

## EMPLOYMENT CONTRACT PERFORMANCE AND ORGANIZATIONAL RESILIENCE OF MULTINATIONAL OIL AND GAS COMPANIES IN NIGERIA

**Gboms, S. D.**

Department of Business Administration, Faculty of Administration and Management, Rivers, State University, Nkpolu- Oroworukwo, Port Harcourt, Nigeria

**Biriowu, C. S.**

Department of Employment Relations and Human Resource Management, Faculty of Administration and Management, Rivers, State University, Nkpolu- Oroworukwo, Port Harcourt, Nigeria

and

**Baridam, L. Q.**

Department of Employment Relations and Human Resource Management, Rivers, State University, Nkpolu- Oroworukwo, Port Harcourt, Nigeria

### ABSTRACT

This study examined the relationship between employment contract performance and organizational resilience of multinational oil and gas companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of this study was the five (5) multinational oil and gas companies in Nigeria. Due to the fact that the number of the population is small and can easily be covered, a census method is used and as such accordingly represents the sample for the study. However, for the purpose of data collection, in distributing the questionnaire as an instrument, the researcher distributed forty (40) copies of questionnaire to managers. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. Findings revealed that there is a significant relationship between employment contract performance and organizational resilience of multinational oil and gas companies in Nigeria. Therefore, the study concludes that employment contract performance positively enhances organizational resilience of Multinational Oil and Gas Companies in Nigeria. Thus, the study recommends that Multinational Oil and Gas Companies in Nigeria should prioritize the effective performance management of employment contracts to bolster organizational resilience.

**Keywords:** Employment contract performance, organizational resilience, adaptability, situation awareness, keystone vulnerability

**INTRODUCTION**

Organizations around the globe are in a continuous dilemma of maintaining business performance. Most business organization managers around the world find it difficult to constantly achieve targeted business performance due to the dynamic nature, open market competition and globalization characterized with the 21st-century industry. Firms in different industries around the world have experienced unstable performance, seemingly uncertain on strategies to employ in reacting to flexible policies and unstable performance arising from challenges in the local and international business context (Arokodare & Asikhia, 2020). Organizations exist in a dynamic environment that is constantly changing. Managers have the task of coping with these changes as well as ensuring that their organizations survive and make profits. The concept of organizational resilience was borne out of the need for organizations to constantly keep themselves abreast of obstructions that may erode their entire existence and thereby take adequate precautionary measures which are regarded as anticipatory measures. The importance of organizations being resilient has a far-reaching effect on the position of the entire enterprise. Organizational resilience is a continuously moving target which contributes to performance during business-as-usual and crisis situations (Damavandi, 2023). It requires organizations to adapt and to be highly reliable (Bhardwaj, Lather & Gupta, 2020), and enables them to manage disruptive challenges (Scott, 2022).

The purpose of the study therefore was to examine the relationship between employment contract Performance and organizational resilience of Multinational Oil and Gas Companies in Nigeria. This study was guided by the following research objectives:

- i. Examine the relationship between employment contract Performance and adaptability of Multinational Oil and Gas Companies in Nigeria.
- ii. Determine the relationship between employment contract Performance and situation awareness of Multinational Oil and Gas Companies in Nigeria.
- iii. Examine the relationship between employment contract Performance and keystone vulnerability of Multinational Oil and Gas Companies in Nigeria

