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TRAINING AND ORGANIZATIONAL PERFORMANCE OF OIL AND GAS COMPANIES IN RIVERS STATE

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ABSTRACT
This study investigated the relationship between training and organizational performance of oil and gas companies in Rivers State, Nigeria. Guided by the Human Capital Theory and Resource-Based View, the study examined training as a predictor of operational efficiency and market share. A correlational survey design was adopted, and data were collected from 201 managers drawn from multinational and indigenous oil and gas firms. Spearman Rank Order Correlation Coefficient was used to test the hypotheses at a 0.05 level of significance. The results revealed a strong and significant positive relationship between training and both operational efficiency ($\rho = 0.684$, $p < 0.05$) and market share ($\rho = 0.611$, $p < 0.05$). The study concludes that training is a critical organizational resource that enhances efficiency, competitiveness, and resilience in oil and gas companies. It recommends that firms institutionalize continuous and structured training programs to improve efficiency and strengthen market competitiveness.

Keywords: Training; Organizational Performance; Operational Efficiency; Market Share; Oil and Gas Companies

INTRODUCTION
The oil and gas industry continues to serve as a cornerstone of Nigeria's economic and social framework, generating a substantial proportion of foreign exchange earnings and contributing significantly to national revenue. Rivers State, recognized as the epicenter of both upstream and downstream oil activities, hosts a concentration of multinational corporations alongside indigenous firms, each playing a critical role in driving sectoral growth. These firms, however, operate in an environment characterized by volatile global oil prices, strict regulatory requirements, high operational costs, and an emerging global shift towards renewable energy sources (Ezeani & Egbunike, 2022; Oke & Ajagbe, 2022). To navigate these challenges and maintain competitiveness, companies require strategies that enhance workforce capabilities and ensure superior performance outcomes, extending beyond mere financial profitability. Training has emerged as a pivotal organizational strategy, providing employees with the technical skills and managerial competencies necessary to meet both local and international operational standards (Ibrahim & Musa, 2023). Well-structured training programs help bridge gaps in knowledge, improve problem-solving abilities, and promote innovation within the workforce. These programs equip employees to respond effectively to industry-specific demands, such as safety compliance, process optimization, and technological adaptation. Training also fosters confidence among employees, enabling them to take initiative and make informed decisions in high-pressure contexts. By focusing on skill development, organizations can cultivate a workforce that is both competent and resilient, prepared to navigate the complex operational landscape of the Nigerian oil and gas sector. Moreover, investment in employee training signals a commitment to continuous improvement, which can enhance organizational reputation and stakeholder trust. Training thus functions not only as a developmental tool but also as a strategic approach to sustaining competitiveness in a highly dynamic industry.

Organizational performance in the oil and gas sector is multi-faceted, encompassing operational efficiency, market share, and profitability. Operational efficiency requires the effective utilization of resources, minimizing downtime, and optimizing processes to ensure smooth production cycles.

Market share reflects the firm's ability to compete, expand, and maintain dominance amidst evolving industry dynamics, while profitability indicates the financial health and sustainability of operations (Okoro & Akintola, 2023; Ogunleye & Alabi, 2023). These performance outcomes are increasingly influenced by the quality of human capital, which can only be nurtured through deliberate and continuous training initiatives. Training acts as a strategic lever, enabling employees to adapt to new technologies, refine operational techniques, and improve problem-solving capacity in complex environments. Well-trained personnel are more likely to demonstrate agility in responding to unexpected challenges, such as equipment failures, regulatory inspections, or supply chain disruptions. Additionally, training facilitates innovation by exposing employees to modern best practices and creative solutions for operational challenges. The development of human capital through training also mitigates operational risks, enhances compliance with safety and environmental regulations, and supports quality assurance. In the oil and gas sector, training ensures that employees possess the knowledge and confidence to perform specialized tasks accurately and efficiently. Beyond immediate operational gains, training contributes to long-term organizational resilience, enabling firms to maintain service continuity and competitive advantage during market volatility. Consequently, investment in workforce training is both a tactical and strategic priority for oil and gas operators in Rivers State, linking employee development directly to organizational performance.

