
ORGANISATIONAL SUPPORT AND INTENTION TO STAY IN THE OIL AND GAS COMPANIES IN RIVERS STATE.

By

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Abstract

This study examined the relationship between Organisational Support and Intention to Stay in the oil and gas companies in Rivers State. The cross sectional survey design was adopted. Based on the sampling frame, six (6) major oil companies with population of 998 were randomly selected, while the Taro Yamane's formula was used to determine the sample size of 360 employees. The Spearman Rank Order Correlation Coefficient and the Partial Correlation Coefficients were adopted for the hypotheses testing. The results of the analyses revealed that there is a positive and significant relationship between the dimensions of Organisational Support and the measures of Intention to Stay; and that of Organisational Culture watered-down both relationship between the predictor and criterion variables. The study found that for organisations to hold and retain its best hands, they must support their employees through promoting fairness, equity and justice in the work-place; supervisors should support employees towards task accomplishment and avoidance of acrimony; while Organisational Culture should encourage and show support to employees by means of enhancing maximum continuity. The study recommended that all forms of perceived injustices should be eliminated as staff might see it as an unfair practice in the organisation and that the Culture should be such that workers perceive support, care and feeling of a place in order to be motivated to stay.

Keywords: Organisational Support, Intention to Stay, Culture, Fairness, Job flexibility, Training & Development.

1.0 Introduction

Employee intention to remain in any organisation signifies the level a worker remain in the organisation at a certain time in order to fulfill the set Organisational Support of the organisation. Being retained as a worker or employee in an organization is so rewarding to both parties that is the employer and the employee; because the organisation offers a range of benefits or reward pattern such as Training & Development, job flexibility and a platform or culture for rewarding qualified and skilled manpower, that facilitates organisational goals and objective as a benefit of workers' skills in action (Akila, 2012). In this present day, workforce intellectual development in organizational settings can truly be based largely on value creation (Bouchez, 2006).

Obviously, the thought of dissatisfaction by a worker can cause such to have alternate thoughts or other jobs that suits or satisfies best interest. Samuel and Chipunza (2009) noted principal reasons for continuity in a way that the organisation does not encounter organizational support. Eventually, the exit of a worker in the work-place can affect the organisational productivity and ontogeny. Therefore, HRM must encourage staff by providing platform for goals through practice and job flexibility which includes recognition, pay, promotion, job security, autonomy, role stressors, and by providing other incentives that will ensure or encourage employee's intention to stay. Although scholars (Greenberg, 1990, Shore and Shore, 1995 Dawley, Houghton, & Bucklew, 2010; Johnson & De Connick, 2009; Eisenberger, Vandenberghe, Stinglhamber, Sucharski, & Rhoades, 2002) have examined motivating factors why a worker will want to continue with such an organisation longer as necessary.

Research Objectives

Specifically, the study shall seek to:

- i. Examine the nature of relationship between fairness and intention to stay in the oil and gas companies in Rivers State.
- ii. Ascertain the extent of relationship between supervisor support and intention to stay in the oil and gas companies in Rivers State.

Research Hypotheses

The following null hypotheses were stated:

Ho₁: There is no significant relationship between Fairness and Job flexibility in the oil and gas companies in Rivers State.

Ho₂: There is no significant relationship between Fairness and Training & Development in the oil and gas companies in Rivers State.

Ho₃: There is no significant relationship between Supervisor Support and Job flexibility in the oil and gas companies in Rivers State.

Ho₄: There is no significant relationship between Supervisor Support and Training & Development in the oil and gas companies in Rivers State.

2.0 Literature Review

2.1 Conceptual/Operational Framework:

Conceptual/Operational Framework

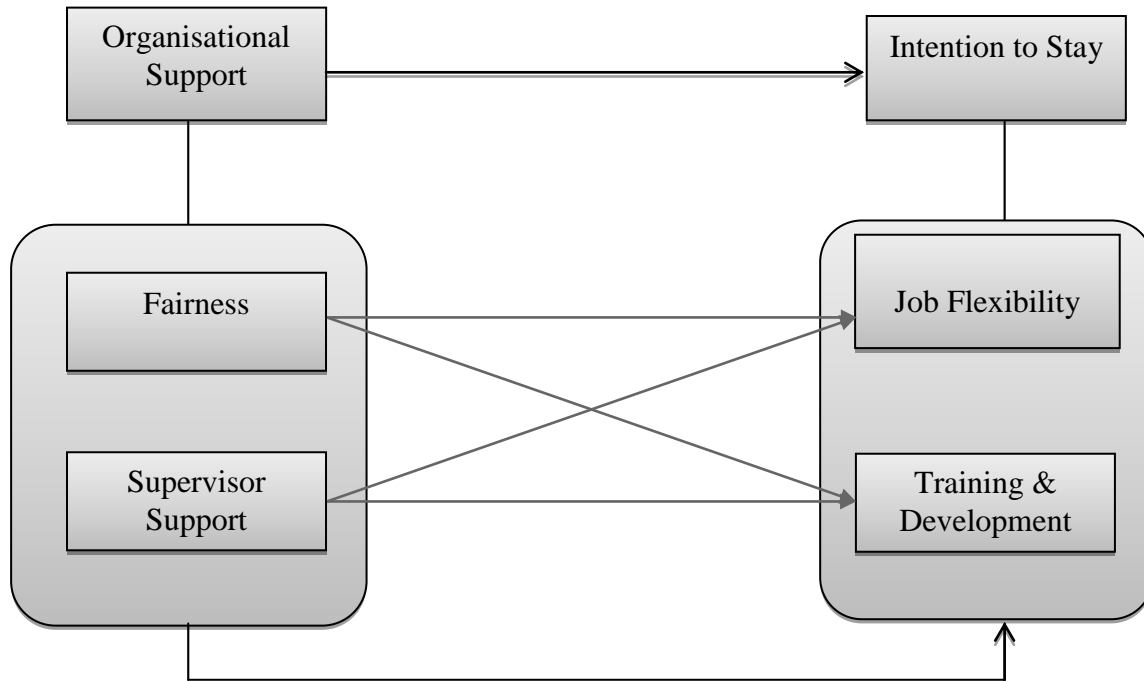


Figure 1: Operational Framework

(Conceptualised by Researcher, 2023)

2.1.1. Organisational Support

Krishnan and Mary (2012) define Organisational Support as the understanding and opinion of workers regarding the height to which their involvement is appreciated and recognized by their Organisation. According to Wann-Yih and Hatik (2011), Organisational Support is a worker's view-point regarding the extent to which organisation is committed for their welfare and consider its efforts for the organisation. They put more energy with the consciousness that all efforts will be owned and will be appreciated by the Organisation.

