

Integration Challenges of Expatriates in the Nigerian Oil and Gas Sector

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Abstract

In the oil and gas sector, expatriates play an essential role because of their numerous advantages in creating knowledge. The discovery of oil in Nigeria created an opportunity for domestic and international investors to establish subsidiaries and partake in importing and exporting crude oil. However, these expatriates suffer conflict in performance optimization due to internal and external differences. Hence, this study examined the integration challenges peculiar to expatriates in the Nigerian oil and gas industry to stimulate optimization and consequently, national development. This research hoped to reveal the integration challenges of expatriates in the oil and gas sector. In order to achieve the research objective, a survey design was used to confirm the reliability of the qualitative instrument (Questionnaire) via a pilot test. This study used a blend of qualitative and quantitative approaches known as the mixed method. In addition, the secondary research was used to produce a research report theoretically informed by several related works of literature, particularly in the areas of expatriates' integration and work adjustment theory. After the data collection, the statistical package for social science and the correlation analysis was used to examine the strength and relationships among the different constructs. From the result obtained, the study found a clear cultural difference between Nigerian culture and the expatriates in terms of language, educational system, food and dressing. While gender was dismissed as a factor, expatriates affirmed that climatic conditions in Nigeria contributed positively to their performance. The discovered results were compared with previous research findings to validate the established data's authenticity.

1. Introduction

Petroleum products are being used in a wide variety of everyday items, from PPE to plastics, to chemicals, to fertilizers, to aspirin, to clothing, to car fuel, to solar panels and to making fuel, one of the most valuable commodities in the world that accounts for about 3% of GDP. When considering its importance and necessity to both the North and the South, it is clear that oil is a substance that may unite these two regions. Oil is integral to the development of

western civilization and the technological progress of the various western nations. According to Hamid (2012), the discovery of oil in Nigeria on the 12th of June, 1956 was followed by the entrance of multinational companies into Nigeria; their entrance also resulted in the number of foreigners coming into Nigeria to work. Among these foreigners were workers being sent on international assignments by their respective home-based organizations. In Egunjobi's (2013) opinion, the need for

these expatriates came as a result of the increment of the activities of these companies into foreign countries, including Nigeria, due to the establishment of subsidiaries. These expatriates are means of knowledge transfer in their organizations as they facilitate in improving the performance of subsidiaries through the distribution of their work experience and knowledge in overseas subsidiaries where such knowledge is lacking (Heirmac, 2015). Therefore, expatriates are integral part of multinationals in the oil and gas industry; they are indispensable in this sector owing to the numerous roles they play in imparting Knowledge and representing their home offices (Obioma, 2012).

However, Heirmac (2015) worried that expatriates have traditionally been posted into challenging geographical domains, such as climatically harsh, diseases prevalent, insecure, and dangerous places, in search of mineral wealth. They face difficulties in communication, climatic change and cultural difference in both short-term and long-term assignments (Akinwale, 2012). Some of the difficulties expatriates experience can be attributed to gaps in the home and host country support systems of the employee. Some overseas assignments fail because the company sending them made a bad hire; in these circumstances, the assignments would have failed regardless of

who they sent (Taghizadeh-Hesary et al., 2016). No amount of assistance from the company can guarantee success for an expatriate employee if they lack the qualities necessary to flourish in the new setting. Inadequate training for expatriates is also another issue. If an employee is not well prepared for life abroad, there is a far higher chance that they will fail. Preparing an expatriate for their function and mission should not be rushed, and should involve cultural and linguistic training appropriately. Also, lack of a formalized method of communicating with their employee abroad contributes to the difficulties expatriates face (Du et al., 2010). To avoid the pitfalls of culture shock, social isolation, and domestic difficulties that might accompany a move abroad, expatriates must be well-prepared for their new lives. The employee has an obligation to disclose issues and seek support because they can lead to expatriates' failure if not addressed.

Some of these expatriates integrate easily into the Nigerian environment, while it is a stumbling block to others. These challenges affect some expatriates' performance, and it results in an abrupt ending of the assignment, thereby resulting in considerable loss of income for the organization and loss of respect for the expatriate concerned (Nwankwo, 2014). These challenges must be addressed and

eliminated for expatriates' assignments to be fruitful since such assignments have been proven to be cost-intensive and inevitable. The rationale for this research is necessitated by the need to critically assess the integration challenges expatriates in the Nigerian oil and gas sector experience, and how they affect their performance. The integration measures adopted by some expatriates to integrate easily into the Nigerian environment will also be critically assessed in order to find a link between the two.