The significance of training extends beyond individual skill acquisition to broader organizational success and long-term viability. In the capital-intensive oil and gas industry, gaps in employee competence can lead to inefficiencies, safety failures, production delays, and reduced market positioning (Bello & Kazeem, 2021). Conversely, structured and systematic training programs improve operational outcomes, enhance drilling efficiency, and optimize exploration activities by equipping employees with the knowledge and expertise to handle technical and operational challenges effectively. Training also supports compliance with international safety, environmental, and regulatory standards, which is critical for positioning organizations to achieve sustainable growth and maintain global competitiveness (Adegbite & Eniola, 2022). Well-trained employees are better prepared to adapt to technological changes, innovate processes, and maintain high levels of performance under pressure. Furthermore, training contributes to employee motivation, engagement, and job satisfaction, as personnel perceive opportunities for personal and professional development. Organizations that invest in skill development can therefore cultivate a workforce capable of sustaining productivity, quality, and operational excellence. Training interventions also enhance knowledge transfer, enabling firms to retain expertise and mitigate the risk of skill shortages. By integrating continuous learning into organizational culture, companies strengthen their capacity to anticipate, respond to, and recover from industry disruptions. Training, therefore, represents both an investment in human capital and a mechanism for driving organizational performance, resilience, and competitive advantage in a highly dynamic oil and gas sector.

For both scholars and practitioners, investigating the relationship between training and organizational performance is of critical theoretical, empirical, and practical importance. Empirically, while many studies have explored aspects of human capital development and general firm performance, few have concentrated exclusively on training and its direct impact on operational efficiency and market share within the Nigerian oil and gas sector. By focusing on this area, the present study provides context-specific evidence on how targeted training contributes to competitive advantage, operational resilience, and workforce competence in Rivers State. Practically, the study offers guidance to managers on designing and implementing training programs that are tailored to organizational needs, industry standards, and employee skill requirements. Employees also benefit by understanding the significance of continuous learning as a driver of professional growth and career advancement. Additionally, policymakers can leverage the findings to strengthen regulatory frameworks that promote skill acquisition, workforce development, and sustainable industry practices. The study contributes to theory by reinforcing the strategic link between human capital

development and organizational outcomes, highlighting the central role of employee competence in operational success. It emphasizes that training is not merely a developmental activity but a strategic tool that underpins performance, innovation, and resilience in competitive and turbulent environments. By addressing existing gaps in literature, this research provides actionable insights for improving workforce capabilities, sustaining organizational performance, and enhancing the competitiveness of oil and gas firms in Rivers State.

Statement of the Problem

Oil and gas companies in Rivers State continue to experience persistent challenges related to inefficiency, declining competitiveness, and exposure to market vulnerabilities. Many firms, despite significant capital investments in exploration, production, and distribution, struggle with prolonged operational downtime, escalating costs, and limited market penetration. These challenges are compounded by deficiencies in employee competencies, which negatively affect technical performance, adaptability, and innovation. A major factor contributing to these weaknesses is the lack of structured and continuous training programs (Herman & Carleton, 2020). Employees without adequate training often exhibit limited technical skills, reduced capacity to respond to operational disruptions, and low levels of creativity in problem-solving. This deficiency undermines the ability of firms to meet global industry standards and respond effectively to technological or market changes. Inadequate training also contributes to low employee confidence, reduced engagement, and weaker overall performance, which further exacerbates operational inefficiencies. Without deliberate interventions to enhance workforce capabilities, oil and gas companies face difficulties in sustaining competitiveness, improving operational efficiency, and maintaining market share. The absence of continuous learning mechanisms limits knowledge transfer and retention, placing firms at risk of skills gaps and performance deficits. As a result, the long-term survival of these organizations is threatened in a highly competitive and capital-intensive industry. Addressing the training deficit is therefore critical to equipping employees with the technical expertise, adaptability, and innovative capacity required to enhance operational outcomes. Strengthening workforce competencies through systematic training programs remains a strategic imperative for improving performance, resilience, and sustainability in the Rivers State oil and gas sector.

Objectives of the Study

The objectives of this study are to:

1. Determine the relationship between training and operational efficiency of oil and gas companies in Rivers State.
2. Examine the relationship between training and market share of oil and gas companies in Rivers State.

