

## GLOBALIZATION AND WORKFORCE DYNAMICS OF OIL FIRMS IN SOUTH-SOUTH NIGERIA

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### ABSTRACT

This study investigates the impact of globalization on workforce dynamics within Nigeria's oil and gas sector. The study examines the relationship between technological, economic, and environmental globalization and workforce diversity, job satisfaction, and labor productivity. The study adopted a correlational research design. The target population of interest for this research consisted of 131 indigenous oil and gas firms in South-South Nigerian States. The whole population becomes the sample size. The instrument for data collection in the study is a questionnaire. Cronbach's Alpha was adopted to determine the reliability of the instrument and a reliability coefficient of 0.82 was obtained. The hypotheses were tested using the Spearman Rank Correlation at 0.05 significant level while the partial correlation is used to test for the moderating effect of the moderating variable. The results show that technological globalization has a significant positive relationship with workforce diversity, economic globalization is positively correlated with job satisfaction, and environmental globalization significantly impacts labor productivity. The study concludes that globalization significantly influences workforce dynamics.

**Keywords:** *Globalization, Workforce Diversity, Job Satisfaction, Labor Productivity, Technological Globalization, Economic Globalization, Environmental Globalization.*

### Background to the Study

Workforce dynamics refer to the patterns of change and movement within a workforce, influenced by factors such as demographics, technological advancements, and economic shifts. These dynamics are critical to business success as they affect employee engagement, productivity, and overall organizational performance. Companies that actively monitor and adapt to workforce trends can maintain a competitive advantage by improving talent acquisition and retention strategies (Brewster et al., 2016). Workforce dynamics also play a crucial role in shaping company culture, employee motivation, and leadership development. Organizations that fail to adapt to evolving workforce trends risk experiencing high employee turnover, decreased morale, and lower efficiency (Boxall & Purcell, 2016).

Workforce dynamics are particularly relevant in oil firms due to the industry's complex operating environment and fluctuating market conditions. The oil and gas sector is heavily influenced by global energy demand, technological advancements, and geopolitical factors, all of which affect workforce composition and management (Inkpen & Moffett, 2011). Given the cyclical nature of oil prices, companies must continuously adjust their workforce strategies to align with economic conditions. During periods of low oil prices, firms often

implement workforce reductions and cost-cutting measures, whereas during high-price cycles, they invest in talent acquisition and skill development (Stevens, 2016).

Globalization has significantly impacted workforce dynamics by reshaping labor markets and organizational structures. One of the key measures of workforce dynamics influenced by globalization is workforce diversity. As companies expand into international markets, they encounter diverse workforces that bring varied cultural perspectives, skills, and experiences (Harzing & Pinnington, 2015). Managing workforce diversity effectively can lead to innovation, enhanced problem-solving, and improved organizational performance. Job satisfaction is another important aspect of workforce dynamics influenced by globalization. The expansion of multinational corporations has led to varied work environments with differing labor standards, compensation structures, and career growth opportunities (Rodriguez & Gomez, 2019).

The different dimensions of globalization—technological globalization, economic globalization, and environmental globalization—have distinct impacts on workforce dynamics, particularly in workforce diversity, job satisfaction, and labor productivity. Technological globalization has revolutionized the workforce by introducing automation, artificial intelligence, and digital communication tools that have transformed traditional work structures (Baldwin, 2019). These advancements have increased labor productivity by streamlining processes and reducing manual labor, but they have also led to job losses and skill gaps (Brynjolfsson & McAfee, 2017).

Economic globalization has increased labor mobility, foreign direct investment, and outsourcing, thereby reshaping workforce diversity (Friedman, 2016). However, wage disparities and job insecurity caused by global economic fluctuations often reduce job satisfaction, particularly in developing economies where workers face exploitative conditions (Rodriguez & Gomez, 2019). Environmental globalization has driven changes in workforce dynamics through increased emphasis on sustainability and green jobs. Companies are integrating environmental policies to comply with global standards, which affects job roles and workforce expectations (Sachs, 2020). The shift toward renewable energy and eco-friendly production methods has created new employment opportunities but has also led to the decline of traditional industries, impacting job satisfaction and productivity.