Some studies have highlighted and discussed the critical issues experienced by expatriates in the Nigerian oil and gas sector with the aim to raise awareness about the issues and also provide a solution for the expatriates (Akinlo, 2012). However, Heirmac (2015) posited that despite vast studies conducted on expatriates in Nigeria since after independence, expatriates in Nigeria's oil and gas sector are still affected by various integration challenges, which affect their performance in Nigeria. This reality has mandated the need to distinguish between integration challenges of expatriates on short and long-term assignments. Nevertheless, these are not always crystal clear because some expatriates fail while some succeed in their various short or long-term assignments. For instance, the research conducted by Eze and Awolusi

(2018) revealed that the majority of the expatriates noted that short-term assignments have no negative effects on their performance, thus, they prefer long-term assignments. This alone should raise questions about long term assignments and the reason it is preferred instead of the short-term that has no negative effects on the expatriates. Also, what are the approaches adopted by some expatriates to adopt into the Nigerian environment? This should also raise questions about how the human resources management of the company assigns tasks to these expatriates. Do they consider the expatriate's integration challenges? This study contends that there is room for improvement in the current state of integration challenges expatriates face in Nigeria's oil and gas sector, and there is a need to investigate the nature and issues that are critical in both short and long-term assignments.

This research is based on the premise that multinationals management should develop a more adaptable approach in aiding expatriates' challenges in Nigeria arising out of the conflict of personality, culture shock and communication. The human resources management of these organizations possesses the power to develop new strategies and approaches that will make work easier for the expatriates, and a large

default on their side largely affects the employees and the state of the organization.

1.2 Objective of the study

There is a need to investigate the integration challenges of expatriates in Nigeria's oil and gas sector over the years and how it affects their performance, and also how the theory of work adjustment can be successfully applied to make them adapt to the work environment easily. Through this, the research hopes to reveal the critical issues that are applicable to their integration into Nigerian society. Consequently, the effects of these challenges on the expatriates would be well studied and understood to reduce or eliminate any bad occurrence prevalent to happen to any expatriate in the future. It is expected that the research discover various common patterns of integration culture applicable/employed to the expatriates in the Nigerian oil and gas sector and how it relates to the challenges that have been detected among selected cases. The specific objectives are given below:

- i. to investigate the most significant integration challenges that have contributed to expatriates' inefficient performance in Nigeria's oil and gas sector,
- ii. to understand how these challenges that are responsible for bad performance in selected cases could have been prevented or fixed through

the application of work adjustment theory, and

- iii. to recommend workable solutions for ensuring a strong integration culture for expatriates in Nigeria that can effectively prevent, detect and resolve the occurrence of bad performance among expatriates in the Nigerian oil and gas sector.

The above objectives led to the following research questions.

- i. What are the critical integration challenges faced by expatriates in the Nigerian oil and gas sector?
- ii. How can expatriates integrate easily into the Nigerian environment without affecting their performance?
- iii. What are the measures that need to be in place to ensure the effectiveness of workable solutions in preventing the occurrence of bad performance?

1.3 Literature Review

The challenges of expatriates in the Nigerian oil and gas have been widely discussed in previous studies. Many scholars approached the phenomena from different angles depending on which aspect of integration they consider expedient at the time of their research. However, one may not be wrong to say that the topic of expatriate performance and challenges are inexhaustible owing to

the different political, economic and social factors influencing it. Okpara and Kabongo (2011) stated that communication difficulties, climatic change and culture difference are the major issues expatriates face in Nigeria that affect their performance. They further stated that since these factors can affect the performance of expatriates while on international missions, the better it becomes for both the expatriates and the respective organization that bear the burden of financial losses when these expatriates fail to achieve their objectives to become aware and develop strategies such as cross-cultural training.

On the cultural attitudes of Nigerians towards westerners, Okpara and Kabongo (2011) asserted that the cultural characteristics of the society may present a major challenge for western expatriates in Nigeria. For example, they may not understand why nepotism and favoritism are common in most modern organizations in Nigeria. On the influence of gender in expatriates' integration, Heirmac (2015) argued that female expatriates might have problems integrating into the society because, in some Nigerian cultures where women do not have equal status with men, the environment render the female expatriate ineffective. While Okpara and Kabongo (2011) analyzed the challenges from a general point of view, Heirmac (2015)

studied the challenges from a gender point of view which showed that the integration challenges of expatriates may be more complex than what it seems in the Nigerian oil and gas sector. Tung (2016) agreed with this as she stated that the issue of expatriation is complex even when the organization makes efforts to help expatriates adapt to the foreign environment.

