

**EFFECT OF ORGANIZATIONAL DEVELOPMENT
INTERVENTIONS ON BUSINESS PERFORMANCE
IN MOBIL PRODUCING NIGERIA UNLIMITED
AND OANDO NIGERIA PLC**

BY

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DECLARATION

I, **Obo, Ekpenyong Bassey**, with Registration Number **MGT/Ph.D/09/002** hereby declare that this work titled “Effect of Organizational Development Interventions on Business Performance in Mobil Producing Nigeria Unlimited and Oando Nigeria Plc” is the product of my own research effort under the supervision of Assoc. Prof. E. I. Akpan and Dr. Alfred J. M. Edema and has not been presented elsewhere for the award of a degree or certificate. All sources have been dully acknowledged.

Signature: _____



Date: _____

26/08/2017

CERTIFICATION

This is to certify that thesis titled: **Effect of Organizational Development Interventions on Business Performance in Mobil Producing Nigeria Unlimited and Oando Nigeria Plc** and carried out by **Obo, Ekpenyong Bassey** with Reg Number **MGT/Ph.D/09/002** has been examined and found worthy of the award of the degree of Doctor of Philosophy (Ph.D) in Management.

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ABSTRACT

The study investigated the effect of organizational development interventions on business performance in Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. of the Nigerian Oil and Gas Industry. Four organizational development intervention variables (structural design/division of labour, teamwork, goal setting and business acquisition) were identified for operationalizing the independent variable. Business performance indicators namely efficiency, service delivery, revenue and market share were used to describe the dependent variable for the study. A survey research design was adopted for the study. Sample of 386 respondents was selected and used for the study. A well validated structured questionnaire was used for data collection. Sixteen models were built to interrogate the relationships between the independent and dependent variables. Ordinary least square multiple regression was used in testing each of the hypotheses. The research findings revealed that there was a positive significant relationship between structural design (division of labour) and the business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. It was revealed that teamwork positively and significantly relates to the business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. The findings also revealed that there is a positive significant relationship between goal setting (target setting) and the business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. The study findings revealed that there is a positive significant relationship between business acquisition and the business performance of

Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. Thus, it was concluded that structural design, teamwork, goal setting and business acquisition are good determinant of business organizations' performance in term of increased efficiency, service delivery, revenue and market share. The study recommended that structural design and teamwork should be encouraged as this could lead to increase in employees' performance and companies' overall efficiency. Again, management should exercise caution in goal setting to avoid its effect on business performance of the firms. Hence, it was also recommended that thorough feasibility studies should be carried out before the acquisition of business. Also, key factors that determine success in business acquisitions should also be established in order to provide critical insight to the acquiring firm before, during and after the process. **(Word count: 356)**

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Industries are the major contributors to the growth of any society. Thus, the oil and gas industry in Nigeria has assumed this strategic position in the management of the nation's economy. The industry accounts for seventy-eight (78) percent of GDP (Gross Domestic Product) with about 90 percent of the nation's yearly income and external trade profit from the marketing of petroleum products (Central Bank of Nigeria, 2013).

In the oil and gas industry, businesses are divided into two major sectors. The public sector organizations and the private sector organizations. The public sector organizations consist of government representatives with their functionaries including the Nigeria National Petroleum Corporation (NNPC) plus its subsidiaries, the Department of Petroleum Resources (DPR) and the Petroleum Product Pricing Regulatory Authority (PPPRA). The private sector organizations are made up of local and international companies. The indigenous companies consist of private oil marketing companies under the umbrella of Private Independent Petroleum Marketers of Nigeria which was established in 1978 by the Federal Government of Nigeria to bring in more indigenous petroleum product marketers into the oil and gas industry to counter domination by the foreign companies (Ehinomen & Adeleke, 2012). However, by 1993, fifteen years after the introduction of indigenous independent oil marketers, the number of registered companies stood at 1000. By 2015, the

figure has grown to over 7,948 indigenous independent petroleum marketers in the Nigerian oil and gas industry (NNPC, 2006). The figure shows a remarkable improvement and contributions of the indigenous petroleum products marketers to the nation's economy. In 1998, these companies accounted for about 25 percent of the total volume of petroleum products marketed in Nigeria. Currently, the local petroleum marketers accounted for about 40 percent of the quantity of petroleum product sold in the country using various outlets. Among the retail outlets of petroleum products, the major marketers (multinational companies) have 2,218 retail outlets, while the indigenous independent marketers have 7,948 retail outlets. The Nigeria National Petroleum Corporation (NNPC), (government own entity) currently has 37 mega retail stations, 12 retail floating boats and 265 affiliated retail stations across the states of the federation (NNPC, 2015). Thus, the major competition in the industry is between the indigenous independent oil marketers and the major oil marketers (the multinational companies) that dominated the market by controlling about 60 percent of the market.

The oil and gas industry is highly diversified and broadly categorized into the upriver and downriver segments. The upriver investigate and produce whereas the downstream sector refines and process crude oil into petrochemical products, as well as the transportation, distribution and marketing of refined petroleum products (Omenikolo & Amadi, 2010 & Nwosu, Nwachukwu, Ogaji & Probert, 2007). In the industry, most of the companies that are commonly referred to as integrated oil companies operate in both the upstream and

downstream sectors, while others focus on either the upstream or the downstream sector. More importantly, the fact that oil and gas can be processed into a variety of petroleum products means that there are significant opportunities in the industry, and companies doing business in the industry seek to maximize these opportunities according to their areas of specialization and expertise.

However, in an attempt to make the industry more effective and business friendly, the Federal Government of Nigeria in 2000 embarked on major reforms of the sector with the aim of re-positioning the oil and gas industry to promote a lasting continuity, guaranteeing superior competence and efficacy to satisfy local demand and ensuring global competitiveness (Egbogah, 2009).

Unfortunately, the reform processes, structural and re-structural activities of the government did not yield any positive result. Rather, the working setting, business and viable investment atmosphere, both in the country and outside the country persist to adjust over the years in a way that the Nigerian oil and gas industry can no more function in a consistent demeanour. Hence, companies doing business in the sector have to contend with not only the ambivalence in the oil industry, but also the pressures from political authorities, regulators, contending pump price of petroleum products, local communities and the constant need to devise more efficient means of carrying out their business operations. As a result, oil and gas companies whose intents are to perform effectively and efficiently need to imbibe the concept of OD in

their business operations. Thus, organizational development, well designed transformation, is taken as one vital step for these organizations' accomplishment (Rothwell, Stavros, & Sullivan, 2010). In other words, organizational development (OD) is an organized effort designed by management of organizations to increase business performance through planned interventions.

These organizational development interventions include structural design/division of labour, teamwork, goal setting and business acquisition. It is therefore, on this basis that this study is conducted to examine the extent to which organizational development interventions can be used to enhance business performance (efficiency, service delivery, revenue, and market share) in the oil and gas industry in Nigeria, with spotlight on Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. The justification for selecting these business organisations in the Nigerian oil and gas industry is that each of them represent different magnitudes of development in the industry. Mobil is seen as an industry boss with reliable and outstanding performance, while Oando Nigeria Plc is a promising oil company with firm development forecast.

1.2 Statement of the problem

The Nigerian oil and gas industry is one sector that has continued to evolve since its foundation. However, despite its evolution and various reforms, structuring and re-structuring carried out by successive governments, the sector has not been able to operate at a standard level anticipated of a 21st century oil and gas industry. The dwindling nature of business activities in

Mobil Producing Nigeria Unlimited and Oando Nigeria Plc of the oil and gas industry through critical observation has been linked to erratic nature of pump price of petroleum products, insecurity, hostile working environment, oil pipeline theft, ineffective regulatory and structural framework and poor policy implementation.

Regrettably, the aforementioned issues have resulted in inefficiency, poor service delivery, regressive revenue and low market share among operating companies. Thus, the study was designed to unravel the effect of organizational development interventions (structural design/division of labour, teamwork, goal setting and business acquisition) on the business performance in the Nigerian oil and gas industry with emphasis on Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

1.3 Objectives of the study

The fundamental goal of the examination is to evaluate the effect of organizational development interventions on business performance in the oil and gas industry in Nigeria, with special emphasis on Mobil Producing Nigerian Unlimited and Oando Nigeria Plc. Particular destinations of the examination are as per the following:

- (i) To measure the significance of the effect of structural design (division of labour) on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.
- (ii) To examine the effect of teamwork on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

- (iii) To ascertain the significance of the effect of goal setting on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.
- (iv) To establish the significance of the effect of business acquisition on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

1.4 **Research questions**

To accomplish the above goals, the examination focused on answering the accompanying questions.

- (i) What is the significant effect of structural design (division of labour) on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc of the Nigerian oil and gas industry?
- (ii) Does teamwork have any significant effect on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc?
- (iii) What significant effect does goal setting has on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc?
- (iv) To what extent does business acquisition affect business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc?

1.5 **Hypotheses of the study**

Arising from the foregoing, the following null hypotheses were formulated for the study.

Ho₁: Structural design (division of labour) has no positive effect on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

Ho₂: There is no significant positive effect of teamwork on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

Ho₃: There is no significant positive effect of goal setting on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

Ho₄: There is no significant positive effect of business acquisition on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

1.6 Significance of the study

The outcome of the study would significantly impact on academics, because of its contribution to the existing body of literature on organizational development and change management. Also, the data generated by this study proven as a good source of reference materials for other researchers, graduate and under-graduate students of various tertiary institutions.

The study is a source of great benefit to all companies engaging in one business or the other in the oil and gas industry, as the knowledge from the study will help them acquire an understanding of how OD interventions can be applied to minimize business cost, enhance sales revenue, market share and service delivery.

The result of this study will therefore provide data and other information to government at various levels (local, state and federal) and its agencies, such as NNPC, DPR and PPPRA on how to improve on the well being of the oil and gas industry for effective business transactions.

The study will also provide information to the host communities, stakeholders in Oil and gas industry and the companies on how synergy can be evolved to produce a platform where individual interest can be protected for the growth of the sector.

1.7 Assumptions of the study

In this study, the following assumptions were made:

- (i) It is assumed that the organizations working in the oil and gas industry have personnel who are knowledgeable in theories and practice of OD interventions
- (ii) The responses that will be obtained from the studied organizations operating in the oil and gas industry represent opinions of all other organizations in the industry.
- (iii) Accurate data will be obtained from the field during field survey
- (iv) Proper application of OD interventions will improve business activities in the Nigerian oil and gas industry.

1.8 Scope of the study

The study focused on the effect of organizational development interventions on business performance in Nigerian oil and gas industry, with focus on Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. Those

involved in the study included all the personnel in the corporate office and operational base of the studied companies. Mobil's corporate office in Lagos and her operational base in Ibuno, Akwa Ibom State were considered. Also, Oando Nigeria Plc., its corporate office and operational base both in Lagos were covered. The justification for selecting these companies is that each of them represents different dimensions of growth in the oil and gas industry. Mobil is seen as an industry head with reliable performance while Oando is a promising oil company with firm expansion forecast.

1.9 Limitations of the study

A study of this magnitude should have covered more business organizations in the Nigerian oil and gas industry, but due to time constraint and logistics involved in obtaining relevant information from a wide number of organizations, the study was narrowed to two oil and gas companies. Another constraint was the unfriendly attitude of the respondents, especially as they were all engaged in the reorganization activities of the companies and other official engagement. Consequently, they were not able to avail themselves fully to the study. This has resulted to poor response from some of the respondents as well as repeated visits and interactions by the researcher. Also, the sample of the study may not be adequate to bring out all the possible concerns that necessitate keen attention in the Nigerian oil and gas industry. More so, the researcher could not have easy access to the studied organizations for effective and unbiased data generation due to administrative bottlenecks. Finally, the

period covered by this study may not be adequate to completely evaluate the subject matter.

1.10 Historical background of the organizations

A. Mobil Producing Nigeria Unlimited (MPNU)

Mobil Producing Nigeria Unlimited (MPNU) is among the largest Nigeria oil producing companies. The organization takes part in seaward generation of unrefined, condensate and petroleum gas fluid. Mobil Producing Nigeria Unlimited resumed its Nigerian activity in 1955 with the name, "Mobil Exploration Nigeria Incorporated". In 1969, the company changed its name to Mobil Producing Nigeria Unlimited.

Mobil Producing Nigeria Unlimited runs a mutual scheme with the Federal Government of Nigeria, via the Nigerian National Petroleum Corporation (NNPC). The Federal Government owns a 60percent share of the investment, while MPNU has the remaining 40 percent share of the investment. Mobil Producing Nigeria Unlimited was awarded oil prospecting permit seaward present in Akwa Ibom State in 1961. Since then, the company has ensured discernible aid to the growth of the oil and gas industry in Nigeria. MPNU and its cooperative scheme associate, NNPC, run over 90 offshore platform including about three hundred producing wells at a capacity over five-hundred and fifty thousand barrels a day of crude, condensate and natural gas liquid (NGL). The mutual scheme had also embarked on a series of projects aimed at increasing the present manufacturing capacity to above 1 million barrel a day. The East Area additional oil recuperation venture was initiated to

represent a key asset in a full-grown act to widen field life, help oil recuperation and destroy exceptional gas flaring by presenting delivered gas. The East Area venture is comprised of 18,000 tone EAP Gas Compression Facilities strategy which was introduced toward the finish of 2005, in vast water by methods for skim over innovation.

The Natural Gas Liquid (NLG II) venture, with the ability to put in 45 KBD of petroleum gas fluids to the nation's aggregate generation is the improvement of the NNPC/MPNU joint wander's effective OSO – NGL venture, which additionally include the assembling, acquisition, development, set up and charging of a seaward NGL extraction stage, undersea pipeline foundation and extension of the JV's current coastal fractionate and storerooms at Bonny River Terminal. With its huge global knowledge as universal leader in the oil and gas explorations, manufacturing, refining and marketing business, Mobil has succeeded in bringing its proficiency to the industry and has maintained filed headship constantly in the Nigerian oil and gas industry (EMIS, 2011). The company also fits into place in an array of business actions in different sectors of the Nigerian oil and gas industry. Its client base is spread across and comprises consumers that acquire kerosene, diesel and quality motor spirit from its group of service outlets across the country. The organization likewise gives stream fuel to private and business carriers in Nigeria and market a wide scope of oil based goods to diverse classes of clients.

In addition, due to the company's wide existence and industry headship recognition in the Nigerian oil and gas industry, Mobil has a very reliable fiscal status. The company recorded a turnover of over \$2 billion in September, 2011 with estimated profit of over \$ 200 million (Mobil, 2012).

Mobil Producing Nigeria Unlimited, in collaboration with NNPC upholds well-built community relations programme. NNPC contributes substantially in to effective healthcare delivery, educationally, electricity, sports-wise, roads and water supply, mostly in its operational area in Akwa Ibom and Rivers States. Presently, the NNPC/MPNU joint venture focuses on lasting advancement projects in a bid to promote economic freedom of communities in the company operational locations. This is done via affiliations with highly regarded NGOs and other organizations, the joint venture is part of capacity development, subsidizing small and medium scale undertakings, agriculture, and healthcare. The NNPC/MPNU joint venture also engaged in corporate philanthropy where over 500 scholarships were awarded to undergraduate students in Nigerian universities.

Business acquisitions activity entered into by Mobil Producing Nigeria Unlimited in Nigeria

In 2009 Mobil acquire entire business interest of Oso oil field development, Ekpe oil field development, Edop oil field development, Ubit Oil field and Crown Jewels' oil fields.

In 2017 Mobil sold 60 percent of her equity share to NIPCO Investment Limited.

B. Oando Nigeria Plc.

Ocean and Oil Services Limited was established in 1994 to give and exchange oil based goods in Nigeria. In 2000, Ocean and Oil Holdings obtained 30 percent controlling stake in Unipetrol Nigeria Plc., a West African downstream organization, by means of securing the Nigerian government's possibility in the organization. To further expand the company, Ocean and Oil Holdings augmented her stake in Unipetrol to 42 percent in 2001. While in 2002, Unipetrol Nigeria Plc. obtained 60 percent in the equity of Agip Nigeria Plc. Then in 2003, Unipetrol Nigeria Plc. amalgamated with Agip Nigeria Plc. and the name was changed to Oando Nigeria Plc.

Oando Trading Limited and Oando Supply were incorporated in 2004. In the same year, Oando Gas and Power surfaced as a result of Gaslink's gas allocation permission and Oando's customer base. Oando turned out to be the principal African organization to achieve a cross-visitor internal posting on the Johannesburg Stock Exchange in 2005. The company also incorporated Oando Energy Services an integrated oil field administrations organization to achieve the gathering's destinations in the upstream administrations industry in the same year. In 2007, the company completed the laying of its gaslink of 100 km gas distribution pipeline in Lagos State. Also in the same year, Oando Energy Services obtained two oil drilling rigs for about \$100 million for usage in the Niger Delta.

In 2008, Oando acquired an additional oil drilling rig bringing its fleet to three and raising its status to the first Nigerian home-grown oil company with

enthusiasm for creating profound water resources by the ownership of equity value in two oil deposits.

As at the year 2009, Oando had procured five (5) overwhelm rigs while in 2010, the organization started its pioneer free Power Plant for the Water Corporation of Lagos State. Be that as it may, the venture concerned the development of a 12.5 MW control plant to supply continuous power supply to the Lagos State Water Corporation.

Oando Gas and Power commissioned 128 km Eastern Horizon Gas Company (EHGC) pipeline in 2011. The pipeline was worked under the joint partnership plan with the Nigerian Gas Company, a backup of the NNPC. In 2012, Oando Exploration and Production Limited (OEPL) marked a homestead – in – concurrence with Network Exploration and Production Nigeria Limited (NEPN) for the procurement of 40 percent taking part enthusiasm for the Qua Iboe field (OML 13) in Akwa Ibom State.

In 2013, Oando Plc prevailing with regards to raising over N55.2 billion from the capital markets as its Right Issue recorded 101 percent membership. The organization offers 4.548 billion shares to prevailing investors at N12 per share between December 2012 and February 2013 with aim to raising N54.6 billion. Oando Gas and Power launched 10.4 MW Alausa Independent Power Plant to distribute power to the Lagos State Secretariat Complex. In 2014, Oando stripped the 128 km Eastern Horizon Gas Company (EHGC) establishment, which is a \$250 million exchange with Seven Energy. Around the same time, Oando Energy Resources (OER) recorded on the Tsx, an

offshoot organization of Oando Plc, went into concurrences with Conoco Philips (COP) to procure its whole business stake for Nigeria for a cost of \$1.5 billion.

Oando entered into an agreement with HV Investment II B. V. (HVI) in 2015, a joint venture by Hellos Investment Partners and the Vitol Group for an investment cost of US \$276.8 million in Oando downstream business.

Oando Plc is organized into three functional operating divisions.

(i) Upstream:

Oando Energy Services: rig services

(ii) Midstream:-

Oando Gas and Power Services

(iii) Downstream:

Oando Marketing

Oando Supply and Trading

Oando Transport and Logistics.

The company has shown solid development prospects especially in the oil merchandizing subsector, with more than 500 sales channels crosswise over West African territory, offer for sales different petro-chemical based goods which incorporate premium engine gas, low pour fuel, double lamp fuel, car gas oil, bitumen, bug sprays, greasing up oil (EMIS, 2012) The organization needs to battle with the treat postured by the multinational organizations, such as Mobil, Total, and MRS.

Oando, in recent times recorded an impressive financial performance, which indicates its steady growth. For instance, in 2012, the company declared profit after tax of \$73.3 million and this shows a remarkable increase of 240 percent increase from \$21.5 million declared in 2011 (Egene, 2013).

More importantly, Oando Plc is dedicated to lifted gauges of corporate administration, morals and generosity. The Company's corporate social obligation (CSR) is consolidated into its business rehearses by means of significant worth including items and administrations and change of neighbourhood groups through dependable social ventures. Oando maintains good standards of business operation while bearing in mind the resultant effect of its activities on its stakeholders and the environment.