Organisational support take on role in the social exchange theoretical framework. According to Eisenberger et al (2002), the higher the extent to which staff perceive their Organisation considers their expectations, the greater the effort they will invest. From the Social Exchange Theorist point of view is that the organisation derives significant Job flexibility when staff are engaged in a reciprocity process. In their meta-analysis of seventy (70) studies, Rhoades and Eisenberger (2002) reported a negative relationship between organisational support and intention to leave.

Below are the dimensions used, which are Fairness and Supervisor Support.

Fairness:

Fairness impacts on staff decision to stay or leave the organisation; which incorporate staff' perception of decency, fairness and justice in their work environment (Colquitt, Greenberg, & Zapata-Phelan, 2005), equality in the portion of organisational rewards and resources among staff (Adams, 1965; Homans, 1961), the fairness of formal policy approach and procedures used in making those allocation choice (Leventhal, 1980; Lind & Tyler, 1988).

However, bullying in the workplace simply means harassing, offending or socially excluding someone or negatively affecting someone's work tasks. For the label bullying to be applied to an activity, the harassing conduct or bullying behavior must occur more than once and consistently and over at a given period (Einarsen *et al*, 2011).

Fairness can be ascribed to procedures in performance appraisal, providing the opportunity to voice concerns. Employee engagement is related with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, equity and justice, and meaningful and valued work.

Fairness is basically seen and felt throughout all ranks of an organisation and be viewed in several forms in the working place; application of policies, procedures and the inclusion of unions to help level the playing field. Equity and fairness are a major driver of optimistic employee attitude and intention to stay (Anne-Marie, 2004).

Supervisor Support:

Kottke and Sharafinski (1988), states that Supervisory Support indicates a representative point of view concerning how much the supervisor value the worker's commitment and care about his or her wellbeing in the organisation. Nevertheless, staff are bound to remain with an Organisation if they consider that their supervisors' show high interest and concern for them if they know what is expected from them, if they have given responsibility that match their capabilities and if they get regular positive criticism and acknowledgement. The nature of relationship a worker develops with their direct supervisors lengthens the employee's stay in the organisation (Ferreira, 2007; cited in Michael, 2008).

The study explains useful information that the pattern of the supervisor-subordinate relationship might provide a huge, useful order on the worker's absolute work benefit (Aamodt, 1999).

2.1.2. Intention to Stay:

Intention to stay mirrors the worker's degree of pledge to his organisation and the readiness to stay employed" (Hewitt, 2004). Intention to stay is characterized as staff intention to stay in the present employment in relationship with their present Organisation on a long term basis. This is a backwards idea of turnover expectation or intention to quit. Vandenberg and Nelson (1999) characterized staff' expectation to quit as a person's evaluated possibility that he or she is leaving the organisation sooner or later. Unfortunate, undesirable, and intentional wearing down that organisations experience when exceptionally esteemed staff quits and takes another occupation somewhere else is amore concerning issue than the recurrence of corporate layoffs (Mobley, 1982). This aspect is expanding in significance as the challenge for ability is high and continuously.

People need to be aware that their commitments to the organisation are esteemed (Taylor, 2002). To keep with staff in any, company they must feel some slice of the association. To edify the issue about staff leaving, a few appropriate measures should be taken as organisations are presently competing for talent (Mitchell et al., 2001). Measure to improve retention should be focused compensations, thorough advantages, motivating force programs, and comparative activities are essential to be executed (Taylor, 2002). In addition, good pay and financial motivating forces also work to build staff satisfaction and commitment.

Witt et al. (1992) examine the connection between organisational help and staff aspiration to remain in the organisation. This investigation used a scale to survey staff propensity to quit

the organisation whenever offered somewhat more significant pay offer, progressively proficient opportunity or status, or friendlier collaborators with staff. Desire to remain ought to be recognized from the discomfiting view of being caught in an organisation due to the staggering expenses associated with leaving, for example, continuance commitment (Jayashree and Krishnan, 2012).

Nazia and Begum (2013) define intention to stay as a business effort to hold its present staff by sustaining a supportive working environment. The reason organisational support of various employee retention strategies are to improve the satisfaction which adds to retention rate and trim down the impressive cost related with utilizing and controlling new work force. Intention to stay is the worker's choice to stay with his or her current employer (Cotton & Tuttle, 1986). Most studies dealing on this question have conceptualized this thought in terms of turnover rather than retention.

Intention to stay by Akila (2012); is redefined plan in which the staff are versioned to be with the organisation for a maximum period on the job. When staff feel disappointed, they will switch over to more promising opportunity. Subsequently, the role of the employer is to retain skilled staff, otherwise they will be left with no good employee.

Job Flexibility:

Employee job flexibility is subject of importance to management to study and analyse. The term is broadly defined in a way that is useful for accounting purpose with moderate variance in the precise terms depending on whether the term is being used by government, corporate organisations, management practitioners, or labour. For management, job flexibility has been quite some time used to recruit and retain skilled workforce, and therein lies their utility.