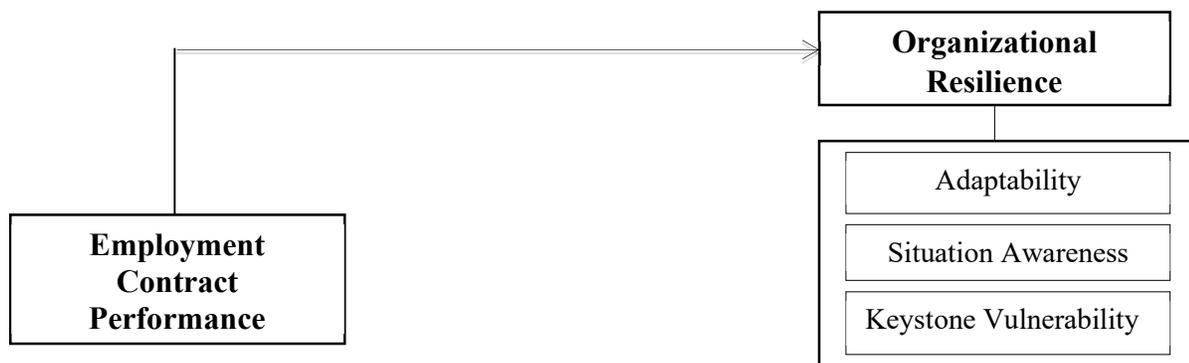


Fig.1 Conceptual framework for the relationship between employment contract performance and organisational resilience

Source: Author’s Desk Research, 2024

**Research Questions**

- i. What is the relationship between employment contract Performance and adaptability of Multinational Oil and Gas Companies in Nigeria?
- ii. What is the relationship between employment contract Performance and situation awareness of Multinational Oil and Gas Companies in Nigeria?
- iii. What is the relationship between employment contract Performance and keystone vulnerability of Multinational Oil and Gas Companies in Nigeria?

### **Statement of Hypotheses**

**H<sub>01</sub>:** There is no significant relationship between employment contract Performance and adaptability of Multinational Oil and Gas Companies in Nigeria?

**H<sub>02</sub>:** There is no significant relationship between employment contract Performance and situation awareness of Multinational Oil and Gas Companies in Nigeria?

**H<sub>03</sub>:** There is no significant relationship between employment contract Performance and keystone vulnerability of Multinational Oil and Gas Companies in Nigeria?

## **LITERATURE REVIEW**

### **Theoretical Foundation**

#### **Systems Theory of Industrial Relations**

The Systems Theory of Industrial Relations, developed by John Dunlop in 1958, conceptualizes industrial relations (IR) as a sub-system within the broader societal framework. Drawing on Personal sociology, Dunlop posits that IR operates alongside other sub-systems such as the political and economic systems, all of which interact with and are influenced by the overarching social environment. He emphasized four core processes input acquisition, transformation, output, and feedback highlighting the dynamic exchange between an organization and its environment. Within this system, IR encompasses key actors (employers, employees, and government), a body of rules that guide workplace interactions, and a set of contextual influences including social, technological, and legal factors. This approach marked a shift from traditional focuses on industrial conflict to an integrated analysis of rules and norms that structure work relationships. Dunlop's model made two critical contributions to industrial relations theory. First, it centralized the role of institutional rules and norms in shaping workplace dynamics, moving beyond simplistic views of conflict and bargaining. Second, it clearly outlined the components of an industrial relations system, allowing for a structured analysis of how these elements interact. In the context of studies like employment contract management and organizational resilience, systems theory offers a robust lens for examining how various internal and external factors influence one another. By viewing employment contracts not in isolation but as part of a complex, adaptive system involving organizational culture, power structures, and external pressures, researchers can better understand mechanisms of resilience and develop strategies to enhance long-term adaptability and performance. This interconnected view underscores how decisions in one part of the system, such as contract termination, can ripple through and affect overall organizational stability.

#### **Concept of Employment Contract Performance**

Employment contract performance encompasses the fulfilment of duties and responsibilities by both employers and employees as stipulated in the employment agreement. According to Eisenberg and Hill (2003), courts have historically defined rights, duties, and remedies within

employment relationships, enabling either party to claim damages in cases of proven breach under common law. These common law duties are mutually binding, with employees entitled to compensation if employers fail in their obligations, and vice versa. Effective contract performance is fundamental for sustaining trust, ensuring compliance, and enhancing workplace productivity. When both parties meet their obligations such as prompt wage payments, adherence to job descriptions and provision of safe work environment organizations benefit from improved employee engagement and operational efficiency. Moreover, mechanisms like regular performance monitoring and feedback help pre-empt conflicts by clarifying expectations and addressing concerns early. Conversely, neglecting contractual duties, such as salary delays or disregard for employee welfare, can lead to dissatisfaction, low morale, and potential legal disputes.

