

COACHING AND ORGANIZATIONAL PERFORMANCE OF OIL AND GAS COMPANIES IN RIVERS STATE**Dr. Florence O. Iroanwusi¹ and Ekweozor, Uchenna Chizoba. PhD²***Email: florence.iroanwusi@iaue.edu.ng, uchenna.ekweozor@ust.edu.ng***¹Department of Employment Relations and Human Resource Management, Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria****²Department of ER/Humam Resource Management, Rivers State University, Port Harcourt. Rivers state Nigeria****ABSTRACT**

This study investigated the relationship between coaching and organizational performance of oil and gas companies in Rivers State, Nigeria. Anchored on Social Learning Theory and Goal-Setting Theory, the study examined coaching as a predictor of operational efficiency and profitability. A correlational survey design was employed, and data were collected from 201 managers drawn from multinational and indigenous oil and gas firms. Hypotheses were tested using the Spearman Rank Order Correlation Coefficient at a 0.05 level of significance. Results revealed a strong and significant positive relationship between coaching and both operational efficiency ($\rho = 0.652, p < 0.05$) and profitability ($\rho = 0.629, p < 0.05$). The study concludes that coaching is a strategic human resource practice that enhances efficiency, profitability, and resilience of oil and gas companies in Rivers State. It recommends institutionalizing coaching as a structured managerial practice and integrating it into leadership development programs to improve performance outcomes.

Keywords: Coaching; Organizational Performance; Operational Efficiency; Profitability; Oil and Gas Companies; Rivers State

INTRODUCTION

The oil and gas sector in Nigeria is a critical driver of economic development, contributing substantially to government revenue, employment generation, and industrial expansion. Rivers State occupies a central position in this sector, being home to numerous multinational corporations as well as indigenous firms that are engaged in exploration, refining, distribution, and other value-chain activities. The concentration of these firms has made the State the hub of oil and gas operations in the country, attracting both foreign and local investments. Despite its economic importance, the sector is plagued by several challenges, including operational inefficiencies that often result in reduced productivity and increased costs. Cost overruns have become a recurrent issue, partly due to inefficient processes and partly because of the unpredictable fluctuations in global oil prices. Added to this are safety concerns which affect both employees and communities, thereby increasing reputational risks for the firms. The problem is compounded by socio-political disruptions in the Niger Delta, where issues of community unrest, vandalism, and environmental degradation remain prevalent. These factors have led to declining profitability for many oil firms, forcing them to seek innovative solutions to maintain competitiveness. In this context, human resource strategies are increasingly being considered as a crucial lever for organizational survival. It is not sufficient to rely solely on traditional forms of training which may not address dynamic industry needs. Instead, developmental approaches such as coaching are gaining recognition for their ability to build individual capabilities while simultaneously enhancing organizational performance. Coaching, as defined in contemporary practice, involves a structured and supportive relationship between managers and employees, focusing on skill enhancement, confidence building, and the promotion of performance-oriented behaviors. This makes coaching particularly relevant to an industry as complex and volatile as oil and gas.