Job Flexibility plays an important role in workers' retention, investing in staff' health care, wellness, and are beneficial to organisations with the intention to retain a healthy workforce, however; the bottom line remains that such benefit programs are founded on employers' choice. There has been several research done on the role and performance appraisal, career progression, Training and Development, compensation and job flexibility as a retention strategy. However, the big question is does it promote to retain talented staff? One of the leading restaurants, McDonald's, has a very simple retention strategy which made them the winner of the Grand Prix prize for having the most rewarding strategy that aligned with the organization's goals to achieve employee retention. Job Flexibility program of the organisation designed to attract, retain and engage talented staff who with their strong performance will assist the organisation achieve its goals and objective (McDonald's, 2013). The organisation believes that even with an unpredictable economy, the best staff have options (Fisher, 2008).

Recent report submitted in India by the Society for HRM (SHRM) over a space of three (3) years, the country has seen sharp cuts in work Job Flexibility budget because of falling economy (Employee Job Flexibility survey, 2012). Going by the discovery, a survey reported on talent resourcing and retention in Asia, many HR professionals from organisations paying attention on staff retention strategies in China, Taiwan, Malaysia, Hong Kong, Singapore, and South Korea were interviewed. The report suggests most Asian countries are organized in the same way, not very interested to spend on employee job flexibility.

However, oil and gas industry around the globe has a view of having retention, employee productivity and profits earned by organisations accountable for each other (Lewis, 2009). To remain competitive with their hiring and retention strategies, organisations are shifting their

employee-cost accountability and decision making to staff. Not surprisingly, employers continue to re-model their staff Job Flexibility plan to give the burden of managing job flexibility to staff. The overall relationship of job flexibility with the intention to stay is another aspect of making staff stay is often investigated by Researchers.

Training and Development:

It is an organizational strive to better the skills, understanding, and enthusiasm of its workforce (Aguinis & Kraiger, 2009). There is documented evidence that Training and Development activities have a rewarding benefit on the performance of persons and teams. Embarking on Training and Development programme can also be beneficial regarding other outcomes at both the persons and team level because it serves a mechanism for shaping attitudes, motivation, and empowerment. Training and Development is characterized as a trainer-led, content-based totally intervention meant to favour modifications in behaviour (Sloman, 2005). The outcome of worker Training and Development is several and extensively documented (see; Jensen, 2001; Sommerville, 2007), with enterprises in addition, to people reaping the rewards in terms of progress worker capabilities, expertise, attitudes, and behaviors and improves staff overall performance, job satisfaction, productiveness and profitability (Brown, 1994; Hughey & Mussnug, 1997). Thus, Training & Development is imperative for employee's intention to stay in any organisation.

2.2. Theoretical Framework:

The Organisational Support Theory is postulated by Eisenberger et al., (1986); which forms a belief concerning how much a system or organisation values the contributions and cares about their well-being. This support of reciprocity norm to the employee-employer relationship, leads to employee's felt obligation to help the organisation reach its goals (Rhoades & Eisenberger, 2002). The Organisational Support Theory proposes that the development of Organisational Support is based on an employee's idea that organisations have human characteristics (Eisenberger et al., 1986). Eder and Eisenberger (2008), support for employees is associated to the treatment given to them by the management of the organisation as indicative of the overall favorable or unfavourable orientation towards them.

The Organisational Support Theory seeks to address the psychological consequences of organisational support (Shoss et al., 2013). Eisenberger et al. (2001) assert that the caring, approval and respect indicated by organisational support fulfil staff socio-emotional needs, which lead employees to incorporate membership and role status into their social identity. According to Eisenberger et al. (2001), Organisational Support was shown to strengthen employees' belief such that the organisation acknowledges and rewards superior and hard work demonstrated by the workers, i.e. performance-reward system or expectancies.

2.3. Empirical Review

Organisational support lead workers to experience a touch of having a place, commitment and trust in the organisation. In all, there exist an argument in the literatures supporting the relationship between organisational support and intention to stay.

There is an identified external explanatory factor such as alternative job opportunities. Few demographic attributes significantly accounted for turnover (except for several children). Lastly, they emphasized the importance of merit-based reward patterns for retaining high-potential staff in the organisation.

As earlier mentioned, the outcomes could be well-thought-out as being in-between for managers. The wrong side of it is that staff at work or service rendering tend to stand out when they are not pleased with their duty, feel so much pressure and get discouraged, and no sentiment of support from their supervisor and the organisation. Fortunately, when intention to leave is driven by routine pattern and organisational culture, Human Resources practitioners may likely provide remedial measures to these issues. Managers may in this way profit by occasionally observing employee's emotion towards Job Flexibility and Training and Development.

Two reports cited by Mor Barak et al. (2001) having set up that action plan which is put in place to invert burnout and passionate condition of dissatisfaction among workers who are thinking about leaving (Cooley & Yovanoff, 1996; Winefield, Fermier & Denson 1998). As indicated by these authors, the organisation must certify that the SE method is strengthened to escape the pending doom of staff and their intent towards leaving the organisation. Thus, the Research displays the essentials for organisational support and intention to stay

3.0 Methodology

This study adopted a cross-sectional survey research method because it allows the researcher to examine more than one organisation and put together multiple data from different range of variables or construct. The research structure is to assist in the acquisition of data from a spot as it takes a snapshot of the dimensions and measures of latent variables. This design structure involves providing questionnaire to respondents. It's a quantitative technique method, that involves gathering information from subjects using questionnaire, representing them statistically and analysing them (Babbie, 2010). The cross-sectional survey as adopted in this work, adds new knowledge without deliberately influencing the variables by the researcher (Cooper & Schindle, 2001).

Table 3.1: Reliability Test

Reliability relates to the uniformity or precision of the measure (Baridam, 2000). It is the consistent in measuring the estimated variables. Gay (1996) noted that reliability means dependability and any reliable measure must give the similar result anytime and anywhere it is tested.

To guarantee reliability, two principal steps will be used: first, the Research instrument will be adopted from current literatures and secondly to achieve internal reliability, the Cronbach Alpha Coefficient (SPSS) process was adopted. Hence only items that return alpha value of 0.5 and above were taken into considered.