Business acquisitions activity entered into by Oando Nigeria Plc in Nigeria

In 2014 Oando Energy Resources a subsidiary organization of Oando Nigeria Plc went into business concurrences with ConocoPhillips Nigerian Upstream and gas to get its whole business in Nigeria for an aggregate money thought of \$1.5 billion. Additionally, a Canada based Exile Resources Incorporated is right now identified as Oando Energy Resources Incorporated. While in July, 2016 Oando Nigeria Plc sold majority of her stake in downstream business to Vitol Group of Company.

1.11 Operational definition of terms

Organizational development interventions (ODI): These are organized set of activities intended to improve organization's performance.

Organizational performance: This refers to the actual outcome of business engagement of an organization.

Structural design: This is how entire work process of an organization is divided into various subunits for effective task accomplishment.

Teamwork: This is a work done when employees set aside personal ambition for the good of the team.

Goal setting: This refers to a technique for coordinating individual employee's efforts in a work place toward actualizing overall organizational goals.

Business acquisition: This refers to the total transfer of ownership and control of assets, liabilities and employees and management of one organization to another.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Theoretical framework

The theories adopted in this study are Kurt Lewin's field theory, goal-setting theory and theory of division of labour and specialization.

2.1.1 Kurt Lewin's field theory

Field theory is one of the popular theories that are widely referred to and cited in management and other related fields, most especially in the study of organizational performance (Bert, 2007). However, extant literature regards Lewin's as the father of field theory (Desler, 1986). Despite criticism against the theory, it is empirically proven to be reliable and active theory of OD and change (French & Bell, 1999). The theory addresses a central issue confronting business firms in today's dynamic competitive environments which prompted most managers to modify or alter their business strategies. This process of intentional restitution brings about new prospects in the part of the workers across the firm. Converting transformed strategies into distorted model of behaviour that helps the new strategy and contribute to maintained exceptional feat by organizations (Bert, 2007) is one major problem confronting business organizations operating in the Nigerian oil and gas industry.

Force field theory is therefore, used as a guide in diagnosing this situation. The theory describes current level of organization's business performance as a state of stability among the motivating forces that promote upward progress (increase organization's business performance) and the

restraining forces that discourage it (decrease organization's business performance). The application of this theory is discussed as follows:

a. **Driving forces**

These are powers influencing a given circumstance that are pushing authoritative individuals in a provided guidance. They likewise tend to start change and keep it moving. But in trying to improve further on the business activity in Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. of the Nigerian oil and gas industry, pressures are desired from various managers, supervisors, work team, reward earnings and competition (see figure 1).

b. **Restraining forces:**

Restraining forces are those forces acting to restrain the driving force, such as political interference, poor policy implementation, hostility, contending pump prices of petroleum products, apathy and poor state of equipment. All these are restraining forces against increased business performance in Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. of the oil and gas industry in Nigeria. However, stability is achieved when the driving forces tantamount to the restraining forces (see figure 1). Equilibrium represents the present level of business performance.

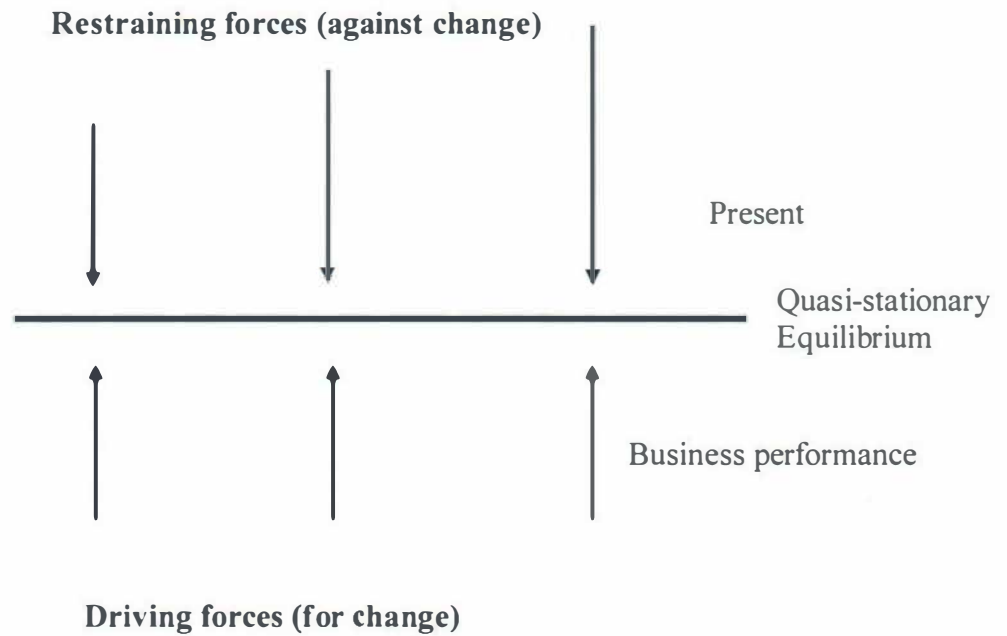


FIG. 1: Force – field analysis model

Source: Slide share – organizational development (Pratiksha, 2012).
Academy of Management and Professional Development.

c. **Equilibrium:**

The current level of business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. can be increased or decreased by alterations in the link involving the driving forces and the restraining forces. For instance, a newly constituted management team takes over the management of an organization in which business performance is high but had altered the methods of assigning task, goal setting, business acquisitions and teamwork activities. Thus, by this action, the outgoing management team had altered the equilibrium level by increasing the driving forces to achieve increase in business performance in a short-run. Hence, new restrictive forces emerged, including hostility and antagonism, and at the period of the exit of the old management team, the restraining forces began to rise and the outcome became visible in employee turnover, lateness to work, absenteeism, fraud and other restraining forces which cause a decrease in the organization's business performance shortly after the new management team had assumed duty.

Assuming that the new management team refuses to augment the driving forces but to decrease the restraining forces; Morrison (2014) and Bert (2007) explain that at this point the new organization management need to redesign its role, job responsibilities and relationships, train organization members for newly required skills and set new goals. However, in the short-run, the business performance of the organization will tend to decrease further. But in the long-run, when what Gicheru (2013) calls learning organization is completed, the organization business performance might increase as a result of the newly

acquired skills by organization members and other process that might have been put in their right perspective by the new management team. In other words, new driving forces will be developed to eliminate the restraining forces, thereby causing an increase in the business performance of the organization. On the whole, it is clear that force field analysis offers an outline useful in establishing these inter-relationships.

2.1.2 Goal-setting theory

Goal-setting theory is a well-known theory used extensively by researcher and scholars in the study of OD and change management. It was put forward by Edwin Locke in 1960s. The theory holds that individuals or organizations who set specific, difficult goal perform better than those who set general, easy goals. This means that goals can be set at individual, work team and organizational levels.

Goal setting is a major element of performance in business, but some principles must be applied, such as hard-to-achieve goals and specific likely to enhance performance far better than goals that are not. Thus, Lacke and Latham (2012) identified five elements that can be applied in achieving both personal and team objectives to include:

1. **Setting clear goals:** Goals breeds better output and enhanced performance. When goals are clear, individual or team know exactly what to achieve. The individuals and the team can also measure their results accurately, and also know which behaviour to reward.

2. **Setting challenging goals:** Individual or team is often motivated by challenging goals. This provides team or an individual a feeling of pride and triumph when they accomplish them, and set them up for accomplishment of next objectives. The more difficult the objective, the greater the reward and the more is the enthusiasm for accomplishing it. More so, it is critical to set a goal that is reliable and less challenging such that it can be achieved.

3. **Securing team commitment:** in order to succeed, individual and team must value and agree to the goals. They tend to “buy into” a goal they set.

4. **Gaining feedback:** Coupled with right goals selection, individual and team ought to listen to criticism so that they can weigh their progress. Improved and suitable feedback of outcome pilots the individual or the team behaviour and promotes outstanding performance than lack of feedback. Feedback is a way of acquiring a high standard, making clarification and controlling goals challenges. It helps individual and team to function with greater participation, hence, bringing about better work fulfilment

5. **Considering task complexity:** Individual and team must take unique concern to guarantee that complex assignment does not turn work to become too vast. This is as a result of the fact that workers in complex and challenging role can often drive themselves very hard if they fail to take account of the intricacy of the job. This theory is exceptionally valuable when taking a gander at factors in arranging and actualizing a change program in business setting.

2.1.3 Theory of division of labour and specialization

Adam Smith postulated the theory of division of labour and specialization in one of his work, *The Wealth of Nation*. The theory addresses a central question of why organizations split jobs into various tasks and assigning each task to a specific worker, and what organizations can do to gain a competitive edge over others and improve their performance in the market place.

The theory explains that when a worker performs several tasks within a production process, time will be lost in altering tools and changing location. By so doing, employees hardly master a particular task. But when the same worker is made to perform only one task in the production process, the worker specializes. The specialization increases the worker's proficiency that will lead to an increase in labour productivity. Production costs becomes lesser as workers becomes more proficient.

Benefits derived by individual and organizations applying division of labour

- i. **Right person in the right job:** This means that each labourer is appointed an errand for which he is most appropriate. This gives chances to the best use of normal gifts as a man plays out the activity which he loves as well as which he infers delight in doing.
- ii. **Greater efficiency:** It builds the proficiency of laborers in two ways. To start with, each specialist is appointed a vocation that suits his abilities, experience, coaching and natural understanding. This implies that the right

man in the right job leads to higher output. Secondly, a worker who continuously rehashes his work turns into a specialist in playing out the activity. The reiteration of a similar work enhances his abilities.

iii. **Division of work** does not just expand the nature of work, it likewise enhances the nature of creation. Consequently, better quality services help to build the altruism and benefit of the business association.

iv. **Saving of time:** It maintains a strategic distance from exercise in futility and exertion caused by changes starting with one kind of work then onto the next. The specialist does not need to move starting with one process then onto the next.

v. **Economies of expansive scale:** Division of work encourages large scale manufacturing. Expansive size of creation gives economies in the utilization of assets, for example, work, instruments, crude materials et cetera. Nonetheless, ideal utilization of these assets lessens cost of operation. At last, division of work makes accessible less expensive merchandise of a wide assortment. Therefore, interest for merchandise and ventures increments close by income of the association.

2.2 Conceptual framework

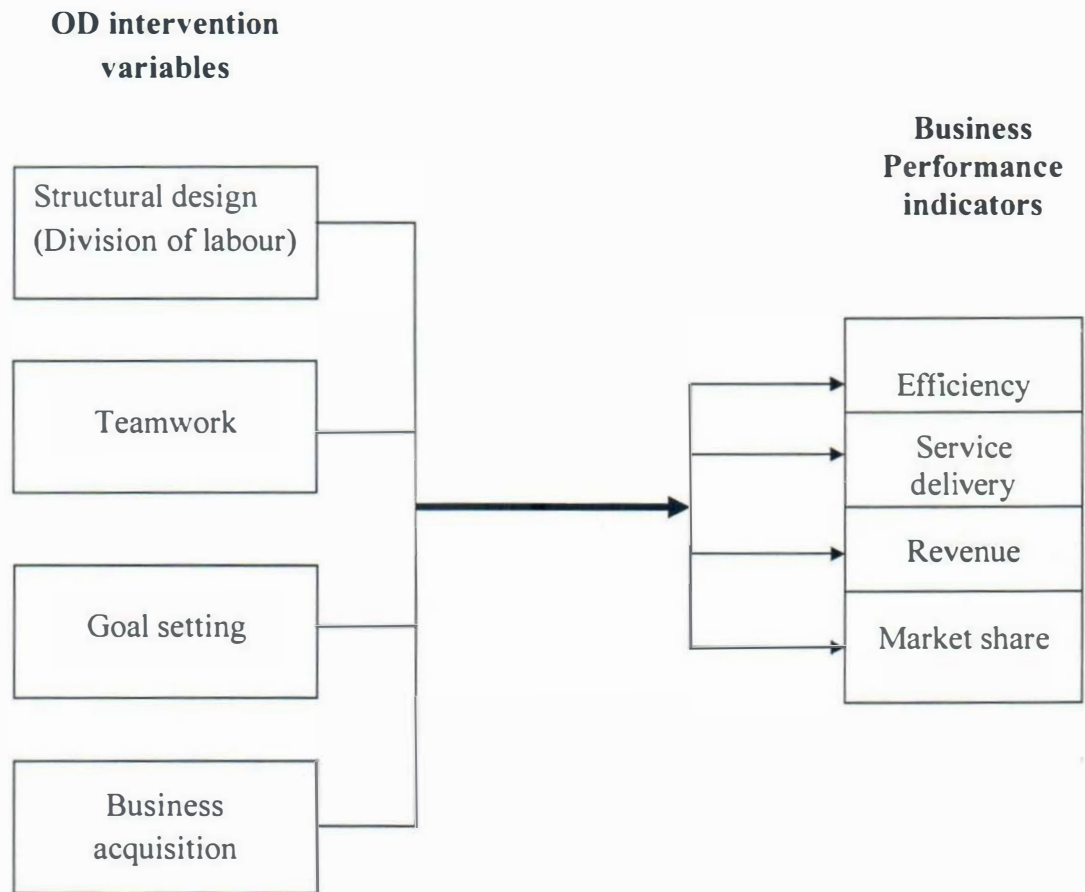


FIG. 2: Organizational Development (OD) interventions and business performance model.

Source: Fieldwork, 2016

2.2.1 OD intervention variables and business performance indicators model

The model in Figure 2 highlights the relationship between OD intervention and business performance. The model explained that if organizations embrace structural design intervention (allowing workers to perform task responsibility based on individual job specialization), employees will have a firm control over the job, as such a better work method can be developed for more efficient performance. It further explains that when workers function as part of the unit, and part of the team, the task responsibility become much easier and efficient, thereby enhancing overall business effort for effective service delivery.

The model also explains that when goals are clearly set in organization, they influence employees' work behaviour and thus leads to changes in performance. In addition, it enhances organization's efficiency by creating an enhanced fit between personal and organizational goal. The model went further to explain that when organization subsumes another to form a new entity, it makes way for gaining access to other resources, achieving operational efficiencies, improve innovation and market opportunity.

However, where these interventions are not well implemented, they result to erratic pump prices of petroleum products, insecurity, hostile work environment, poor maintenance of equipments, oil pipeline theft, ineffective regulatory and structural framework and poor implementation of policy in the oil and gas industry in Nigeria.

2.2.2 OD intervention variables

The model in Fig. 2.1 above was designed to show the effect of OD interventions on business performance with respect to the mediating factors. OD intervention variables are further discussed below.

2.2.3 Structural design (division of labour)

This is a transformation procedure that involves the organization's division of labour. That is, the way of specializing task performance. Robbins and Judge (2007), these structures need to give employees more control. They further explain that this can be accomplished by diminishing tenets and directions. The workers are better ready to complete their work duty when they have some control over the activity experience. Thus, administration of the firm needs to enable workers to alter their conduct to the transforming needs of the organization by providing a structure that is suitable for the organizational locality, technologies and setting. Thus, possessing workers who perform particular duty in firms is one of the components that can prompt increment in efficiency and employee productivity for increased overall productivity of the organization.

2.2.4 Teamwork

Teamwork generally refers to the enthusiasm of a group of people to work together to attain a particular aim. Boone and Kurtz (2005), teamwork is the cooperative effort by a group of workers acting together for a cause. Patima (2016) argues that teamwork is a group of individuals inside a work territory

who consented to coordinate with each other, to settle on choice together and to cooperate toward a shared objective or target. This suggests that;

members of effective teams are open and honest with one another, there is support and trust, there is a high degree of cooperation and collaboration, decisions are reached by consensus, communication channels are open and well developed, and there is a strong commitment to the team's goals (Patima, 2016).

This further explains that teamwork in organizations breed better performance outcomes as workers perform their work together instead of separately of one another.

However, there are sure qualities that can be watched when a gathering of people fill in as a group. These incorporate shared activity obligations, traverse of aptitudes, adaptability in substitution, want to include everybody, square with yield and responsibility, comprehended and bolster larger reason (Patima, 2016). For a group to be fruitful, the pioneers need to energize and bolster other followers to cooperate, to be in one accord in aim and activity. This infers cooperative energy is very required in a collaboration, in light of the fact that as the cooperative members build up a domain of giving and accepting and as they share thoughts and create cooperating relationship, their consolidated activity produces outcome that are more noteworthy than they could accomplish if they work alone (Humphrey & Stocks, 2000).

Cooperation is fundamental for contending in the present focused business atmosphere, where singular execution isn't as attractive as an abnormal state of aggregate execution particularly, in the time where innovation and market requests are convincing business associations to make their items speedier, less expensive and finer for effective service delivery.

In an organization, effectiveness of teamwork can be influenced by some elements such as reward systems, communication system, organizational structure and organizational leadership (McShane & Glinow, 2007).

(i) **Reward system:** Reward comprises of incentives available within an organization to improve individual and team job satisfaction and performance. The reward framework characterizes the connection between the association and the work of colleagues, and furthermore communicates qualities and standards to which they should adjust in the association, and also the reaction singular colleague can hope to get because of their execution. Prizes are probably going to prompt powerful and proficient execution of task. Rewards consist of financial rewards such as pay and non-financial rewards which include employee recognition. Reward foster minimum dissatisfaction among employees, reduce rate of turnover and lead to cost reduction, and improved customer service.

(ii) **Effective communication:** In order to function effectively, team members need to communicate effectively with each other, and with the organization's management. Management must ensure that accurate and timely

information about the organization's plans, goals and accomplishments are provided to the team, and how the team fit into each of these areas. Effective communication eliminates stress and negative feelings sometimes associated with teamwork. To have practical correspondence in the affiliation, associates must keep an open viewpoint, take an interest in full focus and have an unmistakable cognizance of the chore necessities. Full focus incorporates note taking, making related request and reiterating what the other partner says to affirm clarity. This is on account of an ineffectively planned correspondence can prevent a group from claiming important data and conceivable input (McShane & Glinow, 2007).

Convincing correspondence ascertain the accomplishment or frustration of a gathering and finally, the affiliation itself. Right when associates talk about straightforwardly with each other, by making request rather than making assumptions, they create trust and congruity in the working environment. These processes helps to make standard and accomplishment for the organization.

(iii) **Organizational environment:** Group achievement relies upon the idea of authoritative outer condition. In the event that association can't secure assets from its environment to fund team activity, such a team may likely not fulfil its performance targets. In the same vein, appeal for a group's yield makes sentiments of achievement, which inspires colleagues to work in unity. McShane and Glonow (2007) add that a competitive environment motivates team members to work together and more closely.

(iv) **Team leader:** This is some individual who gives direction, bearing and expert to a social affair of various people to achieve a key outcome or gathering of adjusted outcome. The discoverer routinely works inside the gathering, as a section, doing comparable parts however with the additional "pioneer" commitments as confined by associate or organization leadership. All together for a gathering to work adequately, the gathering pioneer ought to in like manner stir the partners to use their understanding and capacities to achieve the shared targets.

Scouller (2011), explains that a team leader must make sure that there is leadership that will address the following four leadership dimensions:

1. a shared, spurring group reason or objective
2. activity, advance and upshot
3. collaborative solidarity or camaraderie
4. awareness to people.

Team leader must be a good listener, as well as in charge of creating intercession systems to enhance general group execution.

2.2.5 **Goal setting**

Goals are the wide, long haul achievements an enterprise wishes to accomplish. Goals should be commonly concurred on by human elements and administration before it can be set. Henceforth, one of the real issue facing business enterprise is nonattendance of recognizing confirmation by the individual enterprise people with the destinations of the enterprise (Lunenburg, 2010). With specialization so extraordinarily made in the present affiliations,

various enterprise people are especially isolated from the bearing and inspiration driving the greater structure.