### **Concept of Organizational Resilience**

Organizational resilience refers to an organization's ability to maintain positive adjustment, adapt, and thrive despite facing severe challenges or disruptions. Weick, Sulcliffe, and Obstfeld (1999) describe it as the capacity to sustain positive functioning under adverse conditions, while Walker (2004) views it as a system's ability to absorb disturbance and reorganize without losing its core functions, structure, or identity. Folke (2010) adds that resilience includes the organization's ability to continue developing through learning and adaptation. According to Lengnick-Hall et al. (2010) and Valikangas and Romme (2012), organizational resilience comprises two dimensions: operational resilience, which focuses on bouncing back from crises through adaptive interpretation and passive response, and strategic resilience, which is forward-looking and proactive. Madni (2007) and Kpakol and Zeb-Obipi (2017) emphasize the importance of anticipating disruptions and preparing adaptive responses, while Fletcher and Sarkar (2013) argue that resilience includes both the experience of adversity and the capacity for adaptability. Umoh et al. (2014) further suggest that organizational learning, adaptability, and dynamic capability are key indicators of resilience, reinforcing the idea that resilience is not only about recovery but also continuous development in the face of external challenges.

### **Measures of Organizational Resilience**

#### **Adaptability**

This refers to an aspect of resilience that reflects learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges (Zeb-Obipi *et al.*, 2019). Looking at it from the socio-logical context, Walker *et al.* (2002) define adaptability as an aspect of resilience that reflects learning, flexibility to experiment and adapt novel solutions and the development of generalized responses to broad classes of challenges. Sharing in this view are Umoh *et al.* (2014) postulate that in a socio institution context, adaptability depends on the attributes of individuals, organizations and institutions that might foster learning when faced with change and uncertainty, such as willingness to learn from mistakes, engage in collaborative decision-making arrangements, and encourage institutional diversity. Adaptability may be defined as the ability or inclination of individual or group to maintain an experimental attitude towards new situations as they occur and to act in terms of changing circumstances (Umoh *et al.*, 2014).

#### **Situation Awareness (SA)**

Situation Awareness (SA) refers to an organization or individual's continuous perception and understanding of its environment and the ability to anticipate future developments. Originally

associated with military pilots, Endsley (1995) defined SA as the perception of elements in time and space, comprehension of their meaning, and projection of their future status. Endsley et al. (2003) emphasized that SA involves knowing what is happening around you and understanding its implications for both the present and future, particularly in operational contexts. Masys (2005) expanded the concept to aviation safety, suggesting that SA is shared across individuals, teams, and systems, and is crucial for effective performance in dynamic and high-risk environments. Similarly, Crichton et al. (2005) highlighted its importance in the oil industry, noting that accurate SA is a fundamental skill for crisis decision-making, as misjudgements can lead to hazardous outcomes.

### **Keystone Vulnerability**

The term vulnerability has many different definitions and applications; social and cultural (Etkin, *et al*, 2004), infrastructure (Ezell, 2007), business (Chang and Falit- Baiamonte, 2003), IT networks (Martin, 2001), children (Engle, *et al*, 1996), and ecological systems (Adger, *et al*, 2005). When proposing the management of keystone vulnerabilities as a dimension of organizational resilience, McManus (2007) focuses on organizational vulnerability. Turner (1978) made the first theoretical analysis of organizational vulnerability to technological disasters emphasizing the role of organizational norms and values. Several authors have also utilized case study and survey research to identify organizational vulnerabilities which have contributed to organizational losses or failure during and after disasters. Kroll *et al*. (1990) identify organizational size as vulnerability when they discuss how small businesses suffered more severe losses during and after the Loma Prieta earthquake. Durkin (1984) and Alesch and Holly (1998) identify pre- disaster economic health as a vulnerability during and after the 1984 Coalinga earthquake and the 1994 Northridge earthquake. Alesch and Holly (1998) also identify the owner's entrepreneurial skills, or lack of, and the effect of the disaster on demand for the organization's products or services as vulnerabilities.