Table 3.1: The internal consistency (Cronbach Alpha) for Organisational Support

S/N	VARIABLES	NO. OF ITEMS	CRONBACH (a)
1.	Fairness	4	.875
2.	Supervisor Support	5	.864
Total	Organisational Support	9	.841

Sources Survey Data 2023

Table 3.2: Validity Test

Table 3.2: The internal Consistency (Cronbach Alpha) for Intention to Stay

NO.	VARIABLES	NO. OF ITEMS	CRONBACH (a)
1.	Job Flexibility	7	.854
2.	Training & Development	4	.768
Total	Intention to Stay	11	.868

Sources: Survey Data, 2023.

4.0 Analysis and Discussion:

This section presents results gotten through the analysis of the field information. The results are display in tables of frequency, percent, cumulative percent as well as descriptive statistic table. Bar Charts or Plots were also made to illustrate the corresponding results in their varying orders.

Table 4.1 Demonstrate percentage of questionnaires that were adequately and properly filled and the total number used for analysis.

Table 4.1: Table showing distributed numbers of questionnaires, number(s) properly filled and valid.

Questionnaire	Frequency	Percentage (%)
Administered Copies of Questionnaire	360	100
Valid Copies of Questionnaire	360	100
Invalid Copies of Questionnaire	Nil	Nil

Source: Field Survey Data, 2023.

4.1 Demographic Distribution of Sample to Respondent

The result of the respondents based on demographic attributes were analyzed and presented in tables of frequency, percentage and cumulative frequencies. Also, a chart was plotted to show the above information below;

Table 4.2: Showing the distribution of questionnaire across the six (6) Oil and Gas companies in Rivers State

NAME(S) OF ORGANISATION

	Frequency	Percent	Valid Percent	Cumulative Percent
SPDC	70	19.4	19.4	19.4
TOTAL ENERGY	72	20	20	39.4
AGIP OIL	82	22.8	22.8	62.2
Valid MONI PULO	61	16.9	16.9	79.1
BELEMA OIL	32	8.9	8.9	88
NESTOIL	43	12	12	100.0
Total	360	100.0	100.0	

Table 4.3: Showing the distribution of questionnaire across Division/Departments in the Oil and Gas Companies in Rivers State

DIVISION/DEPARTMENT/UNIT

	Frequency	Percent	Valid Percent	Cumulative Percent
COOPERATE MGT	13	3.6	3.6	3.6
ENGINEERING	151	42	42	45.6
PRODUCTION	141	39.2	39.2	84.8
Valid ACCOUNTING	27	7.5	7.5	92.3
HUMAN RES.	7	1.9	1.9	94.2
MARKETING	21	5.8	5.8	100.0
Total	360	100.0	100.0	

Table 4.4: Showing designation of respondents across the Oil and Gas Companies in Rivers State

DESIGNATION/JOB TITLE(S)

	Frequency	Percent	Valid Percent	Cumulative Percent
MANAGER(S)	20	5.6	5.6	5.6
SUPERVISOR(S)	37	10.3	10.3	15.9
ACCOUNTANT(S)	27	7.5	7.5	23.4
MARKETER(S)	21	5.8	5.8	29.2
OTHERS	255	70.8	70.8	100.0
Total	360	100.0	100.0	

Table 4.5: Showing the gender respondents distribution.

GENDER

	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	279	77.5	77.5	77.5
FEMALE	81	22.5	22.5	100.0
Total	360	100.0	100.0	

Table 4.6: Showing age range distribution of respondents

AGE RANGE

	Frequency	Percent	Valid Percent	Cumulative Percent
20-25 YRS	49	13.6	13.6	13.6
26-30 YRS	87	24.2	24.2	37.8
31-35 YRS	129	35.8	35.8	73.6
36-40 YRS	71	19.7	19.7	93.3
40 YRS ABOVE	24	6.7	6.7	100.0
Total	360	100.0	100.0	

Table 4.7: Showing the educational qualification of respondents

QUALIFICATION

	Frequency	Percent	Valid Percent	Cumulative Percent
B.SC	137	38.1	38.1	38.1
M.SC	57	15.8	15.8	53.9
Valid Ph. D	38	10.6	10.6	64.5
OTHER QUALIFICATIONS	128	35.6	35.6	100.0
Total	360	100.0	100.0	

Table 4.8: Showing respondents duration of employment

LENGTH OF SERVICE/DURATION OF EMPLOYMENT

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 YRS	103	28.6	28.6	28.6
6-10 YRS	104	28.9	28.9	57.5
Valid 11-15 YRS	99	27.5	27.5	85.0
15 YRS ABOVE	54	15.0	15.0	100.0
Total	360	100.0	100.0	

