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PSYCHOLOGICAL CAPITAL AND ORGANIZATIONAL RESILIENCE IN SELECTED
OIL AND GAS FIRMS IN PORT HARCOURT, RIVERS STATE

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Abstract

This study examined the relationship existing between psychological capital and organizational resilience in selected oil and gas firms in Port Harcourt, Rivers State. This study utilized the cross sectional research design. This study employed trio research objectives, research questions and tripartite research hypotheses. The population of this study is 180. The sample size using the Krejcie and Morgan table of sampling determination (1970) is 123. Structured questionnaires were administered to respondents in order to obtain responses from the respondents and they were analyzed employing the statistical package for social sciences (SPSS version 20). The analysis of the data indicated that there are significant relationships subsisting between psychological capital, its dimensions and organizational resilience and its measures as utilized in this study. This paper concluded that psychological capital has positively correlated with organizational resilience. It is the recommendation of this study that hope should be utilized to enhance adaptive capacity in the selected oil and gas firms in Port Harcourt, Rivers State. This study recommended that hope should be utilized to enhance management of vulnerabilities. Hope should be utilized as a managerial tool to enhance situational awareness in the selected oil/gas firms in Rivers State. It is also the recommendation of this study that optimism should be utilized to improve the measures of organization resilience in the selected oil/gas firms in Rivers State. The policy thrust of this paper is that managers of organizations and top executives in the oil and gas firms should employ the use of psychological capital in their quest for the needed resilience in their organizations.

KEY WORDS: Psychological capital, hope, optimism, organizational resilience, adaptive capacity, situational awareness.

Background to the Study

Resilience is a concept that can be considered from a whole gamut of facts (Ponomarev and Holcomb, 2009). The concept of resilience is akin to the "ability of an element or system to return to a stable state after a disruption" (Cunderson, 2000, Cumming et al, 2005). In organizational resilience there is a hybrid "individual and

organizational response to turbulence and discontinuities". This entails both the ability to withstand systematic discontinuities as well as the capability to adapt to new risk environments. (Starr et al, 2003, Creighton et al 2009). Resilience may act as a "possible mechanism of homeostatic providing the organizational system with the capability to maintain critical variables" (Beer, 1972) and "stability of a system's internal environment despite the possibility of turbulent external environmental conditions (Beer, 1985). Barnard and Bhamra (2011) posited that organizational resilience may offer a means to develop organizational systems capable of overcoming this complexity within turbulent environmental conditions adjustments to immediate risk and preparation for future uncertainty cultivating the elements of resilience may prove fundamental in an organizational achieving a sustainable competitive advantage through what could be considered "strategic resilience". Organizational resilience is the "ability of an organization to anticipate prepare for response and accept incremental change and sudden disruption in order to survive and prosper" (Ponomaron and Holcomb, 2009).

Human capital as conceptualized and consists of four subsets: Psychological capital, intellectual capital, Emotional capital and social capital (Fitzenz, 2000). It is termed as "PIES". Psychological capital is an individual is positive psychological state of development (Shehnawaz and Hassan Jafri, 2009). The resurgence of this movement has enhanced awareness of the relative importance that positive psychological strength and capacities have on human functioning (shahnawaz and Hassan Jafri, 2009) Luthans, (2002a, 2002b and cameaon et al, 2003). Psychological capital represents "individual motivational propensities that accrue through positive psychological constructs, such as efficacy, optimism, hope and resilience" (Luthans, Avolio, Avery and Norman, 2007).

Albeit a whole gamut of scholarly works abound pertaining to organizational resilience (Zhang and Wenwen, 2012; McManes, Seville, Brunnsden and Vargo, 2007; Hamel and Valkanas, 2003; Cumming, 2005 and Richton, 2009) but there is none to the best of our knowledge on psychological capital and organizational resilience in selected oil/gas firms in Port Harcourt, Rivers State. This is the identified gap in literature which this study intends to abridge.