On expatriate adaptability and adjustment into the Nigerian society, Eze and Awolusi (2018) argued that even with expatriate adjustment into the society, the environment still needs to be calm and serene, and expatriates' socio-cultural and psychological characteristics can only reflect in that society when the ambiance is right. Okpara and Kabongo (2011) also stated that the culture, history, and general behavior of Nigerian citizens is another factor that can reduce the expatriate's level of anxiety, anger, frustration, and concern, which may have impacted expatriate performance negatively. This poses a critical challenge for some expatriates whose personalities may be very different from the ambiance of the environment, which will later affect their performance in their various assignments. A study on the implications of communication problems, short-term assignments, cultural differences, expatriates' characteristics, and environmental circumstances on expatriate assignment performance in Nigeria is long

overdue (Maley & Moeller, 2017; Lin-Hi & Blumberg, 2016). Many firms cross-post workers with joint venture enterprises, so this research is important for understanding the elements that can affect an expatriate employee's performance while on overseas assignment. The traditional idea of transporting employees (and their families) to unfamiliar places should be scrapped. Provisions should be established for employees departing their comfort zones to ensure their survival and essential job duties (Romani et al., 2016).

Old practices of dispatching expatriates without sufficient planning should be revisited (Maley & Moeller, 2017). The failure of an expatriate in my organization is costly and heartbreaking. Some people grow so irritated or depressed that they try to kill themselves out of shame or pride. Failure leaves an individual with a sour taste and an organization with empty coffers (Karaosmanoglu et al, 2016; Hjerto & Kuvaas, 2017). In a company which handles flammable liquids/gases, poor performance is much more concerning. Hydrocarbons can ignite spontaneously, and the outcome is scary. Therefore, all conditions needed for an expatriate worker to perform successfully must be met; they must be well supported (psychologically, emotionally, and physically) before, during, and following the deployment (Sugathan et al, 2017). Tung

(2016) emphasized that researchers generally disregard the expatriate's professional path after returning home. Research should examine whether international assignment benefited all expatriates evaluated (Maley & Moeller, 2017). Like previous scholars, Tung (2016) acknowledged that expatriation and repatriation's concerns are difficult. She observed that while companies help expatriates acclimate to the foreign environment with pre-departure workshops as well as other mobility support, career progression prospects and relocation following return are frequently disregarded.

1.3.1 Gaps in the Knowledge

The existing body of literature already showed that various environmental challenges play an important role in the performance of expatriates in the Nigeria oil and gas sector. Also, different studies showed that expatriates' personalities, gender, and social background play a huge role in this process which can lead to good performance or bad performance depending on the context. However, there is a lack of sufficient clarity on the specific integration challenges that determine and mark a distinction between short and long-term expatriates' assignments. Also, there is a need for clarifications on specific approaches/techniques employed by some expatriates to integrate easily into the

Nigerian environment. This study sets out to advance the existing body of literature in this area by examining recent integration approaches adopted by some expatriates and integration challenges of expatriates in the oil and gas sector to discover common patterns in expatriates' integration into the Nigerian environment and the impacts on their performance.

1.4 Methodology

This study adopts mixed method which combines both qualitative and quantitative methods of research (Malina *et al.*, (2011). In this case, the quantitative method of research is employed to examine the relationship between variables, the challenges of expatriates in Nigeria and their assignment's performance, in order to analyze and represent the relationship through statistical analysis and inferences established. The qualitative method of research is also employed since it allows in-depth examination of human behavior (Braun *et al.*, (2017). An interview or focus group discussions on thoughts and views of expatriates in the Nigerian oil and gas sector on integration approaches they have adopted in Nigeria and how it has played a huge role in their adaptability into the Nigerian environment will be conducted. This paper is proposing an exploratory case study research because it can give an in-depth insight into the research topic and also plans

to make use of archival research and secondary sources to examine the integration challenges of expatriates in the Nigerian oil and gas sector in order to produce a research report that is theoretically informed by several related works of literature particularly in the areas of expatriates' integration and work adjustment theory.

1.4.1. Population, Sources of Data and Sampling Technique

A random sample strategy is used for the data collection process during the sampling phase. A valid generalization of the outcomes gained for this investigation will be made possible as a result of this. In addition, the data will be collected from the geographical regions of Nigeria, as well as from primary sources, which included personnel in the oil and gas industry, and secondary sources, which included research databases. This allows for a thorough perception of integration challenges of expatriates in the Nigerian oil and gas sector.

