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STRATEGIC EMPLOYEE PLANNING AND SALES VOLUME OF NNPC AFFILIATE OF OIL AND GAS RETAIL OUTLETS IN ANAMBRA STATE

[1]Ede, Titus Eguji,Ph.D and [2]Nicholas Otobong Ekerete Udonwa

[2]Department of Sociology and Anthropology, Faculty of Social Sciences Enugu State University of Science and Technology, Enugu, Nigeria

[2]Department of Business Administration, Faculty of Management Sciences Enugu State University of Science and Technology, Enugu, Nigeria

Abstract: *The study evaluated the strategic employee planning and Sales Volume of NNPC affiliate of oil and gas retail outlets in Anambra State. The specific objectives of the study were to: examine the relationship between employee unique skills on the level of sales in Oil and Gas Retail Outlets in Anambra State, evaluate the relationship between employee commitment and market share of Oil and Gas Retail Outlets in Anambra State, ascertain the relationship between training and attention of more customers in Oil and Gas Retail Outlets in Anambra State. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. A population of 437 staff was used. The whole population was used due to significance of the number. 362 staff returned the questionnaire and accurately filled. That gave 83 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.81 which was also good. Data was presented and analyzed by mean score (3.0 and above a greed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation coefficient (r) statistics tool. Findings indicated that Employee unique skills and level of sales in Oil and Gas Retail Outlets in Anambra State are significantly related. $Z (95, n = 362) = 0.647, p > 0.05$; Employee commitment and market share of Oil and Gas Retail Outlets in Anambra State. $Z (95, n = 362) = 0.782, p > 0.05$; $(r=.782,p>.05)$. Training and attention of more customers in Oil and Gas Retail Outlets in Anambra State are significantly related $Z (95, n = 362) = 0.600, p > 0.05$; The study concluded that employee commitment to strategy implementation is an important factor of employee satisfaction.The study recommended that Employers/managers should not only focus on results but should also focus on building and maintaining positive behaviours that necessitates the existence of trust between organizational members and employee commitment.*

Keywords: *Strategic, Employee Planning, Sales Volume.*

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Introduction

1.1 Background of the Study

The sole purpose of strategic employee planning is to ensure employee workforce is aligned with the business objectives**.**Change is a constant in most businesses these days, eventhe smallest changes will equate to a legitimate change in course over time (Drew, 2020). In today's complex and uncertain situations and environments throughout the world; the need for strategic planning is widely accepted for smooth and successful operations of all kinds of business organizations. Strategic planning constitutes an important path to successful business operations and is a part of every business. Managers realize, understand, and implement strategic planning in different ways. Strategic planning therefore bridges the gap between where employees are, and where they want to go and for any kind of organization; strategic planning is diagnosed as the basic fundamental need and necessity in response to the present scenario of the globe and any form of situation (Muhammad and Muhammad, 2014). Strategic planning defines and accomplishes the basic directions and rationale for determining where an organization should head and provides the specifications against which any organization may best decide what to do and how to do it, thus strategic planning is a process for creating and describing a better future in measurable terms and the selection of the best means to achieve the desired results (Kaufman, Browne, Watkins, and Leigh, 2003).

Sales volume in the other hand is the number of units sold within a reporting period. This figure is monitored by investors to see if a business is expanding or contracting. Within a business, sales volume may be monitored at the level of the product, product line, customer, subsidiary, or sales region. This information may be used to alter the investments targeted at any of these areas. A business may also monitor its break even sales volume, which is the number of units it must sell in order to earn a profit of zero. The concept is useful when sales are contracting, so that management can determine when it should implement cost reductions. This can be a difficult concept to employ when there are many different products, and especially when each product has a different contribution margin. The sales volume concept can also be applied to services. For example, the sales volume of a consulting firm may be considered the total number of hours billed in a month (Accounting Tools, 2020).

1.2 Statement of Problem

Strategic employee planning implies the performance to be measured while organizational performance measurement provides the feedback that keeps the strategic plan on the right track. Despite its importance, this asset is often not carefully planned, measured or optimized. This means that many organizations are not sufficiently aware of the current or future workforce gaps that will limit execution of business strategy. Skilled workers are the foundation talent of a company, but a shortage of these skilled workers is making it hard for businesses to find the right employees at the right time.

Nonetheless, there are certain problems highlighted in this study that may hinder strategic planning in the Nigerian manufacturing context, some of which include; lack of employee unique skill, lack of productivity and fighting among employees and departments are symptoms of poor leadership at the top. Without a cohesive leadership team at the top, dysfunction; poor employee commitment, organizations rely on the energy, commitment and engagement of their workforce in order to survive and thrive in the twenty-first century and employees desire to work in a place where they can share input and build relationships with coworkers and colleagues; and lack of training directly affects design and development of any project, because employees were not instructed about clients' requirements.

There are a whole host of benefits that come with strategic planning, from helping the company ensure the right people are in the right roles, to improving efficiency, new hire on boarding, and employee engagement. An organization's employees are without a doubt its strongest assets; therefore, it goes without saying that workforce planning is critical for long-term success, despite the wide array of benefits that come with it, many organizations still struggle with strategic employee planning. Therefore, the study evaluates the Strategic Employee Planning and Sales Volume of NNPC Affiliate of Oil and Gas Retail Outlets in Anambra State.

1.3 Objectives of the Study

The main objective of the study was to evaluate the Strategic Employee Planning and Sales Volume of NNPC Affiliate of Oil and Gas Retail Outlets in Anambra State.
The specific objectives of the study were to:

i. Examine the relationship between employee unique skills on the level of sales in Oil and Gas Retail Outlets in Anambra State.
ii. Evaluate the relationship between employee commitment and market share of Oil and Gas Retail Outlets in Anambra State.
iii. Ascertain the relationship between training and attention of more customers in Oil and Gas Retail Outlets in Anambra State.