Coaching provides a more individualized and context-specific form of human resource intervention, addressing employee weaknesses while amplifying organizational strengths. Unlike generic training programs that are often standardized and may fail to capture specific workplace realities, coaching is personalized and adapts to the evolving needs of both the employee and the firm. It enables real-time feedback and monitoring of performance, thereby fostering continuous improvement in work practices. Employees undergoing coaching often report increased confidence, improved technical capacity, and better alignment with organizational objectives. This is particularly vital in the oil and gas industry where technical competence and precision are non-negotiable. Moreover, coaching serves as a platform for leadership development, equipping employees with the ability to assume greater responsibilities over time. Through coaching, firms are also able to embed innovative thinking in their workforce by encouraging the application of experiential learning to solve practical workplace problems. This type of learning is not abstract but directly tied to real-life situations employees encounter in their operations. As a result, oil and gas firms in Rivers State can leverage coaching to improve decision-making, enhance problem-solving, and reduce inefficiencies that often erode profitability. Coaching is therefore seen not just as a tool for individual development but also as a broader strategy for sustaining competitiveness in industries where uncertainty and volatility remain dominant features. By bridging the gap between skill acquisition and organizational outcomes, coaching positions itself as an indispensable instrument in today's business environment. Organizational performance, being multidimensional, is often evaluated through various indicators, but in oil and gas firms two critical dimensions stand out, namely operational efficiency and profitability. Operational efficiency highlights the capacity of firms to streamline their processes, eliminate redundancies, and optimize resources for maximum productivity. Profitability, on the other hand, reflects the financial viability of the organization and is considered a fundamental measure of long-term sustainability. The link between coaching and these two dimensions is increasingly being established in both empirical studies and industry practice. Research indicates that coaching enhances managerial insights and equips employees with technical knowledge that directly improves operational outcomes. Behavioral adjustments also play a role, as coached employees often demonstrate greater commitment to organizational goals and improved teamwork. In practical terms, coaching contributes to reducing wastage, enhancing compliance with safety standards, and improving the overall quality of output. From a financial perspective, these improvements translate into better profit margins and stronger resilience against fluctuating oil prices. The oil and gas industry, being capital-intensive and highly regulated, cannot afford inefficiencies if it is to remain competitive globally. Coaching provides a pathway for linking organizational objectives to individual growth, ensuring that skills acquired are not theoretical but are applied in ways that improve measurable performance outcomes. In this way, coaching aligns individual competencies with organizational imperatives, creating a mutually beneficial cycle that drives both efficiency and profitability.

The significance of this study is grounded in its potential contributions to managerial practices, employee development, and policy formulation. For organizations operating within the oil and gas sector, coaching offers a strategic advantage by addressing the persistent skill gaps that undermine efficiency and profitability. It also serves as a means of promoting adaptability, enabling employees to respond effectively to new technologies, regulatory requirements, and market uncertainties. At the employee level, coaching contributes to professional growth by enhancing technical proficiency, building confidence, and preparing individuals for leadership roles. These benefits extend beyond immediate job performance to long-term career development, making coaching an investment in the future workforce. At the policy-making level, evidence generated from this study can provide insights into the design of human capital development frameworks that are tailored to the peculiar needs of the oil and gas sector in Rivers State. Such frameworks could support sustainable growth and stability in an industry that remains vital to Nigeria's economic fortunes. Furthermore, there is a clear gap in existing empirical literature, as limited studies have examined the role of coaching in

enhancing both operational efficiency and profitability within the oil and gas sector of Rivers State. By situating this study within that gap, it not only contributes to academic discourse but also offers practical recommendations that firms can adopt to remain resilient in a competitive environment. Hence, the study carries both theoretical and practical relevance for industry stakeholders.

Statement of the Problem

Oil and gas firms occupy a central role in the Nigerian economy, serving as a major source of revenue and employment, yet many companies in Rivers State are confronted with deep-seated inefficiencies and steadily declining profitability. The persistence of these inefficiencies can be traced to high operating costs that drain financial resources, technological gaps that limit productivity, and skill deficiencies that restrict the ability of employees to perform optimally. These weaknesses create an environment where firms are unable to sustain growth or achieve competitive advantage in both local and global markets. Although training interventions are regularly adopted, they are often designed in a generalized manner that overlooks the specific developmental needs of individual employees. Such conventional training approaches tend to be episodic and do not provide continuous reinforcement that is necessary for sustaining employee competence in a rapidly changing industry. Employees frequently complete training sessions without a follow-up structure, leaving them unable to translate acquired knowledge into practical workplace improvements. Coaching, which is more personalized and targeted, has not been adequately integrated into the developmental strategies of most firms, thereby leaving a significant gap in performance enhancement. Managers and employees are often deprived of consistent feedback mechanisms, making it difficult to identify weaknesses and implement corrective measures in real time. This absence of coaching also weakens communication and collaboration across different operational levels, reducing organizational cohesion. As a result, the industry in Rivers State continues to record operational lapses, high costs, and declining competitiveness in comparison to firms in other oil-producing regions. The inability to implement systematic coaching programs has therefore limited the potential for operational efficiency, innovation, and sustained profitability. These deficiencies collectively threaten not only the immediate financial viability of firms but also their long-term survival in an industry that is increasingly volatile and highly competitive.

Objectives of the Study

The objectives of this study are to:

1. Determine the relationship between coaching and operational efficiency of oil and gas companies in Rivers State.
2. Examine the relationship between coaching and profitability of oil and gas companies in Rivers State.