1.4.2. Data Analysis Technique

This study makes use of quantitative methods for data analysis. The goal of quantitative research is to acquire data that can be quantified and used to develop generalized results, and this is accomplished by the use of mathematical, algorithmic, or

statistical methods to the study of human behaviour. Polls, questionnaires, surveys, tables, charts, and graphs are all tools that can be used in this research analysis to learn more about a topic and develop broad conclusions about it, such as patterns to look for, events to anticipate, or relationships to test hypotheses about. Statistical Package for the Social Sciences (SPSS) was used for data collection and analysis (Selmer & Luring, 2010; Tharenou, 2011, 2013). Strength and correlations between the various constructs were analyzed using correlation analysis (Selmer & Luring, 2010; Tharenou, 2011, 2013).

1.4.3. Work Adjustment theory

This theory explains and describes how workers adjust to their work environment; it explains adjustment as the interaction of a person with the environment (Dawis, 2005). Work adjustment is one of the most proximal predictors of expatriates' performance, and adjusted expatriates are more likely to perform more effectively in their various assignments, be it short or long term, because they are more comfortable with various aspects of their jobs. Black and Gregersen (1991) described work adjustment as the adjustment to work values such as expectations and standards in the host country. This theory is sometimes referred to as the person-environment correspondence theory, which was originally

developed by Rene Dawis, George England and Lloyd Lofquist from the University of Minnesota in 1964.

This theory acknowledges that the correspondence between person and environment may not be perfect, probably because an individual chose a wrong career or an employer chose a wrong candidate. The flexibility of a person or an environment will determine the extent to which they can tolerate any lack of correspondence between abilities and requirements, and/or values. A good combination of work adjustment results in job satisfaction and satisfactory job performance. A poor match leads to worker dissatisfaction and poor performance. As proposed by Dawis (2002), Person-environment correspondence theory focuses on how two different types of person-job fit, which are needs- supplies fit and abilities-demand fit, which ultimately predict job tenure. Abilities-demand fits the correspondence between the knowledge and skills of the individual and the demands of the job, whereas needs and supplies fits describe the correspondence between the needs and values of the individual and the strength that the job can supply.

The work adjustment theory proposes active and reactive strategies that individuals might adopt to improve their work circumstances.

The theory provides valuable recommendations for helping workers who struggle with job dissatisfaction and poor performance due to several reasons. Work adjustment theory is focused on in this research because it is the most prominent vocational theory that is particularly concerned with predicting employee turnover. The work theory is the best practical example of how expatriates should relate to their environment and integrate

easily into the environment as it sets a path to be followed to improve their performance in their assignments.

1.5. Results and discussion of findings

Table A shows the demographic characteristics of respondents. The respondents' age ranges from 20-50 years and above, working in the oil and gas sector, with different educational backgrounds. All have worked between 1-20 years and above.

Table A: Demographic details of respondents

Demographic characteristics	Number	Percent
Gender		
Male	129	98.47
Female	3	1.55
Age range		
20 – 30	0	0
31 – 40	17	12.85
41 – 50	30	20.77
51 - 60	30	20.77
61 and above	32	23.60
Marital status		
Married	0	0
Single	120	100
Experience		
1 -5 years	25	19.45
6 – 10 years	25	19.45
11 – 15 years	47	35.92
16 – 20 years	24	18.46
	10	7.70
21years and above		
Sector		
Oil and Gas	120	100

Data was collected and analyzed through Statistical Package for Social Sciences (SPSS) (Selmer & Luring, 2010); Tharenou, 2013). Correlation analysis was carried out to examine the strength and relationships between the different constructs (Selmer & Luring, 2010; Tharenou, 2013). The results of these

analyses are shown in Table A. The correlations in Table A agreed with the strength of all constructs, which shows significant positive relationships amongst the constructs at different levels of significance. The mean and the standard deviations validate the different data collection (Inkson & Myers, 2003).