1.4 Research Questions

The following research questions guided the study:

i. What is the relationship between employee unique skills on the level of sales in Oil and Gas Retail Outlets in Anambra State?
ii. What is the relationship between employee commitment and market share of Oil and Gas Retail Outlets in Anambra State?
iii. What is the relationship between training and attention of more customers in Oil and Gas Retail Outlets in Anambra State?

1.5 Statement of the Hypotheses

The following alternate hypotheses guided the study:

i. Employee unique skills and level of sales in Oil and Gas Retail Outlets in Anambra State are significantly related.
ii. Employee commitment and market share of Oil and Gas Retail Outlets in Anambra State are significantly related.
iii. Training and attention of more customers in Oil and Gas Retail Outlets in Anambra State are significantly related.

1.6 Significance of the Study

The study to the following groups:
The study will be of benefit to government, policy makers like the government and other stakeholders around the world have been developing strategies to improve the performance and sustainability of small and medium enterprises. Further, the study will provide additional knowledge and literature on strategies planning and sales volume of manufacturing firms.
To the academicians the study will contribute to the body of knowledge which will benefit scholars and researchers and simulate further research in this field of strategy implementation. Researchers could also be able to borrow from the findings of this study and may even further the study by varying the various variables used to get more precise results. The study will add to the existing body of knowledge on this very important topic of market strategies. To this extent it will be beneficial to future academic researchers who may wish to understand how different institutions carry out this process.

2.0 Review of the Related Literature

2.1 Conceptual Framework

2.1.1 Strategic Employee Planning

Strategic employee planning is a systematic process that involves predicting a desired future and interpreting this vision into broadly defined goals and sequenced steps to achieve them(Becker & Huselid, 2011). .If strategic planning is practiced in an organization and properly implemented, then, challenges from the external environment faced by the organization will be curbed adequately and solutions will be proffered efficiently and effectively with speed (Owolabi, 2012). There are external factors that can affect an organization, therefore, strategic planning process can be implied to create a balance between the product and technology of the organization in relation to the changes or demand in the market. The process of strategic planning is the backbone of a successfully designed plan. The success of any strategy depends on how it's implemented and carried out, the target audience, and, of course, the type of business (Barbara, 2018).

Growing a business means taking many decisions about the way organization want to expand their operations. Creating a strategic plan is a key component of planning for growth and it will help them prepare a realistic vision for the future of their business and in doing so can maximise the business' potential for growth. A strategic plan should not be confused with a business plan. A business plan is about setting short- or mid-term goals and defining the steps necessary to achieve them. A strategic plan is typically focused on a business' mid- to long-term goals and explains the basic strategies for achieving them. The purpose of strategic planning is to set your overall goals for your business and to develop a plan to achieve them. It involves stepping back from your day-to-day operations and asking where your business is headed and what its priorities should be. A sales strategy is the game plan to attain sales goals and objectives. After you reach your goals, assess the effectiveness of the sales strategies used to reach them. This will evaluate how well a firm has taken advantage of market opportunities using sales staff and capital resources for advertising and promotions to maintain customers and grow market share *(Cross, 2019).*

2.1.2 Sales Volume

Sales volume is the quantity or number of goods sold or services sold in the normal operations of a company in a specified period (Business Dictionary, 2020). Sales volume measures how many units of a product your company sells during a specific reporting period. On its own, sales volume doesn't break down how much revenue your company is bringing in from product sales. However, understanding your sales volume can tell you what products are and aren't selling, which is valuable information for business growth (Alfred, 2020). Sales volume is entirely different from total sales. Total sales are the number of units sold multiplied by the unit cost of the product, while sales volume is the total number of units sold for a particular period. Sales volume is measured in the number of goods sold for a particular period. Therefore the period is essential for calculating the sales volume. Sales volume can be calculated for any period like weekly, monthly, quarterly or yearly. The total number of items sold every day is multiplied by the number of days to calculate the sales volume and on the other hand, the approximate duration can be calculated from the given sales volume

2.1.3 Employee Unique Skills

Identifying the various qualities of a good employee can be challenging, but knowing what characteristics to look for helps forecast employees' success in the workplace. Once your company has established a pool of top-notch team members, it's important to recognize those people, as this can boost job satisfaction and decrease turnover (Coleman, 2018). Employers seek employees who are positive and passionate about their jobs and are motivated by internal forces. These individuals tend to put the most effort into their work and learn from their mistakes and failures. These individuals also tend to enjoy the process far more than those motivated by money and glory (Doyle, 2019). There are certain skills employers want from every candidate, no matter what role they'll have in the company. From entry-level workers to executives, every employee should possess these personal skills in order to succeed and help your company move forward.

These are good skills for any job, which means they should be top-of-mind for every employer. And they are good skills for any resume, so qualified candidates should be including examples of these skills in their resumes (Adina, 2016).

1. **Communication:** More than two-thirds of recruiters across all industries say communication is the most important skill they look for. Good verbal and written communication skills are often thought of as a given, but not everyone can communicate effectively in one or either format.
2. **Decision-Making:** Every employee should be able to make smart, quick decisions for the betterment of the company, no matter what role they play.
3. **Flexibility:** Some jobs have a lot of variety in their day-to-day, while others are more predictable. But even in jobs that have very little variance, employees must be flexible enough not to get stumped when something doesn't go as planned.
4. **Commitment:** Hiring candidates that show a commitment to their employer and are engaged at work is a smart financial decision.
5. **Innovation:** This skill is not just for scientists and inventors.
6. **Integrity:** It's hard to imagine that not all candidates possess this skill. You want candidates who'll follow procedures and company standards, understand when something is confidential, and speak up when they witness something wrong or inappropriate.
7. **Leadership:** Again, this is not just for senior-level employees; the ability to lead and motivate others is priceless. Look for candidates who have shown leadership skills, even in unusual circumstances where it's not so apparent, like peer-to-peer leadership.
8. **Life-long Learning:** Life-long learners are interested in continuing to learn new skills, not just for their current role but for future ones as well.
9. **Motivation:** Good employees show up and do their work. Great employees are motivated and passionate about their work.
10. **Negotiation:** Good negotiation skills are not just for the sales team. Candidates with this skill are able to discuss and reach agreements with others. They can explain concepts and effectively advocate for a particular course of action.
11. **Teamwork:** Every employee you hire should be able to work confidently and effectively within a group. Even if they do not have to work in a team all of the time, the ability to work with others is paramount when it comes to finding the right candidate.
12. **Time Management:** Every job these days requires us to wear many different hats. Look for candidates that know how to successfully manage their time, who can prioritize tasks and meet deadlines (Adina, 2016)