Goal setting is an intervention programme that involves setting clear goals for the organization. Locke and Latham (2012) posit that objective setting is a strategy for planning singular representatives' endeavours toward general authoritative objectives. Getting enterprise personnel to work towards its objectives doesn't involve passing on to them what the destinations are. Or, then again perhaps, enterprise personnel's assistance and obligation for enterprise wide goals will increase in case they appreciate the target setting process. Right when target setting is a common organization – supporter influence procedure, add up to people are given some dominance over their workplace (Eikenberry, 2011).

Agarwal (2011) argues that goal setting is a change programme used to upgrade enterprise strength by working up an unrivalled fit among person and enterprise goals. It additionally gives a stage where top administration set their working objectives, trailed by gatherings with administrators amid which their objectives are commonly set. These administrators at that point meet the unit heads to assist in setting their objectives, et cetera down the hierarchy of leadership to the most diminished level in the enterprise. Occasionally, administrators and subordinates meet to additionally design, survey achievements and take care of issues that will help with accomplishing the set objectives. The explanation behind the cooperation is to characterize the representatives' work conduct and result, to such an extent that they will have

the capacity to comprehend what they need to do, and to what extent they need to do it, how to relate with others, and how they will be assessed and remunerated for their execution. This approach expands the odds that the firm will fill in as facilitated units even in the atmosphere of change activities Rothwell and Sullivan (2010) that will lead to increase in market share and revenue generation for the business organization.

(i) **Commitment:** This is a relative quality of person's distinguishing proof and inclusion in a specific association. Ongori (2009), commitment suggests a feeling of obligation and commitment to the organization which utilizes one. It is a pointer of steadfastness to and recognizable proof with the association (Robbins, 2007). A submitted worker is a man who obtains his or her heart and brain to appear at work and not only his or her body. In addition, employees who participate in goal setting are always committed to ensure the attainment of organizational goals. Therefore, organization wishing to thrive should encourage members to participate in goal setting activity.

(ii) **Employment involvement:** This is concerned with “moving decision making downwards in the organization closer to those performing the work” (Cumming, 2008). It is a participative process which employs the input of workers to “increase their commitment to the organization’s success” (Robbins & Judge, 2007). Ongori (2009) adds that:

There is much evidence to prove that involving employees in the goal setting processes and their abilities are utilized, there are higher chances of achieving the goals of the organization.

Equally, where employees are involved in the identification, discussion and agreement of personal objectives (in relation to the goal setting) there is more need to guarantee that the tasks for which one is dependable are completed productively and successfully.

The essential logic here is that when employees are involved in goal setting especially those affecting them as well as increasing their independence and management of their work lives, they will acquire inspiration, better commitment regarding the association resulting to better productivity and job satisfaction.

2.2.6 Business acquisition

This intercession clarifies how OD specialists can help at least two firms to shape another element for a wider customer base and increasing market share. Acquisition means the acquisition of one organization by another in which no new organization is shaped. In the same vein, merger happens between firms of fairly comparable size and are typically "neighborly", while an acquisition is the buy of an organization that is totally assimilated as a working backup or division of the procuring partnership (Wheelen & Hunger, 2006). They further explain that the resulting firm may likely derive its name from the composite firms. Lee and Pennings (1996) note that "merger and acquisition can be lumped together as the mode through which previously independent firms combine to become a single entity". Hence with business acquisition in today's highly competitive business atmosphere, organizations

and companies can grow by expanding their operations both internationally and domestically to achieve operational efficiency, resource sharing, improved innovation and increase in market power.

2.3 Concept of organizational development

Organizations are established with specific fundamentals which must function uniquely to guarantee the health of the whole organization. But any malfunctioning part of organization will definitely affect the whole system (Davidoff & Lazarus, 1997). Hence, organizational development is seen as the basic foundation for any of these organizations to survive in today's fast changing business world. This is because organizational development is a process that organizations must follow to initiate what they are going to do and how they are going to do it. Simply, it is the way organizations change and evolve (Ukpata & Olukotun, 2008).

The term organizational development (OD) is one concept that has received a considerable attention from various management professionals. OD is concerned with changing people's attitudes, behaviour, structures and technology of organizations and their work and business expectations. On the other hand, organizational development is a "system-wide application of behavioural science knowledge to the planned development and reinforcement of organizational strategies, structures and processes for improving an organizational effectiveness" (Cumming & Worley, 2005). OD network (2015) defines organizational development as "a body of knowledge and practice that enhances organizational performance and individual development, by

increasing alignment among the various systems within the overall system". OD is also seen as a research field, theory and practice focused on extending the information and feasibility of individuals to fulfil more effective complete change and execution. Essentially, Balzac (2011) sees OD as an arrangement of arranged change procedures or intercessions intended to enhance firm strength and representative prosperity. French and Bell (1999) argues that:

OD is a long-term effort, led and supported by top management, to improve an organization's visioning, empowerment, learning and problem-solving processes through the application of systematic interventions.

Carnevale (2003) explains that OD is an "effort to deal with or start change in hierarchical societies including joint effort between a change operator and individuals from an authoritative framework to speed up the analysis of issues and to empower procedures that prepare authoritative individuals to figure out how to adapt to their own particular challenges". It is also seen as a "arranged procedure of building up an association to be more powerful in fulfilling its coveted objectives" (Shaffer, 2000). Along these lines, OD manages expanding the structures, frameworks and procedures inside the association to progress hierarchical proficiency (Reference for Business, 2014). It empowers communitarian contribution amongst directors and workers at various levels of the association progressive system in a way that they communicate and work together to find solutions to the organization problems. This must be deliberately arranged and actualized to profit the firm, its

personnel and its partners (OD network, 2013). In supporting this view, Griffin and Minors (2004) adds that OD is “a values-based approach to systems change in organizations and communities”. By this, it is clear that OD can be seen as a technique that assist to make an empowering situation that will empower OD efforts and organizations to achieve and sustain capacity for solving their own problems that benefits the organization and its communities.

2.4 Organization development (OD) process

OD Process helps to move the organization from present level of performance to a better future performance. The OD procedure relies upon the activity look into, which begins with a perceived test or need for change (HRPeople, 2008). According to Sage eReference (2008),

the process proceeds through assessment of current situation, planning of an intervention, implementing the intervention, gathering data to evaluate the interventions and determining if satisfactory progress has been made or if there is need for further intervention. The process is cyclical and ends when the desired developmental result is obtained.

It is of this view that an action research model sees change as an ongoing activity.

2.4.1 Identification of problem

The Organizational Development (OD) method begins when an institution sees that an issue exists which impacts on the welfare of the

institution and change is need. The technique can similarly start when director or specialist of the institution has a imagination of a better way and requirements than upgrade the institution's ampleness. Regardless, an institution does not for the most part should be stuck in a sad circumstance to complete various levelled progression works out.

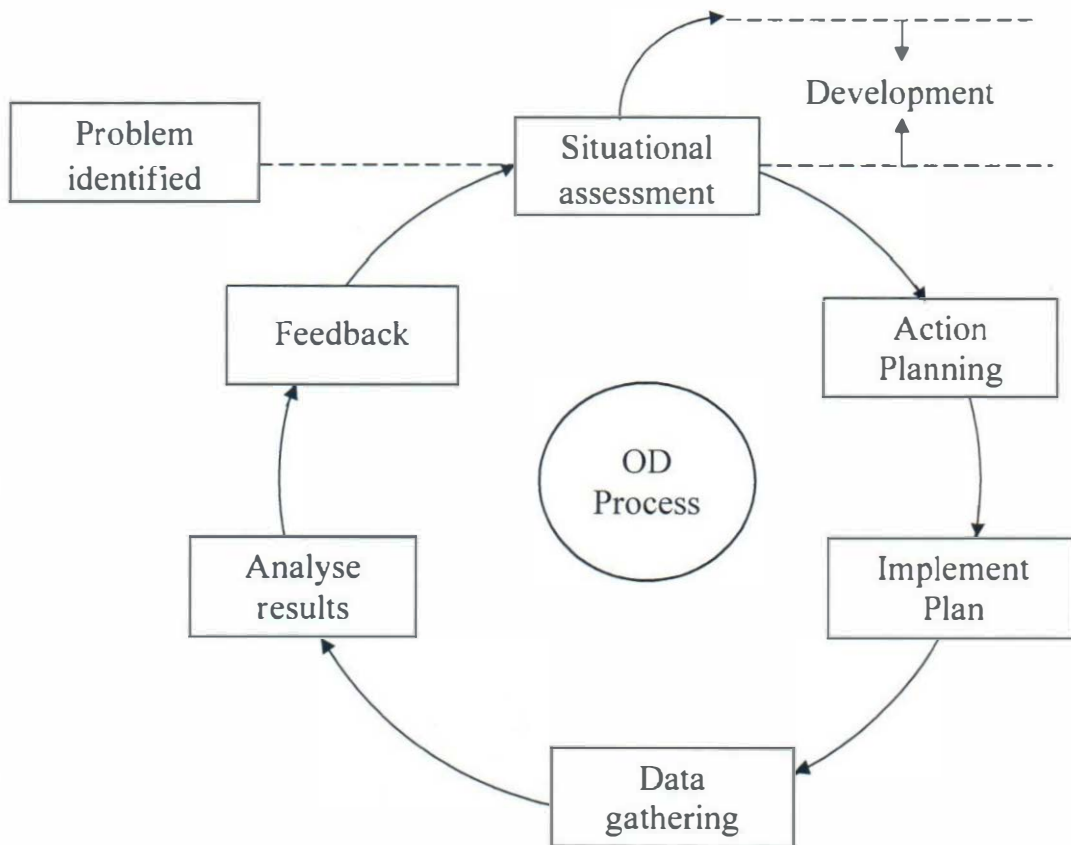


FIG. 3: The OD process

Source: HR People (2008) organization development process office of State Personnel, North Carolina

2.4.2 Situational assessment

At this stage, as soon as the decision is taken off to change the condition, the accompanying stage is to survey the circumstance to totally fathom it. The assessment can be coordinated in various courses, for instance, documentation review, firm perception, focus social affairs, questioning or observing (Sage eReference, 2008). The appraisal could be led by OD agent or consultant or by the organizational members.

2.4.3 Action planning

After the condition is reviewed, described, and appreciated, the accompanying stage is to plan an intercession. This is on the grounds that the kind of progress wanted would decide the idea of the intercession. The mediation could incorporate structural design (division of labour), teamwork, goal setting, merger and acquisition.

2.4.4 Implementation of plan

Once the intervention is planned, the next phase is to implement part of the change process.

2.4.5 Data gathering

Amid and after carrying out the intercessions, important information are accumulated, using questionnaire, interview and observation (Wehrich, Cannice, & Koontz, 2011). The outcome of the data gathering would determine the targeted change goal.

2.4.6 Data analysis

The data gathered are utilized to decide the adequacy of the mediation. Thus, the data will be analysed and prepared for feedback (Wehrich, Cannice, & Koontz, 2011).

2.4.7 Feedback

At this phase, the outcome of the data analysis is outlined to the firm's director who decide if the intercession met its objectives. On the off chance that it does, the procedure can reach an end, which is delineated in figure 3 by the raising of the advancement bar. Be that as it may, in case it doesn't, the choice is made whether to proceed with the cycle, or to diagram another intervention or end the strategy.

2.5 Organizational development interventions

Organization development interventions are designs or organized projects of exercises intended to impact fundamental changes in an establishment. Cummings and Worley (2005), an intercession is a set or succession of arranged activities or occasions expected to help an establishment enhance its viability. It is likewise observed as a procedure to irritate "the present state of affairs" or change the standard condition of things in an institution (Dike, 2015). Intercessions are gone for enhancing hierarchical execution and representatives' prosperity (Cumming & Worley, 2005). Institution advancement intercession can also be characterized as an arrangement of exercises, activities and occasions outfitted to help an establishment to enhance its execution and viability.

Organizational development activities are often initiated by the top management, and it must be expansive in degree to consolidate the whole establishment and to be bolstered by workers at all levels of the establishment. In that capacity, the adequacy of any arranged institutional advancement mediations lay on the help of the investors and on share esteems, regard for individuals, trust and support, power equalization, confrontation and participation (Dike, 2015; Robbins & Judge, 2007).

Over the years, several intercessions have been produced to address different business issues or make different outcomes at various condition. In any case, they are altogether adapted towards the target of upgrading the entire institution through change. All things considered, establishments that want to finish an abnormal state of advance will use a full extent of mediations, involved those proposed to change people and social event lead and dispositions.

However, there are a few conditions that must be available if an OD intercession is to have any important shot of achieving the coveted change in an organization as identified by Dyer (2008). They include:

- (i) Ownership and all included staff should have been really and unmistakably dedicated to the exertion.
- (ii) People included must be educated ahead of time of the idea of the mediation and the idea of their contribution in it.
- (iii) Effort must be associated with different sections of the firm. This is particularly valid for such zones as the assessment and reward frameworks.

- (iv) Effort must be coordinated by suitable supervisors and direct by reform specialists (which, if utilized, must be capable).
- (v) Intervention ought to be founded on precise conclusion of institutional conditions.
- (vi) Owners and supervisor personnel should demonstrate their sense of duty regarding OD at all phases of the exertion, along with the analysis, usage, and assessment.
- (vii) Evaluation is the way to progress, and should comprise of more than getting some information about the exertion.
- (viii) Owners and supervisor personnel need to educate subordinate on how the OD exertion identifies with the firm's objectives and abrogating mission.

2.6 Other types of OD interventions

There are a few sorts of mediations for institutional improvement and each of the intercessions is planned to suit a given situation or need of an organization. However, in this study, four of these interventions are discussed. These include:

2.6.1 Structural interventions

Structural intervention is also known as techno-structural interventions. It is an intervention that involves the readjustment of the organization existing structure, job designs and technology to suit the current and future organizational changes. McNamara (2009) and Appelbaum (1997) states that the aims of structural or techno-structural interventions are to improve the overall performance of the organization by changing

the procedures, technology, operations, structures and roles. Specifically, this intervention focuses on improving the organizational effectiveness and human development through technological innovation and structural changes.

Thus, the organizational structure chosen would be decided by some inside and outer ecological elements. Inside natural variables incorporate business technique, hierarchical culture and overwhelming coalition while outside components contains innovation, rivalry and market condition (Cummings & Worley, 2005).

Basic change mediations are utilized by OD change operators to execute hierarchical adjustments identified with departmentalization, administration chain of command, work approaches, pay and advantage persuading powers programs and distinctive establishments of the business (Reference for business, 2014). Consistently, the realized changes ooze from contribution from various mediations. One preferred standpoint of advance intercession is that firms frequently comprehend a snappy effect in effectiveness and profit (gave the progressions are justified and actualized properly).

Black and Edwards (2002), and Pettigrew and Massini (2002) reveals that

High technology-driven companies are continually focused on the need to design complex structural configurations that will enable them to perform effectively in hyper-competitive environments.

It also recognized that this capacity to change is a major predictor of business success.

In addition, it is settled that "the ability to change isn't really credited to specialized streamlining yet more fittingly the capacity of the legal entity to use its HR through basic changes" (Whittington & Mayer, 1999).

(i) **Downsizing:** This alludes to intercessions went for diminishing the number of employees within a firm by eliminating jobs. This is achieved by diminishing the measure of pros through decreases, destroying, redeployment, or early retirement or by lessening the measure of dynamic units or administrative levels through dispossession, externalization and reengineering.

Organizations downsize for many reasons such as:

- To cut down overhead costs and to streamline the organizational structure (Boone & Kurtz, 2005).
- It likewise connected with hierarchical mergers and acquisitions.
- It can come about due to firm decrease caused by loss of incomes and market shares, as well as technological and industrial changes.

(ii) **Job design:** This is a method by which tasks are combined to form complete jobs. Kreitner (2007), work configuration is the depiction of undertaking obligations as directed by authoritative system, innovation and structure which it is a key determinant of individual inspiration and at last of enterprise achievement. Then again, occupations are planned such that there is expanded worker support in choice about power, reward, data and information.

It additionally tries to step up both worker inspiration and efficiency and make employments all the more fascinating and testing.

2.6.2 Human process interventions

This is an intervention strategy design for helping individuals of the establishment to upgrade their output and enhance the way they cooperate at individual and gathering levels (McNamara, 2009). It additionally changes or realign clashing group interest inside the firm that necessities to change the way it works. Also, it is a strategy for choosing, preparing and creating people to change and additionally empower them fit inside the arranged change (Beer, 2008). To influence singular change, it is the obligation of the firm to help the person to adjust to change through instructing, guiding, preparing and advancement in knowledge. Along these lines, if this component of mediation is forgotten, there is the probability of individual opposing the change. This is the more motivation behind why professionals applying these intercessions by and huge regard human fulfilment and expect that various levelled feasibility takes after from upgraded working of people and legitimate techniques.

i. Coaching and counselling:

Training and directing give non-evaluative input to people. The point is to enable individuals to build up a superior feeling of how others see them and learn practices that will help others in accomplishing their business related objectives (Griffin, 2006). Thus, its attention isn't on how the individual is performing today, rather it is on how the individual can perform better later on. Thus, it is a strategy for preparing and enabling people to comprehend the truth

of work circumstance and their own dispositions and capacity, and how to manage it. Through instructing and advising, people are prepared by their managers on the idea and method engaged with the activity, particularly on what should be finished by people or the company all in all (Armstrong, 2006).

Monitoring can likewise be utilized for this reason to furnish the people worried about an expanded level of mindfulness, better access to data about profession openings and enhanced basic leadership abilities that will empower them experience self determination to help settle on educated decisions and to build up a program of individual learning. Notwithstanding, if these issues are not managed, individual may experience impressive individual pains of not being able to adapt to the present situation.

On the other hand, if the organization fails to understand and know the person's needs and cut-off points, it can't adjust change intend to oblige them. Thus, coaching and counseling can assist in enhancing employee involvement and commitment.

ii. **Training and development**

Training is a critical procedure in change activity since workers need to learn new information and abilities (McShane & Glinow, 2007). It likewise furnishes the person with high degree learning background outside of their prompt workplace. By so doing, people will pick up a superior comprehension of themselves and to gain new learning, state of mind and aptitudes and how to adopt their previous behaviour patterns to benefit from the new system. On the other hand, development comprises of set of exercises attempted to unwrap

superior officers and employees to play out additional commitments and acknowledge spots of noteworthiness in the legitimate progressive system.

When managers and employees are well trained and developed in the nature of their job, it minimizes resistance to change because they are actively involved in the change process of the organization. However, the preparation requirements of the workers are distinguished amid the guiding and instructing process.

iii. Termination and replacement

Sometimes directors fire subordinates due to poor employment execution, negative demeanours towards work or resisting change. Terminating employees' as a result of poor performance is necessary because it lowers productivity and the employee's morale (Boone & Kurtz, 2005). Hence, substitution of key officers of the firm can likewise help accelerate change in gatherings and firm's general adequacy. Since the reason for preparing and building up the people is to outfit them with the aptitudes and methods of doing great and adjusting to any change, yet where these mediations neglect to change the individual, at that point end and substitution unavoidable.

iv. Recruitment and selection

Enlisting and choice exercises in business associations had turned out to be crucial for most extreme yield and compelling business outcome. Scribd (2014) said enlisting and choice process allude to sourcing and building effective human asset for the firm to achieve its targets. It is likewise observed

as the way toward contracting the correct sorts of people on the correct activity (Kumari, 2012) by using efficient recruitment and selection strategy that will result in improved organizational outcomes (Sudhamsetti & Raju, 2014). However, the sort of people utilized by the firm, their requirements and desires decide the sorts and measures of fulfilment the firm must give to pull in, keep and inspire them.