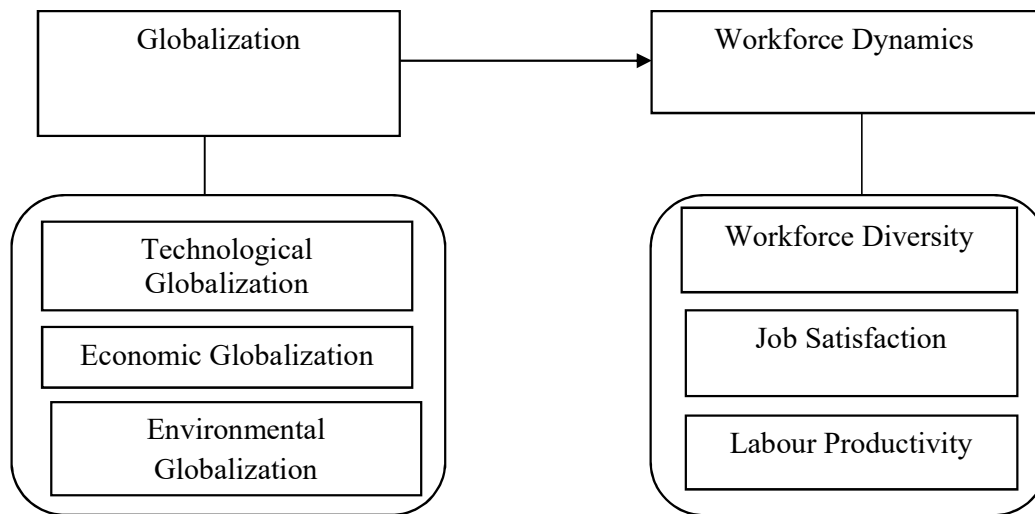
Several studies have explored the impact of globalization on workforce dynamics across various industrial sectors, but research on oil firms in Rivers State, Nigeria remains limited. Therefore, this study aims to fill this research gap by analyzing the impact of globalization on workforce dynamics in oil firms in Rivers State, Nigeria.

### **Statement of the problem**

Workforce dynamics play a crucial role in the effectiveness and sustainability of oil firms, yet poor workforce diversity, low job satisfaction, and declining labor productivity remain persistent issues in oil firms in Rivers State, Nigeria. The oil industry in this region is characterized by a lack of equitable workforce representation, with a significant disparity in employment opportunities between expatriates and indigenous workers. Multinational oil corporations often prioritize foreign professionals for technical and managerial positions, limiting career growth opportunities for local workers (Adewuyi & Oyejide, 2018). This lack of workforce diversity has led to grievances, ethnic tensions, and conflicts between host communities and oil firms, further destabilizing labor relations (Osugwu, 2020). Additionally, gender diversity remains a challenge, as women are underrepresented in technical roles and leadership positions due to cultural biases and organizational barriers

(Okonkwo et al., 2019). The absence of inclusive policies and equitable representation has negatively affected employee morale and contributed to workforce instability in the sector. Poor job satisfaction is another pressing issue in oil firms in Rivers State, Nigeria. Many local employees feel undervalued leading to frustration and disengagement (Ikelegbe, 2017). Furthermore, job insecurity is prevalent due to the volatile nature of the oil industry, where workers face periodic layoffs and contract terminations as companies adjust to fluctuating oil prices (Akinwale, 2021). The resulting decline in employee commitment and retention rates poses a significant challenge to workforce stability in the sector. Low labor productivity is another critical consequence of poor workforce dynamics in the oil firms of Rivers State, Nigeria. Despite the introduction of advanced technology through globalization, many employees lack the necessary training to adapt to new digital tools and automation processes, resulting in operational inefficiencies (Akinwale, 2021). Without proactive measures to enhance workforce training, improve industrial relations, and address systemic inefficiencies, labor productivity in oil firms in South-South Nigeria will continue to decline, affecting both economic performance and industry sustainability.

**Conceptual Framework**



**Fig. 1.1:** Conceptual Framework Showing Relationship between Globalization and Workforce Dynamics.

**Source:** Potoski, M., & Prakash, A. (2013).; Schwab, K. (2017); Dunning, J. H., & Lundan, S. M. (2008); Herring, C. (2009); Judge, T. A., & Kammeyer-Mueller, J. D. (2012); Bloom, N., & Van Reenen, J. (2011); Mushtaq, M., Ahmed, S., Fahlevi, M., Aljuaid, M., & Saniuk, S. (2022).

**Aim and Objectives of the Study**

The aim of the study is to investigate the relationship between globalization and workforce dynamics of oil firms in South-South Nigeria. The specific objectives of the study include to:

1. examine the relationship between technological globalization and workforce diversity of oil firms in South-South Nigeria.
2. determine the relationship between economic globalization and job satisfaction of oil firms in South-South Nigeria.

- ascertain the relationship between environmental globalization and labour productivity of oil firms in South-South Nigeria.