2.1.4 Level of sales in Organization

A sale is a transaction between two or more parties in which the buyer receives tangible or intangible goods, services, and/or assets in exchange for money. In some cases, other assets are paid to a seller. In the financial markets, a sale can also refer to an agreement that a buyer and seller make regarding the price of a security. Regardless of the context, a sale is essentially a contract between the buyer and the seller of the particular good or service in question (Alexandra, 2020). In any organisation, the sales department plays a pivotal role in the success of the business. The unique and important role of sales is to bridge the gap between the potential customer's needs and the products/services that the organisation offers that can fulfil their needs. Sales organisation is both an orienting point for cooperative endeavour and a structure of human relationships. It is composed of the group of individuals, striving jointly to reach qualitative and quantitative personal selling objectives and bearing both informal and formal relations to one another." A sales organisation is an organisation of individuals either working together for the marketing of products and services manufactured by an enterprise or for products that are procured by the firm for the purpose of reselling (Shital, 2013).

2.1.5 Employee Commitment

These days, the success of an organization is more dependent on having a stable and committed workforce whose contributions coalesce into group actions. This is because commitment is one of the factors that can help inoculate an organization against high employee turnover at a time there is an increasing need for firms to find and hold on to the most talented employees (Alderton, 2016). Employee commitment has been defined in numerous ways. Organizational commitment is a subset of employee commitment, which is comprised of work commitment, career commitment, and organizational commitment. Alderton (2016) posits that work commitment is an individual commitment to group effort. Alderton (2016) defines it as the relative importance between work and one's self. Work commitment entails that an employee feels passionate about what she is doing. No business can survive unless employees have a personal investment in its success. Employees who are committed to their work do whatever it takes to excel, even if it means taking on extra tasksor staying beyond their allotted schedule. Employers who have understanding will reward this kind of habit by offering chances for advancement to reduce employee turnover and attract other applicants who are willing to show the same degree of commitment.

Employee commitment is highly influenced by the level of motivation, which is essential in evoking a positive employee attitude towards the job (Lee and Chen (2013). Effective employee commitment is always a result of the core behavior of the major employees and a positive employment relationship (Ahmed, 2011). Gul (2015) asserts that committed employees bring added value to the organization. This is achieved through their determination, proactive support, relatively high productivity and an awareness of quality. Ezenwakwelu (2017) outlines some factors that were found to be strong drivers of employee commitment.

a). **Effective Management:** When management values and engages the employees and makes sound decisions, employees are motivated.

b). **Conducive Work Environment:** A healthy, safe and conducive environment helps employees to be proactive.

c). **Open Communication:** There is greater commitment when everyone has access to the information that is needed to actualize the goals of the organization (Agbaeze, Nnaji, Obamen and Omonona, 2019).

Types of Employee Commitment

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. In traditional, ongoing employment relationships, a high level of affective commitment has been found to be related to low employee turnover, low absenteeism and improved job performance hence employees with a strong affective commitment continue employment with the organization because they want to do so (Wang, 2010).

Normative commitment can increase through beliefs that the employees have. The normative aspect develops as individuals' perception of their moral obligation to remain with a specific organization, irrespective of how much status improvement or fulfilment the organization gives the individual over the years (March and Mannari 2017). Thus, normative commitment/obligation is seen as a result of the receipt of benefits (which encourages a feeling that one should reciprocate), and/or acceptance of the terms of a psychological contract. Normative commitment reflects an individual's feeling of obligation to maintain organizational membership because he/she believes it is morally right to be loyal to, and stay in, the organization. Although normative commitment is widely recognized as a salient dimension of employee commitment, it has been found to be substantially inter-related with affective commitment (Coyle-Shapiro, 2008).

Continuance Commitment, when employees enter into the organization, they are bound to maintain a link with the organization or committed to remain with the organization because of lack of alternative opportunity or awareness of the costs associated with leaving the organization. The cost associated with leaving includes attractive benefits; the threat of wasting time, effort spent acquiring, disruption of personal relationship (Obomanu and Akintokunbo, 2019).

2.1.6 Market Share

Out of total purchases of a customer of a product or service, what percentage goes to a company defines its market share. There are various types of market share. Market shares can be value or volume. Value market share is based on the total share of a company out of total segment sales. Volumes refer to the actual numbers of units that a company sells out of total units sold in the market. The value-volume market share equation is not usually linear: a unit may have high value and low numbers, which means that value market share, may be high, but volumes share may be low. The significance of market share is a measure of the consumers' preference for a product over other similar products. A higher market share usually means greater sales, lesser effort to sell more and a strong barrier to entry for other competitors. A higher market share also means that if the market expands the leader gains more than the others. By the same token, a market leader - as defined by its market share - also has to expand the market, for its own growth (The Economic Times 2020).

Market share is the percentage of a market (defined in terms of either units or revenue) accounted for by a specific entity. Marketers need to be able to translate and incorporate sales targets into market share because this will demonstrate whether forecasts are to be attained by growing with the market or by capturing share from competitors. The latter will almost always be more difficult to achieve. Market share is closely monitored for signs of change in the competitive landscape, and it frequently drives strategic or tactical action(Farris, Neil, Phillip and David, 2010). Additionally, market share is a key metric in understanding performance relative to the growth of the market as measurement of internal sales growth (or decline) only may be a result of similar growth or declines in the industry being measured.