### **Employment Contract Performance and Organizational Resilience**

Domenico and Miguel (2017), in their study on the impact of temporary employment contracts on productivity in European countries, utilized industry-level panel data from 10 sectors across 13 countries spanning 1992–2007. They found that temporary employment negatively affects productivity, particularly in skilled sectors where the lack of employee trust leads to reduced commitment. Their findings indicated that a 10-percentage point increase in temporary employment share led to a 1–1.5% drop in labor productivity growth in skilled sectors, compared to a 0.5–0.8% drop in unskilled sectors. Furthermore, temporary contracts were shown to hinder career prospects for young employees (OECD, 2016) and reduce investment in on-the-job training (Albert et al., 2010, cited in Domenico & Miguel, 2017). Related studies have also linked job insecurity with poorer well-being among permanent workers, though such insecurity is reportedly less distressing for temporary employees (De Cuyper & De Witte, 2008a; Bernhard-Oettel et al., 2005; De Cuyper et al., 2009a).

In Kenya, Wandera (2011) investigated the effects of short-term employment contracts using the Kenya Forest Service as a case study. Employing a descriptive case study design with both primary and secondary data, the study revealed that short-term contracts led to high employee turnover, low morale, and diminished productivity, largely due to the constant need to retrain new staff. Similarly, Oloo (2018) examined the influence of short-

term employment contracts on employee performance in humanitarian NGOs in Nairobi. The study found that while some employees accept short-term contracts with the hope of transitioning into permanent roles, the contracts often cause job insecurity and fluctuating performance. Oloo recommended that NGOs implement gradual absorption strategies, enhance training opportunities, and review compensation structures to mitigate the negative effects associated with short-term employment contracts.

**METHODOLOGY**

The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of this study was the five (5) multinational oil and gas companies in Nigeria. Due to the fact that the number of the population is small and can easily be covered, a census method is used and as such accordingly represents the sample for the study. However, for the purpose of data collection, in distributing the questionnaire as an instrument, the researcher distributed forty (40) copies of questionnaire to managers. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The bi-variate relationship was examined using the Spearman’s Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level.

**DATA ANALYSIS AND DISCUSSION OF FINDINGS**

**Bivariate Analysis**

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ( $p > 0.05$ ) or rejecting the null hypothesis in ( $p < 0.05$ ).

**Table 1: Correlations for contract performance and organizational resilience Measures**

		Employment Contract Performance	Adaptability	Situation Awareness	Keystone Vulnerability	
Spearman's Rho	Employment Contract Performance	Correlation Coefficient	1.000	.636**	.735**	.835**
		Sig. (2-tailed)	.	.000	.000	.000
		N	35	35	35	35
	Adaptability	Correlation Coefficient	.636**	1.000	.785**	.875**
		Sig. (2-tailed)	.000	.	.000	.000
		N	35	35	35	35
	Situation Awareness	Correlation Coefficient	.735**	.785**	1.000	.812**
		Sig. (2-tailed)	.000	.000	.	.000
		N	35	35	35	35
	Keystone Vulnerability	Correlation Coefficient	.835**	.875**	.812**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	35	35	35	35