This is as a result of the fact that here and there it makes worker disappointment as there might be bungle between the worker's desire with the organization, and the organization's desire with the worker (Khayer, 2010). Recruitment and selection activities of organizations can be carried out in both internal and external sources. Internal recruiting is recruitment done within the organization. It is less expensive than external methods, and it helps to boost employee moral (Boone & Kurtz, 2005). But where there is no qualified candidate, organizations can recruit from external sources, which also involves series of activities such as advertising in newspapers and magazines, radio and television, campus recruitment and consultancy agencies.

However, most organizations today are using the internet as recruiting tools. They assumed that web selecting is speedy, proficient and reasonable to achieve a substantial pool of occupation searchers (Boone & Kurtz, 2005). Michael (2006) argued that no one method can ensure absolute success. Therefore, organizations must be cautious in whatever recruitment and selection process adopted, as hiring mistakes can be expensive.

2.6.3 Human resource management interventions

Human resource management interventions are programs of change that emphasize on human capital activities used to incorporate individuals into establishment. These practices incorporate objective setting, execution examination, compensation frameworks, profession design, advancement and worker health. The intercession additionally endeavours to enhance individual or gathering execution and in addition individuals' working associations with each other in business settings (Cumming 2008). At the end of the day, the points of human asset administration mediations are to enhance the business general execution by enhancing the execution of people and gatherings inside the firm. It additionally defines objectives, screen them for input to guarantee compelling execution (McNamara, 2009).

i. Performance evaluation: This is an orderly procedure of mutually surveying business related accomplishments, capabilities and shortcomings. It is the essential obligation of human asset administration intercession to give execution criticism to people and work gatherings. This is on the grounds that the rating of worker execution and conveying view of their capabilities and shortcomings are imperative components in enhancing an enterprise's profitability and benefits (Boone & Kurtz, 2005). What's more, execution evaluation speaks to an essential connection between objective setting and reward frameworks.

ii. Career planning and development: Career planning is the key procedure in vocation administration (Armstrong, 2006). It utilizes the data gave by the

firm's appraisals execution and interpret it as people profession advancement programs, with the aim of enhancing the nature of their work life.

2.6.4 Strategic interventions

Key mediations add to adjust the corporate entity to its working surrounding. It likewise connects the inside working of the corporation to the greater surrounding, changing the legal entity to keep pace with developing conditions (Cumming & Worley, 2001). Dike (2015) states that these "mediations are intended to change different attributes of business setting, for example, workers, equipments, commodities among others by concentrating on the business communication with the outside condition for a solid execution. All the more thus, it encourages organizations to get a predominant cognizance of their present situation, and their condition, that empower them to superior intend approaches for vying or working together with various enterprises (Cumming & Worley, 2009) in areas such as merger and acquisition, alliances, culture change.

i. Strategic alliance: This is an intervention strategy that enables organizations maintain their autonomy while trying to gain a new business and investment opportunity. Vital coalition is a business strategy between two legal entities that have shared advantages for grasp a specific, reciprocally advantageous program. It is also seen as a "formal deed between at least two legal entity to seek after an arrangement of private and shared objectives through the sharing of assets" (Cumming & Worley, 2009). Similarly, it is depicted as an approach in which at least two organizations consent to pool

their assets together to frame a joined power in the commercial center, unique in relation to mergers, in which does not include the rise of another consolidated element (Roll, 2009).

Strategic alliance is business interventional strategies that enable organizations explore new market opportunity, share business risks, knowledge and expertise and enjoy synergy and competitive advantage (Isoralte, 2009).

ii. Culture change: Culture change is an interventional strategy that empowers organizations to evolve acceptable social orders, for instance, conduct, qualities, feelings and models fitting to their frameworks and circumstances. Smither, Houston and McIntire (1996), corporate culture is an offer convictions and qualities that establishments pass on to newcomers, for example, acknowledged methods for carrying on, parts and standards. It can too be viewed as an example of hypothesis, qualities and standards that are pretty much molded by association individuals (Cumming and Worley, 2009). Then again, it might be seen as an example of essential supposition considered substantial and instructed to recent individuals as the best approach to see, contemplate and perceive in the establishment (Nelson & Quick, 2011). Therefore, having a strong culture in an organization is desirable. This is because having employees holding similar views about an organization or a company and its environment can help make such company healthier. In the same view, in a solid culture, workers see themselves as a component of a group and pick up fulfilment from helping the general organization succeed, yet when the representatives likewise watch that they are adding to an effective

collective endeavour, their level of responsibility and profitability and along these lines, the nature of the organization's item or administrations, are probably going to make strides (Encyclopedia-business, 2016).

Conversely, workers in an insalubrious culture tend to see themselves as people, discrete from the organization, and center upon their own needs in this manner opposing change. Consequently, culture influences execution by implication through its effect on the firm's capacity to actualize change. Be that as it may, there are number of times where changes flop because of the way of life not supporting the new system (Cumming and Worley, 2009). So when the institution's way of life does not fit in a changing domain, there is need for cultural change, even though changing culture is not always easy because of the present organizational culture.

2.7 Criteria for effective interventions

In organizational development, three noteworthy criteria characterize a viable intercession as identified by Tabogoc (2013) and Geronimo (2014). These include:

(i) How much the intercession fits the necessities of the enterprise: This foundation is worried about how the mediation is noteworthy to the business concern and its people. Intense interventions rely upon considerable information about the enterprise's working. It in like manner outfits people from relationship with opportunities to settle on free and informed choice. By so doing, the enterprise get people's inner allegiance with respect to those choices. On the other hand, honest to goodness information is the delayed

consequence of a correct assurance of the enterprise's working which must reflect conventionally what enterprise people see and feel about their basic concerns and issues. All the more thusly, the free and informed choice is another technique for asking people to be viably connected with settling on choices about the developments that will affect them.

In any case, they can choose not to take part and that intercessions won't be constrained on them. More so, when the individuals are inside dedicated, it implies that they have acknowledged responsibility for intercession and assume liability for executing it. Thus, for intercessions to have huge changes, organization, staff, and other critical people from the enterprise must be engaged on actualizing such mediations.

(ii) The amount it relies upon causal learning of destine results: The second model of a successful mediation includes information of results. This is on account of intercessions are intended to convey specific results. In this way they ought to be established on real data that those outcomes can truly be conveyed. Differently, there is no consistent explanation behind illustrating successful OD mediations.

(iii) The degree to which institutional advancement intercessions exchange change-administration skill to association individuals: The third paradigm of a viable intercession incorporates how much it enhances the firm's capacity to regulate change exercises alone after an intercession. The firm personnel ought to develop the capacity in change management from dynamic interest in illustrating and executing the involvement. Wellness in change organization is

essential especially in the current condition, where technical, social, money related and governmental adjustments are fast and industrious.

2.8 Factors that impact the success of OD interventions

There are two major factors that influence the accomplishment of a mediation. These are factors identified with the change circumstance and variables identified with the objective of progress (Tabogoc, 2013, Geronimo, 2014).

2.8.1 Factors related to the change situation

There are number of variables introduce in the adjusted condition that can impact intercession accomplishment. These fuse singular differences among enterprise people, especially their needs for autonomy and other organizational issues. However, there are various situational factors that must be considered in planning an intercession, for example,

(i) Organization's readiness for change:

Accomplishment of intercession depends to a great extent on the enterprise being set up for orchestrated change. Pointers of readiness for adjust fuse affectability to weights for replace, thwarted expectation with the status quo, accessibility of assets to aid change and firm allegiance. Right when these conditions are met, intercessions can be relied upon to address the dynamic issues found in the midst of investigation. Be that as it may, when preparedness for change is low, at that point it is necessary to concentrate first on expanding the firm's zeal for change.

(ii) **Capability to change:**

Overseeing arranged change requires a unique learning and aptitudes, and also the capacity to inspire changes, leading change, to create political help, to deal with the progress, and to maintain synergy. In any case, where the association individuals don't have these abilities, at that point preparatory mediation grooming must be arranged for them with the goal that they can take part in significant plan.

(iii) **Cultural context**

The culture of the nation inside which the establishment is integrated can apply an extreme effect on people's reaction to change. Thusly, mediation setup must record for the social regards and doubts held by establishment people. Intercessions might be changed to fit the nearby culture, particularly when firm improvement exercise evolve in one culture are associated with relationship in another culture. Maybe for instance, a work group intercession intended for top directors in Nigerian establishment ought to be altered when employed to the establishment's outside backups.

(iv) **Capabilities of the change agent:**

The accomplishment of OD mediations depends, as it were, on the skill experience and gifts of the specialist. So in planning mediations, OD professionals should first evaluate their experience and ability against the requisite expected to actualize the intercession adequately. In perspective of this, when a crisscross is found, professionals can investigate whether the mediation can be accustomed to fit their abilities better, paying little regard to

whether another intervention more suited to their aptitudes can fulfil the connection's needs or whether they should enrol the help of another change specialist who can control the system all the more viably.

2.8.2 Factors related to the target of change

Organizational development mediations try to change particular highlights or parts of corporate entities. These objectives of progress are the fundamental concentration of mediations, and can affect success of interventions in two ways:

- (i) the organizational issues and
- (ii) the level of the organizational system.

(i) **Organizational issues:**

For organizations to operate effectively there is need for them to address certain issues, such as

Strategic issues: This involves organizations deciding on what commodities or administrations they render and the business sectors in which they will contend, and also how to identify with their surroundings and the most effective method to change themselves to keep pace with creating situations. These key issues are among the most essential components confronting corporate entities in the present changing and exceedingly focused business climate.

Technology and structure issues: This involves organizational decision on the most proficient method to separate work into offices and units, and how to organize those offices to help vital choices. They should likewise settle on

choices on the most proficient method to convey the commodities or services and how to interface individuals to chore.

Human asset issues: These issues are worried about pulling in capable people to the company, characterizing destinations for them, assessing and repaying their execution and ensuring that they create profession and oversee strain.

Human process issues: These upshots have much to do with social treat happening among company personnel, for instance, conveying information, essential initiative ability, and force of personality.

(ii) **Organization levels:**

Notwithstanding confronting interrelated issues, business firms work at various levels, for example, singular, gathering, association and trans-association. For instance, different functional constituents of the company or amongst company and its providers and clients.

2.9 Organizational performance

Execution might be characterized as the outcomes of the firm operations or achievement of firm objectives (Mahmood, Qadeer & Ahmed, 2015). The accomplishment of corporate institution is a standout amongst the most imperative factors in administrative investigation and without question, the most essential pointer of the business firm achievement (Gavrea, Stegorean, & Ilies, 2012).

Organization is one institution that played a critical role in human history and therefore, successful organizations represent a vital ingredient for societal growth. Hence, the first step in improving and achieving success in

business is to develop and implement an interventional strategy for measuring its performance. Kaplan (2003) suggests that every business must make and convey approaches to gauge achievement to mirror its extraordinary technique.

2.9.1 The roles of performance measurement system

Performance estimation framework has numerous parts as identified by Kanji and Moura (2002):

- i. The quick part of an execution estimation is to check the company's advance in accomplishing its objectives.
- ii. That execution estimation framework is to inform people on the prospects that are critical for business achievement and distinguishing the spheres that need change.
- iii. Lastly, an execution estimation framework empowers the advancement of proficient and competent technique since regardless of how ideal are the outcomes recorded by the business there is dependably opportunity to get better.

Thus, continuous performance is seen as a point of reference of any business since it is just through execution that business can develop and extend.

Based on the foregoing, we viewed organizational performance as an essential means for evaluating the achievement and development of an establishment through various index that will reflect the outcome of individual components of the organization.

2.9.2 Performance measurement indicators

Execution index are sets of commensurate step that a firm uses to gauge its achievement over time. These methods are used to ascertain firm's progress in fulfilling its key and operational targets, and in addition, to compare firm's monetary records and execution against various firms inside the industry.

Some of these performance indicators include efficiency, service delivery, revenue and market share.

- Efficiency: measures how well an organisation utilizes its available resources (Carton, 2004). Measures used in determining the efficiency of an organisation include growth in market share, return on investment, return on asset and return on equity.
- Service delivery: is the process of providing a service to customers. It is measured in terms of reliability, responsiveness, assurance and empathy.
- Revenue: is measured on the following bases such as return on sales, net profit margin and gross profit margin (Carton, 2004).
- Market share: measures the position of an organisation in an industry relative to other competitors based on its product sales.

Mahmood, Qadeer and Ahmad (2015) further explained that diverse investigations measure execution by various angles, for example, money related execution, advertise execution, advancement execution, business execution and firms execution. They additionally clarify that business execution has three spheres which are money related, operational and firm adequacy. Monetary execution incorporates increase in sales and gainfulness;

operational or non-money related execution incorporates market power, quality of good, unveiling of new commodity and market viability while firm adequacy is a degree to which business firm accomplish their objectives and destinations.

2.10 The Relationship between organizational development interventions and organizations performance

The goal of organizational development is to make sound organizations and enhance business execution and effectiveness through improved quality of work life for individuals and groups. By so doing, productivity increases and then, the organizations will be able to attract and motivate people who will function to their full potential at different levels using various processes. Procedures are the methods by which potential zip and incentive provision are changed into outcomes. The more congruous these procedures are with the business design and undertaking, the more powerful the business will be in accomplishing its business execution objectives. This is on account of, group treatment issues, which influence the prompt assignments, which if precisely executed, are probably to enhance improvements in organizational business performance.

Structural design stimulates and reinforces desired behaviour and reduces undesired behaviour. Managers of business organizations utilize hierarchical changes to manage issues of inadequacy. For instance, structural designs or division of labour are designed to allow workers more control over their tasks and responsibilities. Whereas job designs are put in place to monitor

and manage the behaviour of employees and lessen deviations in work rehearses.

Moreover, employees should be encouraged to involve more in making input into decisions that affect their well-being and the organization performance since it is the only way they can be motivated and dedicated to the business firm, turn out to be more generative and derive satisfaction in their job (Serbert, Silver & Randolph, 2004).

Performance and job satisfaction among organization members can further be enhanced through effective reward process. However, the reward systems are designed in a way that some levels of motivation are obtained by the employees without bias to facilitate goal accomplishments.

However, for organizations to further establish a sound relationship with their operating environments, strategic intervention is necessary to keep pace with the changes in the external environment for effective and efficient performance. For instance, in today's turbulent and complex environment, most organizations went into collaboration, such as mergers, acquisitions and alliances with other organizations to enable them survive, grow and expand their business operations. Hence, this process therefore reduces individual business risk and increase business opportunities that encourage effective business delivery for profitability.

Organizations train and retrain their members as well as enrol and select individuals on the premise of their evaluated potential to accomplish wanted levels of execution that will raise productivity for the organization as a whole.

The importance of human process mediation is to embrace individuals to the progressions (Michael, 2006). This is in view of the fact that individuals' needs, desires, convictions and capacities effect and are affected by the various intercessions and therefore affect firm potency.

2.11 Empirical review

Structural design (division of labour) efficiency

Sandhu, Maun and Virk (2012) carried out an investigation on the auxiliary mediation and OD's future. The survey concentrated on essential mediations that are a significant part of the time stamped OD or associated with OD. It was found that this class of intercession includes how the general activity of the firm is fraction into units, who reports to whom, frameworks for control, the spatial methodologies of contraption and individuals, work process plans, and changes in information transmissions and the top officers in workplace lead to employee (self regulation of productivity and quality) efficiency.

Teamwork (service delivery)

Manzoor, Ullah, Hassain and Ahmed (2011) did an investigation to analyse the effect of collaboration on firm execution among workers from Higher Education Department of Khyber Pakhtoon Khawa Peshawar Province of Pakistan. The investigation adopted quantitative research technique. A sample of 200 members of staff was used for data analysis. The strategy for information investigation utilized was elucidating insights while theory were tried utilizing relapse examination. Discoveries of the examination uncovered

that cooperation and different measures of worker execution were emphatically related with staff execution. In conclusion collaboration was observed to be critical significance if appropriately executed. What's more, collaboration programs were found to positively affect the worker execution increased market opportunity in terms of higher profitability, better firm execution, and expanded commodity quality and amount for effective service delivery. The study recommended that policies should be formulated to support team effort in the organization.

Qasim and Rasheed (2017) directed an investigation on the effect of collaboration on worker's task execution: an observational appraisal of Banking industry in Afghanistan. The goal of the investigation was to look at whether collaborative work in banks contributes to employees' performance. The study adopted survey research design. A population sample of all the 17 (210 employees) banks operating in Kabul Afghanistan was used for data generation and analysis. Descriptive statistics, regression analysis and correlation were used for data analysis. The study revealed that teamwork has a positive effect on employee's performance. It further revealed that at the point when a worker gets adequate chances for collaboration, his or her execution naturally and perennially ameliorate along with job satisfaction. The study recommended that since corporative work can improve the general execution of workers and the institutions. Institutions should configure group in a way that their action will have beneficial outcome on the group yield. Also, institutions ought to set up

their personnel to work in groups as it is a prerequisite in the corporate world today.

Songswaddichai (2014) assessed the effect of OD intercessions on initiative administration, cross-useful cooperation and occupation fulfillment on efficiency and execution: an investigation of OG Company in Thail. Activity inquiry was used for the investigation. Random sampling of 103 workers were used for the study. Arithmetic mean and t-stat mean were used to analyse the data. It was discovered that there is more coordination in the work both inside and among groups, particularly sharing data, discourses and proposals. There were additionally more gatherings, both formal and casual, around output preparation and critical dialogs to solve difficult needs. All colleagues worked in a similar way and felt greater solidarity inside the company. The study also revealed that teamwork intervention helped in correcting and improving organizational productivity for efficient service delivery.

Patima (2015) conducted a study on the effect of firm advancement intercession on execution administration: an investigation of C.I.T Property Consultants Company Limited. The target of the investigation was to distinguish the questionable issues in the organization and recognize approaches to enhance staff execution, worker inspiration and engagement. Data were analysed using qualitative and quantitative methods. It was found out that after implementing OD intervention, worker execution progressed. This betterment has prompted better execution of the business firm at three

levels. At the individual level, staff saw more inspiration and that their aptitudes at work broadened. At the cooperative level, staff saw that there was change in composed exertion. At the corporate level, the disclosures prescribe that updated corporate execution is related with enhanced person and cooperative level process. All in all, the examination recommends that 85percent increment in organization wage was because of the OD mediations started that were generally impressive and fruitful in service delivery activities.

Goal setting (revenue)

Jaffery and Affandi (2014) carried out a study on the effect of goal setting and grooming on task and firm execution in Pakistan. The purpose of the examination was to investigate a framework in which target setting that is HR data and grooming (HR) patterns are conjecture to cause notably and extremely to task and firm execution. An accommodation inspecting system was utilized to choose a specimen size of 101 managerial level officers of business firms situated in twin urban groups Rawalpindi and Islamabad of Pakistan. Information gathered were broke down utilizing straightforward rates while speculations were tried utilizing relapse insights. Discoveries of the examination uncovered that beneficial outcome of target setting on work execution is basically intervened by means of getting ready. From the examination of 101 Pakistan directors the examination sum up that beneficial outcome of target setting on work execution is importantly intervened through grooming, inferring that there are distinctive components that heighten work execution. moreover, that beneficial outcome of target setting on firm execution is in a general sense intervened by means of grooming however not

unequivocally which implies that there are different variables such as macroeconomic factors, better law and other conditions that enhances firm performance. They further explained that to gain competitive advantage the firm employees are to be train on goal setting activity to improve job and firm performance.

Joshua and Mohammed (2013) carried out a study on Budget target (objective setting) and viable execution estimation in Nigerian neighbourliness industry. The goal of the investigation was to evaluate parts spending target (objective setting) plays in impressive execution estimation in Nigerian lodging industry. The review examine technique was embraced for the investigation. The investigation sample size was fifty respondents out of which forty six were actually used for data analysis. The strategy for information investigation utilized was the straightforward rates while speculations were tried utilizing chi-square measurements. Discoveries of the investigation uncovered that objective or objectives set for people and units to accomplish through financial planning procedure could be a veritable administration instrument for measuring execution and proficiency, and that with this process, hotels in the hotel industry in Kaduna State had recorded a sharp increase in revenue generation. However, they concluded that budget target or objective setting of the lodging industry in Kaduna State are not all around verbalized and hence, need clear concentration, thus they prescribed that spending rules and objectives ought to be appropriately enunciated, facilitated and conveyed to all people and units before implementation.