Constructs	Obs	Mean	SD	1	2	3	1	2	3
OPERF	131	4.22	0.945	1.01					
EC	131	3.38	0.932	0.40***	1.01				
WFRC	131	4.25	0.832	0.26*	0.32**				
						1.01			
OPERF	131	3.67	0.845	0.25*	0.32**	0.32**	1.01		
EC	131	3.13	0.934	0.26*	0.32**	0.36*	0.32**	1.01	
WFRC	131	3.29	0.932	0.22*	0.32**	0.26*	0.32**	0.32**	1.01

Remember: *p≤0.1, **p≤0.05, ***p≤0.001

1.5.1 Testing of research hypotheses

Hypothesis 1-5 Analysis, Presentation, and Interpretation of the Result

4.1.1. Specification, Measurement of the Model Variables and results for Hypothesis 1-5

MODEL

$$EAPERF = a_0 + a_1COD + a_2STA + a_3CUD + a_4EPC + a_5DCC + e \text{ --- (1)}$$

Regression Analysis

Table B: Regression Results: Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the estimate
	.672a	.512	.582	.68438

Source: Researcher Framework

Where

EAPERF means expatriates' assignment performance, STA is a short-term assignment, COD is communication difficulties, CUD is a cultural difference, DCC is a difference in climatic conditions, EPC is Expatriates' personal characteristics, and $a_0, a_1, a_2, a_3, a_4,$ and a_5 are the estimated parameters, while e is the error term.

According to Laurant & Selmer (2010), the coefficient of determination (R^2) shows the changes/ difference in our dependent variable due to changes in the independent variable. Therefore, the adjusted R^2 was 0.582, which simply

means that 58% variation in expatriate performance is caused by changes in all the critical factors, while the remaining 42% are factors that are not shown in the model but affect expatriates' assignment performance.

Table C: Regression Results: ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	573.855	3	158.878	142.862	.000
Residual	258.115	135	1.158		
Total	836.970	138	160.036		

Source: Researcher Framework

The value for the F-calculated of 0.000 was greater than the critical value of 0.05; therefore, we reject the null hypothesis based on the decision rule, which states that the critical factors or challenges will affect expatriates' assignment performance.

1.5.2 Discussion of Findings

Summarily, the study posits the integration challenges of expatriates in the Nigerian oil and gas sector. The objectives of their assignments and the duration of assignments are enough for the expatriates to adapt and execute their assignments though they agreed that they could perform better with longer durations. Furthermore, the results also discovered a clear cultural difference between Nigerian culture and that of the expatriates in terms of language, educational system, food, dressing. Several expatriates, due to no cross-cultural training, experience

culture shock as age, experience, and attitude play an important role in expatriate performance. Studies have shown that experienced expatriates who are young with positive attitudes make excellent performance. The results above showed that gender has no visible effect on expatriate performance. Expatriates agreed that climatic conditions such as rainfall, sunshine, and heat in Nigeria contributed positively to their performance. On communication difficulty, the majority of the respondents (67%) agreed that they had appropriate communication before coming to Nigeria, communication is seamless in their organization, and the expatriate assignment program is well documented. Half of the respondents (50%) agreed that two-way communications are crucial, and 61.3% agreed that the organization communicates the challenges of expatriates'

assignment organization properly. This open communication on challenges of expatriate assignment in Nigeria positively affects the performance of the expatriates. The majority of the respondents (66%) also agreed that before they proceeded on their journey, the expatriates' assignment and its objectives are communicated to them, which positions most of the expatriates for larger exploits. Expatriates are advised to learn the language of the locals ahead of time to enable them integrates and adapt easier. This fact may have resulted in 84.2% of the expatriates communicating properly and freely with the locals. The result of our first question showed that communication difficulty has a negative effect on expatriate performance in Nigeria, as we hypothesized (H1) previously.

From these results, 78.76% of expatriates agreed that their adaptation was not affected by short-term assignments, and 65.66% also agreed that the period of their assignment is sufficient for them to carry out their assignments appropriately. Then, majority of expatriates (65.66%) also agreed that owing to the short duration of the assignment, STA separates them from their families since they cannot take their family along with them. Conversely, 50% agreed that long-term assignments unite them more with their families, and 78.76% agreed that LTA generate better performance. Though long-

term assignments are preferred, short-term assignments do not have negative effects completely as hypothesized (H2).

The main result from this survey on the integration challenges of expatriates in the Nigerian oil and gas sector in Nigeria showed that 50% of the expatriates experienced culture shock, and 89.88% did not receive cross-cultural training before coming to Nigeria. The majority of the respondents disagreed that the food in Nigeria and their respective countries are similar, men have more respect for their culture, and elderly people are treated better in their country than in Nigeria. Some of the respondents neither disagreed nor agreed on the similarity of Nigeria's educational system and theirs. Several respondents disagreed that there is cultural similarity and general way of life between their country and Nigeria. This finding confirmed our third hypothesis (H3).