Research Questions

1. What is the relationship between training and operational efficiency of oil and gas companies in Rivers State?
2. What is the relationship between training and market share of oil and gas companies in Rivers State?

Research Hypotheses

H_{01}: There is no significant relationship between training and operational efficiency of oil and gas companies in Rivers State.

H_{02}: There is no significant relationship between training and market share of oil and gas companies in Rivers State.

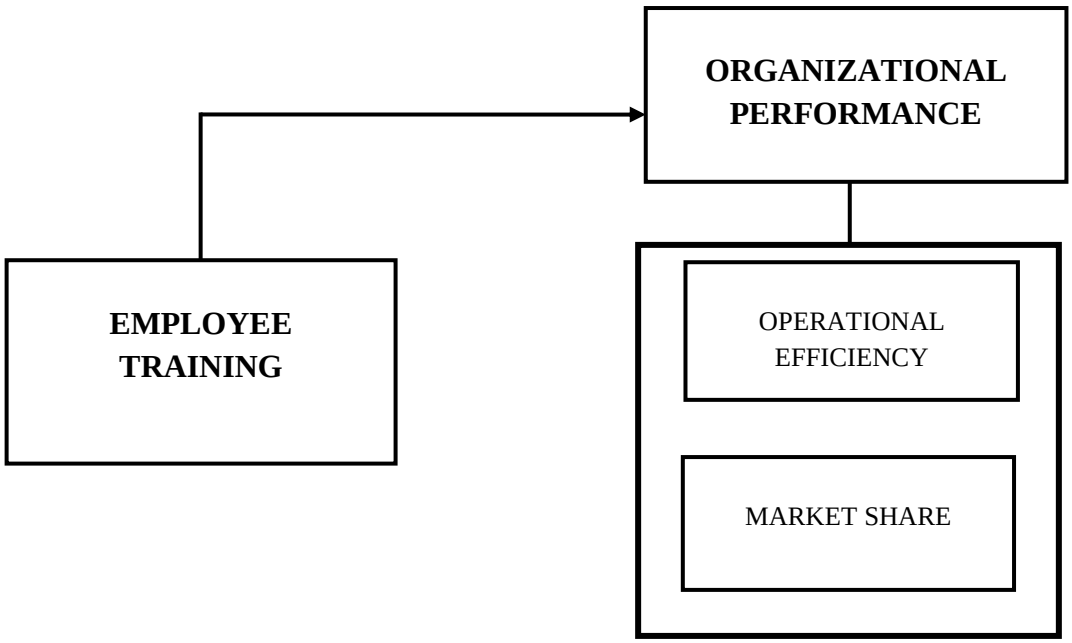

Figure 1: Conceptual framework Employee Training and Organizational Performance of oil and gas companies in Rivers State.

LITERATURE REVIEW

Theoretical Framework

This study is anchored on the Human Capital Theory and the Resource-Based View (RBV).

Human Capital Theory

Human Capital Theory, popularized by Becker (1993), emphasizes that investments in education, training, and skill development increase the productivity, competence, and economic value of individuals within organizations. In the oil and gas industry, where operations are highly technical and safety-critical, the development of human capital through structured training programs enhances employees' ability to perform complex tasks and adhere to rigorous operational standards. Scholars argue that well-trained employees contribute directly to improved operational efficiency, reduced errors, and enhanced decision-making, all of which strengthen organizational performance (Armstrong & Taylor, 2020). The theory further posits that the accumulation of knowledge, technical skills, and experiential learning creates a workforce capable of adapting to technological changes, industry disruptions, and competitive pressures. By investing in employee training, firms in Rivers State can develop a human capital base that underpins innovation, responsiveness, and long-term productivity. Training initiatives, therefore, are not only developmental tools but strategic investments that provide measurable returns in operational outcomes and organizational resilience. Employees with enhanced skills are more confident in executing tasks, contribute to process improvements, and are better equipped to handle unforeseen challenges. The development of human capital through training also promotes engagement, job satisfaction, and commitment, which further reinforces positive organizational results. Overall, the Human Capital Theory provides a strong theoretical foundation for understanding the critical role of training in building workforce capabilities and driving organizational success in a complex and dynamic industry.