Asmus, Karl, Mohnen and Remhart (2015) conducted a study on the effect of objective setting on staff execution – observational proof from a genuine exertion output investigation. The purpose of the investigation was to study the impacts of objective setting in hard-wear sector, and to differentiate the impact of objective setting on various sort of objective measurement. The study adopted experimental setting. A sample of 120 were randomly selected and used for the study. F-statics of the panel regression analysis was utilized to analyse the data. The investigation discovered that indeed, even without budgetary impetuses objective setting enhances work execution by 12-15 percent contrasted with the circumstance where no objectives were characterized. The examination inferred that defining objectives in one promising approach to enhance personnel execution in hard-wear working environments.

Business acquisition (market share)

Xiao (2013) carried out a study on the procurement and firm development: the point of view of gained entrepreneurial firms. The goal of the examination was to investigate the impacts of procurement on the development of procure entrepreneurial firms which is over-burden by the existing experimental writing. A population sample of 67,314 independent entrepreneurial firms in Sweden was used for the study. Descriptive statistics and t-test statics were used for data analysis. The study revealed that the growth of acquired firms increases after acquisition, especially as far as work and net turnover than non-procured firms. It was reasoned that the development of

procured firms improved after procurement. However, in the event that the entrepreneurial firms are procured at the phases of early advancement of developments, procuring members would be less conceivable to keep them as particular specialty units rather coordinate them bit by bit by mergers or curtailment which involves the negative development of procured firms after procurement.

Lakstutiene, Stankeviciene, Norvaisiene and Narbutiene (2015) carried out a study on the effect of acquisitions on corporate execution outcome at the time of financial retardation: instance of Lithuania. The target of the investigation was to inspect the effect of corporate procurement on productivity proportions and monetary measured impart of Lithuania organizations. The examination test for the investigation was Lithuanian organizations recorded at NASDAQ OMX Vilnius stock trade, which need not less than an organization within the time frame of 2008-2010. Profit for resources, return on value, net revenue and monetary measured impart equation were utilized for information examination. Discoveries of the examination uncovered that both benefit proportions and monetary measured impart within limited period after a procurement in some instances in the final decision. The exploration on the effect of acquisitions on the corporate execution brings about the fleeting confirm that in spite of the fact that the deliberate benefit proportions and monetary measured impart diminished after the procurement, the noticeable recuperation pattern might be seen amid the last quarter which implies that acquisitions might be useful at the time of lag.

Adebayo and Olalekun (2012) carried out a study on an examination of the effect of mergers and procurement on commerce banks execution in Nigeria. The investigation evaluated the propagation of merger and procurement of commerce banks in Nigeria on their gainfulness and other related measure of execution. The fundamental research configuration utilized as a part of the examination was an overview plan. While a basic arbitrary examining method was utilized to choose a specimen size of ten banks. Information produced were examined utilizing basic rate. Theories were tried utilizing relationship co-productive and t-test measurements. Discoveries of the examination uncovered that merger and procurement of banks have move as an impetus for improved control, enlarge market leverage (speedy development) and survival of banks in Nigeria. The examination presumed that for a bank to make due in the present agreement, it needs to amplify its similar preference (intensity) by advancing its uniqueness in the environment where it performs best. They appended that the choice components for rivalry and benefit in the new period would be the improvement of decreases by the rising super banks.

Blonigen and Pierce (2015) carried out a study on the effects of mergers and acquisition as a potential trade off between expanded market power and proficiency earns. Information investigation of this examination depended on two datasets. To begin with, they computed prolificacy and markups for U.S. fabricating firms, utilizing private information from the U.S. Department of Census of Manufacturers. The Census of Manufacturers (CM) gathers plant-level information for each U.S. maker including aggregate estimation of

shipments, measure impact, cost of materials, task engagement, venture and the book estimation of capital. The second dataset utilized was Thomson money related's SDC platinum database. They clarified that this database contains data on merger and procurement exchanges including both traded on an open market and private firms. For every exchange, SDC gives information to the objective and procuring firms including names, address and real industry of both, with extra data for the company's corporate guardians if pertinent. Observational investigation of the examination was done in two noteworthy advances. To start with, they approximate plant-level markups and profitability utilizing De Locker and Warzynski strategies. At that point they utilized the appraisals in a moment arrange DID structure to survey the effect of merger and procurement on plant-level markups and profitability. Discoveries of the examination demonstrate positive relationship coefficient on the communication of "Target firms in merger and procurement period" with "company's market leverage ". In their synopsis, they clarified that merger and procurement relate with a measurably noteworthy increment in income based efficiency measures, and there is additionally positive and huge impact on markup. They additionally clarified that there was no impact of merger and procurement on the output to input measure that controls for the adjustment in sales ability. The extant literature revealed shows that studies on structural design, teamwork, goal setting, business acquisition and organizational performance are limited, a gap which this study narrows.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design

Research design alludes to the supporting structure which an examination is led. This implies that a research design guides and aids the researcher to obtain accurate, valid and reliable data that will enable the study actualize its objectives. The study adopted survey research design and the design was used since it enables a researcher to gather both small and large quantity of data quickly, cheaply and within a short period of time through a structured questionnaire from a given population of study. It is also used since it encourages the respondents to depict their state of mind, conduct and comprehension and conclusions with respect to OD intercessions and the business execution of the organizations.

3.2 The study area

The organizations under study were Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. Mobil Producing Nigeria Unlimited has its corporate headquarters in Victoria Island Lagos while its operational base is in Ibuno, Akwa Ibom State. Oando Nigeria Plc. has both its corporate headquarter and operational base in Lagos State.

3.3 Population of the study

The study population consisted of all the staff in the corporate headquarters and operational base of the two organizations. Mobil Producing

Nigeria Unlimited has a workforce of 1,503 in corporate headquarters, Lagos, while the operational base in Ibuno, Akwa Ibom State has 3,908 staff, making a total of 5,411 staff. Oando Nigeria Plc has a workforce of 107 staff in its corporate headquarters, 308 in the operational base both in Lagos, making a total of 415 workforce. This constitutes a total population of 5,826 personnel for the study. However, in administering the research instruments preference was given to the personnel of the studied organizations that were knowledgeable enough to complete the research instrument. This is due to the idea of the examination instrument utilized for the investigation which must be comprehended by the chosen respondents and for simple understanding.

3.4 Sampling size determination and sampling procedure

Sampling is the way toward picking a reasonably unobtrusive number of parts from a greater portrayed assembling of segments so the information collected from the more diminutive social event empowers one to make judgments about that greater get-together of segments (Hair, Bush & Ortinau, 2001). Inkang (2005) argues that this small group is called sample, and that it is an agent bit of the populace which is chosen for survey in light of the fact that the populace is too extensive to be inspected completely.

In this study therefore, a sample size of 576 was selected to represent the population of the two organizations under study, and it cut across workers at all levels of the organizations. Taro Yamane sample size determination was used to obtained a separate sample size of 372 respondents from Mobil Producing Nigeria Unlimited, while 204 respondents were obtained from Oando Nigeria

Plc. The two sample size obtained from both organizations were combined together to shape an agent test size of 576 respondents for the investigation.

Taro Yamane's sample size determination formula

$$n = \frac{N}{1 + N(e)^2}$$

Where: n = the sample size

N = the population

e = error limit (0.05) significance

1 = constant.

$$n = \frac{5411}{1 + 5411(0.05)^2}$$

$$= \frac{5411}{1 + 5411(0.0025)}$$

$$= \frac{5411}{1 + 13.5275}$$

$$= \frac{5411}{14.5275}$$

$$n = 372.46$$

Approximately, n = 372 (Sample size for Mobil Producing Nigeria Unlimited)

$$n = \frac{N}{1 + N(e)^2}$$

$$n = \frac{415}{1 + 415(0.05)^2}$$

$$= \frac{415}{1 + 415(0.0025)}$$

$$= \frac{415}{1 + 1.0375}$$

$$= \frac{415}{2.0375}$$

$$n = 203.68$$

Approximately, n = 204 (Sample size for Oando Nigeria Plc.)

3.5 Sources of data and data collection method

The study utilized both primary and secondary data.

3.5.1 Primary data

Primary data are data originated by the researcher for the purpose of the investigation at hand. The primary data for the investigation were obtained with the aid of structured questionnaire and in-depth interview. The questionnaire was self administered, while one on one interaction was also carried out with some respondents on the field to obtain more information on the effects of OD interventions on business performance.

Questionnaire: A well structured questionnaire was utilized to collect answers and explanations to the research questions from respondents. It was divided into six sections: A to F.

Section A: Provided demographic information on the respondents.

Section B, C, D, and E were designed to elicit information on OD interventions variables structural design (division of labour), teamwork, goal setting, business acquisition. While section F elicited information on the business performance variables workers efficiency, service delivery, revenue, and market share of the studied organizations in the Nigerian oil and gas industry.

3.5.2 Secondary data

Secondary data for this study were obtained through documented or recorded body of existing knowledge and information (in print, electronic and other medium) concerning a pre-defined knowledge subject (Ndiyo, 2005). On the other hand, secondary data are data that has already been collected and

recorded by someone else (Blumberg, Cooper & Schinder, 2005). In consonance with this, the major sources of secondary data in this study include the organizations' hand books and newsletters, bulletin and business magazines, finance and revenue reports, relevant published materials and statistics, textbooks and journals from various scholars.

3.6 Validity and reliability of the instruments

3.6.1 Validity of the instrument

Validity refers to the ability of the measurement procedure to accurately measure the construct of interest. It is the extent a measuring instrument measures what it is intended to gauge (Inkang, 2005). The study adopted content validity and construct validity. Content validity showed the relationship between the research questions and the subject. While the construct showed how the result from the study supports the theory adopted in the study. Thus, to validate the research instrument, the instrument was presented to the study supervisors and expert in organizational development and change management for corrections.

3.6.2 Reliability of the instrument

Reliability alludes to the level of consistency with which an instrument measures whatever it should gauge. To guarantee that the instrument reliably measures what it should gauge, a trial contemplate was done using twenty (20) subjects in Total Nigeria Plc. that were not part of the sample. The instrument was administered to the respondents once and their responses obtained.

Cronbach Alpha reliability method was then utilized to compute the reliability of the instrument. To obtain the Cronbach's Alpha coefficient (r), the scores of the administration were fed input into the SPSS software. The Cronbach's Alpha coefficient gave(r) values ranging from 0.81-0.94 which indicated a high reliability. Asika (2004), a correlation coefficient of at least + 0.70 is considered acceptable. In all, since the test-retest correlation coefficient was 0.81, the instrument was considered to have a high reliability and as well, fit for the purpose of collecting data for the study. The Cronbach's Alpha coefficient (r) statistic is presented in the Table 3.2.

TABLE 3.1

Reliability statistics for the research instrument

S/N	Variables	No. of items	Mean	Std. Dev.	Cronbach Alpha Coefficient
1.	Structural design (division of labour)	6	18.83	2.79	0.89
2.	Teamwork	6	17.4	3.49	0.88
3.	Goal setting	6	14.7	1.64	0.81
4	Business acquisition	6	16.54	2.82	0.82
5	Efficiency	6	21.89	2.67	0.85
6	Revenue	6	15.78	1.89	0.82
7	Market share	6	17.48	2.13	0.84
8	Service delivery	6	15.84	2.04	0.67

Source: Fieldwork, 2016

3.7 Data treatment techniques

Descriptive and inferential statistical techniques were used in data analysis. Descriptive analysis technique was used to analyze, and draw inferences from data collected from the respondents on questions related to the subject matter under investigation. Inferential analysis was utilized to determine the extent to which OD interventions influence business performance of the firms under study. Ordinary least square multiple regression was used to analyze the data to bring out the F-statistics in each of the hypothesis of the study.

3.8 Model specification

To undertake this study, the researcher made use of efficiency, revenue, market share and service delivery as proxies for business performance. Equally, division of labour, teamwork, goal setting and business acquisition were used as proxies for Organization development interventions. This study adopted models used by Songswaddichai (2014) for this study. The model were presented thus

Model I.

$$EF = f(STD) \dots\dots\dots 1$$

$$EF = a_0 + a_1 STD + u \dots\dots\dots 2$$

Model II.

$$EF = f(TW) \dots\dots\dots 3$$

$$EF = b_0 + b_2 TW + u \dots\dots\dots 4$$

Model III.

EF = $f(\text{GS})$	5
EF = $a_0 + a_3 \text{GS} + u$	6
Model IV.	
EF = $f(\text{BA})$	7
EF = $a_0 + a_4 \text{BA} + u$	8
Model V.	
REV = $f(\text{STD})$	9
REV = $b_0 + b_1 \text{STD} + u$	10
Model VI.	
REV = $f(\text{TW})$	11
REV = $b_0 + b_2 \text{TW} + u$	12
Model VII.	
REV = $f(\text{GS})$	13
REV = $b_0 + b_3 \text{GS} + u$	14
Model VIII.	
REV = $f(\text{BA},)$	15
REV = $b_0 + b_4 \text{BA} + u$	16
Model IX .	
MS = $f(\text{STD})$	17
MS = $c_0 + c_1 \text{STD} + u$	18
Model X.	
MS = $f(\text{TW})$	19
MS = $c_0 + c_2 \text{TW} + u$	20
Model XI.	
MS = $f(\text{GS})$	21

$$MS = c_0 + c_3GS + u \dots\dots\dots 22$$

Model XII

$$MS = f(BA,)\dots\dots\dots 23$$

$$MS = c_0 + c_4BA + u \dots\dots\dots 24$$

Model XIII

$$SD = f(STD)\dots\dots\dots 25$$

$$SD = d_0 + d_1STD + u \dots\dots\dots 26$$

Model IVX

$$SD = f(TW)\dots\dots\dots 27$$

$$SD = d_0 + d_2TW + u \dots\dots\dots 28.$$

Model XV

$$SD = f(GS)\dots\dots\dots 29$$

$$SD = d_0 + dc_3GS + u \dots\dots\dots 30$$

Model XVI

$$SD = f(BA,)\dots\dots\dots 31$$

$$SD = d_0 + dc_4BA + u \dots\dots\dots 32$$

Where:

EF = Efficiency

REV= Revenue

MS= Market Share

SD = Service Delivery

STD = Structural design (division of labour)

TW = Teamwork

GS = Goal setting

BA = Business acquisition

a_0, b_0, c_0, d_0 are constant in the intercept term showing the value of the dependent variable when all the independent variables are zero

$a_1-a_4, b_1-b_4, c_1-c_4, d_1-d_4$ are the regression parameters to be estimated.

u is the stochastic error term which takes care of other possible factors not considered in the model that could influence the dependent variable.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND DISCUSSION OF
FINDINGS

4.1 Data presentation and analysis

This chapter presents data, analysis and discussion of findings. Table 4.1 showed that a total of 576 copies of questionnaire were administered to the respondents. Out of this figure, 432 copies of questionnaire representing 75percent were properly completed and returned. From the 432 copies of questionnaire returned, 386 usable copies of questionnaire representing 89percent were selected for analysis. The remaining 46 copies of questionnaire were not selected for analysis because they were not fully completed. Therefore a response rate of 89percent was obtained and used for data analysis.

TABLE 4.1

Questionnaire distribution and response rate

Item	Frequency	Percentage (percent)
Number of questionnaire administered	576	100
Number of questionnaire returned	432	75
Number of questionnaire rejected	46	10.87
Number of questionnaire retained for analysis	386	89

Source: Fieldwork, 2016.

TABLE 4.2

Demographic distribution of respondents

Variable	Frequency	Percentage
sex		
Male	249	64.51
Female	137	35.49
Total	386	100.00
Age in Years		
18-28	45	11.66
29-39	156	40.41
40-49	99	25.65
50 and Above	86	22.28
Total	386	100.00
Marital status		
Single	135	34.97
Married	216	55.96
Divorced	20	5.18
Widower	15	3.89
Total	386	100.00
Level of Education	0	0.00
FSLC	48	12.44
SSCE/WAEC	74	19.17
ND/NCE	43	11.14
HND/BSc	167	43.26
Others	54	13.99
Total	386	100.00
Religion	0	0.00
Christianity	327	84.72
Islam	59	15.28
Total	386	100.00
Years of working experience	0	0.00
Less than 10 years	76	19.69
11-20 years	217	56.22
21-30 years	56	14.51
31 years and above	37	9.59
Total	386	100.00

Source: Fieldwork, 2016

The result in Table 4.2 revealed that 249 (64.51percent) of the respondents were males, while 137 (35.49percent) of the respondents were females. Also, 45 (11.66percent) of the respondents were between the ages of 18-28 years, 156 (40.41percent) were between 29-39 years, 99 (25.65percent) were between 40-49 years while 86 (22.28percent) were 50 years and above. Marital status, 135 (34.97percent) were single, 216 (55.96percent) were married, 20 (5.18percent) had divorced from their marriage while 15 (3.89percent) were widow(er). Educational status, 48 (12.44percent) had FSLC, 74 (19.17percent) had SSCE/WAEC, 43 (11.14percent) had ND/NCE, 167 (43.26 percent) had HND/ BSc, 54 (13.99percent) had other qualifications. Distribution of the respondents according to religious affiliation revealed that 327 (84.72percent) of the respondents were Christians, while 59 (15.28percent) were Muslims. Working experience, 76 (19.69percent) of the respondents have worked for 10 years and below, 217 (56.22percent) have worked for 11-20 years, 56 (14.51percent) have worked 21-30 years while 37 (9.59percent) have worked for 31 years and above

4.1.2 Core issues raised in the study

4.2.1.1 To find out the extent to which structural design (division of labour) affects business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc of the Nigerian oil and gas industry, items 1-4 of section B of the research instrument were used to answer this objective. The outcome is shown in Table 4.3

TABLE 4.3

Structural design (division of labour) and workers performance in Mobil Producing Nigeria Unlimited and Oando Nigeria Plc of the Nigerian oil and gas industry

Items	SA	percent	A	percent	D	percent	SD	percent
Promptness in duties by workers	145	37.56	87	22.54	75	19.43	79	20.47
Enable employees to develop more experience at a particular task	89	23.06	198	51.30	56	14.51	43	11.14
Duties are assigned based on individual performance and natural ability	104	26.94	145	37.56	67	17.36	70	18.13
It allows workers to perform better	176	45.60	104	26.94	81	20.98	25	6.48

Source: Fieldwork, 2016

The result in Table 4.3 revealed that 145 (37.56 per cent) of the subjects strongly agreed that structural design (division of labour) leads to promptness in duties by workers, 87 (22.54 per cent) agreed, 75 (19.43 per cent) disagreed while 79 (20.47percent) strongly disagreed with the statement. Also, 89 (23.06percent) strongly agreed that structural design enable employees to develop more experience at a particular task, 198(51.30percent) agreed, 56 (14.51) disagreed while 43 (11.14percent) strongly disagreed with the statement. Equally, 104 (26.94percent) of the respondents strongly agreed that duties are assigned based on individual performance and natural ability, 145 (37.56percent) agreed, 67 (17.36percent) disagreed while 70 (18.13percent) strongly disagreed with the statement. Lastly, 176 (45.60percent) of the respondents strongly agreed that structural design allows workers to perform better, 104 (26.94percent) agreed, 81 (20.98percent) disagreed while 25 (6.48percent) strongly disagreed with the statement.

4.2.1.2 To examine how teamwork affect business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc., items 5-8 of section B of the research instrument were used to answer this objective. The result is presented in Table 4.4

TABLE 4.4
Teamwork and workers' performance in Mobil Producing Nigeria Unlimited
and Oando Nigeria Plc.