Increasing market share is one of the most important objectives of business. The main advantage of using market share as a measure of business performance is that it is less dependent upon macro environmental variables such as the state of the economy or changes in tax policy. Market share is said to be a key indicator of market competitiveness, i.e. how well a firm is doing against its competitors. "This metric, supplemented by changes in sales revenue, helps managers evaluate both primary and selective demand in their market. That is, it enables them to judge not only total market growth or decline but also trends in customers' selections among competitors. Generally, sales growth resulting from primary demand (total market growth) is less costly and more profitable than that achieved by capturing share from competitors. Conversely, losses in market share can signal serious long-term problems that require strategic adjustments. Firms with market shares below a certain level may not be viable. Similarly, within a firm's product line, market share trends for individual products are considered early

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indicators of future opportunities or problems (Farris, Neil, Phillip and David, 2010).

An organizations market share is its portion of total sales in relation to the market or industry in which it operates. To calculate a company's market share, first determine a period you want to examine. It can be a fiscal quarter, year or multiple years. Changes in market share have a larger impact on the performance of companies in mature or cyclical industries where there is low growth. In contrast, changes in market share have less impact on companies in growth industries. In these industries, the total pie is growing, so companies can still be growing sales even if they are losing market share. For companies in this situation, the stock performance is more affected by sales growth and margins than other factors. Gains or losses in market share can have significant impacts on a company's stock performance, depending on industry conditions (Adam, 2019).

2.1.7 Training

Organizations and individuals should develop and progress simultaneously for their survival and attainment of mutual goals. Modern management has to develop the organization through human resource development. Employee training is the important sub-system of human resource development. Employee training is a specialized function and is one of the fundamental operative functions of human resources management (Ojoh and Okoh, 2015). An important aspect of human resource management, which is often neglected today, is staff training and development. This is so because in most organizations, top management regards training as of marginal importance and therefore gives it only a token support. Many managers even feel that training is purely staff function for which the line managers have no responsibility. Badeian (2009:19) training is the process of developing individual's skills, knowledge and attitude so as to improve present and future performances. Ejiogu (2011) sees training as a process of causing a person or even an animal to respond to discipline and instruction, a process of making someone to respond to discipline and instruction, a process of making someone to become more proficient. Training is the act of increasing the knowledge and skill of an employee for doing a particular job. Training is a short-term educational process and utilizing a systematic and organized procedures by which employee learn technical skills and knowledge for a definite purpose. Training is carried out primarily to help members of an organization, to acquire and apply the knowledge, skills, abilities and attitudes needed for a particular job (Ojoh and Okoh, 2015).

Impact of Training to an Organization

Gupta (2011) the following arethe contributions of training to an organization:

1. Training induces changes in the behaviour and attitudes of the employees.
2. Training improves the employees ability to think and observe the problems he is facing at work rather than providing him with ready-made answers.
3. Training assists employees in preparing themselves for future responsibilities of a different nature.
4. Training enables someone to become moreproficient.5.Training assists employees to grow and develop in a desired direction.
6. Training results in better performance of employees both in terms of quantity and quality of output.
7. Less supervision. Supervision of trained employees is reduced to a great extent as they want to do the job with the least supervision.
8. Less accident. Training also helps in reducing accidents. Generally, lack of training in equipment and safety measures, are responsible for majority of accidents.

9. Economy in training costs. The learning time is reduced considerably by training. In the absence of a systematic training programme, training costs will be higher as the employees will indulge in self training.
10. Few mistakes. It reveals the mistakes committed in selection moreover employees will commit few mistakes after training (Ojoh and Okoh, 2015).

2.1.8 Attention of more customers

It does not matter whether you have an online store or a physical store, organization always want to attract as many customers as possible. Some businesses go to extraordinary lengths to do this when really there are some very simple things you can do to encourage more potential customers to visit your shop (Debbie, 2018). Customers can find it overpowering to be approached by an assistant as soon as they walk into a shop. They might just want to browse for a while until they decide if they are going to buy, and overzealous shop assistants can send them running. Always be there to assist, to guide and to give advice if it is needed, but do not be pushy. Having a smile and being friendly is the best way to entice them to return. Discount codes work in all types of stores and are well worth the effort. If you use social media as part of your marketing strategy, it is a brilliant reason to put up a post. Customers that are considering buying a particular product may just purchase it earlier because of the discount. Get them into your store once with that code, and hopefully, they will become regular loyal customers (Debbie, 2018).

2.2 Theoretical Framework

The following theory will guide the study

2.2.1 Resource Based View Theory

Resource-based theory explains the view that valuable, expensive to imitate organizational resources and capabilities provide the primary sources of sustainable advantage. Wernefelt (1984), resources are the assets, which could be either tangible or not, and are linked to the organization semi-permanently. In a practical demonstration, the resource-based view concentrates on minimizing the cost of resources, with a certain level of profit given. A common interest that is best treated by the resource based view, referred to as the "sustainability of the competitive advantage," which was also titled by as the "capability differential," which can be understood as maintained for a significantly long period. Moreover, the core idea of the resource based view is the analysis of an organization's internal strengths and weaknesses (Hall, 1993).

An organization therefore, should exploit business opportunities by using the present resources while developing and generating a new set of resources to sustain its competitiveness in the future market environments. There is always high uncertainty in the environment and for organizations to survive and stay ahead of competition, new resources become mandatory (Crook, Ketchen, Comsbs& Todd, 2008). Strategic planning process will provide the organization the needed opportunity to analyze the environment effectively and be able to prepare for any eventuality that may affect the plans and thence, negatively affective organizational productivity (Adetowubo-King, 2018).

2.3 Empirical Review

2.3.1 The relationship between employee unique skills on the level of sales in Oil and Gas Retail Outlets in Anambra State.