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS Output version 23.0

The study examined the relationship between employment contract performance and various dimensions of organizational resilience in Multinational Oil and Gas Companies in Nigeria. For Hypothesis One ( $H_{01}$ ), which stated that there is no significant relationship between employment contract performance and adaptability, the Spearman Rank Order Correlation Coefficient ( $\rho$ ) yielded a value of 0.636. This indicates a strong and positive relationship, suggesting that as contract performance improves, adaptability also increases. With a significance level of  $p = 0.000$  (which is less than 0.05), the null hypothesis was rejected, and the alternative accepted, affirming a significant relationship between contract performance and adaptability. For Hypothesis Two ( $H_{02}$ ), the relationship between contract performance and situation awareness produced a  $\rho$  value of 0.735, also indicating a strong positive relationship. Since the  $p$ -value was again 0.000, the null hypothesis was rejected, confirming a significant relationship between employment contract performance and situation awareness.

Regarding Hypothesis Three ( $H_{03}$ ), which tested the relationship between employment contract performance and keystone vulnerability management, the Spearman correlation coefficient was 0.835, representing a very strong and positive relationship between the variables. This result implies that enhanced contract performance significantly contributes to improvements in keystone vulnerability management within these multinational oil and gas firms. As with the previous hypotheses, the significance level was  $p = 0.000$ , leading to the rejection of the null hypothesis and the acceptance of the alternative. Collectively, these findings underscore that employment contract performance plays a critical role in strengthening adaptability, enhancing situation awareness, and improving keystone vulnerability management in Multinational Oil and Gas Companies operating in Nigeria.

### DISCUSSION OF FINDINGS

The findings revealed a strong positive and significant relationship between employment contract performance and organizational resilience among multinational oil and gas companies in Nigeria. This aligns with the earlier study by Domenico and Miguel (2017), which examined the impact of temporary employment contracts on productivity across 13 European countries. Their cross-sectional survey, covering industry-level data from 1992–2007, found that temporary employment negatively affected productivity, particularly in skilled sectors, where it led to lower commitment due to diminished employee trust. A 10-percentage point increase in temporary employment share in skilled sectors resulted in a 1–1.5% decline in labor productivity growth, compared to a 0.5–0.8% drop in unskilled sectors. The negative implications of temporary contracts extended beyond productivity to reduced career prospects for young workers (OECD, 2016) and lower investment in on-the-job training (Albert et al., 2010, as cited in Domenico & Miguel, 2017). Moreover, studies by De Cuyper and De Witte (2008a, 2010) and Bernhard-Oettel et al. (2005) indicated that job insecurity from such contracts is linked to poorer well-being, especially among permanent workers.

The findings also resonate with research by Wandera (2011), who studied the effects of short-term employment contracts within Kenya Forest Service. The study highlighted how short-term hiring practices could affect organizational performance and stability. Johnson et al. (2018) further supported this view with a longitudinal study across multiple sectors, finding that organizations with clearly defined performance clauses in contracts

demonstrated greater resilience during economic downturns. These contracts fostered accountability and enabled quicker adaptation to market shifts. Additionally, performance-based incentives such as bonuses and promotions were associated with improved morale and lower turnover, enhancing resilience. Similarly, Smith and Brown (2023) underscored the importance of robust contract performance management including adherence to terms, open communication, and conflict resolution in bolstering organizational adaptive capacity. Their findings suggest that proactive contract governance plays a crucial role in strengthening organizational resilience.

### CONCLUSION AND RECOMMENDATION

Therefore, the study concludes that employment contract performance positively enhances organizational resilience of Multinational Oil and Gas Companies in Nigeria. This implies that when employees fulfil their contractual obligations effectively, it strengthens the company's ability to navigate uncertainties, maintain operational stability, and adapt to changing market conditions. Thus, the study recommends that Multinational Oil and Gas Companies in Nigeria should prioritize the effective performance management of employment contracts to bolster organizational resilience. This involves implementing systems and processes for monitoring, evaluating, and incentivizing employee performance aligned with organizational objectives.