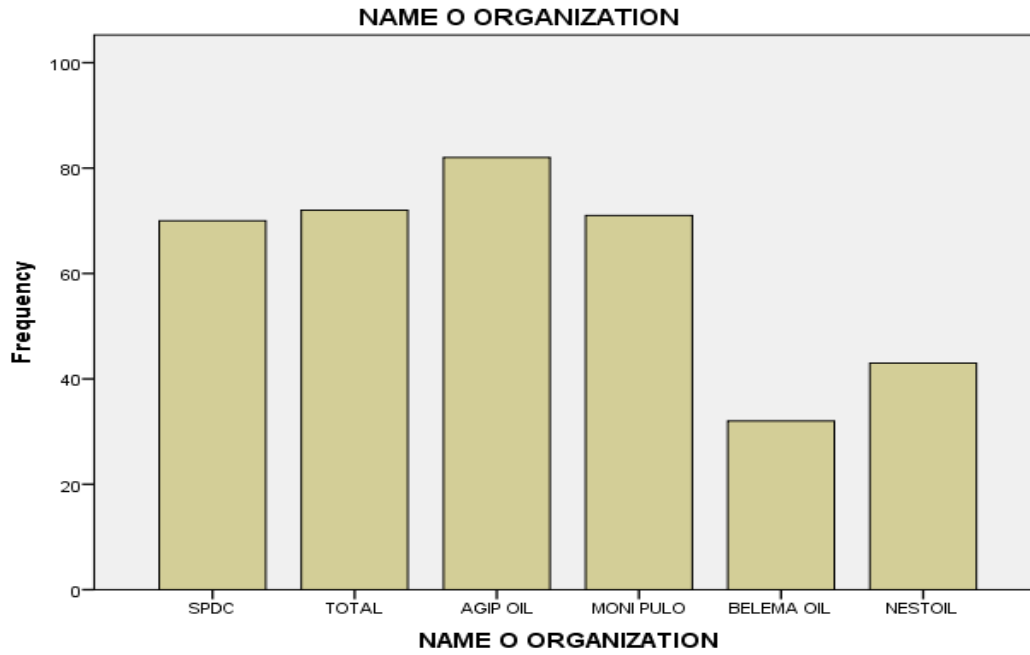


Figure 4.1: Bar Chart plot showing representation of the oil and gas companies studied

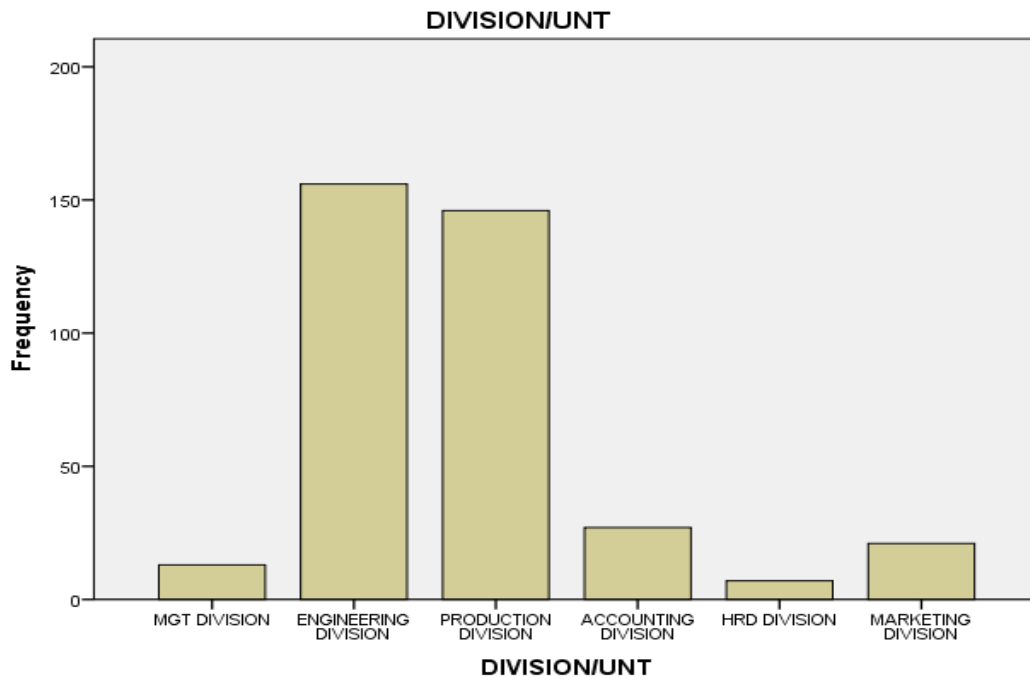


Figure 4.2: Bar Chart plot showing representation of Divisions in the Oil & Gas majors studied