Items	SA	percent	A	percent	D	percent	SD	percent
Encourages workers participation in decision making	96	24.87	183	47.41	63	16.32	44	11.40
It generates positive synergy through co-ordinate effort in achieving organization goal	100	25.91	134	34.72	87	22.54	65	16.84
It ensures quality improvement of services	108	27.98	175	45.34	54	13.99	49	12.69
Encourages problem solving attitude among workers	98	25.39	118	30.57	63	16.32	107	27.72

Source: Fieldwork, 2016

The result in Table 4.4 revealed that 96 (24.87percent) strongly agreed that teamwork encourages workers' participation in decision making, 183 (47.41percent) agreed, 63 (16.32percent) disagreed while 44 (11.40percent) strongly disagreed with the statement. Also, 100 (25.91percent) of the respondents strongly agreed that teamwork generates positive synergy through co-ordinate effort in achieving organizational goal, 134 (34.72percent) agreed, 87 (22.54percent) disagreed while 65 (16.84percent) strongly disagreed with the statement. Equally, 108(27.98percent) of the respondents strongly agreed that teamwork ensures quality improvement of services, 175 (45.34percent) agreed, 54 (13.99percent) disagreed, 49 (12.69percent) strongly disagreed with the statement. Lastly, 98 (25.39percent) of the respondents strongly agreed that teamwork encourages problem solving attitude among workers, 118 (30.57percent) agreed, 63 (16.32percent) disagreed while 107 (27.72percent) strongly disagreed with the statement.

4.1.2.3 To ascertain the effect of goal setting on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc., items 9-12 of section B of the research instrument were used to answer this objective. The result is presented in Table 4.5

TABLE 4.5
Goal setting and business performance of Mobil Producing Nigeria Unlimited
and Oando Nigeria Plc

Items	SA	percent	A	percent	D	percent	SD	percent
It assists business organizations in planning their operations activity	78	20.21	207	53.63	65	16.84	36	9.33
It improves cohesion and collaboration in enhancing business performance	97	25.13	177	45.85	48	12.44	64	16.58
It enables organizations to evaluate performance easily	113	29.27	153	39.64	55	14.25	65	16.84
Provide focus for employees and management on their activities	65	16.84	223	57.77	75	19.43	23	5.96

Source: Fieldwork, 2016

The result in Table 4.5 showed that 78 (20.21percent) of the respondents strongly agreed that goal setting assist business organizations in planning her operations activity, 207 (53.63percent) agreed, 65 (16.84percent) disagreed while 36 (9.33percent) strongly disagreed with the statement. Equally, 97 (25.13percent) of the respondents strongly agreed that goal setting improves cohesion and collaboration in enhancing business performance, 177 (45.85percent) agreed, 48 (12.44percent) disagreed whereas 64 (16.58percent) strongly disagreed with the statement. Additionally, 113 (29.27percent) of the respondents strongly agreed that goal setting enables organizations to evaluate performance easily, 153 (39.64percent) agreed, 55 (14.25percent) disagreed while 65(16.84percent) strongly disagreed with the statement. Lastly, 65(16.84percent) strongly agreed that goal setting provides focus for employees and management in their activities, 223 (57.77percent) agreed, 75 (19.43percent) disagreed while 23 (5.96percent) strongly disagreed with the statement.

4.1.2.4 To investigate how business acquisition relates to business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc., items 13-16 of section B of the research instrument were used to answer this objective. The result in presented in Table 4.6

TABLE 4.6
Business acquisition and business performance in Mobil Producing Nigeria
Unlimited and Oando Nigeria Plc

Items	SA	percent	A	percent	D	percent	SD	percent
Assist companies to develop easily	156	40.41	108	27.98	72	18.65	50	12.95
Assist companies in the enlargement of customer base	79	20.47	209	54.15	56	14.51	42	10.88
Helps organization generate more profit	136	35.23	180	46.63	45	11.66	25	6.48
Assist organizations diversify their operation	87	22.54	167	43.26	89	23.06	43	11.14

Source: Fieldwork, 2016

Table 4.6 revealed that 156 (40.41percent) of the respondents strongly agreed that business acquisition assists companies to develop easily, 108 (27.98percent) agreed, 72 (18.65percent) disagreed whereas 50 (12.95percent) strongly disagreed with the statement. Also, 79 (20.47percent) of the respondents strongly agreed that business acquisition assist companies in the enlargement of customers' base, 209 (54.15percent) agreed, 56 (14.51percent) disagreed while 42 (10.88percent) strongly disagreed with the statement. Equally, 35.23 (180percent) of respondents strongly agreed that business acquisition helps organization generate more profit, 136 (46.63percent) agreed, 45 (11.66percent) disagreed while 25 (6.48percent) strongly disagreed with the statement. Lastly, 87 (22.54percent) of the respondents strongly agreed that business acquisition assist organization diversify their operation, 167 (43.26percent) agreed, 89 (23.06percent) disagreed while 43 (11.14percent) strongly disagreed with the system.

4.2 Test of hypotheses

Ho₁: Structural design (division of labour) has no positive effect on business performances of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

Ho₂: There is no significant positive effect of teamwork on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

Ho₃: There is no significant positive effect of goal setting on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

Ho₄: There is no significant positive effect of business acquisition on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

4.2.1 Regression results

This regression looks at the impact of organizational intervention variables structural design (division of labour), teamwork, goal setting, business acquisition on the business performance (in terms of efficiency) of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. The outcome is presented in Table 4.6

TABLE 4.7
Regression result of the effect of structural design (division of labour) on
business performance of Mobil Producing Nigeria Unlimited and Oando
Nigeria Plc

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
	(Constant)	7.871	.779	10.099	.000	
1	Structural design (division of labour)	.248	.055	.226	4.540	.000

a. Dependent Variable: Business performance

b. Indicator: (Constant), Efficiency

$R^2=0.65$.

Adj. $R^2= 0.61$

F-value =180.61

Source: Fieldwork, 2016

The outcome in Table 4.7 revealed that R^2 (the coefficient of multiple determinant) of 0.65 implied that about 65 per cent variation in the business performance of oil company in terms of efficiency is caused by changes in structural design (division of labour). The adjust R^2 value of 0.61 implied that the model is about 61 per cent goodness fit. The F-value of 180.61 which is significant at 0.05 level of significance indicated that structural design significantly relates with business performance in terms of efficiency.

The estimated coefficient for structural design is positive. This implied that structural design relates directly with the performance of oil companies in terms of efficiency. This means than an increase in structural design will lead to an increase in business performance in terms of efficiency. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.8
Regression result of the effect of team work on business performance of Mobil
Producing Nigeria Unlimited and Oando Nigeria Plc

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	5.454	.497		10.975	.000
	Teamwork	.443	.035	.543	12.628	.000

a. Dependent Variable: Business performance

b. Indicator: (Constant), Efficiency

$R^2 = 0.56$.

Adj. $R^2 = 0.51$

F-value = 150.387

The outcome in Table 4.8 showed that R^2 (the coefficient of multiple determinant) of 0.56 implied that about 56 per cent variation in the performance of oil company in terms of efficiency is caused by changes in teamwork. The adjust R^2 value of 0.51 implied that the model is about 51percent goodness fit. The F-value of 150.38 which is significant at 0.05 level of significance implies that teamwork significantly relate with business performance in terms of efficiency.

The estimated coefficient for teamwork is positive. This implied that there exist a direct relationship between teamwork and the performance of oil companies in terms of efficiency. This means than an increase in teamwork will lead to an increase in business performance in terms of efficiency. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.9
Regression result of the effect of goal setting on business performance of Mobil
Producing Nigeria Unlimited and Oando Nigeria Plc
Coefficients^a

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1	(Constant)	7.082	.483	14.665	.000
	Goal setting	.365	.038	.438	9.528

a. Dependent Variable: Business performance

b. Indicator: (Constant), Efficiency

$R^2 = 0.49$.

Adj. $R^2 = 0.42$

F-value = 89.87

Source: Fieldwork, 2016

The outcome in Table 4.9 showed that R^2 (the coefficient of multiple determinant) of 0.49 implied that about 49 per cent variation in the performance of oil company in terms of efficiency is caused by changes in goal setting. The adjust R^2 value of 0.42 implied that the model is about 42percent goodness fit. The F-value of 89.87 which is significant at 0.05 level of significance means that goal setting significantly relates with business performance in terms of efficiency.

The estimated coefficient for goal setting is positive. This implied that there exist a direct relationship between goal setting and the performance of oil companies in terms of efficiency. This means than an increase in goal setting will lead to an increase in business performance in terms of efficiency. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.10
Regression result of the effect of business acquisition on business performance
of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc

Coefficients ^a						
Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	4.178	.594		7.035	.000
	Business acquisition	.626	.050	.541	12.582	.000

a. Dependent Variable: Business performance

b. Indicator: (Constant), Efficiency

$R^2=0.69$.

Adj. $R^2= 0.62$

F-value =139.72

Source: Fieldwork, 2016

The outcome in Table 4.10 indicated that R^2 (the coefficient of multiple determinant) of 0.69 implied that about 69 per cent variation in the performance of oil company in terms of efficiency is caused by changes in business acquisition. The adjust R^2 value of 0.62 implied that the model is about 62percent goodness fit. The F-value of 139.72 which is significant at 0.05 level of significance means that business acquisition significantly relates with business performance in terms of efficiency.

The estimated coefficient for business acquisitions is positive. This implied that there exist a direct relationship between business acquisition and the performance of oil companies in terms of efficiency. This means than an increase in business acquisition will lead to an increase in business performance in terms of efficiency. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.11
Regression result of the effect of business acquisition on business performance
of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc

Coefficients^a						
Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	1.715	.113		15.135	.000
	Business acquisition	.029	.009	.152	3.015	.003

a. Dependent Variable: Business performance

b. Indicator: (Constant), Revenue

$R^2=0.47$.

Adj. $R^2=$ 0.39

F-value =49.22

Source: Fieldwork, 2016

The outcome in Table 4.11 showed that R^2 (the coefficient of multiple determinant) of 0.47 implied that about 47 per cent variation in the performance of oil company in terms of revenue is caused by changes in business acquisition. The adjust R^2 value of 0.39 implied that the model is about 39percent goodness fit. The F-value of 49.22 which is significant at 0.05 level of significance means that business acquisition significantly relates with business performance.

The estimated coefficient for business acquisitions is positive. This implied that there exist a direct relationship between business acquisition and the performance of oil companies in terms of revenue. This means than an increase in business acquisition will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.12
Regression result of the effect of goal setting on business performance of
Mobil Producing Nigeria Unlimited and Oando Nigeria Plc

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1	(Constant)	2.225	.087	25.658	.000
	Goal setting	.016	.007	.119	.019

a. Dependent Variable: Business performance

b. Indicator: (Constant), Revenue

$R^2=0.44$.

Adj. $R^2= 0.32$

F-value =38.48

Source: Fieldwork, 2016

The outcome in Table 4.12 indicated that R^2 (the coefficient of multiple determinant) of 0.44 implied that about 44 per cent variation in the performance of oil company in terms of revenue is caused by changes in goal setting. The adjust R^2 value of 0.32 implied that the model is about 32percent goodness fit. The F-value of 38.48 which is significant at 0.05 level of significance means that goal setting significantly relates with business performance.

The estimated coefficient for goal setting is positive. This implied that there exist a direct relationship between goal setting and the performance of oil companies in terms of revenue. This means than an increase in goal setting will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.13
Regression result of the effect of teamwork on business performance of Mobil
Producing Nigeria Unlimited and Oando Nigeria Plc

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	1.852	.096		19.378	.000
	Teamwork	.014	.007	.107	2.110	.036

a. Dependent Variable: Business performance

b. Indicator: (Constant), Revenue

$R^2 = 0.39$.

Adj. $R^2 = 0.33$

F-value = 28.25

Source: Fieldwork, 2016

The outcome in Table 4.13 showed that R^2 (the coefficient of multiple determinant) of 0.39 implied that about 39 per cent variation in the performance of oil company in terms of revenue is caused by changes in teamwork. The adjust R^2 value of 0.33 implied that the model is about 33percent goodness fit. The F-value of 38.48 which is significant at 0.05 level of significance means that teamwork significantly relates with business performance.

The estimated coefficient for teamwork is positive. This implied that there exist a direct relationship between team work and the performance of oil companies in terms of revenue. This means than an increase in teamwork will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.14
Regression result of the effect of structural design (division of labour) on
business performance of Mobil Producing Nigeria Unlimited and Oando
Nigeria Plc

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.578	.127		12.378	.000
1 Structural design (division of labour)	.034	.009	.189	3.763	.000

a. Dependent Variable: Business performance

b. Indicator: (Constant), Revenue

$R^2=0.45$.

Adj. $R^2= 0.40$

F-value =68.53

Source: Fieldwork, 2016

The outcome in Table 4.14 showed that R^2 (the coefficient of multiple determinant) of 0.45 implied that about 45 per cent variation in the performance of oil company in terms of revenue is caused by changes in structural design (division of labour). The adjust R^2 value of 0.40 implied that the model is about 33percent goodness fit. The F-value of 68.53 which is significant at 0.05 level of significance means that structural design significantly relates with business performance.

The estimated coefficient for structural design is positive. This implied that there exist a direct relationship between structural design and the performance of oil companies in terms of revenue. This means than an increase in structural design will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.15
Regression result of the effect of structural design (division of labour) on
business performance of Mobil Producing Nigeria Unlimited and Oando
Nigeria Plc

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
	(Constant)	2.136	.125	17.050	.000	
1	Structural design (division of labour)	.231	.040	.284	5.739	.000

a. Dependent Variable: Business performance

b. Indicator: (Constant), Market share

$R^2=0.63$.

Adj. $R^2= 0.61$

F-value =184.32

Source: Fieldwork, 2016

The outcome in Table 4.15 indicated that R^2 (the coefficient of multiple determinant) of 0.63 implied that about 63 per cent variation in the performance of oil company in terms of market share is caused by changes in structural design (division of labour). The adjust R^2 value of 0.61 implied that the model is about 61percent goodness fit. The F-value of 184.32 which is significant at 0.05 level of significance means that structural design significantly relates with business performance.

The estimated coefficient for structural design is positive. This implied that there exist a direct relationship between structural design and the performance of oil companies in terms of market share. This means than an increase in structural design will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.16
Regression result of the effect of teamwork on business performance of Mobil
Producing Nigeria Unlimited and Oando Nigeria Plc

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	1.836	.093		19.833	.000
	Teamwork	.129	.039	.154	3.329	.001

a. Dependent Variable: Business performance

b. Indicator: (Constant), Market share

$R^2=0.69$.

Adj. $R^2= 0.65$

F-value =190.72

Source: Fieldwork, 2016

The outcome in Table 4.16 indicated that R^2 (the coefficient of multiple determinant) of 0.69 implied that about 69 per cent variation in the performance of oil company in terms of market share is caused by changes in teamwork. The adjust R^2 value of 0.61 implied that the model is about 65percent goodness fit. The F-value of 190.72 which is significant at 0.05 level of significance means that teamwork significantly relates with business performance.

The estimated coefficient for teamwork is positive. This implied that there exist a direct relationship between teamwork and the performance of oil companies in terms of market share. This means than an increase in teamwork will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.17
Regression result of the effect of goal setting on business performance of Mobil
Producing Nigeria Unlimited and Oando Nigeria Plc

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	2.049	.084		24.287	.000
	Goal setting	.405	.051	.350	7.982	.000

a. Dependent Variable: Business performance

b. Indicator: (Constant), Market share

$R^2=0.72$.

Adj. $R^2= 0.66$

F-value =173.16

Source: Fieldwork, 2016

The outcome in Table 4.17 showed that R^2 (the coefficient of multiple determinant) of 0.72 implied that about 72 per cent variation in the performance of oil company in terms of market share is caused by changes in goal setting. The adjust R^2 value of 0.66 implied that the model is about 65percent goodness fit. The F-value of 173.16 which is significant at 0.05 level of significance means that goal setting significantly relates with business performance.

The estimated coefficient for goal setting is positive. This implied that there exist a direct relationship between goal setting and the performance of oil companies in terms of market share. This means than an increase in goal setting will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.18
Regression result of the effect of business acquisition on business performance
of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc

Coefficients^a						
Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	2.032	.111		18.340	.000
	Business acquisition	.004	.009	.023	.453	.651

a. Dependent Variable: Business performance

b. Indicator: (Constant), Market share

$R^2=0.32$.

Adj. $R^2= 0.25$

F-value =23.16

Source: Fieldwork, 2016

The outcome in Table 4.18 indicated that R^2 (the coefficient of multiple determinant) of 0.32 implied that about 32 per cent variation in the performance of oil company in terms of market share is caused by changes in business acquisition. The adjust R^2 value of 0.25 implied that the model is about 25percent goodness fit. The F-value of 23.16 which is significant at 0.05 level of significance means that business acquisition significantly relates with business performance.

The estimated coefficient for business acquisition is positive. This implied that there exist a direct relationship between business acquisition and the performance of oil companies in terms of market share. This means than an increase in business acquisition will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.19
Regression result of the effect of business acquisition on business performance
of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	2.049	.111		18.441	.000
	Business acquisition	.033	.009	.184	3.679	.000

a. Dependent Variable: Business performance

b. Indicator: (Constant), Service delivery

$R^2 = 0.58$.

Adj. $R^2 = 0.50$

F-value = 134.66

Source: Fieldwork, 2016

The outcome in Table 4.19 showed that R^2 (the coefficient of multiple determinant) of 0.58 implied that about 58 per cent variation in the performance of oil company in terms of service delivery is caused by changes in business acquisition. The adjust R^2 value of 0.50 implied that the model is about 50percent goodness fit. The F-value of 134.66 which is significant at 0.05 level of significance means that business acquisition significantly relates with business performance.

The estimated coefficient for business acquisition is positive. This implied that there exist a direct relationship between business acquisition and the performance of oil companies operating in the Nigerian oil and gas industry. This means than an increase in service delivery will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.20
Regression result of the effect of goal setting on business performance of
Mobil Producing Nigeria Unlimited and Oando Nigeria Plc

Coefficients^a

Model	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1	(Constant)	1.948	.085	22.943	.000	
	Goal setting	.038	.008	.283	4.896	.000

a. Dependent Variable: Business performance

b. Indicator: (Constant), Service delivery

$R^2=0.50$.

Adj. $R^2= 0.43$

F-value =94.05

Source: Fieldwork, 2016

The outcome in Table 4.20 indicated that R^2 (the coefficient of multiple determinant) of 0.58 implied that about 50 per cent variation in the performance of oil company in terms of service delivery is caused by changes in goal setting. The adjust R^2 value of 0.43 implied that the model is about 43percent goodness fit. The F-value of 94.06 which is significant at 0.05 level of significance means that goal setting significantly relates with business performance.

The estimated coefficient for goal setting is positive. This implied that there exist a direct relationship goal setting acquisition and the performance of oil companies in terms of service delivery. This means than an increase in goal setting will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.21
Regression result of the effect of teamwork on business performance of Mobil
Producing Nigeria Unlimited and Oando Nigeria Plc

Coefficients^a					
Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1	(Constant)	1.876	.094	20.057	.000
	Teamwork	-.001	.007	-.005	.923

a. Dependent Variable: Business performance

b. Indicator: (Constant), Service delivery

$R^2 = 0.54$.

Adj. $R^2 = 0.46$

F-value = 98.13

Source: Fieldwork, 2016

The outcome in Table 4.21 indicated that R^2 (the coefficient of multiple determinant) of 0.54 implied that about 54 per cent variation in the performance of oil company in terms of service delivery is caused by changes in teamwork. The adjust R^2 value of 0.46 implied that the model is about 46percent goodness fit. The F-value of 98.13 which is significant at 0.05 level of significance means that teamwork significantly relates with business performance.