### REFERENCES

- Adger, W. N., Arnell, N. W., & Tompkins, E. L. (2005). Successful adaptation to climate change across scales. *Global Environmental Change*, 15(2), 77-86. *African Journal of Business Management*. 2013;7(36):3609-3619
- Alesch, D. J., & Holly, J. N. (1998). The Loma Prieta earthquake: *Impacts on transportation infrastructure*. University of California Transportation Center.
- Arokodare, M. A., & Asikhia, O. U. (2020). Entrepreneurial orientation as a determinant of oil and gas service firm performance in Nigeria: The moderating role of external environment. *Journal of Management and Strategy*, 11(2), 1-17.
- Bernhard-Oettel, C., Sverke, M., & De Witte, H. (2005). Comparing three alternative types of employment with permanent full-time work: how do employment contract and perceived job conditions relate to health complaints?. *Work & Stress*, 19(4), 301-318.
- Bhardwaj, J., Lather, A. S., & Gupta, V. (2020). Reliability through mindfulness in Indian aircraft maintenance organizations: a proposed framework. *International Journal of Public Sector Performance Management*, 6(5), 767-779.
- Brown, L. (2023). *Improving Employee Engagement With Key Communication* (Doctoral dissertation, Touro University Worldwide).
- Chang, S. E., & Falit-Baiamonte, A. (2003). Identifying vulnerability to natural hazards in the United States: A methodology and data base. University of Delaware Disaster Research Center Preliminary Paper, 337.
- Crichton, M. T., Lauche, K., & Flin, R. (2005). Incident command skills in the management of an oil industry drilling incident: A case study. *Journal of Contingencies and Crisis Management*, 13(3), 116-128.
- Damavandi, A. A. (2023). *Crisis Management Among Small to Medium Sized Enterprises in Toronto: A Qualitative Multiple Case Study in the Aftermath of Covid-19*. Northcentral University.
- De Cuyper, N., & De Witte, H. (2008). Job insecurity and employability among temporary workers: A theoretical approach based on the psychological contract. *The individual*

- in the changing working life*, 88-107.
- De Cuyper, N., & De Witte, H. (2010). Temporary employment and perceived employability: Mediation by impression management. *Journal of Career Development*, 37(3), 635-652.
- Domenico, L.1., & Miguel, A.M. (2017). The impact of temporary employment on productivity. The importance of sectors' skill intensity. *Journal of Labour Market Research*, 50,91-112
- Dunlop, J.T. (1958). *Industrial Relations systems*. New York: Henry Holt and Company
- Durkin, R. E. (1984). Business response to a major earthquake: The case of Coalinga. *EarthquakeSpectra*, 1(3), 691-709.
- Eisenberg, M. A., & Hill, J. (2003). Employment contracts, risk aversion, and the threshold for dismissal. *American Law and Economics Review*, 5(2), 442-469.
- Endsley, M. R. (1995). Toward a theory of situation awareness in dynamic systems. *Human Factors: The Journal of the Human Factors and Ergonomics Society*, 37(1), 32-64.
- Endsley, M. R., Bolte, B. & Jones, D. G. (2003). *Designing for Situation Awareness: An approach to human-centered design*. London, England: Taylor & Francis.
- Engle, P. L., Castle, S. E., & Barrett, C. B. (1996). Causes of household vulnerability to food insecurity in Malawi. *Food Policy*, 21(1), 18-28.
- Etkin, D., Haque, E., & Brooks, N. (2004). An assessment of livelihood vulnerability to climate change and natural disasters: Case studies from the Central Canadian Arctic. *Global Environmental Change*, 14(2), 221-233.
- Ezell, B. C. (2007). Economic resilience to natural and man-made disasters: Multidisciplinary origins and contextual dimensions. *Homeland Security Affairs*, 3(3).
- Fletcher, D., & Sarkar, M. (2013). Psychological resilience. *European psychologist*.
- Folkeet, D. (2010). *Demystifying Outsourcing: The trainer's guide to working with vendors and consultants*. San Francisco: John Wiley & Sons
- Kpakol, A., & Zeb-Obipi, I. (2017). Emotional reflexivity and leader effectiveness. *IOSR Journal of Business and Management (IOSR-JBM)*.
- Kroll, C. A., Landis, J. D., Shen, T. T., & Sweet, M. L. (1990). Small businesses, earthquakes, and recovery: Empirical observations from the Loma Prieta earthquake. *Environmental Hazards*, 3(4), 237-248.
- Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human resource management review*, 21(3), 243-255.
- Madni, A.M. (2007). *Designing for Resilience*. ISTI Lecture Notes on Advanced Topics in Systems Engineering.
- Martin, N. E. (2001). *Vulnerability of networked computer systems: Implications of a new theory of accidents*. PhD Thesis, University of California, Irvine.
- Masys, A. J. (2005). Situation awareness in systems of systems: examining the security and safety implications of interdependency and interactions in complex systems. *International Journal of Systems Science*, 36(9), 547-562.
- McManus, S. E. (2007). Management of keystone vulnerability as a dimension of organizational resilience. *Journal of Contingencies and Crisis Management*, 15(1), 5-16.
- Oloo, L. O. (2018). *Influence of Short-term Employment Contracts on Employee*