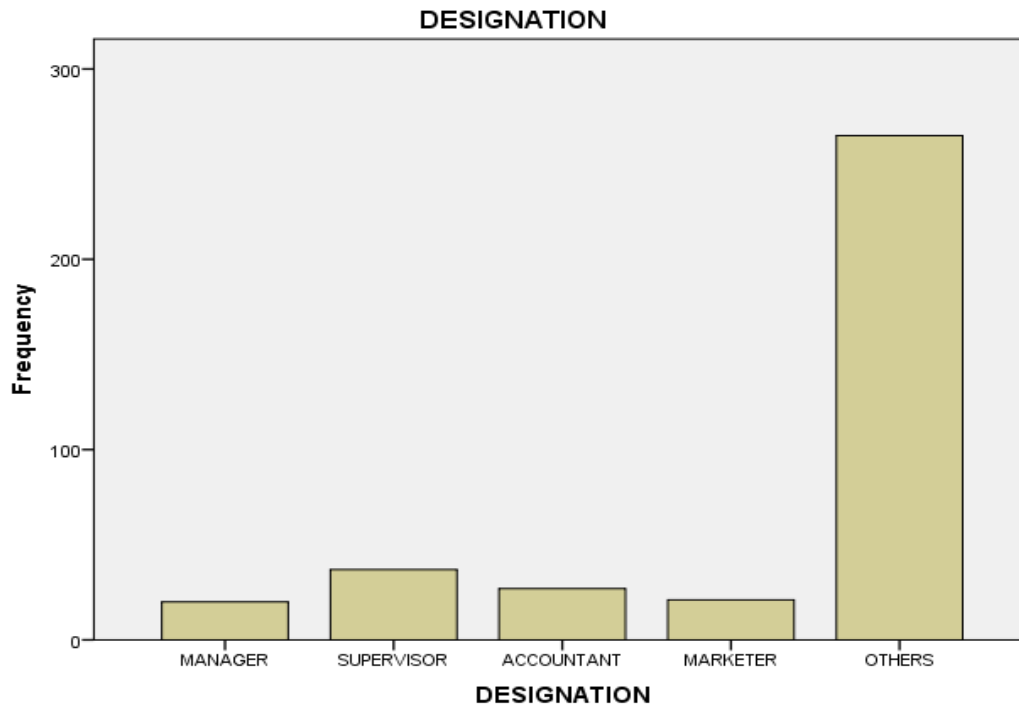


Figure 4.3: Bar Chart plot showing respondents designation

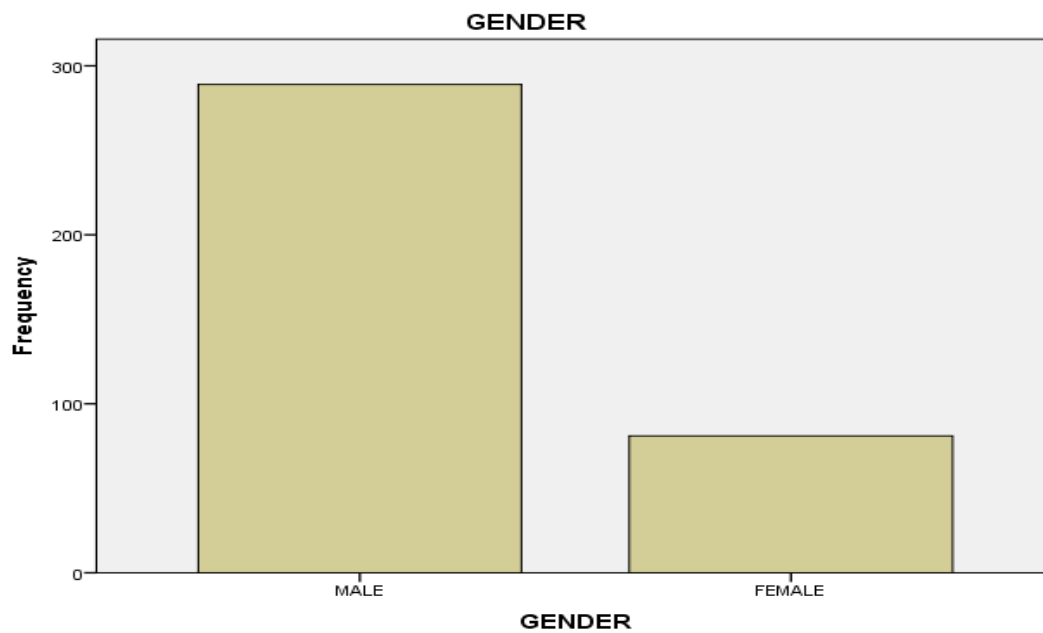


Figure 4.4: Bar Chart plot showing respondents' gender

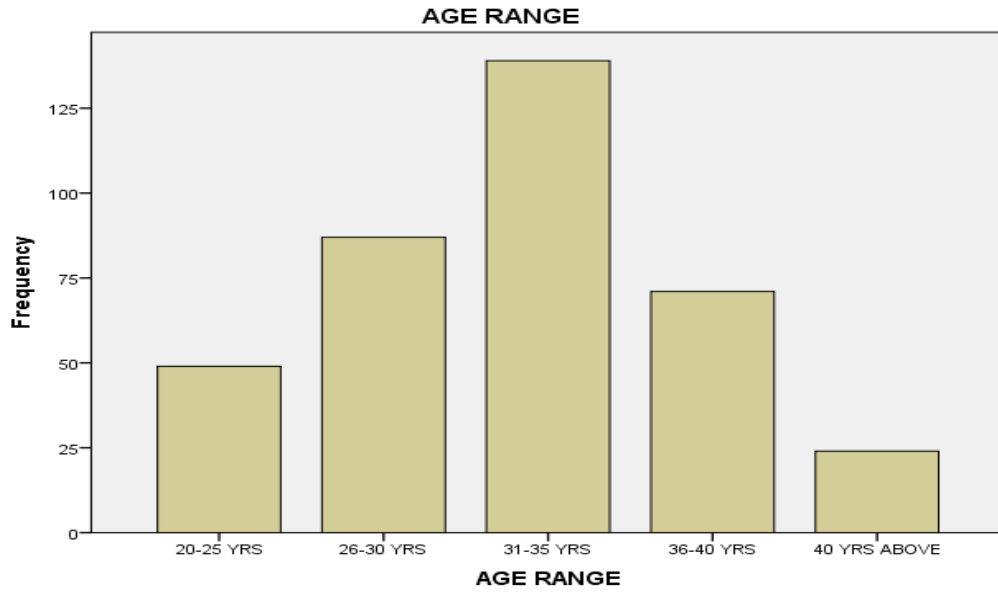


Figure 4.5: Bar Chart plot showing respondents' age range

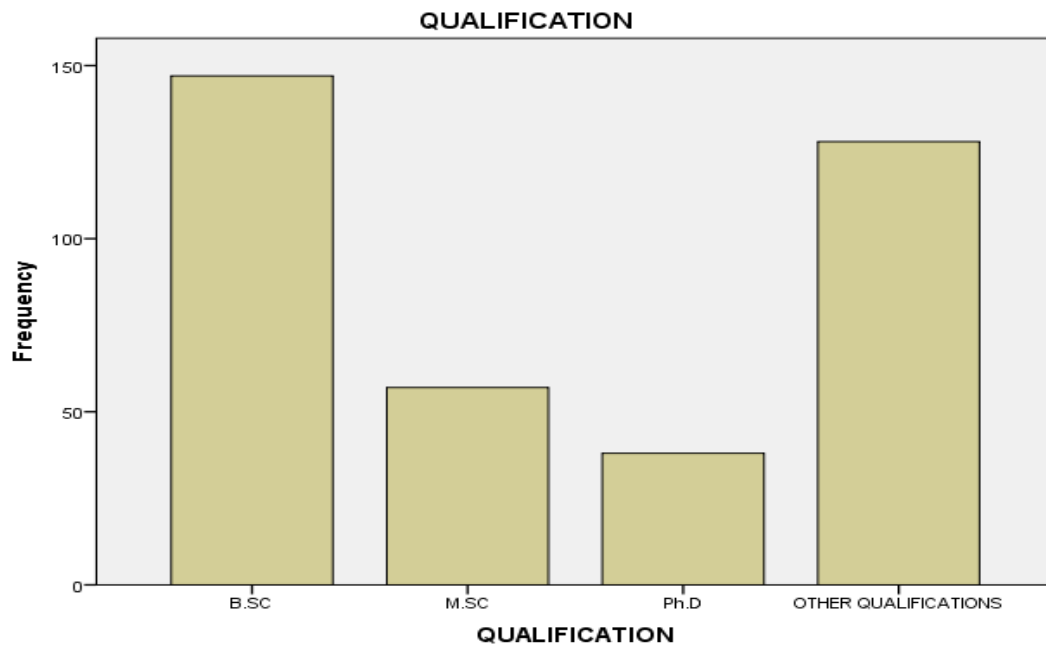


Figure 4.6: Bar Chart plot showing respondents' educational qualification

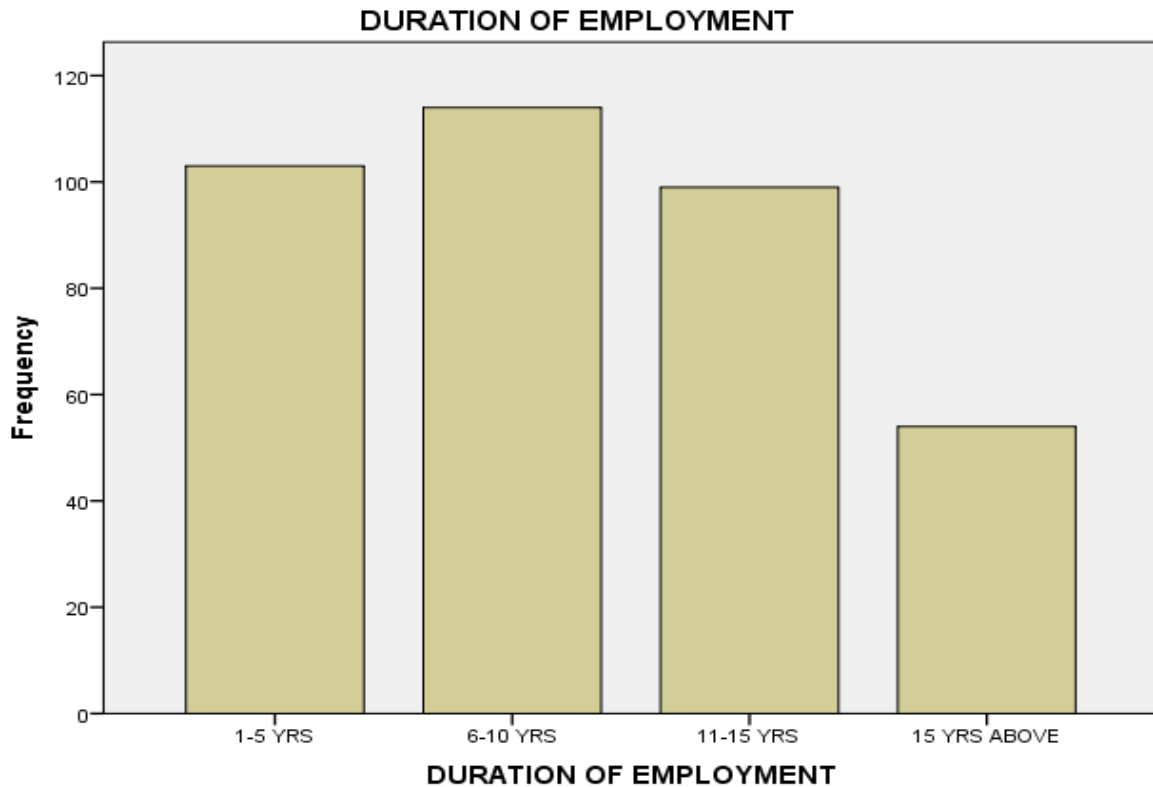


Figure 4.7: Bar Chart plot showing respondents' duration of employment

However, six (6) Oil and Gas companies in Rivers State were chosen for the study and they include: Shell Petroleum Development Company of Nigeria Ltd (SPDC), Total Energies Ltd, Nigeria Agip Oil Company Ltd, Moni Pulo Petroleum Development Nigeria Ltd, Belema Oil Producing Nigeria Ltd and Nest Oil Nigeria Ltd. 82 (22.8%) copies of questionnaire were retrieved from Nigeria Agip Oil Company being the highest number from the six (6) Oil and Gas firms. The results for the demography also indicated the department in the organisation where the respondents belong to; whether the Engineering division or Production division.

Based on gender, the male has the highest number with frequency 279 (77.5%). Age range values showed respondents within 31-35 years' category. Educational qualification showed highest number of first-degree holders, followed by those with other qualifications other than MSc and Ph.D which are professional certifications necessary for the job. Some of the respondents have served their firms for about 6-10 years and 1-5 years' period or duration.