The estimated coefficient for teamwork is positive. This implied that there exist a direct relationship between teamwork and the performance of oil companies in terms of service delivery. This means than an increase in teamwork will lead to an increase in business performance. This result is significant at 5percent level of significance and is in line with economic a priori criteria

TABLE 4.22
Regression result of the effect of structural design (division of labour) on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc

Model	Coefficients ^a					
	Unstandardized		Standardized	t	Sig.	
	Coefficients		Coefficients			
B	Std. Error	Beta				
1	(Constant)	1.932	.126		15.295	.000
	Structural design (division of labour)	-.005	.009	-.027	-.526	.599

a. Dependent Variable: Business performance

b. Indicator: (Constant), Service delivery

$R^2 = 0.64.35$

Adj. $R^2 = 0.59$

F-value = 103.04

Source: Fieldwork, 2016

Structural design (division of labour) and business performance

The study investigated the nature of relationship between structural design (division of labour) and business performance. As hypothesized, the results of the analyses showed that there exist a positive and significant relationship between structural design (division of labour) and business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. This implies that the more these organizations engage in structural design

This research finding was supported by the result of studies carried out by Sandhu, Maun & Virk (2012) on the structural intervention and OD's future. They found structural design (division of labour) and organizations performance to be positively and significantly related. They concluded that although structural design positively affects firm execution, be that as it may, the impact will be more noteworthy if the general work of the firm is unmistakably isolated into units base on workers proficient skills, who reports to whom, strategies for control, the spatial arrangement of apparatus and people, work process approaches, and changes in information transmission and the leadership.

4.3.2 Teamwork and business performance

This study examined the effect of teamwork on business performance. as predicted, the results of the analysis in hypothesis two indicated that teamwork and business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc were positively and significantly related. This means that an increase in teamwork activities lead to a corresponding increase in organizational performance. When organizations engages in teamwork activities, employees inside a work range participate with each other to settle on choices together, and to cooperate toward a shared objective or target (Humphrey & Stokes, 2000). This will make room for increase in sales volume, and when sales volume increases, profit or revenues will also increase and overall performance of the companies will be positively enhanced. The

more an organization engages in teamwork activities, the greater the performance.

The finding of this study was in agreement with the study of Manzoor, Ullah, Hassain and Ahmed (2011), which revealed that teamwork positively affect worker execution, it likewise deserves benefits in terms of higher output, better firm execution, market advantage, and improves commodity quality and abundance. Additionally Songswaddichai (2014) diagnosed the effect of OD intercessions on top administration, cross-practical cooperation and task fulfillment on prolificacy and execution and discovered that teamwork intervention helped in correcting and improving the organization productivity for efficient service delivery. This finding is also in line with the study of Patima (2015) who conducted a similar study on the effect of system advancement intercession on execution administration of C.I.T Property Consultants Company Limited and discovered that subsequent to actualizing OD mediation, worker execution made strides. They contended that this change has prompted better execution of the company at three levels. At the personal level, staff saw more motivation and that their capacities at work extended. At the gathering level, staff saw that there was change in joint effort. At the corporate level, the disclosures suggest that upgraded corporate execution is associated with improved personal and group level process.

Similarly, Qasim and Rasheed (2017) in their study examined the effect of teamwork on employees' job performance of bank sector in Afghanistan and discovered that cooperation positively affects staff execution. It was

additionally discovered that when a worker is given adequate open doors for cooperation, his or her execution consequently and repeatedly improves along with job satisfaction, thereby enhancing overall performance of the organizations.

4.3.3 Goal setting (target setting) and business performance

The study investigated the effect of goal setting (target setting) on business performance. As hypothesized, the results of the analysis indicated that goal setting and business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc were positively and significantly related. This implies that the more organizations engage in goal setting activities, the more they improve their customer base by acquiring more market shares which give them a competitive advantage and in turn leads to superior organizational performance (Covin & Slevin, 1991; Lumpkin & Dess, 1996).

This finding is in corroboration with Jaffery and Affandi (2014) who examined the effect of objective setting and grooming on task and firm execution in Pakistan. They found out that goal setting impact positively on job and organizational performance. However, they also argued that for firms to gain competitive advantage, the employees must be train on goal setting activity to further improve on their job performance. In support of this finding Joshua and Mohammed (2013) carried out a study on financial target (objective setting) and successful execution estimation in Nigerian neighbourliness industry and found that objective or objectives set for people and units to accomplish through planning process, a veritable administration instrument for

measuring execution and proficiency, and that with this process, hotels in the hotel industry in Kaduna State had recorded a sharp increase in patronage in their services. In the same vein, Asmus, Karl, Mohnen and Remhart (2015) directed an investigation on the effect of objective setting on employers execution and observed that even without money related motivating forces objective setting enhances work execution both in individual level and at the organizational level.

4.3.4 Business acquisition and business performance

The study examined the effect of business acquisition on business performance. As hypothesized, the results of the analysis revealed that business acquisition and business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc were positive and significantly related. This means that the more organizations engage in business acquisition activities, the more they improve their business performance through acquisitions of more market shares. In other words, business acquisitions are used as a means of improving firm's sale force and extending high ground over different firms through acquiring more customers, expanding the portfolio to reduce business hazard, entering new markets and climate and profiting by economies of scale (Saboo & Gopi, 2009).

This study is in agreement with Xiao (2013) who conducted a study on the acquisition and firm growth and found out that the growth of acquired firms' increases after acquisition due to high market potentials. Also Adebayo and Olalekun (2012) carried out a study on an investigation of the effect of

mergers and procurement on commerce banks execution in Nigeria and discovered that merger and procurement of banks have function as an impetus for upgraded control, sales growth (fast development) and survival of banks in Nigeria. This finding is in concurrence with Blonigen and Pierce (2015) who did an investigation on the impacts of mergers and procurement as a potential exchange off between expanded market power and prolificacy benefit and discovered that there exist a critical connection between business procurement and execution of organizations. In any case, Lakstutiene, Stankeviciene, Norvaisiene and Narbutiene (2015) contended that the benefit proportions and financial measure of corporate firm diminishes within a given period after procurement. In any case, that the unmistakable recuperation might be seen at the time of procurement which might be advantageous particularly at the time of financial standoff, as it is the case in Nigeria today.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSION AND
RECOMMENDATIONS

5.1 Summary of findings

This study was designed to conduct a scholarly investigation on the effect of organizational development interventions on business performance in Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. of Nigerian oil and gas industry. Four organizational development intervention variables (structural design (division of labour), teamwork, goal setting and business acquisition) were identified as the independent variables. Business performance indicators namely efficiency, service delivery, revenue, and market share were identified as dependent variables for the study. Sample of 386 was selected and used for the study. A well validated structured questionnaire was used for data collection while ordinary least square multiple regression was used for data analysis. Based on the outcome of the analysis, the research findings were summarized as follow;

1. Structural design (division of labour) intervention had a significant effect on business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.
2. Teamwork intervention had a significant positive effect on the business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.

3. Goal setting intervention had a significant positive effect on the business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.
4. Business acquisition intervention had a significant positive effect on the business performance of Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.
5. OD interventions significantly enhanced quality of service business organizations delivered to the public and also they were good determinants of organizational performance.

5.2 Conclusion

From the findings of this study, “Effect of OD Interventions on Business Performance in Mobil Producing Nigeria Unlimited and Oando Nigeria Plc.”, it is safe to conclude that organizational development interventions enhance the business performance of companies operating in the Nigerian oil and gas industry. This therefore implied that structural design (division of labour) is a good interventional strategy that enhances organization business performance by ensuring that there is a fit between human element and task assigned in various unit of the organization. Teamwork enhanced high degree of cooperation and collaboration among firm employees. It makes room for effective coordination of individual effort into task accomplishment for higher productivity and better organizational performance. Also, goal setting is seen as an essential intervention technique that organizations used to improve business performance by setting up a superior fit amongst individual and firm aims.

Another intervention method organization used to gained competitive advantage over other organization is business acquisition. Thus, it is very clear that OD interventions such as structural design (division of labour), teamwork, goal setting and business acquisition are good determinants of business organizations' performance in terms of increased efficiency, service delivery, revenue, and market share. This therefore implied that these interventional strategies helps in improving quality of services offered to the consuming public.

5.3 Recommendations

In light of the discoveries and conclusion of the investigation, the accompanying recommendations were made:

1. There is need to ensure that OD intervention strategies formulated and implemented by organizations operating in the Nigerian oil and gas industry are of good quality if they must realized improvement in work method, output and revenue.
2. The oil companies should encourage structural design (division of labour) as this will serve as a means of training workers in their various job areas that will enhance employee performance and the overall organizational performance. Also, teamwork should be encouraged as this might yield a better result than in situation where workers are being rotated unceremoniously from one unit of the organization to the other.
3. Oil companies should support teamwork inside the company. Along these lines, company's execution can be improved. It is essential to

create such an environment where workers are all around happy with their occupations and collaborate with each other. Along these lines, workers will be in better position to use their maximum capacity in their employments. The exploration examine unequivocally recommends that cooperation exercises must exist in the company ecology. This will go a long way to increase employees' performance.

4. Management ought to conceptualize objective setting as a solution quality drug that requires watchful dosing, thought of hurtful reactions, and close supervision. A cautionary description must be made part of defining objectives.
5. Thorough pilot studies ought to be completed before taking part in business procurement. Additionally, key factors that decide accomplishment in business acquisitions ought to likewise be built up keeping in mind the end goal to give basic knowledge to the procuring firm earlier, during and after the procedure.

5.4 **Areas for further research**

This study concentrated on the effect of OD interventions on business performance in Mobil Producing Nigeria Unlimited and Oando Nigeria Plc. of the Nigeria Oil and gas industry. It is suggested that a similar study could be carried out in respect of OD interventions and the management of the nation refinery for effective service delivery.

5.5 Contributions of the study

The major contributions of this study to the existing body of knowledge in the field of organizational development and change management fall into two categories, theoretical and empirical contributions.

Theoretical contribution: Theoretical contributions embodied in enriching literature in the field of OD by illumination of the idea of institutional advancement, its interventions and highlighted its relevance in organizational business performance diagnosis. The study also introduced the concept of division of labour to replace structural design as well as target setting to replace goal setting in the area of institution advancement and change management.

Empirical contribution: The findings of this study have added credence to force-field theory, goal setting theory and the theory of division of labour and specialization by providing additional empirical evidence. The force-field theory describes the current position of organization business performance as a state of equilibrium between driving forces that increase organization business performance and restraining forces that decrease organization business performance while goal setting theory stipulates that individuals or organization that set specific goals performed better in their various business activities than those who set general goals. In the same vein, theory of division of labour and specialization holds that when a worker performs several tasks within a production process, time will be lost in changing apparatuses and moving from one occupation onto the next. Along these lines, the specialist

can't be capable at one of these undertakings. But when the same worker is made to perform only one task in the chain of production, the worker specializes it will lead to increase in the worker's efficiency and a lower production costs.

In the light of the above theories, structural design (division of labour), teamwork, goal setting (target setting) and business acquisition are regarded in this study as organizational development interventions strategies which could improve organizational business performance. Thus, the findings of this study confirm structural design (division of labour), teamwork, goal setting (target setting)) and business acquisition as organizational development interventions that could improve organization business performances in the Nigerian oil and gas industry; and this upholds the theories of force-field, goal setting and the division of labour and specialization.

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APPENDIX I
QUESTIONNAIRE

Dear Respondents

You are please requested to honestly answer the questions below. Your responses will be of great assistance to me in my ongoing dissertation study entitled "The Effect of Organizational Development Interventions on Business Performance in the oil and gas industry of Nigeria: A study of selected firms".

Please be assured that your responses to this research instrument shall be treated with confidentiality.

Thanks for your cooperation

Researcher

SECTION A

Please tick or circle the response that best applies to you.

1. Sex: a. Male [] b. Female []
2. Age: a. 18-28years [] b. 29-39yeas [] c. 40-49 years
d. 50 and above years [].
3. Marital status. a. single [] b. married [] c. divorce [] d. widow [].
4. Years of working experience in the organization a. Less than 10year [] b. 11-
20years c. 21-30years [] d. 31 and above years [].
5. Academic qualification: a. FLSC [] b. SSCE/WASCE/C&G [] c. ND/NCE []
d. B.Sc./HND [] e. others [].
6. What is your current job position/rank

Please evaluate the following statement using the options below.

Strongly Agree (SA)		Agree (A)		Disagree (D)		Strongly Disagree (SD)	
SECTION B - Structural design (Division of labour) (efficiency):							
		SA	A	D	SD		
1.	Promptness in duty by workers						
2.	Enable employees to develop more experience at a particular task.						
3.	Duties are assigned based on individual performances and natural ability.						
4.	It allows workers to perform better.						
SECTION C - Teamwork (Service Delivery):							
5.	Encourages workers participation in decision making.						
6.	It generates positive synergy through co-ordinated effort in achieving organizational goals.						
7.	It ensures quality improvement of services.						
8.	Encourages problem solving attitude among workers.						
SECTION D - Goal setting (Revenue):							
9.	It assists business organization in planning her operations/ activities.						
10.	It improves cohesion and collaboration in enhancing business performance.						
11.	It enables organization to evaluate performance easily.						
12.	Provides focus for employees and management on their activities.						
SECTION E - Business acquisition (market share):							
13.	Assists companies to develop easily.						
14.	Assists companies in the enlargement of customer base.						
15.	Helps organization generate more profit.						
16.	Assist organization diversify their operations.						
SECTION F - Business performance (efficiency, service delivery, revenue and market share):							
17.	Efficiency is enhanced through division of labour.						
18.	Service delivery is achieved through teamwork.						
19.	Revenue is increased in the organization through goal setting.						
20.	Market share is achieved through business acquisition.						

Mobil Oil Nigeria plc.


(Registration number RC 914)


Financial statements for the year ended December 31, 2016


Statement of Financial Position as at December 31, 2016

	Notes	2016 N '000	2015 N '000
Assets			
Non-current assets			
Property plant and equipment	2	7,936,980	7,612,813
Investment property	3	29,374,398	29,288,265
Intangible assets	5	82,683	100,862
Prepayments	7	1,978,780	1,598,378
Deferred tax assets	6	-	156,455
		39,372,841	38,756,773
Current assets			
Inventories	8	5,071,338	5,878,400
Trade and other receivables	9	8,629,379	6,028,505
Prepayments	7	186,064	190,200
Cash and cash equivalents	12	8,441,707	3,218,111
		22,328,488	15,315,316
Total assets		61,701,329	54,072,089
Equity and Liabilities			
Equity			
Share capital	13	180,298	180,298
Share premium	13	14,380	14,380
Retained earnings	14	22,530,180	16,972,173
Other reserves		(1,267,362)	(1,803,450)
Total equity		21,457,496	15,363,401
Non-current liabilities			
Retirement benefit obligation	16	2,293,775	3,279,629
Deferred income	17	18,506,428	21,148,601
Deferred tax liability	6	622,074	-
Total non-current liabilities		21,422,277	24,428,230
Current liabilities			
Trade and other payables	20	9,836,831	9,824,419
Borrowings	15	-	413,371
Deferred income	17	6,254,120	3,901,137
Current tax payable	19	2,730,605	141,531
Total current liabilities		18,821,556	14,280,458
Total Liabilities		40,243,833	38,708,688
Total Equity and Liabilities		61,701,329	54,072,089

The financial statements, accounting policies and the notes were approved by the board of directors on March 22, 2017 and were signed on its behalf by:


A. K. OYEBANJI
 (FRC/2014/IODN/00000007151)
 CHAIRMAN/MANAGING DIRECTOR


A. J. MACNAUGHTON
 (FRC/2013/IODN/00000003867)
 EXECUTIVE DIRECTOR


O. A. AJADI
 (FRC/2017/ICAN/00000016297)
 ACCOUNTING MANAGER

Mobil Oil Nigeria plc.

(Registration number RC 914)

Financial statements for the year ended December 31, 2016

Statement of Cash Flows for the year ended December 31, 2016

	Notes	2016 N. '000	2015 N. '000
OPERATING ACTIVITIES			
Profit before taxation		12,019,892	6,906,322
Adjustment for non cash items			
Net finance (cost)/income		(260,435)	48,945
Depreciation of PPE and investment property		2,604,543	1,954,401
Pension and Gratuity expense	16	664,919	523,005
Amortization of intangible assets		18,179	20,976
Gain / Loss on disposal of fixed assets		16,569	23,427
Amortisation of deferred rental income		(5,974,384)	(4,194,467)
Exchange gains/loss		31,946	(9,858)
Total non cash items		(2,898,662)	(1,633,571)
Changes in current assets and liabilities			
Decrease/(increase) in inventories	8	807,062	(1,514,155)
Decrease/(increase) in due from related companies	9	(390,490)	956,077
(increase)/Decrease in foreign currency deposit for imports	9	(39,737)	1,835
Decrease/(increase) in trade receivables and bridging claims		(1,959,878)	303,102
Decrease/(increase) in other debtors and prepayments		(644,781)	(494,014)
Increase/(Decrease) in due to related companies	20	(247,482)	(1,126,690)
Increase/(Decrease) in trade creditors	20	(603,303)	1,480,697
Increase/(Decrease) in other creditors and accruals		846,134	(416,079)
Increase in lease obligations	21	17,063	4,207
Net changes in current assets and liabilities		(2,215,412)	(805,020)
Income taxes paid	19	(692,527)	(2,574,668)
Rental income received	17	5,685,194	9,360,742
Retirement benefits paid	16	(426,542)	(95,501)
Pension asset funding	16	(435,866)	-
Net cash generated from operating activities		11,036,077	11,158,304.45
INVESTING ACTIVITIES			
Purchase of property, plant and equipment	2	(953,641)	(887,292)
Purchase of investment property assets	3	(2,078,021)	(3,749,645)
Proceeds from sale of property, plant and equipment	2	251	-
Interest received		260,726	74,135
Net cash used in investing activities		(2,770,685)	(4,562,802)
FINANCING ACTIVITIES			
Proceeds from borrowing	15	-	413,371
Repayment of borrowing		(413,371)	(1,708,955)
Dividend paid	30	(2,596,286)	(2,379,929)
Interest Paid	26	(292)	(123,080)
Net cash used in financing activities		(3,009,949)	(3,798,593)
Net Increase in cash and cash equivalents		5,255,442	2,796,909
Cash and cash equivalents at beginning of the period		3,218,211	411,344
Effect of exchange rate movement on cash balances		(31,946)	9,858
Cash and cash equivalents at end of the period	12	8,441,707	3,218,211

Mobil Oil Nigeria plc.

(Registration number RC 914)

Financial Statements for the year ended December 31, 2016

Statement of Profit or Loss and Other Comprehensive Income for the year ended December 31, 2016

	Notes	2016 N. '000	2015 N. '000
Revenue	23	94,107,683	64,220,901
Cost of sales		(78,403,388)	(53,229,847)
Gross profit		15,704,295	10,991,054
Other operating income	24	6,347,038	4,670,282
Selling & distribution expenses	25	(6,586,717)	(5,517,566)
Administrative expenses	25	(3,688,590)	(3,165,076)
Other operating expenses	25	(16,569)	(23,427)
Operating profit		11,759,457	6,955,267
Finance income		260,727	74,135
Finance costs	26	(292)	(123,080)
Profit before taxation		12,019,892	6,906,322
Income tax expense	27	(3,865,599)	(2,033,393)
Profit for the year		8,154,293	4,872,929
Other comprehensive income:			
Items that will not be reclassified to profit or loss:			
Remeasurements gains/(loss) on net defined benefit liability		788,365	(998,601)
Income tax effect on remeasurements (loss)/gains		(252,277)	319,552
Total items net of tax that will not be reclassified to profit or loss		536,088	(679,049)
Total items that may be reclassified to profit or loss			
Other comprehensive income for the year net of taxation	28	536,088	(679,049)
Total comprehensive income for the year net of taxation		8,690,381	4,193,880
Earnings per share			
Per share information			
Basic earnings per share (kobo)	29	2,261	1,351

Mobil Oil Nigeria plc

Financial Highlights

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	2016	2015	Change %
Turnover	94,107,683	64,220,901	47
Profit before taxation	12,019,892	6,906,322	74
Taxation	(3,865,599)	(2,033,393)	90
Profit for the year	8,154,293	4,872,929	67
Other Comprehensive Income	536,088	(679,049)	(179)
Total Comprehensive Income	8,690,380	4,193,880	107
Earnings per 50k share (kobo)	2,261	1,351	67
Proposed dividend per 50k share (kobo)	800	720	11
Total assets	61,701,329	54,072,089	14
Capital expenditure	3,031,662	4,636,937	(35)
Authorised share capital	200,000	200,000	-
Number of 50k shares issued and fully paid up (absolute figures)	360,595,261	360,595,261	-

A final dividend of 800k per 50k share held has been proposed. This is subject to shareholders' ratification.