### Research Questions

- What is the relationship between technological globalization and workforce diversity of oil firms in South-South Nigeria?
- What is the relationship between economic globalization and job satisfaction of oil firms in South-South Nigeria?
- What is the relationship between environmental globalization and labour productivity of oil firms in South-South Nigeria?

### Hypotheses

- Ho<sub>1</sub>:** There is no significant relationship between technological globalization and workforce diversity of oil firms in South-South Nigeria.
- Ho<sub>2</sub>:** There is no significant relationship between economic globalization and job satisfaction of oil firms in South-South Nigeria.
- Ho<sub>3</sub>:** There is no significant relationship between environmental globalization and labour productivity of oil firms in South-South Nigeria.

### Conceptual of Globalization

Globalization refers to the increasing interconnectedness and interdependence of economies, cultures, and societies across the world. It is driven by advancements in technology, international trade, and the movement of people, goods, services, and capital across borders (Friedman, 2016). Globalization has transformed how businesses operate, how governments formulate policies, and how individuals engage with different cultures and ideas. It has facilitated economic growth by expanding markets and allowing companies to access resources and talent from various parts of the world (Stiglitz, 2017). However, this study dimensionalized globalization into technological globalization, economic globalization and environmental globalization.

**Technological Globalization:** Technological globalization refers to the spread of technology, innovation, and digital advancements across the world. It has accelerated due to rapid developments in information and communication technologies (ICTs), the internet, and artificial intelligence (Brynjolfsson & McAfee, 2017). The widespread availability of smartphones, social media platforms, and cloud computing has transformed how businesses operate and how individuals connect, making geographical boundaries less relevant (Baldwin, 2019). This dimension of globalization has also facilitated knowledge transfer, allowing developing countries to adopt new technologies and improve their industrial capabilities (Castells, 2018).

**Economic Globalization:** Economic globalization refers to the increasing integration of national economies through trade, investment, and financial markets. It has been driven by free trade agreements, foreign direct investment (FDI), and multinational corporations that operate across different countries (Stiglitz, 2017). Economic globalization has led to the expansion of global supply chains, where businesses source raw materials, manufacture products, and sell goods in multiple regions (Friedman, 2016). This has resulted in lower

production costs, increased consumer choices, and higher economic growth in many parts of the world.

**Environmental Globalization:** Environmental globalization refers to the interconnectedness of environmental issues across national borders. Climate change, deforestation, pollution, and biodiversity loss are global challenges that require international cooperation (Sachs, 2020). The expansion of industrial activities and increased consumption patterns due to globalization have led to environmental degradation, prompting calls for sustainable development and green technologies (UNEP, 2019). Many global agreements, such as the Paris Agreement on climate change, aim to reduce carbon emissions and promote environmental sustainability (Carroll et al., 2018).

### **Concept of Workforce Dynamics**

Workforce dynamics refer to the patterns, trends, and changes that occur within a workforce over time. These dynamics are influenced by various factors such as technological advancements, economic conditions, demographic shifts, and organizational policies (Armstrong & Taylor, 2020). Workforce dynamics determine how employees interact, how organizations manage talent, and how work environments evolve in response to internal and external influences. Analyzing workforce dynamics is crucial for understanding labor market trends, predicting workforce needs, and ensuring effective human resource management (Noe et al., 2018). In line with the above, this work measured workforce dynamics in terms of workforce diversity, job satisfaction and labour productivity.

**Workforce Diversity:** Workforce diversity refers to the presence of employees from different backgrounds, including variations in gender, ethnicity, age, culture, education, and professional experience. A diverse workforce enhances creativity, innovation, and problem-solving by bringing multiple perspectives to the workplace (Cox & Blake, 1991). Companies that embrace diversity benefit from improved employee engagement and better decision-making, leading to enhanced organizational performance (Roberson, 2019).

**Job Satisfaction:** Job satisfaction is a critical measure of workforce dynamics and refers to an employee's overall sense of contentment with their job role, work environment, and Human capital development. Factors influencing job satisfaction include salary, job security, work-life balance, leadership style, career development opportunities, and workplace relationships (Locke, 1976). High job satisfaction leads to increased employee commitment, reduced turnover rates, and improved workplace morale (Judge et al., 2017).

**Labor Productivity:** Labor productivity measures the efficiency and effectiveness of employees in completing their tasks and contributing to organizational goals. It is often assessed through output per worker, work quality, and time management (OECD, 2015). High labor productivity results in increased profitability, competitive advantage, and organizational growth (Baumol, 2019). Factors influencing labor productivity include employee skills, access to technology, workplace conditions, and management practices (Brynjolfsson & McAfee, 2017).