Result of Spearman Rank Order Correlation coefficient for formulated hypotheses

The results of the Spearman Rank Order Correlation Coefficient for the four (4) hypotheses are displayed in tables 4.9-4.15 below.

Table 4.9: Showing Spearman (rho) result for Hypothesis One:

H₀₁: There is no significant relationship between Fairness and Job flexibility in the oil and gas companies in Rivers State.

H_{A1}: There is a significant relationship between Fairness and Job flexibility in the oil and gas companies in Rivers State.

Correlations

			FAIRNESS	JOB FLEXIBILITY
Spearman's rho	FAIRNESS	Correlation Coefficient	1.000	.770**
		Sig. (2-tailed)	.	.000
		N	360	360
	JOB FLEXIBILITY	Correlation Coefficient	.770**	1.000
		Sig. (2-tailed)	.000	.
		N	360	360

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

Decision:

Table 4.9: shows a spearman rank correlation rho value ($r=.770$) which indicates a strong and positive relationship between the test variables with (P-value = 0 > 0.05), thus reject the null hypothesis and accept the alternative (H_{A1}).

Table 4.10: Shows Spearman (rho) result for Hypothesis Two:

H_{O2} : There is no significant relationship between Fairness and Training & Development in the oil and gas companies in Rivers State.

H_{A2} : There is a significant relationship between Fairness and Training & Development in the oil and gas companies in Rivers State.