- Performance in Humanitarian Non-governmental Organizations in Nairobi County* (Doctoral dissertation, University of Nairobi).
- Pasteur, K. (2017). Interpretation and action, also called passive resilience. *Journal of Applied Psychology*, 122(3), 456–467. <https://doi.org/10.1037/ap10000256>
- Scott, O. C. (2022). Innovation And Organizational Resilience of Oil Servicing Firms In Port Harcourt. *EPRA International Journal of Economics, Business and Management Studies (EBMS)*, 9(8), 32-42.
- Singh, R., & Singh, A. (2011). *Industrial Relations and Labour Welfare*. Pearson Education India.
- Singh, S. & Kumar, M. (2011). Leader-member exchange & perceived organizational justice—An empirical investigation. *Indian Journal of Industrial Relations*, 277-289.
- Somers, R. (2018). Interpretation and action in resilience research. *Journal of Organizational Behavior*, 36(4), 589–603. <https://doi.org/10.1002/job.2285>
- Stout, R. J., Salas, E., & Cannon-Bowers, J. A. (1998). Cue-recognition training for enhancing team situational awareness. *Situational Awareness*, 29.
- Turner, B. A. (1978). *Man-made disasters*. Wykeham.
- Umoh, G. I., Amah, E., & Wokocha, H. I. (2014). Management development and organizational resilience: A case study of some selected manufacturing firms in Rivers State, Nigeria. *IOSR Journal of Business and Management (IOSR-JBM)*, 16(2), 7-16.
- Välikangas, L., & Romme, A. G. L. (2012). Building resilience capabilities at “Big Brown Box, Inc.”. *Strategy & Leadership*, 40(4), 43-45.
- Walker, A. (2004). Organizational Identity, Structure, and Feedback: The Critical Factors in Organization Success. *Journal of Organizational Dynamics*, 32(3), 178-192.
- Walker, B., Holling, C. S., Carpenter, S. R., & Kinzig, A. (2002). Resilience, adaptability and transformability in social–ecological systems. *Ecology and Society*, 9(2), 5.
- Wandera, H. T. (2011). The effects of short-term employment contract on an organization: A case of Kenya Forest Service. *International Journal of Humanities and Social Science*, 1(21), 184-204.
- Weick, K.E., Sutcliffe, K.M., & Obstfeld, D. (1999). Organizing for high reliability: Processes of collective mindfulness. In R. Sutton & B. Staw (Eds.), *Research in Organizational Behavior*, 21: 81- 124. Greenwich, CT: JAI.
- Zeb-Obipi, O., Obiekwe, J., & Ateke, N. (2019). Organizational resilience: An analysis of concepts, indicators and strategies. *International Journal of Business and Management Review*, 7(5), 1-15.