### **Theoretical Review**

The study adopted the World-Systems Theory. World-Systems Theory was propounded by Immanuel Wallerstein in 1974 as a framework for understanding the global economic

system and its impact on different regions of the world. The theory classifies countries into three categories: core nations, which dominate global trade and industry; semi-peripheral nations, which have a mix of industrialized and developing economies; and peripheral nations, which primarily supply raw materials and cheap labor to the core nations (Wallerstein, 1974). The main assumptions of the theory are that economic and political power is unequally distributed, wealth accumulation is concentrated in core nations, and peripheral nations remain dependent on the core for economic activities (Chase-Dunn & Hall, 1997). However, the theory has faced criticism for being overly deterministic, neglecting internal factors that influence development, and underestimating the role of local agency in shaping economic growth (Skocpol, 1977).

World-Systems Theory is relevant to the study of globalization and workforce dynamics in oil firms in Rivers State, Nigeria because it helps explain the region's economic dependence on multinational oil companies from core nations. The oil sector in Rivers State, Nigeria operates within a globalized system where multinational corporations, primarily from developed countries, control capital investment, technology, and labor structures (Okonta & Douglas, 2003). This results in a labor market where expatriates dominate high-skilled positions, while local workers are often relegated to low-wage, unstable jobs, reinforcing workforce inequalities and labor exploitation (Ovadia, 2016). The theory highlights how globalization has led to structural labor disparities, affecting workforce diversity, job satisfaction, and labor productivity in the region.

Despite its criticisms, World-Systems Theory provides a useful lens for analyzing workforce dynamics in Rivers State, Nigerian oil sector by emphasizing the global economic structures that shape employment patterns and labor relations. .

### **Empirical Review**

Nwokoye et al. (2019) assessed how globalization, particularly foreign direct investment (FDI) and technology adoption, exacerbates income inequality in oil-rich Nigeria. Using time-series data from 1990 to 2015 and applying Johansen's cointegration test and an error correction model, the study found that globalization increases wage gaps between skilled and unskilled workers. Technological advancements primarily benefit high-skilled labor while marginalizing low-skilled employees, thereby intensifying workforce stratification. The study recommended increased investment in vocational training to bridge the skill gap and ensure that globalization fosters inclusive economic development.

Popoola (2020) explored the broader impact of globalization on Nigeria's economic development, with a focus on unemployment and labor conditions. The study, which relied on secondary data from the Structural Adjustment Program (SAP) era, found that trade liberalization policies led to increased job insecurity, while FDI inflows did not translate to equitable employment growth. The findings emphasized that globalization's benefits are unevenly distributed in Nigeria's oil sector, with local workers facing precarious job conditions despite increased foreign investment. To address these challenges, the study recommended strengthening local content laws to protect labor rights and ensure that globalization-driven economic growth translates into improved workforce conditions.

The study by Samuel (2020) focused on the impact of globalization on human resource (HR) practices in Nigeria's oil and gas sector. The research aimed to analyze how globalization affects talent acquisition, workforce diversity, and HR strategies in the hydrocarbon industry. Using industry-wide data and case studies, the findings revealed persistent talent shortages, particularly for high-skilled roles, while workforce diversity and

global staffing strategies improved adaptability. Additionally, the adoption of data analytics and HR technologies enhanced workforce planning. The study concluded that globalization necessitates advanced HR systems to address skill gaps and retain talent, recommending that organizations invest in workforce analytics, local talent development, and cross-cultural training programs.

Nwoke et al. (2022) conducted research to assess how perceived technological usefulness impacts employee satisfaction, productivity, and organizational support in Nigeria's oil sector. The study used structural equation modeling (SEM) with a sample of 460 employees from selected oil and gas firms. The results demonstrated that technology adoption significantly improved both employee satisfaction ( $\beta=0.63$ ) and productivity ( $\beta=0.58$ ), although it had a limited impact on employee commitment. The research concluded that organizations must prioritize technology integration to enhance workforce outcomes and recommended strengthening technology training while aligning HR policies with digital tools to ensure the effective utilization of technological advancements.

In their study, Li et al. (2008) explored the determinants of job satisfaction among oil workers, with a focus on age, tenure, and psychosocial variables. The sample consisted of 423 oil production workers in China, and regression analysis was used to assess the data. The findings revealed that younger workers (aged <30) reported lower job satisfaction compared to older cohorts. Additionally, social support and psychological health were found to be key predictors of job satisfaction. The study concluded that job satisfaction is a multidimensional construct, influenced by age, tenure, and workplace support, and recommended the implementation of mentorship programs and enhanced psychosocial support systems to improve worker satisfaction.