Research Questions

1. What is the relationship between coaching and operational efficiency of oil and gas companies in Rivers State?
2. What is the relationship between coaching and profitability of oil and gas companies in Rivers State?

Research Hypotheses

H₀₁: There is no significant relationship between coaching and operational efficiency of oil and gas companies in Rivers State.

H₀₂: There is no significant relationship between coaching and profitability of oil and gas companies in Rivers State.

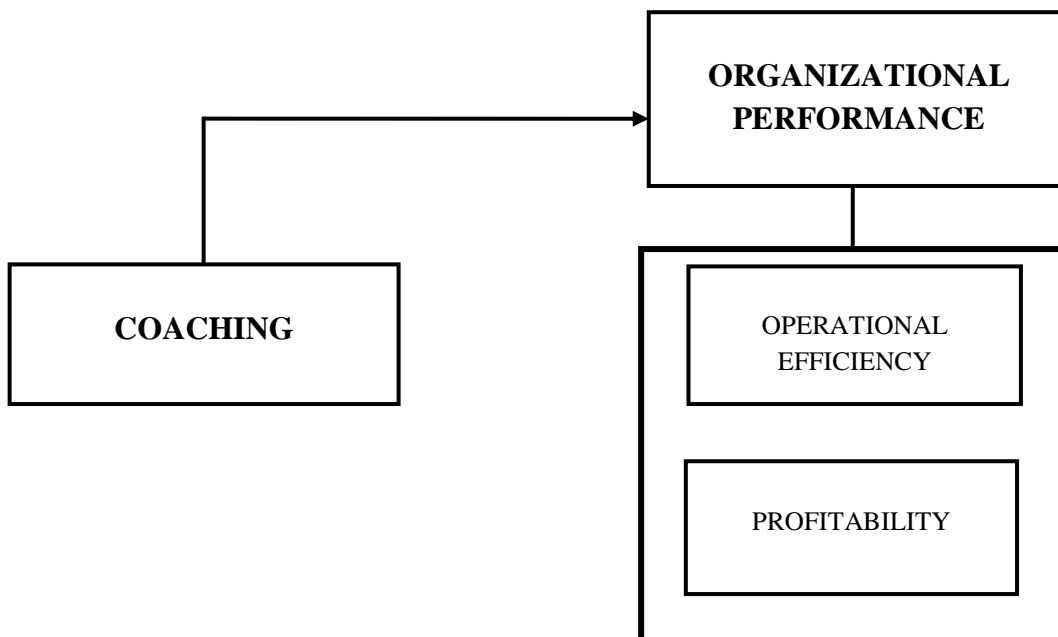


Figure 1: Conceptual framework Employee Coaching and Organizational Performance of oil and gas companies in Rivers State.

LITERATURE REVIEW

Theoretical Framework

Social Learning Theory

Social Learning Theory, propounded by Bandura in 1977, explains how individuals acquire and internalize knowledge, skills, and behaviors by observing and modeling others within social environments. The theory asserts that learning does not occur in isolation but through active interaction with role models, mentors, and colleagues who display the desired behaviors and competencies. Within organizational contexts, this learning is often facilitated through structured interventions such as coaching, mentoring, and peer collaboration. Coaching, in particular, creates an enabling platform where managers and employees engage in continuous dialogue, observation, and practice that reinforce expected standards of performance. For employees in the oil and gas sector, such interactions are crucial because of the highly technical and dynamic nature of the industry that demands constant upskilling. Through guided observation and feedback, employees gradually develop technical expertise, adaptive competencies, and confidence in executing complex tasks. This process enhances their ability to respond effectively to changing operational demands and competitive pressures within the business environment. Furthermore, the theory emphasizes reinforcement, where positive outcomes of learning experiences encourage employees to repeat and sustain productive behaviors. By embedding coaching practices within oil and gas firms in Rivers State, organizations create opportunities for workers to internalize best practices that strengthen operational efficiency. Such reinforcement also reduces the likelihood of performance deficiencies that could arise from skill gaps or outdated practices. Scholars such as Armstrong and Taylor (2020) argue that organizations which embed social learning practices through coaching are better positioned to achieve continuous improvement. The alignment of coaching with Social Learning Theory therefore demonstrates how employee development is not only personalized but also embedded in daily organizational processes that improve profitability and long-term competitiveness.