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory positions unique organizational resources as the basis for sustainable competitive advantage (Barney, 1991). According to the RBV, resources that are

valuable, rare, inimitable, and non-substitutable (VRIN) are critical drivers of superior organizational performance. Training equips employees with specialized knowledge, technical expertise, and industry-specific competencies that meet the VRIN criteria, thereby contributing to operational efficiency and market competitiveness (Wernerfelt, 1984; Grant, 1996). In the context of Rivers State oil and gas companies, RBV suggests that firms that invest in workforce training cultivate human capital as a distinctive resource capable of differentiating the organization in a highly volatile market. Such training ensures that employees possess skills that competitors cannot easily replicate, creating a durable source of competitive advantage. Moreover, trained employees are better able to implement process improvements, comply with safety and regulatory standards, and respond to market fluctuations with agility. By leveraging training as a strategic resource, firms enhance their ability to innovate, optimize performance, and expand market share. Together, the Human Capital Theory and the RBV provide a robust conceptual framework for understanding how investments in training translate into tangible improvements in organizational performance. These theories collectively emphasize that workforce development is not merely an operational requirement but a strategic lever that fosters resilience, adaptability, and sustained success in the oil and gas industry.

Conceptual Review

Training

Training refers to the systematic process of developing knowledge, skills, and attitudes that improve the capacity of individuals to perform organizational tasks effectively. It involves structured programs such as on-the-job and off-the-job interventions designed to align employee competencies with organizational objectives (Falola et al., 2014). Training is a deliberate effort to prepare employees for present and future tasks by enhancing technical abilities, problem-solving capacity, and professional adaptability. In the oil and gas sector, where precision and technical expertise are paramount, training reduces operational risks, improves safety compliance, and ensures employees remain current with global industry standards (Ibrahim & Musa, 2023). Training also equips employees to handle complex machinery, operate advanced exploration equipment, and implement industry-standard procedures efficiently. It fosters analytical thinking, enabling employees to anticipate challenges and propose effective solutions. Well-structured training enhances cognitive skills, decision-making capacity, and the ability to interpret operational data accurately. Employees exposed to systematic training are more confident in executing tasks and responding to unexpected disruptions. Training further promotes teamwork by aligning competencies across units and improving interdepartmental coordination. It also strengthens employee motivation and engagement by signaling organizational investment in workforce development. Beyond technical skills, training develops soft skills such as communication, leadership, and problem-solving, which are critical in dynamic work environments. By enhancing both individual and organizational capability, training serves as a foundational pillar for sustaining performance and competitive advantage.

Beyond immediate skill acquisition, training fosters innovation and long-term performance improvement. Employees exposed to continuous learning demonstrate higher levels of adaptability, creativity, and commitment, which translate into measurable organizational gains (Guest, 2016). Continuous training encourages employees to identify inefficiencies, experiment with new processes, and contribute innovative solutions to operational challenges. It enhances employees' ability to anticipate market changes and respond proactively to evolving industry demands. Training also plays a vital role in employee satisfaction and retention, reducing turnover in an industry that relies heavily on specialized competencies. It strengthens professional identity and career commitment, thereby increasing loyalty to the organization. Moreover, it builds organizational resilience by equipping staff to cope with technological changes, regulatory pressures, and fluctuating market conditions (Huselid, 2015). Training also promotes knowledge transfer, ensuring that skills are shared across teams and departments, enhancing collective competency. Employees who undergo

continuous development are more confident in decision-making and risk management. Training further supports succession planning by preparing employees for leadership roles and future responsibilities. It cultivates a culture of learning where continuous improvement is embedded in daily operations. Thus, training emerges as both a human resource practice and a strategic tool for organizational performance, bridging individual growth with organizational objectives.

Organizational Performance

Organizational performance is a multidimensional construct that reflects the extent to which a firm achieves its goals in terms of efficiency, competitiveness, and profitability. It encapsulates the effectiveness of organizational activities, the degree of resource optimization, and the firm's ability to sustain competitive advantage (Ahmed & Shafiq, 2014). In the oil and gas industry, performance is not restricted to financial metrics but also encompasses operational efficiency, market share, and long-term sustainability (Shadi et al., 2018). High organizational performance ensures that firms remain resilient in volatile environments and deliver consistent value to stakeholders. It indicates the ability to leverage human, technological, and financial resources effectively. Performance is also influenced by employee productivity, innovation capacity, and adherence to operational standards. Strong organizational performance supports strategic expansion, enhances reputation, and positions firms competitively in global markets. It further demonstrates the firm's ability to meet regulatory and environmental compliance requirements efficiently. Effective performance enables quick adaptation to shifts in global oil prices and market demand. It fosters organizational learning, allowing lessons from operational successes and failures to inform future strategies. In essence, organizational performance serves as a benchmark for both internal effectiveness and external competitiveness.