Correlations

			FAIRNESS	TRAINING & DEVELOPMENT
Spearman's rho	FAIRNESS	Correlation Coefficient	1.000	.569**
		Sig. (2-tailed)	.	.000
		N	360	360
	TRAINING & DEVELOPMENT	Correlation Coefficient	.569**	1.000
		Sig. (2-tailed)	.000	.
		N	360	360

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

Decision:

Table 4.10 shows a spearman rank correlation rho value ($r=.569$) which indicates a strong and positive relationship between the test variables with (P-value = 0 > 0.05), thus reject the null hypothesis (H_0) and accept the alternative (H_A).

Table 4.11: Showing Spearman (rho) result for hypothesis three.

H_{03} : There is no significant relationship between Supervisor Support and Job flexibility in the oil and gas companies in Rivers State.

H_{A3} : There is a significant relationship between Supervisor Support and Job flexibility in the oil and gas companies in Rivers State.

Correlations

		SUPERVISOR SUPPORT 1	JOB FLEXIBILITY 4
Spearman's rho	SUPERVISOR SUPPORT 1		
	Correlation Coefficient	1.000	.806**
	Sig. (2-tailed)	.	.000
	N	360	360
	JOB FLEXIBILITY 4		
	Correlation Coefficient	.806**	1.000
	Sig. (2-tailed)	.000	.
	N	360	360

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

Decision

Table 4.11 shows a spearman rank correlation rho value ($r=.806$) which indicates a strong and positive relationship between the test variables with (P-value = 0 > 0.05), thus we reject the null hypothesis (H_0) and accept the alternative (H_A).

Table 4.12: Shows Spearman (rho) result for hypothesis four.

H_{04} : There is no significant relationship between Supervisor Support and Training & Development in the oil and gas companies in Rivers State.

H_{A4} : There is a significant relationship between Supervisor Support and Training & Development in the oil and gas companies in Rivers State.

Correlations

		SUPERVISOR SUPPORT 1	TRAINING & DEVELOPMENT 4
Spearman's rho	SUPERVISOR SUPPORT 1	1.000	.763**
	Correlation Coefficient		
	Sig. (2-tailed)	.	.000
	N	360	360
TRAINING & DEVELOPMENT 4	SUPERVISOR SUPPORT 1	.763**	1.000
	Correlation Coefficient		
	Sig. (2-tailed)	.000	.
	N	360	360

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

Decision:

Table 4.12 shows a spearman rank correlation rho value (**r=.763**) which indicates a strong and positive relationship between the test variables with (P-value = 0 > 0.05), thus we reject the null hypothesis (H₀) and accept the alternative (H_A).

Table 5: Summary of Hypothesis Testing Result

Hypotheses	Path Relationship	Path Coefficient (β)	P Values (<i>p</i>)	Decision
H ₀₁	Fairness and Job Flexibility	0.770 (Strong)	0.000 (Significant)	Reject null hypothesis
H ₀₂	Fairness and Training & Development	0.569 (Strong)	0.000 (Significant)	Reject null hypothesis
H ₀₃	Supervisor Support and Job Flexibility	0.806 (Strong)	0.000 (Significant)	Reject null hypothesis
H ₀₄	Supervisor Support and Training & Development	0.763 (Strong)	0.000 (Significant)	Reject null hypothesis

The result of the analysis for hypotheses one and two showed that there is a significant relationship between fairness and Job flexibility and training & Development of oil and gas companies in Rivers State. It was also observed that the relationship between the two variables is positive and strong. Therefore, the null hypothesis was rejected. This confirms the work of by Anne-Marie (2004), which demonstrated that fairness has strong connection with job flexibility/opportunity in the organisation; and the present outcome obtained is in agreement with the study of Anne-Marie; since fairness is perceived across the organisations,

such policies, applications, procedures and opportunities should be made open and favorable to all and not to be tailored towards any group or persons termed marginalized. However, fairness is employees' perceived equity in the workplace, and can be seen through the equitable distribution in resource allocation, job flexibility which also include development and training

The result of the analysis for hypotheses three and four indicated that there is a significant relationship between Supervisor Support and Job flexibility and training & Development in the oil and gas companies in Rivers State. The null hypothesis was rejected. Supervisor Support is very beneficial to an employee because it gives him or her a value or sense of belonging in the organisation to make valuable contributions. Eisenberger et al., (1990); Rhoades et al., (2001) completed an empirical study which showed a high level of Supervisor Support to be related with a host of positive work outcomes, including increased commitment, reduce absenteeism and turnover intentions. Studies have also showed that the level of relationship an employee has with his or her direct supervisors lengthens employee stay in the organisation (Ferreira, 2007; cited in Michael, 2008). Present study agrees based on the hypothesis's findings carried out in this study.

5.0 Conclusion/Recommendations

This study was done in six (6) oil and gas companies in Rivers State. The outcome includes a robust and positive relationship between organisational support and intention to stay in the oil and gas companies in Rivers State. Looking at stiff rivalry in the oil and gas sector; for the companies to maintain and retain their best hand they must support their employee through promoting equity and fairness in the work place. Supervisors should support employee towards task accomplishment, and rewards ought to be free of acrimony. Employees should be made to see advancement in their career through the process of training and development. The organisational culture of the oil and gas firms should be one that encourages and shows support to staff in order to make them more dedicated to the organisation so as to stay.

Recommendations include as follows:

- (i) All forms of perceived injustices in the reward system or pattern due to sectionalism, tribalism, ethnicity towards the recruitment or employment and promotion process and practice ought to be eliminated as staff might see them as unfair practices.
- (ii) Supervisors should encourage their subordinates by assisting them towards accomplishing the organisational goals and task.
- (iii) The employees' reward system could be tangible or intangible such as fringe benefits, promotion, career enrichment via Training and Development be made available to all staff.
- (iv) The organisational culture of these oil and gas companies should be such that employees perceive support and care with a feeling of a place in the organisation.

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