The majority of expatriates (>75%) agreed that age and experience improved their performance. They didn't show any difference in whether gender influences their performance at work or not. This confirmed the fourth hypothesis (H4).

Most of the respondents (>60%) observed that there is a difference in climate, rainfall and general condition between Nigeria and their country.

About 65% of respondents disagreed that that life became more difficult due to climate change or Nigeria is hotter than their countries. More respondents (>65%) agreed that the climate in Nigeria is moderate and encouraged expatriates to perform better. This answer approved hypothesis (H5)

From the study, we observed that all the expatriates are satisfied working in Nigeria. More respondents (>75%) agreed that since they came to Nigeria, they received adequate support during their assignment, and their careers had grown. The expatriates also agreed that the climate conditions in Nigeria contributed to their great performance at work. Some of the respondents (50%) were undecided about their family members being happy staying in Nigeria while they embark on their assignments. All the expatriates strongly agreed that their expatriates' assignment in Nigeria is a success.

According to Groysberg and Abraham (2014); Molinsky and Melissa (2016), the findings above are similar to many previous studies. Particularly, Groysberg and Abraham (2014) observed the significant effect of experience and family factors on expatriates' assignments. The study, therefore, concludes that before an expatriate should embark on an assignment, he/she should first consider the challenges

the assignment would have on his family, skills, experiences, and networks. Furthermore, for international assignments to be successful, expatriates should have an open mind and learn to adapt to foreign cultures focusing on the skill to be developed (Molinsky & Melissa, 2014).

1.6 Implications

My research on the integration and challenges of expatriates in the Nigerian oil and gas sector is workable because it aimed to reveal the integration challenges of expatriates in the oil and gas sector and how it is being managed. The research revealed the process in which these expatriates integrate into the Nigeria work and social environment over the past few years. I believe this research can be helpful to multinationals organizations since expatriates are an important part of the business and they are indispensable; the research benefits the human resources departments of multinational companies because the critical positioning of an expatriate is crucial to the human resource department.

By revealing the integration challenges expatriates face in their work country using cases of expatriates in Nigeria as a reference, organizations can learn from their past mistakes and develop new strategies that will make integration easier for

expatriates. Therefore, the study also help to reveal specific challenges specific to short-term and long-term assignments and other critical integration challenges that affect expatriates in the Nigerian oil and gas sector.

1.7 Conclusion

Similar to previous studies, findings from this study revealed the challenges such as short-term assignment (STA), expatriate's personal characteristics (PC), communication difficulty (COD), cultural difference/diversity (CUD), and difference in climatic conditions (DCC). These challenges contribute to the result of expatriate performance depending on the way the challenge is managed, which can be positively or negatively.

The data also revealed that majority of the expatriates are males of various experiences in the oil and gas industry with various age ranges, and are all single with various levels of education. However, from the findings of this study, it can be deduced that all the challenges (short-term assignment, communication difficulties, expatriates' personal characteristics, difference in climatic conditions, and cultural differences) are significant factors affecting expatriates' assignment performance in the oil and gas sector. The challenges and expatriates' assignment performance were statistically significant at 5 percent level.

These results indicate that the challenges of the expatriate in the oil and gas sector can be influenced by the factors mentioned. The findings can be summarized as follows:

- i. Long-term assignments are preferred by expatriates for greater performance, and Short-term assignments might not be as negatively influential.
- ii. Communication forms a good foundation for success in an expatriate assignment in Nigeria.
- iii. Cultural differences have is not a major challenge on expatriate performance in Nigeria, but cross-cultural training can help to decrease culture shock and improve performance.
- iv. Expatriate's gender is hardly of any influence, while age and experience are very important in expatriate performance in Nigeria.
- v. The climate condition in Nigeria is generally pleasant to expatriates and made their performance in the oil and gas sector easier.
- vi. Based on the above findings and summary, cross-cultural training is recommended to aid most expatriates who did not have cross-cultural training to reduce culture. As such, employers are highly recommended to communicate with the expatriates

whether assignments are short-term or long-term.

1.4.2 Limitations

Due to the scope of the research, the findings may not be generalized to other organizations in the industry. Also, some expatriates might be afraid to give honest answers for fear of being victimized, but the reassurance of anonymity was given strictly. The use of secondary data in the research may have another aim and objective, different from what is required in this research; therefore, they may not be compatible with the research questions. Also, the use of archival research poses other limitations, such as the exemption of relevant materials which may not be available in the selected database. Furthermore, the selection of materials is based on the personal judgment of the researcher, which may also lead to the exemption of other relevant researches.

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