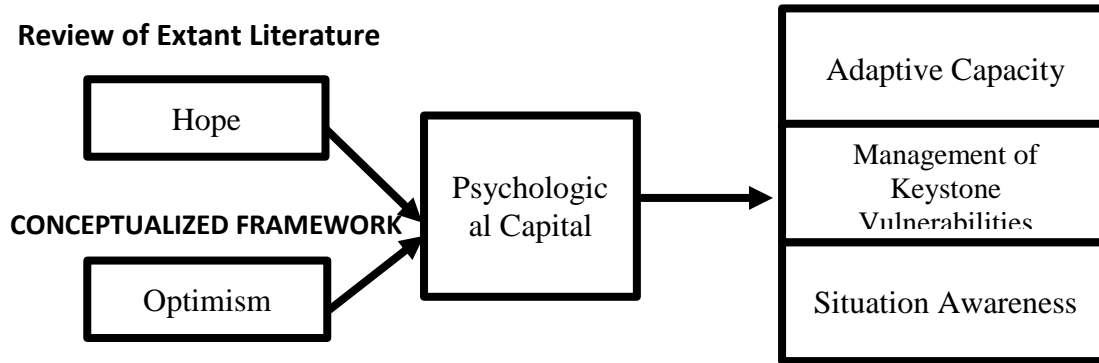
Attribution Theory

This theory predicted is in the works of Kurt, Julian, Atkinson, Fritz, Harold, Kelly and Weiner. Heider (1958) contented that people try to identify the dispositional properties that underline observed behavior and do so by alluding that behavior is occasioned either to: External (situational) causes or Internal (dispositional) causes.

This is a theory about how people explain things.

Attribute theory: This theory is concerned with the perceived causes of success and failure for both the self and others. Attribution inquiry focuses on the ancients belief and their consequence. An amalgam of assumption data, hypothesis and theories related to phenomenal causality under the rubric of attribution theory.

Attribution theory investigates the perception of causality or the judgment of why a particular incident occurred. This allocation of responsibility manifestly guides subsequent behavior i (Weiner, 1972). Weiner's attribution theory model: antecedent conditions, perceived causes, causal dimensions, psychological consequences and behavioral consequences.



A resilient organization “must manage its information physical, digital and intellectual properly throughout its life cycle from source to destruction” (Gunderson, 2000). The scholar also asserted that resilient organization’s deploy rather than restrict resources when acting threat. (Gittellim and Rivas, 2006) found that “firms which engaged in lays offs as a response to the terrorist attack compromised their established relationships with suppliers and customers and where less able to regain profitability”. This study found that organizations with the greatest financial and have strove to avert high levels of debt prior to the event were able to return to and surpass previous performance without resorting to layoffs. To be resilient is to arm an organization for adversity which requires “an overall capability, i.e. a generalized capacity to investigate, to learn and to act without knowing in advance what one will be called to act upon” (Wildavsky 1988).

HOPE: Hope is based on position that is psychological (Rick and Synders, 2000) and entails extensive theory building. Psychological capital has dimensions of hope, optimism, efficacy and resilience (Luthans and Youssef, 2004, Coutu, 2002, Bandura, 1997) and research. Hope is defined as “a positive motivational state that is interactively derived of successful”. It is conceptualized and measured as both a dispositional trait and a state (Syner et al, 1996). Hope is defined as a “positive motivational state is based on an interactively derived sense of successful agency (goal directed energy) and pathways (planning into meet goals). This psychological constraint is made up of tripartite conceptual foundations; agency pathway and goals. The agency perspective of hope is considered as having the will to accomplish the intended or desired effect (Synder, 2000, 2002; Synder, et al 1996). Hence, it is considered that hope entails the agency or motivated energy to pursue a goal, which like efficacy, is a state. It also has to do with not just identifying goals but also alternative ways to reach those goals. Hence, it entails the will to succeed and pursue the way to success (Synder, 2000).

Optimism is a generalized positive outlook or expectancy (Carver, Scheier, Miller, and Fulford, 2009), as well an Attributional style that explains positive causes, and negative events as external, temporarily and situation-specific (Seligman, 1998). Similar to hope, optimism has been conceptualized and measured as both a dispositional trait (Scheir & Sarver, 1989). Relationships between optimism and desirable outcomes, including those in the workplace, have been empirically demonstrated (Seligman, 1998 & Youssef & Luthan, 2007). Seligman (1998) posited that optimistic are “those who wake internal as table and global attribution regarding position events (e.g. task accomplished) and those attribute external, unstable and specific reasons for negative events”.

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Optimism is a dimension of psychological capital that is akin with the positive outlook or attribution of events which encapsulates positive emotions and motivation and has the crazy of being realistic (Lehman, 2002). Realistic optimism is “very dynamic and changeable and is considered starter-like” (Peterson 2000). This entails an evaluation of what one can and cannot accomplish in a particular circumstance which adds to one’s efficacy and hope (Avery and Norman, 2007).

Materials and Method

Research Design

This study employed cross sectional survey of quasi-experimental design. This approach was chosen because the data for the study was collated at once in course of the study. This research presupposes that the respondents will recall their past activities evaluate their present operations and forecast future occurrence and how they contribute to the study being conducted (Bari dam 2001).

Population and Sampling Procedure

The population of this study consists of all manager firms in selected oil and gas firms in Port Harcourt, Rivers State. The population of the study is 180 managers in the oil and gas firms in Port Harcourt.