Mobil Oil Nigeria plc.


(Registration number RC 914)


Financial Statements for the year ended December 31, 2015

Statement of Financial Position as at December 31, 2015

	Notes	2015 N. '000	2014 N. '000
Assets			
Non-Current Assets			
Property, plant and equipment	3	7,612,813	7,287,171
Investment property	4	29,288,265	26,954,798
Intangible assets	6	100,862	121,838
Prepayments	8	1,598,378	1,552,726
Deferred tax	7	156,455	1,049,185
		38,756,773	36,965,718
Current Assets			
Inventories	9	5,878,400	4,364,245
Trade and other receivables	10	6,028,505	7,342,543
Prepayments	8	190,200	142,625
Cash and cash equivalents	13	3,218,211	411,444
		15,315,316	12,260,857
Total Assets		54,072,089	49,226,575
Equity and Liabilities			
Equity			
Share capital	14	194,678	194,678
Retained income and other reserves	15	15,168,723	13,354,772
		15,363,401	13,549,450
Liabilities			
Non-Current Liabilities			
Retirement benefit obligation	17	3,279,629	1,853,525
Deferred income	18	21,148,601	17,481,536
		24,428,230	19,335,061
Current Liabilities			
Trade and other payables	21	9,824,419	9,882,281
Borrowing	16	413,371	1,708,955
Deferred income	18	3,901,137	2,401,927
Current tax payable	20	141,531	2,348,901
		14,280,458	16,342,064
Total Liabilities		38,708,688	35,677,125
Total Equity and Liabilities		54,072,089	49,226,575

The financial statements, accounting policies and the notes were approved by the board of directors on the March 24, 2016 and were signed on its behalf by


Mr. Adetunji A. Oyebo
(FRC/2014/IODN/00000007151)


Mr. Alastair J. MacNaughton
(FRC/2013/IODN/00000003867)


Mrs. Helen I. Idiako
(FRC/2014/ICAN/00000007153)

Mobil Oil Nigeria plc.

(Registration number RC 914)

Financial Statements for the year ended December 31, 2015

Statement of Profit or Loss and Other Comprehensive Income for the year ended December 31, 2015

	Notes	2015 N '000	2014 N '000
Revenue	24	64,220,901	79,583,738
Cost of sales		(53,229,817)	(68,846,436)
Gross profit		10,991,084	10,737,302
Other operating income	25	4,670,282	2,374,323
Selling & distribution expenses	26	(5,517,566)	(5,226,522)
Administrative expenses	26	(3,165,076)	(2,115,561)
Other operating expense	26	(23,427)	(147,524)
Operating profit		6,955,267	5,622,018
Finance income		74,135	158,633
Gain on disposal of investment property		-	2,851,565
Finance costs	27	(123,080)	(186,099)
Profit before taxation		6,906,322	8,446,137
Income tax expense	28	(2,033,353)	(2,053,347)
Profit for the year		4,872,929	6,392,790
Other comprehensive income:			
Items that will not be reclassified to profit or loss:			
Remeasurements on net defined benefit liability		(998,601)	(319,704)
Income tax relating to items that will not be reclassified		319,552	102,305
Total Items that will not be reclassified to profit or loss		(679,049)	(217,399)
Total Items that may be reclassified to profit or loss			
		-	-
Other comprehensive income for the year net of taxation	29	(679,049)	(217,399)
Total comprehensive income for the year net of taxation		4,193,880	6,175,391
Earnings per share			
Per share information			
Basic & diluted earnings per share (kobo)	30	1,351	1,773

Mobil Oil Nigeria plc
FINANCIAL HIGHLIGHTS

N'000

	2014	2013	Change %
Turnover	79,583,738	78,744,100	1
Profit before taxation	8,446,137	5,123,002	65
Taxation	2,053,347	1,642,217	25
Profit for the Year	6,392,790	3,480,785	84
Other comprehensive Income	(217,399)	1,269,854	(117)
Total Comprehensive Income	6,175,391	4,750,639	30
Earnings per 50k share (kobo)	1,773	965	84
Proposed dividend per 50k share (kobo)	660	600	10
Total assets	49,226,575	40,728,522	21
Capital expenditure	7,626,710	8,986,344	(15)
Authorised share capital	200,000	200,000	-
Number of 50k shares issued and fully paid up (absolute figures)	360,595,261	360,595,261	

1. A final dividend of 660kobo per 50k share hold has been proposed. This is subject to shareholders' ratification.



Oando

the energy to inspire

Annual reports
Consolidated and Separate Financial Statements
31 December 2016

The Directors submit their Report together with the audited consolidated financial statements for the year ended 31 December 2016, which disclose the state of affairs of the Group and Company.

1 PRINCIPAL ACTIVITY

The principal activity of Oando Plc. (the Company) locally and internationally is to have strategic investments in energy companies. The Company was involved in the following business activities via its subsidiary companies during the year reviewed:

- Exploration and production (E & P) - Oando Energy Resources Inc., Canada, engaged in production operations and other E & P companies operating within the Gulf of Guinea.
- Supply and distribution of petroleum products - Oando Trading Dubai and Oando Trading Bermuda.
- Pipeline construction and distribution of natural gas to industrial customers - Alausa Power Limited.

During the year, the company divested the following business activities conducted via its subsidiaries:

- Marketing of petroleum products, manufacturing and blending of lubricants - Oando Marketing Ltd (formerly Oando Marketing Plc) and other petroleum products marketing companies.
- Pipeline construction and distribution of natural gas to industrial customers - Gaslink Nigeria Limited, Oando Gas and Power Limited, Alausa Power Limited and other gas and power companies.
- Supply and distribution of petroleum products - Oando Supply and Trading Limited and Ebony Oil & Gas.
- Energy services to upstream companies - Oando Energy Services, and other service companies.

The Company's registered address is 2 Ajose Adeogun Street, Victoria Island, Lagos, Nigeria.

2 RESULTS AND DIVIDEND

The net profit/(loss) for the year of N3.1 billion (Company: N33.9 billion) attributable to owners of equity has been transferred to retained earnings.

	Group		Company	
	31-Dec-16 N'000	31-Dec-15 N'000	31-Dec-16 N'000	31-Dec-15 N'000
Revenue	455,746,734	203,431,526	4,858,182	8,452,665
Loss before income tax from continuing operations	(63,375,512)	(39,113,508)	(33,729,427)	(56,325,673)
Income tax or credit/(expense)	37,569,028	4,192,937	(146,405)	(241,499)
Loss for the year from continuing operations	(25,806,484)	(34,920,571)	(33,875,832)	(56,567,172)
Profit/(loss) for the year from discontinued operations	29,300,521	(14,769,306)	-	-
Profit/(loss) for the year	3,494,037	(49,689,877)	(33,875,832)	(56,567,172)
Profit/(loss) attributable to owners of the parent	3,124,803	(50,434,843)	(33,875,832)	(56,567,172)

3 Dividend

The Directors have not proposed dividend for the year ended 31 December 2016.

4 Directors

i. The names of the present directors and those that served during the year are listed on page 3.

ii. According to the Register of Directors' shareholding, the interests of Directors in the issued share capital of the Company for the purposes of section 275 part 1 of schedule 5 of the Companies and Allied Matters Act, are as follows:

	Direct	Indirect
HRM. Oba A. Gbadebo, CFR	437,500	Nil
Mr. J.A. Tinubu*	Nil	3,670,996
Mr. O. Boyo*	Nil	2,354,713
Mr. B. Awawanyai	200,000	1,800,000
Mr. O. Adeyemo	75,000	1,723,898
Tawfik Yakubu	5,995,735	3,931,000
Chief Sena Anthony	399,133	Nil
Mr. Oluwalusi Alausa	Nil	Nil
Ammuna Lawan Ali	Nil	Nil
Ike Osakwe	139,343	Nil
Ademola Akhretig	Nil	Nil
Francisco Cuzzucrova [^]	Nil	Nil
Engr. Yusuf K. N'Bo	Nil	Nil

* Ocean and Oil Investments Limited (OOIL) owns approximately 159,701,243 (1.33% of total number of shares) shares in the Company. Mr. Jubril Adewalé Tinubu and Mr. Olanmilé Boyo own 0.97% and 0.29% respectively in the Company through OOIL.

[^] Ocean and Oil Development Partners Limited (OODP) owns 6,734,943,086 (55.96% of total number of shares) shares in the Company. Mr. Francisco Cuzzucrova was a director of OODP until February 19, 2016. Mr. Jubril Adewalé Tinubu and Mr. Olanmilé Boyo own 22.36% and 11.19% respectively in Oando Plc through OODP.

5 Contracts

None of the Directors notified the Company of any declarable interest in contracts in which the Company was involved during the year under review for the purpose of section 277 of the Companies and Allied Matters Act, and Article 115 of the Company's Articles of Association.

6 Directors' Responsibilities

The Directors are responsible for the preparation of annual consolidated financial statements, which have been prepared using appropriate accounting policies, supported by reasonable and prudent judgements and estimates, in conformity with International Financial Reporting Standards issued by the International Accounting Standards Board and the requirements of the Companies and Allied Matters Act. In doing so, the Directors have the responsibilities as described on page 6 of these consolidated financial statements.

7 Shareholdings
As of 31 December 2016, the range of shareholdings of the Company was as follows:

Range of Shareholding	No of Shareholders Within Range	% of Holders	No of Shares Within Range	% of Shareholding
1 - 1,000	167,798	81.17	61,674,667	0.51
1,001 - 5,000	73,540	26.81	154,362,449	1.28
5,001 - 10,000	12,709	4.63	91,830,523	0.76
10,001 - 50,000	14,228	5.19	314,660,156	2.61
50,001 - 100,000	2,667	0.96	188,213,263	1.56
100,001 - 500,000	355	0.13	552,352,773	4.69
500,001 - 1,000,000	333	0.12	253,638,850	2.11
1,000,001 - 5,000,000	32	0.01	647,041,865	5.38
5,000,001 - 10,000,000	24	0.01	213,606,710	1.77
10,000,001 - 50,000,000	9	-	554,867,667	4.61
50,000,001 - 100,000,000	7	-	666,410,812	5.54
100,000,001 - 12,034,618,864	7	-	8,335,938,777	69.27
	274,306	100	12,034,618,864	100

8 Property, Plant and Equipment

Changes in the value of property, plant and equipment (PPE) were mainly due to additions, disposals and exchange differences as shown in Note 15 to these consolidated financial statements. In the opinion of the Directors, the market value of the Group's property, plant and equipment is not lower than the value shown in these consolidated financial statements.

9 Donations/Charitable gifts

Description	Amount ₦=
I Donation to gas pipeline host communities	1,512,500
II Scholarship award to 5 indigenous pupils of Ogun State to Mabushola College	5,000,000
III Donation (Generator set within pipeline accessories) to the Police Special Fraud Unit Building Project	17,456,613
IV Supply of furniture and refurbishment to Olisa Primary School, Lagos	5,267,806
V Gaslink back-to-school scholarship programme for 100 indigent Lagos state student	14,349,472
VI Supply of vegetable oil & commodities to gas pipeline host communities	4,208,952
VII Donation in kind to Oando Foundation	97,426,346
	<u>145,223,686</u>

10 Employment and Employees

Equal Employment Opportunity

The Company pursues an equal employment opportunity policy. It does not discriminate against any person on the ground of race, religion, colour, or physical disability.

Employment of Physically Disabled Persons

The Company maintains a policy of giving fair consideration to applications from physically disabled persons, bearing in mind their respective aptitudes and abilities. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the Company continues and that the appropriate training is arranged.

Industrial Employees Relations

The Company places considerable value on the involvement of its employees and keeps them informed on matters affecting them as employees and the various factors affecting the performance of the Company. This is achieved through management's open door policy and improved communication channels. These channels include the e-mail and intranet, the provided in-house magazine, the enhancement of regular departmental meetings and executive management's divisional town hall meetings. The relationship between management and the house union remains very cordial. Regular dialogue takes place at informal and formal levels.

Training and Development

The Company places great emphasis on the training and development of its staff and believes that its people are its greatest assets. Training courses are geared towards the developmental needs of staff and the improvement in their skill sets to face the increasing challenges in the industry. The Company will continue to invest in its human capital to ensure that the employees are well equipped to meet the challenges of the industry.

11 Audit Committee

In accordance with section 350(4) of the Companies and Allied Matters Act, the following shareholders and directors were members of the Audit Committee during the year ended 31 December 2016:

a)	Mr. Ike Osawe	Non-executive director (Chairperson)- Appointed July 8, 2016
b)	Chief Sana Anthony	Non-executive director
c)	Mr. Francesco Cuzzocrea	Non-executive director (Resigned February 10, 2016)
d)	Amuna Lawan Ali	Non-executive director (Resigned October 3, 2016)
e)	Mr. Farimu Yukuju	Non-executive director
f)	Mrs. Temilede Funmilayo Durojaiye	Shareholder
g)	Mr. Joseph O. Ashiwolu	Shareholder
h)	Mr. Matthew Akintade	Shareholder

12 Auditors

The Company's auditor, Messrs' Ernst & Young has indicated its willingness to continue in office in accordance with section 357(2) of the Companies and Allied Matters Act, 2004.

Dated this 30th Day of March, 2017
By Order of the Board

Ayobola Jegun (Mrs)
Chief Compliance Officer and Company Secretary
2 Apala, Adoogun Street, Victoria Island, Lagos
IFRC/2013/NBA/XXXXXXX/578

OANDO PLC

Annual reports
Consolidated and separate financial statements
31 December 2015

OANDO PLC

Directors' report

For the year ended 31 December 2015

The Directors submit their Report together with the audited consolidated financial statements for the year ended 31 December 2015, which disclose the state of affairs of the Group and Company.

PRINCIPAL ACTIVITY

The principal activity of Oando Plc. ("the Company") locally and internationally is to have strategic investments in energy companies. The Company is involved in the following business activities via its subsidiary companies:

- a) Marketing of petroleum products, manufacturing and blending of lubricants - Oando Marketing Plc and other petroleum products marketing companies.
- b) Pipeline construction and distribution of natural gas to industrial customers - Gaslink Nigeria Limited, Oando Gas and Power Limited, Akute Power Limited and other gas and power companies.
- c) Supply and distribution of petroleum products - Oando Supply and Trading Limited, Ebony Oil & Gas; and Oando Trading, Bermuda.
- d) Energy services to utility companies - Oando Energy Services, and other service companies.
- e) Exploration and production (E & P) - Oando Energy Resources Inc., Canada, engaged in production operations and other E & P companies operating within the Gulf of Guinea.

The Company's registered address is 2 Ajose Adeogun Street, Victoria Island, Lagos, Nigeria.

RESULTS AND DIVIDEND

The net loss for the year of N49.7 billion (Company: N56.6 billion) has been transferred to retained earnings.

	Group		Company	
	31-Dec-15 N'000	31-Dec-14 N'000	31-Dec-15 N'000	31-Dec-14 N'000
Revenue	161,489,950	92,912,344	8,452,665	14,217,468
Loss before income tax from continuing operations	(32,735,983)	(88,725,526)	(56,325,673)	(64,925,182)
Income tax credit (expense)	1,537,880	(4,910,976)	(241,499)	(1,572,367)
Loss for the year from continuing operations	(31,197,703)	(93,636,502)	(56,567,172)	(66,497,549)
Loss for the year from discontinued operations	(18,492,174)	(52,018,648)	-	-
Loss for the year	(49,689,877)	(145,655,150)	(56,567,172)	(66,497,549)
Loss attributable to owners of the parent	(50,434,843)	(142,300,454)	(56,567,172)	(66,497,549)

Dividend

The Directors have not proposed dividend for the year ended 31 December 2015.

Directors

i. The names of the present directors and those that served during the year are listed on page 3.

ii. According to the Register of Directors' shareholding, the interests of Directors in the issued share capital of the Company for the purposes of section 275 part 1 of schedule 1 of the Companies and Allied Matters Act, are as follows:

	Direct	Indirect
HRM Oba A. Gbadebo, CFR	437,000	Nil
Mr. JA. Tinubu*	Nil	3,670,995
Mr O. Boyu*	Nil	2,354,713
Mr. B. Osunsanya	269,988	1,990,308
Mr. O. Adeyemo	75,000	1,723,000
Ms. Nana Afoah Appiah-Korang	Nil	208,115,858
Chief Sena Anthony	299,133	Nil
Mr. Oluwole Akrisola	Nil	Nil
Aminuna Lawan Ali	Nil	Nil
Francesco Cuzzocrea^	Nil	Nil
Engr. Yusuf K. J. Njile	Nil	Nil

* Ocean and Oil Investments Limited (OOIL) owns approximately 159,701,243 (1.32%) shares in the Company. Mr. Jubril Adewale Tinubu and Mr. Omamofe Boyo own 0.97% and 0.38% respectively in the Company through OOIL.

^ Ocean and Oil Development Partners Limited (OODP) owns 6,734,943,086 shares in the Company approximately (55.96%). Mr. Jubril Adewale Tinubu and Mr. Omamofe Boyo own 40% and 20% respectively in OODP. Mr. Francesco Cuzzocrea was a director of OODP during the year.

Contracts

None of the Directors notified the Company of any declarable interest in contracts in which the Company was involved during the year under review for the purpose of section 277 of the Companies and Allied Matters Act, and Article 115 of the Company's Articles of Association.

Directors' Responsibilities

The Directors are responsible for the preparation of annual consolidated financial statements, which have been prepared using appropriate accounting policies, supported by reasonable and prudent judgements and estimates, in conformity with International Financial Reporting Standards issued by the International Accounting Standards Board and the requirements of the Companies and Allied Matters Act. In doing so, the Directors have the responsibilities as described on page 7 of these consolidated financial statements.

Directors' report (cont'd)
For the year ended 31 December 2015

Audit Committee

In accordance with section 359(4) of the Companies and Allied Matters Act, the following shareholders and directors were members of the Audit Committee during the year ended 31 December 2015:

- | | | |
|----|-----------------------------------|--|
| a) | Annura Lawan Ali, OON | Non-executive director (Chairperson) |
| b) | Chief Osa Anthony | Non-executive director |
| c) | Mr. Francisco Guzman | Non-executive director (resigned 19 February 2016) |
| d) | Mr. Fidelis Opa Iyona | Shareholder (resigned 7 December, 2015) |
| e) | Alhaji Ayatiji Latif (Shonubi) | Shareholder |
| f) | Mrs. Temilade Funmilayo Durojaiye | Shareholder (appointed 7 December, 2015) |
| g) | Dr Joseph O. Ashoolu | Shareholder (appointed 7 December, 2015) |

Auditors

The Company's auditor, Messrs' Ernst & Young has indicated its willingness to continue in office in accordance with section 357(2) of the Companies and Allied Matters Act, 2004

Dated this 15TH Day of June, 2016
By Order of the Board



Ayoola Jagun (Ms.)
Chief Compliance Officer and Company Secretary
2 Ajose Adeogun Street, Victoria Island, Lagos
FRC/2013/2187/0063/033578