Okwuraiwe, Ezenwaka, Ojekeh and Chiyem (2018) conducted a study on Sales force turnover and corporate image of selected marketing organizations in Anambra State. The objective of the study was to ascertain the effect of sales force turnover on corporate image of marketing organizations in Anambra State. The study adopted a survey design which made use of primary source data for analysis. The population of the study consists of 268 sales force personnel and 246 customers of selected marketing organizations. Based on the determined sample size of 514, copies of the questionnaire were distributed to respondents: 268 to companies' sales staff, 246 to companies' customers. Out of the total number of 268 copies of questionnaire distributed to staff, only 260 copies were returned well completed and fit for use in analyses. Out of this 246, 240 were well completed and used for analyses. The instrument of data collection consists of two sets of Likert-type, five-point scale self-administered questionnaire for staff and customers of selected marketing organizations of the study. The Pearson chi-square tests were used to test the five hypotheses of the study. The findings of the study showed that high sales force turnover has significant effect on the corporate image of marketing organizations in Anambra State; voluntary sales force turnover has significant effect on corporate image of marketing organizations in Anambra State. The study concluded that that long time retention of sales force has significant effect on the corporate image of marketing organization in Anambra State, and that customers' impressions of the sales force have significant effect on the corporate image of marketing organizations in Anambra State. The study recommended that marketing organizations in Anambra State should: invest more in the general welfare of their sales force to ensure employees stability and to work hard to keep the rate of voluntary sales force turnover to the barest minimum among others.

Heiner, Arun and Catja (2018) conducted a study on the role of the sales employee in securing customer satisfaction, Hamburg, Germany. The objective of the study was to examine the link between employee attitudes, skills, and characteristics, and customer satisfaction in a business-to-business setting in the financial service sector, differentiating between customer- and employee-level drivers of business customer satisfaction. The study employs multilevel analysis to examine the relationship between salespeople's satisfaction with the firm on customer satisfaction, using a dyadic, matched business-to-business sample of a large European financial service provider that comprises 188 customers and 18 employees. The finding shows that customers' evaluation of service quality, product quality, and value influence customer satisfaction. The analysis at the selling firm's employee level shows that adaptive selling and employee satisfaction positively impact customer satisfaction, while dominance is negatively related to customer satisfaction. The study concludes that customer-focus is a key driver in the success of service companies. Customer satisfaction is regarded as a prerequisite for establishing long-term, profitable relations between company and customer, and customer contact employees are key to nurturing this relationship. The study recommended that training should enable salespersons to adapt their selling approaches based on that better understanding of the customer.

Ahmad, Basir and Kitchen (2010) conducted a study on the Relationship between Sales Skills and Salesperson Performance, and the Impact of Organizational Commitment as a Moderator: An Empirical Study in a Malaysian Telecommunications Company, Berhad. The objective of the study was to determine the relationship between interpersonal skills and salesperson performance; examine the relationship between salesmanship skills and salesperson performance; examine the relationship between technical skills and salesperson performance and evaluate the relationship between marketing skills and salesperson performance; the influence of interpersonal skills on salesperson performance is higher when organisational commitment is high; the influence of salesmanship skills on salesperson performance is higher when organisational commitment is high; the influence of technical skills on salesperson performance is higher when organisational commitment is high; the influence of marketing skills on salesperson performance is higher when organisational commitment is high. The study adopted survey research design. Data was gathered based on a judgment sample of 114 salespersons supervisors in the company. The findings show that the effects of interpersonal skills positively influence salesperson performance; salesmanship, technical and marketing skills do not influence salesperson performance. The study concludes that to underpin sales, every interpersonal contact must have an objective and whenever possible every effort must be made to avoid creating win-lose transactions. The study recommended that the importance of salesperson performance in the sales organisation context, where organisations depend upon individual salespersons contributions for meeting sales objectives as is the case here, management should make every effort to promote organizational commitment.

2.3.2 The relationship between employee commitment and market share of Oil and Gas Retail Outlets in Anambra State.

Moshood, Oladimeji, Eze and Akinola (2019) conducted a study on Employee commitment and firm performance: Evidence from a manufacturing firm in Nigeria, Ogun State. The study aims to examine the relationship between employee commitment and manufacturing firms' performance, with Nestle Nigeria Plc. as a case study. The study adopted survey research design. The population of the study was the 2300 members of staff of Nestle Nigeria PLC. A 5-point-scaled Likert type questionnaire was constructed and administered to 396 members of staff of Nestle Nigeria Plc. The findings revealed that the three elements of employees' commitment all have individual effect on manufacturing firm's performance. The result revealed that when combined with other elements of employees' commitment, affective commitment does not significantly affect manufacturing firm's performance. The study concluded that employees' commitment enhances the performance of manufacturing firms in Nigeria. The study recommended that among other that employees should be given adequate resources, facilities, training autonomy and responsibilities to strengthen their commitment towards the enhancement of organisations' performance.

Nwachukwu, Chládková and Olatunji (2018) conducted a study on the Relationship between Employee Commitment to Strategy Implementation and Employee Satisfaction, Lagos, Nigeria. The objective of the study was to encouraging employees commitment to strategy implementation can have a positive impact on employee satisfaction level. The study employed a descriptive quantitative research approach using the survey method. The survey method was used to collect data from four mobile telecommunication firms in Nigeria. The questionnaire was administered 120 questionnaires to employees of the sample firms, 105 questionnaires were returned and analysed using the regression analysis, Pearson correlation and ANOVA techniques. The results show that employee commitment to strategy implementation has a positive and significant relationship with employee satisfaction. Thus, employee commitment to strategy implementation has positive impact on employee satisfaction. The study concluded that employee commitment to strategy implementation is an important factor of employee satisfaction. The study recommended that firms should elicit the commitment of their employees at the strategy implementation stage as this will boost their level of satisfaction. A satisfied employee will be more productive and this will in turn improve the firm's performance.