Organizational performance is influenced by several factors, including human resource practices, technological adoption, and managerial style. In particular, the competence of the workforce, shaped by training and capacity building initiatives, is a critical determinant of performance outcomes. Firms that fail to invest in human capital often struggle with inefficiencies, safety challenges, and declining competitiveness (Owolabi & Obida, 2012). Conversely, firms that strengthen their workforce through structured training programs achieve greater efficiency, expanded market share, and enhanced financial outcomes. Human resource practices such as performance appraisal, mentoring, and career development directly impact employee motivation and productivity. Technological adoption ensures operational processes are optimized and competitive with global standards. Managerial style influences decision-making, team coordination, and employee engagement, thereby affecting overall performance. Within the Rivers State context, organizational performance is particularly tied to operational efficiency and market positioning, given the capital-intensive nature of the industry and the global push for renewable energy. Firms with skilled and well-trained employees are better able to innovate, maintain safety standards, and sustain market competitiveness. Performance in this context also reflects the organization's capacity to anticipate and respond to regulatory changes, technological disruptions, and fluctuations in global oil demand. Strong organizational performance thus requires a deliberate alignment of human capital, technology, and management practices.

Measures of Organizational Performance

Operational Efficiency

Operational efficiency refers to the capacity of an organization to maximize output while minimizing input costs and wastage. It is the ratio of productivity to resource utilization and reflects how well firms achieve their objectives with available resources (Pantea et al., 2013). In oil and gas firms, operational efficiency is assessed through metrics such as drilling efficiency, exploration success rates, maintenance turnaround time, and downtime reduction. Training enhances these outcomes by equipping employees with technical competence, process management skills, and safety

awareness (Okoro & Akintola, 2023). Well-trained employees can operate machinery with precision, follow standardized protocols, and implement best practices that reduce operational errors. It also enables staff to troubleshoot equipment malfunctions quickly, thereby minimizing costly interruptions. Enhanced efficiency contributes to lower production costs, improved resource allocation, and optimized utilization of capital-intensive assets. Training further promotes teamwork and coordination, ensuring that workflow processes are seamless across departments. Employees who are competent and confident in their roles are more proactive in identifying inefficiencies and recommending improvements. In volatile markets, operational efficiency directly influences profitability, customer satisfaction, and organizational resilience. The ability to maintain high efficiency despite fluctuating demand and regulatory pressures becomes a critical differentiator among oil and gas firms. It also supports long-term strategic goals by enabling firms to reinvest savings into technology, exploration, and workforce development initiatives.

Market Share

Market share denotes the percentage of an industry's total sales controlled by a particular firm. It is a measure of competitive strength and reflects a firm's ability to attract customers, penetrate markets, and expand its reach (Pearce & Robinson, 2003). Training influences market share by enhancing service quality, innovation, and customer satisfaction, which enable firms to expand their clientele and maintain industry dominance (Ogunleye & Alabi, 2023). Employees who are well-trained respond more effectively to customer needs, industry trends, and technological changes, positioning their firms as leaders in a highly competitive environment. Training also fosters creativity, enabling staff to develop new service offerings or improve existing processes that differentiate the firm from competitors. A skilled workforce enhances operational reliability, which in turn builds customer trust and loyalty, thereby contributing to increased market share. In Rivers State, where multinational corporations compete with indigenous operators, training provides the human capital edge necessary to sustain and grow market share. Firms that invest in continuous development can adapt quickly to market shifts, regulatory changes, and competitive pressures. Training also enables cross-functional collaboration, improving efficiency in product delivery and customer engagement. Market share gains derived from a skilled workforce contribute directly to revenue growth and long-term sustainability. Well-trained employees act as ambassadors of quality, reinforcing the firm's reputation in the marketplace. By cultivating capabilities that drive performance, training becomes a strategic tool for capturing and retaining market share while strengthening competitive positioning.