Goal-Setting Theory

Goal-Setting Theory, developed by Locke and Latham in 1990, provides another important theoretical foundation for understanding the link between coaching and organizational outcomes. The theory emphasizes that individuals perform at higher levels when they are guided by specific, challenging, and clearly defined goals that are supported with regular feedback. In practice, coaching offers the necessary structure for aligning employee goals with organizational objectives, ensuring clarity and commitment to performance expectations. Within coaching sessions, managers and employees collaboratively set realistic yet challenging targets, discuss strategies for achieving them, and establish measurable benchmarks for evaluating progress. This collaborative process not only fosters ownership of performance outcomes but also enhances employee motivation and accountability. In the oil and gas firms of Rivers State, where operational complexities are high and business competition is intense, coaching guided by Goal-Setting Theory enables organizations to maintain focus on critical performance indicators. Employees are able to track their performance continuously, receive constructive feedback, and refine their approaches in real time. Such processes minimize the risks of inefficiencies that typically arise from ambiguous job expectations or lack of direction. In addition, goal clarity ensures that every unit of the organization works in alignment toward profitability and efficiency targets, thereby reducing wastage of resources and duplication of efforts. The presence of structured goals, reinforced through coaching, creates a culture of high performance and adaptability that is crucial for survival in a volatile industry. By applying Goal-Setting Theory, coaching becomes not only a tool for performance enhancement but also a strategic mechanism for building resilience and competitive advantage. Together, Social Learning Theory and Goal-Setting Theory form a robust theoretical foundation that explains the pathways through which coaching practices can transform employee development and strengthen the overall operational performance of oil and gas firms in Rivers State.

**Conceptual Review
Coaching**

Coaching is a collaborative and structured process in which managers, supervisors, or designated mentors support employees to enhance their performance, develop skills, and achieve specific objectives. It differs significantly from traditional training because it emphasizes one-on-one interaction, personalized feedback, and continuous development tailored to individual and organizational needs (Hagen, 2012). This individualized approach ensures that learning is not generic but rather situational, responding directly to the developmental gaps of the employee. In the context of oil and gas companies, coaching ensures that employees are not only technically proficient but also capable of adapting to dynamic challenges such as safety regulations, volatile market conditions, and technological disruptions that constantly reshape the industry. Coaching, when effectively implemented, fosters employee confidence by providing a safe platform for self-reflection, constructive criticism, and skill refinement. It also nurtures engagement by ensuring that employees feel supported and valued in their career growth. Moreover, coaching instills accountability, as employees are guided to take ownership of their developmental journey, thus aligning personal goals with organizational objectives. These combined outcomes of confidence, engagement, and accountability translate into improved organizational effectiveness, greater compliance with operational standards, and sustainable competitive positioning (Bello & Kazeem, 2021). In such a setting, coaching is not just a remedial activity but an ongoing strategic mechanism for continuous improvement.

Furthermore, coaching is increasingly recognized as a strategic human resource intervention that strengthens leadership pipelines and builds organizational resilience in turbulent sectors. By focusing on individual development within a structured framework, coaching provides employees with the skills to make informed decisions that consider both technical and relational dimensions of work. It equips them to solve complex problems, manage high-pressure situations, and navigate stress in

hazardous environments such as oil and gas operations (Grant, 2017). Beyond technical skills, coaching also enhances emotional intelligence and communication abilities, which are essential in managing teams and interacting with multiple stakeholders. In the context of Rivers State, where oil and gas firms operate in volatile environments characterized by infrastructural deficits, community hostilities, and unpredictable regulatory policies, coaching provides an adaptive capacity that is vital for organizational survival. It enables employees to remain innovative and resourceful even under constraints, thereby fostering long-term organizational resilience. Firms that integrate coaching into their management systems also benefit from improved succession planning, as potential leaders are identified and nurtured through structured guidance. This positions organizations for sustainable competitive advantage and better adaptability to environmental changes. Therefore, coaching is not merely an operational tool but a strategic enabler of resilience and long-term growth.