Ali et al. (2022) examined the moderating role of human capital in the globalization-employment dynamics across 26 Asian countries. Using panel data from 1996 to 2019 and applying generalized least squares (GLS) and generalized method of moments (GMM), the study found that human capital strengthens the positive employment effects of globalization ( $\beta=0.32$ ). The research highlighted that industrial growth and education are pivotal drivers of employment creation in the context of globalization. The study concluded that human capital development is essential for leveraging the benefits of globalization and recommended that both governments and firms prioritize STEM education and vocational training to enhance labor market outcomes.

## **METHODOLOGY**

The study adopted a correlational research design. The target population of interest for the study consisted of 131 indigenous oil and gas firms in Rivers State, Nigeria (Petroleum Technology Association of Nigeria, 2024). For purposes of accuracy, the indigenous oil and gas firms that has operated in Rivers State, Nigeria for a period not less than ten (10) years only were selected for this study. The population consists of the Human Resource Managers of the 131 indigenous oil and gas firms in Rivers State, Nigeria. The census sampling procedure was adopted. Therefore, in the study, a total sample size of one hundred and thirty-one (131) respondents in the 131 indigenous oil and gas firms in Rivers State, Nigeria was used. Questionnaire was the instrument used for data collection. Cronbach's Alpha was adopted to determine the reliability of the instrument and a reliability coefficient of 0.82 was obtained. The researcher administered the questionnaire to the respondents in their respective organization with the aid of staff as research assistants. The use of aresearch assistants in the distribution of the instrument was because they are familiar with



	Sig. (2-tailed)	.000	.
	N	131	131

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

The spearman correlation revealed a statistically reliable relationship between the Economic globalization and Job satisfaction and  $p > 0.05$  at 73.5%. Therefore, the null hypothesis was rejected and an alternative hypothesis was formulated which states that;

**H<sub>a2</sub>:** There is a significant relationship between Economic globalization and Job satisfaction of Oil and Gas Firms in Rivers State.

### Hypothesis 3

**H<sub>o3</sub>:** There is no significant relationship between environmental globalization and labour productivity of oil firms in South-South Nigeria.

**Table 3: Correlation Between Environmental globalization and Labour productivity**

		Environmental globalization	Labour productivity
Spearman's rho	Environmental globalization	1.000	.831**
	Correlation Coefficient	1.000	.831**
	Sig. (2-tailed)	.	.000
	N	131	131
Labour productivity	Labour productivity	.831**	1.000
	Correlation Coefficient	.831**	1.000
	Sig. (2-tailed)	.000	.
	N	131	131

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

The spearman correlation revealed a statistically reliable relationship between the Environmental globalization and Labour productivity and  $p > 0.05$  at 83.1%. Therefore, the null hypothesis was rejected and an alternative hypothesis was formulated which states that;

**H<sub>a3</sub>:** There is a significant relationship between Environmental globalization and Labour productivity of Oil and Gas Firms in Rivers State.

### Discussion of Findings

The findings from this study indicate a significant relationship between technological globalization and workforce diversity in oil firms in Rivers State, Nigeria. The Spearman's rho coefficient of 0.465 reveals that technological advancements have a positive effect on the diversity of the workforce, facilitating increased adaptability and diverse talent acquisition within these firms. This is consistent with previous research highlighting the role of technology in improving workforce dynamics by fostering more inclusive and diverse environments (Anonymous, 2020). Furthermore, the study demonstrates a strong relationship between economic globalization and job satisfaction, with a coefficient of 0.735. This suggests that as economic globalization intensifies, it positively impacts job satisfaction, particularly through improved wages, benefits, and job security for employees in the oil

sector (Nwoke et al., 2022). Additionally, the study confirms a robust relationship between environmental globalization and labor productivity, with a high correlation coefficient of 0.831. This finding underscores the importance of environmental practices and sustainable development strategies in boosting productivity within oil firms (Ali et al., 2022).

## CONCLUSION

In conclusion, the study reveals that globalization, across its various dimensions—technological, economic, and environmental—has a significant impact on workforce dynamics in oil firms in South-South Nigeria. The findings emphasize the importance of technology, economic policies, environmental sustainability, and human capital development in shaping workforce diversity, job satisfaction, and labor productivity in the sector. These results provide valuable insights for oil firms to enhance their HR strategies and workforce management practices.

## RECOMMENDATIONS

Based on the findings, the following recommendations are proposed:

1. Oil firms should integrate advanced technological systems to enhance workforce diversity and adaptability.
2. Firms should prioritize economic globalization strategies that improve job satisfaction through better compensation and benefits.
3. Oil companies should implement sustainable environmental practices to boost labor productivity.

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