Empirical Review

Several empirical studies affirm the positive link between training and organizational performance. Bello and Kazeem (2021) found that oil and gas companies that prioritize employee training recorded higher operational efficiency, fewer workplace accidents, and enhanced adherence to safety protocols. Similarly, Dawodu and Akintunde (2023) reported that training interventions significantly improved resource utilization, cost-effectiveness, and overall process reliability in upstream operations. Falola et al. (2014) highlighted that systematic training enhances employee productivity, fosters skill acquisition, and strengthens organizational competitiveness in dynamic industrial settings. Ogunleye and Alabi (2023) established that training contributed directly to market share growth, improved client satisfaction, and reinforced brand reputation among Nigerian oil firms. Training also facilitates innovation by equipping employees with the ability to identify process improvements and adopt new technologies. Firms that invest in continuous development benefit from higher employee engagement, reduced turnover, and a culture of proactive problem-solving. Studies further suggest that trained employees are more resilient to operational disruptions and better positioned to implement industry best practices. Moreover, training supports compliance with environmental and regulatory standards, which is critical for sustaining organizational legitimacy. Collectively, these findings indicate that training is not merely a human resource activity but a

strategic lever for achieving measurable performance outcomes. It strengthens both operational execution and market positioning, providing firms with a competitive edge in volatile environments. However, existing studies often examined training as part of broader human resource practices without isolating its specific impact on operational efficiency and market share in Rivers State. Few studies have focused exclusively on the Nigerian oil and gas sector, despite its distinct challenges such as infrastructural constraints, community unrest, environmental compliance costs, and fluctuating global oil prices (Ofuoma et al., 2021; Ogohi, 2019). This oversight limits understanding of how training, as a discrete intervention, contributes to the performance of firms operating in such high-risk, capital-intensive contexts. Many studies have generalized human capital development to include mentorship, coaching, and informal learning, thereby underexploring the unique and measurable contribution of structured training programs. The absence of localized research reduces the relevance of existing findings to the Rivers State environment, where operational and regulatory complexities differ from other regions. Investigating training in isolation allows for clearer insights into its direct effects on workforce competence, operational efficiency, and market share expansion. It also clarifies how training interventions can mitigate skill gaps, enhance employee responsiveness, and drive organizational adaptability. Understanding these dynamics is crucial for managers seeking to optimize workforce deployment and sustain competitive advantage. Policymakers can also benefit from evidence that informs the design of industry standards and workforce development frameworks. By addressing these gaps, focused research contributes to both theoretical understanding and practical strategies for organizational performance. Targeted studies illuminate how human capital investments translate into measurable gains, particularly in volatile sectors like oil and gas.

While prior research has broadly established the relationship between capacity building and firm performance, there is limited empirical evidence focusing on training and its distinct impact on operational efficiency and market share in Rivers State oil and gas companies. Most studies have generalized capacity building to encompass mentorship, coaching, and other development practices, without differentiating the specific contributions of structured training programs (Manzini & Kufa, 2016; Abdulle, 2016). Furthermore, empirical findings have often been fragmented across multiple sectors, limiting their contextual relevance for oil and gas operations, which are highly technical and capital-intensive. Rivers State presents a unique operational environment, characterized by complex upstream and downstream activities, regulatory pressures, and high competition, making localized evidence imperative. The study fills this gap by providing targeted insights into how training alone drives operational efficiency, reduces downtime, and enhances market positioning. It also examines the mechanisms through which training improves employee skills, promotes innovation, and strengthens organizational resilience. For managers, such evidence informs the design of structured training programs that align employee capabilities with strategic objectives. Employees benefit by understanding the relevance of training to career growth, technical competence, and adaptive performance. Policymakers gain insights for developing workforce development guidelines and regulatory standards that support industry sustainability. Ultimately, the study contributes to bridging both empirical and practical gaps, offering actionable knowledge that can improve organizational outcomes. It highlights the role of training as a strategic investment capable of delivering measurable operational and competitive advantages.