Agbaeze, Nnaji, Obamen and Omonona (2019) conducted a study on The Effect of Organizational Trust on Employee Commitment in Manufacturing Firms in Enugu Metropolis, Enugu State. The objectives of the study were to ascertain the effect of open communication on employee participation and determine the effect of reward system on the morale of employees in organizations. The study adopted survey design method of research. The target population was seven hundred and eighty (780) management and staff of Innoson Technical and Industrial Company and Sunchi Integrated Farms Limited, Enugu State, Nigeria and a sample size of 264 was determined using the Taro Yammane formula. Primary data were collected through the use of the questionnaire andoralinterview.Data were collected from secondary sources which include textbooks, unpublished articles and journal publications. The findings shows that open communication affect employee participation in decision making positively and that fair reward system positively affects employee morale. The study concludes that employee commitment which is a fundamental activity in the success of any organization is highly dependent on a healthy employment relationship which is characterized by organizational trust. The study recommends that employers/managers should not only focus on results but should also focus on building and maintaining positive behaviours that necessitates the existence of trust between organizational members and employee commitment. Senior management should take the lead in creating an atmosphere for trust and commitment in the organizations because these virtues are not imposed but gained through one's conduct.

2.3.3 The relationship between training and attention of more customers in Oil and Gas Retail Outlets in Anambra State.

Abdul (2014) investigated on How to enhance the impact of training on service quality? Evidence from Malaysian public sector Context, Nilai. The purpose of this study is to highlight the importance role of transfer of training as amediator in the relationship between training and service quality. Purposive sampling technique was adopted for the study. The data were analyzed using structural equation modeling. The study population was six hundred and twenty four (624) and the sample for this study consists of 222 employees. The findings reveal that transfer of training mediated the relationship between training and service quality. The study concludes that transfer oftraining has mediating effects on the relationship between training and employee service quality in the context of public sector organizations in Malaysia. The study recommended that management in public sector need to ensure that their employees apply the new learned knowledge and skills at the workplace following the training to maximize the return of training investment.

Aidah (2013) conducted a study on Effects of training on Employee performance. Evidence from Uganda. The purpose of this thesis was to evaluate the effects of training on employee performance, using the telecommunication industry in Uganda as case study. A qualitative research approach of the data collection was adopted using a questionnaire comprising of 18 questions distributed to 120 respondents. The study shows that training and development have an impact on the performance of employees with regards to their jobs. The study concludes that in order to gain more specific knowledge of training and development from the sample companies, different questions are presented to the respondents and thus examined. The study recommended that employee participation in training and selection for training have good and perhaps clear policies regarding training and development as most of the respondents indicated that they have participated in training and that most of them were provided with opportunities to train under the compulsory practice of the company for all employees and/or on joining the company.

Ojoh and Okoh (2015) conducted a study on the impact of training on employees job performance: an empirical study of selected organizations in Warri, Delta State. The objectives were to examine if training impact on workers productivity; to examine if there is a relationship between training and the attainment of organizational goals; to study the relationship between training and organizational performance; to identify the various constraint militating against effective training in organizations and to make recommendations aimed at effective training based on the findings of the researcher. Structured questionnaire was used as the instrument for data collection and administered on 60 employees of the commercial banks under study using YaroYarmen formula. The target population comprised of 70 employees chosen from Diamond Bank Plc, Zenith Bank Plc, Wema Bank Plc, Unity Bank Plc and United Bank for Africa Plc, all in Warri, Delta State and all were utilized. The results showed that training impact positively on the organizations under study. The findings also revealed that training is an organizational way of improving on workers performance. The study concludes that lack of training brings about low productivity of workers. The study recommended that management should undertake an in-depth assessment of the individual training need, proper evaluation of job on employee before he can be sent on training, the employee should take part in the administration of certain training programmes and the employee must be made aware of the cost of training and a host of others.

2.4 Summary of the Review

Based on the summary of the review, Strategic employee planning is designed to fulfill and accomplish certain purposes which are normally entrenched in their vision and mission statements. The study anchored on RBV Theory. The resource-based view advances the importance of firm-specific resources, that is, those resources that maintain value in the context of the given firm's markets and other resources that are difficult to replicate by other firms. Such resources include managerial ability, customer relationships, brand reputation, and tacit knowledge regarding specific manufacturing process.

2.5 Gap in Literature Review

Strategic employee planning and sales volume of NNPC has attracted a good quality number of empirical studies as seen above. Most of the evident pointed out in the study are worth commending. Okwuraiwe, Ezenwaka, Ojekeh and Chiyem (2018) Sales force turnover and corporate image of selected marketing organizations was carried out in Anambra State, Nigeria; and Aidah (2013) Effects of training on Employee performance: Evidence from Uganda, but not on the related topic of the present study. Heiner, Arun and Catja (2018) the role of the sales employee in securing customer satisfaction, Hamburg, Germany; Ahmad, Basir and Kitchen (2010) the Relationship between Sales Skills and Salesperson Performance, and the Impact of Organizational Commitment as a Moderator: An Empirical Study in a Malaysian Telecommunications Company; Moshood, Oladimeji, Eze and Akinola (2019) Employee commitment and firm performance: Evidence from a manufacturing firm in Nigeria, Ogun State; Nwachukwu, Chládková and Olatunji (2018) Relationship between Employee Commitment to Strategy Implementation and Employee Satisfaction, Lagos, Nigeria; Agbaeze, Nnaji, Obamen and Omonona (2019) The Effect of Organizational Trust on Employee Commitment in Manufacturing Firms in Enugu Metropolis, Enugu State; Abdul (2014) How to enhance the impact of training on service quality? Evidence from Malaysian public sector Context; Ojoh and Okoh (2015) the impact of training on employee's job performance: an empirical study of selected organizations in Warri, Delta State. Most of the empirical studies were carried out in Nigeria but not in Anambra State. None of the previous studies found addressing on Strategic employee planning and sales volume of NNPC affiliate of oil and gas retail outlet in Anambra State. Therefore, given the fact that the literature on the present topic was so limited, it was believed that they were worthy of examining and exploration in an attempt to add to the existing gap in literature.