Table 1: Response Rate from field Data Collection

	No. of cases	Percentages
Copies of Questionnaires	180	100%
Copies of questionnaires retrieved	170	94%
Copies of questionnaires not retrieved.	10	6%

Source: Survey data, 2018

From the foregoing data, a total of 180 copies of structured questionnaires were administered 170 retrieved from the respondents. This indicates that 94% questionnaires were retrieved from the respondents.

Table 2: Reliability Analysis Scale- (Alpha)

Variables	No. of items	Alpha coefficient
Psychological capital	3	0.723
Hope	3	0.821
Optimism	3	0.672
Organizational resilience	3	0.854
Adaptive capacity	2	0.559
Management of keystone variables	2	0.692
Situational awareness	3	0.845

Source: SPSS version 20, 2018

While 10 copies were not received from the respondents. This is a result of the survival excuses or busy work schedules and absence of the respondents at the time of revisits.

Descriptive Statistics on the Variables Presented in table 3 is the Descriptive Statistics for the Study Variables

Table 3: Descriptive Statistics on Variable

	N	Mean	Std. Deviation
Psychological capital	123	4.001	0.734
Hope	123	4.123	0.774
Optimism	123	4.201	0.752
Organizational resilience	123	4.214	0.773
Adaptive capacity	123	4.154	0.764
Management of keystone vulnerabilities	123	4.142	0.784
Situational awareness	123	3.712	0.6142

Source: SPSS version (20), 2018

		Psychological capital	Adaptive capacity	Management of keystone vulnerabilities	Situational Awareness
Spearman's rho	Psychological capital coefficient sig. (2 tailed) N	1.000	.682	.574	.472
		123	123	123	123
	Adaptive capacity coefficient sig. (2 tailed) N	.682	1.000	.525	.425
		123	123	123	123
	Management of keystone vulnerabilities N	.574	.682	1.000	.522
		123	123	123	123
	Situational Awareness N	.472	.574	.682	1.000
		123	123	123	123

Testing of Research Hypotheses

Note: Correlation is significant at the 0.05 level (2-tailed)

Source: Survey data, 2018

H01: There is no significant relationship between psychological capacity and adaptive capacity in selected oil and gas firms in Port Harcourt, Rivers State. The findings show significant relationship exist between psychological and adaptive capacity in selected oil and gas firms in Port Harcourt , Rivers State where $\rho=0.682$ and p value = 0.05, where significance is at 95% confidence level. We therefore reject the null hypotheses based on the adopted criteria of $p<0.05$.

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H02: There is no significant relationship between psychological capital and management of keystone vulnerabilities in selected oil and gas firms in Port Harcourt, Rivers State. The findings show significant relationship exist between psychological capital and management of keystone vulnerabilities in selected oil and gas firms in Port Harcourt, rivers State where $\rho=0.574$ and $p\text{-value}=0.05$ where significant is at 95% confidence interval. Hence, we reject the null hypotheses based on the adopted criteria of $p<0.05$.

H03: There is no significant relationship between psychological capital and situation awareness in selected oil and gas firms in Port Harcourt, Rivers State. The findings show that significant relationship exist between psychological capital and situational awareness in the selected oil and gas firms in Port Harcourt, Rivers State. Where $\rho=0.472$ and $p\text{-value}=0.05$ where significant is at 95% confidence level. We therefore reject the null hypotheses based on the adopted criteria of $p<0.05$.

Discussion of Findings of the Study

The following are the findings of the study:

- Psychological capital affects adaptive capacity in selected oil and gas firms in Port Harcourt, Rivers State. This is in congruency with the works of Luthans, Avery, Avolio and Norman (2007).
- Psychological capital affects management of keystone vulnerabilities in selected oil and gas firms in Port Harcourt, Rivers State. This finding aligns with the works of Synder (2000) and Peterson (2000).
- Psychological capital affects situation awareness in selected oil and gas firms in Port Harcourt, Rivers State. This finding is in consonance with the works of Seigman (1998) and McManes, Brunnsden and Vargo (2007).

Conclusions of the Study

Drawing from the findings above, the following conclusions are arrived at:

Psychological capital significantly affects adaptive capacity in selected oil and gas firms in Port Harcourt, Rivers State.

Psychological capital significantly affects management of keystone vulnerabilities in the selected oil and gas firms in Port Harcourt, Rivers State.

Psychological capital significantly affects situation awareness in selected oil and gas firms in Port Harcourt, Rivers State.

Recommendations of the Study

From the foregoing, the following recommendations are adduced:

1. Psychological capital should be employed to attain organizational resilience in the dimension of adaptive capacity in the dimension if adaptive capacity in the selected oil and gas firms in Port Harcourt, Rivers State.
2. Psychological capital should be used to achieving organization resilience in the facet of management of keystone vulnerabilities in selected oil and gas firms in Port Harcourt, Rivers State.
3. Psychological capital should be utilized to attain organizational resilience in the dimension of situation awareness.

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