METHODOLOGY

The study adopted a correlational survey design to investigate the relationship between training and organizational performance of oil and gas companies in Rivers State. The population of the study comprised managers drawn from multinational and indigenous oil and gas firms operating within Rivers State, with a total population size of 412 managers as obtained from industry records. The unit of analysis was organizational, and the study elements were managers at various levels of the selected oil and gas companies. Using the Krejcie and Morgan sample size determination table, 201

respondents were selected through proportionate stratified random sampling to ensure adequate representation of both multinational and indigenous firms. Data were collected using a structured questionnaire designed around the study variables and their measures. The instrument was validated through expert review and a pilot test, while its reliability was confirmed with a Cronbach's alpha threshold of 0.7 and above. Data analysis was conducted using the Spearman Rank Order Correlation Coefficient to test the hypotheses at a 0.05 level of significance, while descriptive statistics were used to analyze the demographic characteristics of the respondents.

RESULTS AND PRESENTATION

Table 1: Relationship between Training and Operational Efficiency of Oil and Gas Companies in Rivers State

Variable	N	ρ (Spearman)	Sig. (2-tailed)	Decision
Training × Operational Efficiency	201	0.684	0.000	Reject Ho1

The result in Table 1 shows a Spearman Rank correlation coefficient (ρ) of 0.684 between training and operational efficiency, with a significance value of 0.000 which is less than the 0.05 threshold. This indicates a strong, positive, and statistically significant relationship between training and operational efficiency of oil and gas companies in Rivers State. The null hypothesis (Ho1) is therefore rejected. This implies that increased investment in training interventions leads to enhanced efficiency in drilling operations, exploration success rates, and resource utilization within oil and gas firms.

Table 2: Relationship between Training and Market Share of Oil and Gas Companies in Rivers State

Variable	N	ρ (Spearman)	Sig. (2-tailed)	Decision
Training × Market Share	201	0.611	0.000	Reject Ho2

The result in Table 2 indicates a Spearman Rank correlation coefficient (ρ) of 0.611 between training and market share, with a significance value of 0.000, which is less than 0.05. This shows a positive and statistically significant relationship between training and market share of oil and gas companies in Rivers State. The null hypothesis (Ho2) is therefore rejected. The implication is that training enhances employee competence, service quality, and innovation, which directly strengthen the market competitiveness of oil and gas firms, enabling them to expand customer base and penetrate new markets.

Discussion of Findings

The findings of this study establish that training has a significant positive influence on both operational efficiency and market share of oil and gas companies in Rivers State. This aligns with Bello and Kazeem (2021) who reported that firms that invest consistently in workforce training achieve higher productivity and improved safety compliance. Similarly, Dawodu and Akintunde (2023) found that structured training interventions enhanced operational outcomes and minimized downtime in upstream oil operations. The results also corroborate Ogunleye and Alabi (2023) who affirmed that training contributes significantly to the competitive positioning of Nigerian oil companies through improved service delivery and innovation.

The outcome of this study further validates the propositions of Human Capital Theory which argue that investment in training yields improved workforce productivity and organizational performance (Becker, 1993; Armstrong & Taylor, 2020). Likewise, the Resource-Based View emphasizes that specialized competencies developed through training constitute valuable and inimitable resources that sustain competitive advantage (Barney, 1991). Within the context of Rivers State, where oil and gas companies face intense competition, volatile oil prices, and regulatory challenges, training emerges as a strategic imperative for achieving sustainable performance outcomes.

CONCLUSION

This study examined the relationship between training and organizational performance of oil and gas companies in Rivers State, with focus on operational efficiency and market share. The findings revealed that training has a significant and positive effect on both efficiency and competitiveness. Firms that consistently invest in structured training interventions achieve greater operational outcomes and expand their market dominance. Guided by the Human Capital Theory and Resource-Based View, the study concludes that training constitutes a critical organizational resource and strategic investment that enhances resilience, adaptability, and long-term success of oil and gas companies operating in volatile environments.

RECOMMENDATIONS

1. Oil and gas companies in Rivers State should institutionalize continuous and structured training programs to improve operational efficiency, reduce downtime, and strengthen compliance with international industry standards.
2. Management of oil and gas companies should invest in specialized training initiatives that focus on innovation, service delivery, and customer responsiveness in order to sustain and grow their market share in an increasingly competitive environment.

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