee job satisfaction

**Table 11: OLS Regression Result of planning for change (Independent Variable) and employee job satisfaction (Dependent Variable)**

Source	SS	df	MS	Number of obs	= 300
Model	65.780129	1	65.780129	F( 1, 298)	= 89.88
Residual	218.099871	298	.731878762	Prob > F	= 0.0000
Total	283.88	299	.949431438	R-squared	= 0.2317
				Adj R-squared	= 0.2291
				Root MSE	= .8555
<hr/>					
empj	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]
plnc	.4606452	.0485891	9.48	0.000	.365024 .5562664
_cons	2.229548	.1911308	11.67	0.000	1.853411 2.605685

**Source:** Researcher's computation (using Stata version 13.0)

The regression result output in table 11 shows that planning for change has a significant positive effect on employee job satisfaction with  $\beta = 0.4606(0.000)$ . Also, the p-values for planning for change is less than 0.05; hence, the null hypothesis is rejected and the alternate accepted, which states that there is a significant positive relationship between planning for change and employee job satisfaction.

The F-statistic value of 89.88 and associated P-value of 0.000 shows that the regression model on the overall is statistically significant at 1% level, this means that the regression model is valid. Hence:  **$EMPJ = 2.2295 + 0.4606PLNC + Ui$**

As indicated in Table 11, Adj. R-Squared of the models is 0.229 implying that 22.9% change in the dependent variable (employee's job satisfaction) on the overall is brought about by the independent variable (planning for change).

H0<sub>2</sub>: There is no correlation between training and development and employee job satisfaction.

Table 12: OLS Regression Result of training and development (Independent Variable) and employee job satisfaction (Dependent Variable)

Source	SS	df	MS	Number of obs	=	300
Model	58.3875782	1	58.3875782	F( 1, 298 )	=	77.16
Residual	225.492422	298	.756685979	Prob > F	=	0.0000
				R-squared	=	0.2057
				Adj R-squared	=	0.2030
Total	283.88	299	.949431438	Root MSE	=	.86988
<hr/>						
empj	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
trdv	.4505214	.0512877	8.78	0.000	.3495895	.5514534
_cons	2.283036	.1996051	11.44	0.000	1.890222	2.67585

Source: Researcher's computation (using Stata version 13.0 see Results in appendix 4)

The regression result output in table 12 shows that training and development has a significant positive effect on employee job satisfaction with ( $\beta = 0.4505(0.000)$ ). Also, the p-values for training and development is less than 0.05; hence, the null hypothesis is rejected and the alternate accepted, which states that there is a significant positive relationship between training and development and employee job satisfaction.

The F-statistic value of 77.16 and associated P-value of 0.000 shows that the regression model on the overall is statistically significant at 1% level, this means that the regression model is valid. Hence:  **$EMPJ = 2.2830 + 0.4505TRDV + Ui$**

As indicated in Table 12, Adj. R-Squared of the models is 0.203 implying that 20.3% change in the dependent variable (employee's job satisfaction) on the overall is brought about by the independent variable (training and development).

## **Discussion of Findings**

The regression result output in Table 11 shows that planning for change has a significant positive effect on employee job satisfaction with ( $\beta = 0.4606(0.000)$ ). Also, the p-values for planning for change is less than 0.05; which led to the null hypothesis rejected and the acceptance of the alternate, which state that there is a significant positive relationship between planning for change and employee job satisfaction. This finding is in alignment with Cullen et al., 2013; Lam Lau et al., 2011; Kashfi et al., 2015; Wanza & Nkuraru, 2016. The regression result output in Table 12 shows that training and development have a significant positive effect on employee job satisfaction with ( $\beta = 0.4505(0.000)$ ). Also, the p-values for training and development is less than 0.05; which led to the null hypothesis being rejected and the acceptance of the alternate, which state that there is a significant positive relationship between training and development and employee job satisfaction employees need to be motivated during training programmes. This aligned with the study of Raja et al., 2011, Abeeha, et al., 2012; Gunu et al., 2013; Ngui, 2014; Hassan, 2014; Khan et al., 2016; Garcia, 2005; Thang and Buyens 2008.

## **Conclusion and Recommendations**

The study examined the effect SHRM on employee job satisfaction in selected oil and gas companies in Nigeria. A human resources management (HRM) stratagem is the general arrangement that guides the performance of definite human resources management serviceable areas. Human resources management policies guide employees' judgments that make sure the best fit for the company. All serviceable areas of human resources management scheme need to equal the general company plan. Human Resource Management stratagem, therefore, is a general policy, pertaining to the execution of explicit human resources management operative area.

## **Recommendations**

Management needs to develop and involve employees in planning for change strategy that affects their job routine and design that affects satisfaction as major factors. This means that management should be able to create management-employee relationships in decision-making. Managers should encourage consistent training and development programs as it will lead to higher job satisfaction levels in employees and they will fulfil their duties with an immense deal of accountability with the best performance.

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