3.0 Methodology

The area of study comprised of the strategic employee planning and sales volume of NNPC affiliates of Oil and Gas in Anambra State, Nigeria. They are NNPC Mega Station Awka, Afpet Leased Station, Sago Oil and Gas Ltd, Macdon Energy Ltd, Quality Plus Integrated Oil Ltd, Vego Oil Services Ltd, Paradise Oil And Gas Ltd, Nature Kind Oil & Gas Ltd, Nature Kind Oil & Gasltd, A. Obi General Investment Ltd, A. Obi General Investment Ltd, Mesojofy oil Services Ltd, and Dallas Oil & Gas Intl. Co. Plc. The study used the survey approach. The primary sources were personal interview and the administration of questionnaire. A population of 437 staff was used. The whole population was used due to significance of the number. 362 staff returned the questionnaire and accurately filled. That gave 83 percent response rate. The validity of the instrument was tested using content analysis and the result was good. The reliability was tested using the Pearson correlation coefficient (r). It gave a reliability co-efficient of 0.81 which was also good. Data was presented and analyzed by mean score (3.0 and above agreed while below 3.0 disagreed) and standard deviation using Sprint Likert Scale. The hypotheses were analyzed using Pearson correlation coefficient (r)statistics tool.

4.0 Data presentation and analyses

Research question one. What is the relationship between employee unique skills on the level of sales in Oil and Gas Retail Outlets in Anambra State?

Table 4.1: Responses to research question one: on the relationship between employee unique skills on the level of sales in Oil and Gas Retail Outlets in Anambra State

		5 **SA**	**4** **A**	**3** **N**	**2** **DA**	**1** **SD**	**∑FX**	**-** **X**	**SD**	**Decisio** **n**
1	The employees have listening skills that improve their level of sales.	645 129 35.6	464 116 32.0	72 24 6.6	56 28 7.7	65 65 18.0	1303 362 100 %	3.6	1.48	Agree
2	The honesty of the employees brings back our customers	760 152 42.0	284 71 19.6	54 18 5.0	90 45 12.4	76 76 21.0	1264 362 100 %	3.5	1.64	Agree
3	Ambition of the employees attains to the goals and objectives of the organisation and it increases our sales	515 103 28.5	480 120 33.1	63 21 5.8	92 46 12.7	72 72 19.	1222 362 100 %	3.4	1.50	Agree
4	A strong work ethics in my organisation has	1010	116	54	84	71	1335	3.7	1.66	Agree

	improved sales margin.	202 55.8	29 8.0	18 5.0	42 11.6	71 19.6	362 100 %			
5	The level of employee intelligence in my organisation contributes to problem-solving and better decision making in our sales.	495 99 27.3	648 162 44.8	66 22 6.7	80 40 12.2	38 38 10.5	1327 362 100 %	3.7	1.29	Agree
	Total grand mean and standard deviation							**3.6**	**1.51**	

Source: Field Survey, 2020

From the table, 245 respondents out of 362 representing 67.6 percent agreed that The employees have listening skills that improve their level of sales with mean score of 3.6 and standard deviation of 1.48. The honesty of the employees brings back our customers with 223 respondents representing 61.6 percent agreed with mean score of 3.5 and standard deviation of 1.64. Ambition of the employees attains to the goals and objectives of the organisation and it increases our sales with 223 respondents representing 61.6 percent agreed with mean score of 3.4 and standard deviation of 1.50. A strong work ethics in my organisation has improved sales margin. with 231respondents representing 63.8 percent agreed with mean score of 3.7 and 1.66. The level of employee intelligence in my organisation contributes to problem-solving and better decision making in our sales with 261 respondents representing 72.1 percent agreed with a mean score of 3.7 and standard deviation of 1.29.

Research question Two: What is the relationship between employee commitment and market share of Oil and Gas Retail Outlets in Anambra State?

Table 4.2: Responses to research question Two: on the relationship between employee commitment and market share of Oil and Gas Retail Outlets in Anambra State.

		5 **SA**	**4** **A**	**3** **N**	**2** **DA**	**1** **SD**	**∑FX**	**-** **X**	**SD**	**Decisio** **n**
1	The employees put in more effort and extra time to attain to a good number of customers	465 93 25.7	664 166 45.9	60 20 5.5	86 43 11.9	40 40 11.0	1315 362 100 %	3.6	1.29	Agree
2	The employees feel happy working inour organisationthan elsewhere	605 121 33.4	544 136 38.9	75 25 6.9	80 40 11.0	40 40 11.0	1344 362 100 %	3.7	1.35	Agree
3	The employees speak good of their organisation to people and more customers are introduced.	570 114	588 147	66 22	80 40	38 38	1342 362	3.7	1.31	Agree

		31.5	40.6	6.1	11.0	10.5	100 %			
4	The employees strive to satisfy customer needs and they will have joy to come back again.	295 59 16.3	856 214 59.1	81 27 7.5	40 20 5.5	42 42 11.6	1414 362 100 %	3.9	1.19	Agree
5	The employees care about the organisation and willing to improve on the market	575 115 31.8	528 132 36.5	52 26 7.1	40 20 5.5	69 69 19.1	1264 362 100 %	3.5	1.48	Agree
	Total grand mean and standard deviation							**3.7**	**1.32**	

Source: Field Survey, 2020

From the table, 259 respondents out of 362 representing 71.6 percent agreed that the employees put in more effort and extra time to attain to a good number of customers with mean score of 3.6 and standard deviation of 1.29. The employees feel happy working in our organization than elsewhere with 257 respondents representing 72.7 percent agreed with mean score of 3.7 and standard deviation of 1.35.The employees speak good of their organisation to people and more customers are introduced with 261 respondents representing 72.1 percent agreed with mean score of 3.7 and standard deviation of 1.31. The employees strive to satisfy customer needs and they will have joy to come back again with 273 respondents representing 75.4 percent agreed with mean score of 3.9 and 1.19. The employees care about the organisation and willing to improve on the market with 247 respondents representing 68.3 percent agreed with a mean score of 3.5 and standard deviation of 1.48.