Organizational Performance

Organizational performance refers to the extent to which an organization achieves its objectives in an efficient and effective manner. It involves measuring how well a firm converts inputs into desired outputs, taking into account both financial and non-financial indicators. These include profitability, operational efficiency, productivity levels, customer satisfaction, innovation, and the ability to adapt to environmental challenges (Ahmed & Shafiq, 2014). In the oil and gas industry, performance evaluation extends beyond financial returns due to the capital-intensive nature of activities and the considerable risks associated with exploration and production. Performance measurement also incorporates compliance with environmental and safety standards, the sustainability of operations, and the degree of technological innovation that improves efficiency. In highly competitive and volatile markets, maintaining high levels of organizational performance is critical for survival and growth. This makes the concept multifaceted, requiring firms to balance profitability with responsible operations and innovation. For oil and gas firms in Rivers State, where infrastructural challenges, community conflicts, and regulatory uncertainties persist, organizational performance must be understood within the broader context of resilience and adaptability. A company that consistently achieves operational efficiency, mitigates risks, and sustains profitability while maintaining stakeholder trust can be considered to be performing effectively (Shadi et al., 2018).

Effective coaching directly influences organizational performance by strengthening employee competencies and aligning individual contributions with corporate objectives. Employees who receive structured coaching demonstrate higher levels of motivation, creativity, and problem-solving capabilities, which are crucial for improving efficiency in resource-intensive industries. Through coaching, employees gain clarity on expectations, receive feedback that guides their improvement, and develop the skills needed to address workplace challenges with confidence. These outcomes foster productivity gains, reduce errors, and enhance innovation, which collectively boost profitability and operational effectiveness. Coaching also cultivates a culture of continuous learning, ensuring that employees remain agile and adaptable to shifting industry demands. In high-risk industries like oil and gas, the availability of such a learning culture significantly reduces operational hazards and improves overall compliance with safety standards. Moreover, coaching promotes team cohesion by encouraging collaboration, mentorship, and knowledge-sharing across different units. When employees are supported in this manner, they are more likely to remain committed, reducing turnover and preserving organizational knowledge. In this way, coaching serves as a strategic resource that enhances organizational performance outcomes in oil and gas companies by linking employee growth directly with organizational success (Grant, 2017).

Measures of Organizational Performance**Operational Efficiency**

Operational efficiency reflects the capacity of an organization to maximize productivity while minimizing resource wastage. Within oil and gas firms, operational efficiency entails reducing downtime, increasing drilling success rates, and maintaining strict compliance with safety and regulatory standards (Pantea, Gligor & Anis, 2013). Coaching significantly contributes to operational efficiency by equipping employees with constructive performance feedback, fostering critical problem-solving abilities, and strengthening decision-making processes. Through these mechanisms, coaching instills accountability, reinforces a culture of continuous improvement, and systematically reduces operational bottlenecks that often hinder optimal productivity (Okoro & Akintola, 2023).

The long-term effect of coaching on operational efficiency is evident in the development of resilient workforce behaviors that emphasize proactive risk management and precision in execution. Employees who undergo structured coaching are better positioned to handle the complexities of oil and gas operations where errors can be both costly and hazardous. By encouraging reflective practice and adaptive thinking, coaching creates a more agile workforce capable of adjusting to industry dynamics such as fluctuating oil prices and technological innovations. In this way, coaching functions as a strategic resource that sustains operational efficiency in a competitive and volatile business environment.

Profitability

Profitability serves as one of the foremost indicators of organizational success, as it reflects the ability of a firm to generate sufficient returns on investments through prudent management of resources, revenues, and expenditures. In the context of oil and gas firms, profitability is strongly influenced by operational efficiency, cost control mechanisms, and the capacity for innovation (Pearce & Robinson, 2003). Coaching becomes a catalyst for profitability by enhancing employee competencies, reducing the incidence of costly errors, and fostering the skills required to seize emerging opportunities in the market (Ogunleye & Alabi, 2023). By aligning individual performance outcomes with organizational profitability goals, coaching ensures that firms sustain financial growth in an increasingly demanding industry.

Moreover, profitability in oil and gas organizations is not only about short-term financial gains but also about building sustainable performance trajectories. Firms that embed coaching practices into their human resource systems consistently report stronger financial outcomes because employees are better prepared to deliver high-quality results under pressure. Coaching sharpens workforce capabilities, promotes innovative thinking, and improves strategic alignment across departments, all of which collectively increase revenue streams. Thus, coaching stands as an indispensable driver of profitability in oil and gas firms, particularly in regions where market volatility and infrastructural deficits pose significant challenges to long-term business sustainability.

Empirical Review

Empirical studies provide growing evidence of the positive relationship between coaching and organizational performance, and several scholars have highlighted its value in strengthening key operational outcomes. Dawodu and Akintunde (2023) reported that coaching interventions significantly enhanced productivity, minimized inefficiencies, and improved overall workforce utilization in Nigerian oil and gas companies. Bello and Kazeem (2021) further observed that coaching programs contributed to improved safety compliance, better adherence to technical regulations, and enhanced decision-making capabilities, which in turn promoted efficiency and profitability. Grant (2017) underscored that coaching plays a critical role in fostering leadership development, strengthening employee engagement, and building organizational resilience, all of which are vital elements of sustainable performance outcomes. In addition, coaching has been linked

to improved problem-solving ability, increased accountability, and reduced organizational risks, making it a vital tool for industries that operate under volatile market and environmental conditions. Evidence from other industries has also shown that coaching strengthens employee alignment with corporate objectives and nurtures a culture of continuous improvement. These combined insights suggest that coaching is not only relevant to general business contexts but also holds significant implications for high-stakes industries. Oil and gas firms, which are often confronted with complex technical, safety, and regulatory challenges, can benefit considerably from well-structured coaching interventions. The recurring findings across diverse empirical works establish coaching as a human resource practice that contributes directly to measurable organizational performance.

Notwithstanding these scholarly insights, a critical gap remains in the literature, particularly in relation to the oil and gas sector in Rivers State, Nigeria. A review of prior studies indicates that most existing research has concentrated on coaching within general corporate organizations, service-based institutions, or educational settings, leaving little emphasis on its application in oil and gas companies. Only a few studies have attempted to explicitly measure the relationship between coaching and specific performance indicators such as operational efficiency and profitability, and even those are limited in scope and depth. This leaves unresolved questions about the distinctive contributions of coaching to outcomes in a sector characterized by capital intensity, safety concerns, and constant exposure to global market fluctuations. Furthermore, most prior research has generalized capacity-building practices without isolating coaching as an independent construct, thereby reducing the ability to understand its unique strategic value. This underexploration presents a contextual gap in understanding how coaching functions as a performance-enhancing practice in Nigerian oil and gas companies. The industry in Rivers State operates within unique socio-economic and regulatory conditions that demand context-specific insights, and the absence of robust empirical evidence limits both scholarly understanding and managerial decision-making. It is within this gap that the present study is situated, with a deliberate focus on examining coaching as a distinct human resource strategy that enhances organizational performance, particularly in relation to operational efficiency and profitability among oil and gas firms in Rivers State.

METHODOLOGY

This study employed a correlational survey design to examine the relationship between coaching and organizational performance of oil and gas companies in Rivers State. The population consisted of 412 managers drawn from multinational and indigenous oil and gas firms operating in the State. The study elements were managers at various levels of these organizations, given their direct involvement in both strategic and operational activities. Using the Krejcie and Morgan sample size determination table, a sample of 201 respondents was selected through proportionate stratified random sampling to ensure adequate representation of the different categories of firms. Data were collected using a structured questionnaire developed around the study variables and their measures. The instrument was subjected to expert validation and a pilot test, while reliability was confirmed with Cronbach's alpha coefficients above the 0.7 threshold. Data analysis was carried out using the Spearman Rank Order Correlation Coefficient to test the hypotheses at a 0.05 level of significance, while descriptive statistics were employed to analyze demographic characteristics of respondents.

RESULTS AND PRESENTATION

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

Variable	N	ρ (Spearman)	Sig. (2-tailed)	Decision
Coaching × Operational Efficiency	201	0.652	0.000	Reject Ho1

Table 1 shows a Spearman correlation coefficient (ρ) of 0.652 between coaching and operational efficiency, with a significance value of 0.000, which is below the 0.05 threshold. This indicates a strong and statistically significant positive relationship. The null hypothesis (Ho1) is rejected. This

implies that coaching enhances operational efficiency by fostering problem-solving, continuous feedback, and managerial guidance that optimize resource use and minimize inefficiencies in oil and gas companies.

Table 2: Relationship between Coaching and Profitability of Oil and Gas Companies in Rivers State

Variable	N	ρ (Spearman)	Sig. (2-tailed)	Decision
Coaching × Profitability	201	0.629	0.000	Reject Ho2

The result in Table 2 shows a Spearman correlation coefficient (ρ) of 0.629 between coaching and profitability, with a significance value of 0.000, which is less than 0.05. This confirms a significant positive relationship between coaching and profitability of oil and gas firms. The null hypothesis (Ho2) is rejected. This suggests that firms that implement structured coaching programs record higher profitability due to improved decision-making, employee engagement, and customer responsiveness.

Discussion of Findings

The findings of this study establish that coaching significantly influences both operational efficiency and profitability of oil and gas companies in Rivers State. This result demonstrates that when managers engage in structured coaching programs, employees acquire enhanced skills that directly improve their day-to-day performance. It was further observed that coaching bridges gaps between management expectations and employee delivery, reducing wasted time and unnecessary inefficiencies. This aligns with the empirical evidence of Dawodu and Akintunde (2023), who demonstrated that coaching interventions enhance productivity and minimize inefficiencies in oil and gas operations. Their work emphasized that coaching creates a system of accountability where managers regularly monitor performance and employees become more deliberate about meeting set standards. Similarly, Bello and Kazeem (2021) reported that coaching improves employee performance and contributes to financial outcomes by strengthening decision-making and compliance with operational standards. Their findings also revealed that coaching encourages workers to adopt safe practices, which in turn reduces accidents and costly disruptions. These studies reinforce the outcome of the present investigation that coaching is not only an optional human resource practice but an indispensable component of organizational performance. Evidence also suggests that coaching fosters collaboration between management and staff, thereby ensuring that collective goals are more efficiently achieved. The overall implication is that companies that prioritize coaching in their internal processes are more likely to sustain a competitive advantage within the oil and gas industry of Rivers State.

The results also confirm the propositions of Social Learning Theory, which emphasizes that learning occurs through modeling, interaction, and observation in social contexts (Bandura, 1977). In practical terms, coaching provides a platform where employees learn by observing managerial practices and replicating demonstrated behaviors. This social exchange helps employees gain technical competencies and behavioral patterns that improve their operational contributions. Through structured coaching programs, workers acquire new skills in problem solving, decision-making, and teamwork, which directly impact efficiency. In addition, the Goal-Setting Theory by Locke and Latham (1990) is validated, as coaching ensures employees set and pursue specific goals, track progress, and receive corrective feedback. The study further revealed that when employees are encouraged to align personal goals with organizational objectives, they become more committed to performance outcomes that contribute to profitability. This is particularly relevant in Rivers State, where oil and gas companies are confronted with fluctuating markets, regulatory constraints, and persistent community pressures. Within such an environment, coaching emerges as a vital human resource practice that equips organizations to build resilience. By focusing on continuous learning and development through coaching, firms are better positioned to sustain operational efficiency and

withstand external pressures. Therefore, coaching plays a strategic role in strengthening the long-term profitability and adaptive capacity of oil and gas firms in the region.

CONCLUSION

This study examined the relationship between coaching and organizational performance of oil and gas companies in Rivers State, focusing on operational efficiency and profitability. The findings revealed that coaching has a significant and positive influence on both dimensions of performance. Firms that adopt structured coaching practices achieve greater efficiency in operations and record higher levels of profitability through improved decision-making, adaptability, and employee engagement. Guided by Social Learning Theory and Goal-Setting Theory, the study concludes that coaching is a strategic human resource practice that enhances resilience, fosters innovation, and contributes to the sustainable success of oil and gas companies operating in volatile environments.

RECOMMENDATIONS

1. Oil and gas companies in Rivers State should institutionalize coaching as a structured management practice to improve operational efficiency and ensure continuous performance monitoring.
2. Management should integrate coaching into leadership development initiatives, focusing on enhancing decision-making, innovation, and accountability, in order to strengthen organizational profitability.

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