Research Question three: What is the relationship between training and attention of more customers in Oil and Gas Retail Outlets in Anambra State?

Table 4.3: Responses to research question one: on the relationship between training and attention of more customers in Oil and Gas Retail Outlets in Anambra State.

		5 SA	**4 A**	**3 N**	**2 DA**	**1 SD**	**∑FX**	**- X**	**SD**	**Decision**
1	The frequent learning of the employees keeps them cutting in our organisation.	1010 202 55.8	272 68 18.8	69 23 6.4	46 23 6.4	46 46 12.7	1443 362 100 %	4.0	1.44	Agree
2	The employees are competent and on top of changing standards which attracts	385 77	776 194	54 18	64 32	41 41	1320 362	3.6	1.23	Agree

	customers.	21.3	53.6	5.0	8.8	11.3	100 %			
3	Training has made my organisation a leader and strong competitor in the industry.	390 78 21.5	824 206 56.9	63 21 5.8	58 29 8.0	28 28 7.7	1363 362 100 %	3.8	1.11	Agree
4	Strengthening the skills the employee needs improve their zeal that bring in more customers.	119 5 239 66.0	256 64 17.7	57 19 5.2	42 21 5.8	19 19 5.2	1569 362 100 %	4.3	1.14	Agree
5	Frequent training programmes establishes regular employee development improves sales increase.	905 181 50.0	296 74 20.4	54 18 5.0	136 68 18.8	21 21 5.8	1412 362 100 %	3.9	1.35	Agree
	Total grand mean and standard deviation							**3.9**	**1.25**	

Source: Field Survey, 2020

From the table, 270 respondents out of 362 representing 74.6 percent agreed that the frequent learning of the employees keeps them cutting in our organization with mean score of 4.0 and standard deviation of 1.44. The employees are competent and on top of changing standards which attracts customers with 272 respondents representing 74.9 percent agreed with mean score of 3.6 and standard deviation of 1.23. Training has made my organisation a leader and strong competitor in the industry with 284 respondents representing 78.2 percent agreed with mean score of 3.8 and standard deviation of 1.11. Strengthening the skills the employee needs improve their zeal that bring in more customers with 303 respondents representing 83.7 percent agreed with mean score of 4.3 and 1.14. Frequent training programmes establishes regular employee development improves sales increase with 255 respondents representing 70.4 percent agreed with a mean score of 3.9 and standard deviation of 1.35.

4.4 Test of Hypotheses

Hypotheses One: Employee unique skills and level of sales in Oil and Gas Retail Outlets in Anambra State are significantly related.

Table 4.4.1: Pearson Correlation on Employee unique skills and level of sales in Oil and Gas Retail Outlets in Anambra State are significantly related.

Employee unique skills and level of sales in Oil and Gas Retail Outlets in Anambra State are significantly related

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Pearson	Employee unique skills Level of sales in Oil and Gas Retail Outlets in Anambra State	Correlation coefficicient Sig. (2-tailed) N Correlation Coefficient Sig. (2 tailed) N	Employee unique skills 1 362 .647(**) 000 362	Level of sales in Oil and Gas Retail Outlets in Anambra State..647(**) 000 362 1 362

** correlation is significant at the 0.05 level (2 tailed)

Table 4.4.1 is the Pearson correlation matrix on **Employee unique skills and level of sales in Oil and Gas Retail Outlets in Anambra State are significantly related** showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.647. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that **Employee unique skills and level of sales in Oil and Gas Retail Outlets in Anambra State are significantly related** (r=.647). The computed correlations coefficient is greater than the table value of r = .195 with 879 degree of freedom at alpha level for a two-tailed test (r=.647,p>.05).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed r = 0.647 is greater than the table value of .195, we reject the null hypothesis. Therefore, we concluded that **employee unique skills and level of sales in Oil and Gas Retail Outlets in Anambra State are significantly related** in Nigeria as reported in the probability value of (r=.647,p>.05).

Hypotheses Two: Employee commitment and market share of Oil and Gas Retail Outlets in Anambra State are significantly related.

Table 4.4.2 : Pearson Correlation on Employee commitment and market share of Oil and Gas Retail Outlets in Anambra State.

Pearson	Distribution channel strategy Number of defective units of products produced.	Correlation coefficicient Sig. (2-tailed) N Correlation Coefficient Sig. (2 tailed) N	Distribution channel strategy 1 362 .782(**) 000 362	Number of defective units of products produced. .782(**) 000 362 1 362

** correlation is significant at the 0.05 level (2 tailed)

Table 4.4.2 is the Pearson correlation matrix on the **employee commitment and market share of Oil and Gas Retail Outlets in Anambra State are significantly related** showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.782. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that **Employee commitment and market share of Oil and Gas Retail Outlets in Anambra State are significantly related.** (r=.782). The computed correlations coefficient is greater than the table value of r = .195 with 879 degree of freedom at alpha level for a two-tailed test (r=.782,p>.05).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed r = 0.782 is greater than the table value of .195, we reject the null hypothesis. Therefore, we concluded that **Employee commitment and market share of Oil and Gas Retail Outlets in Anambra State are significantly related** as reported in the probability value of (r=.782,p>.05).

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Hypotheses Three: Training and attention of more customers in Oil and Gas Retail Outlets in Anambra State are significantly related.

Table 4.4.5.3: Pearson Correlation on Training and attention of more customers in Oil and Gas Retail Outlets in Anambra State are significantly related

Pearson	Distribution channel strategy		Distribution channel strategy	Number of defective units of products produced.
		Correlation coefficicient	1	
		Sig. (2-tailed)		.600(**)
	Number of defective units of products produced.			
		N		
		Correlation		
		Coefficient	362	000
		Sig. (2 tailed)	.600(**)	362
		N	000	1
			362	
				362

** correlation is significant at the 0.05 level (2 tailed)

Table 4.4..3 is the Pearson correlation matrix on the **training and attention of more customers in Oil and Gas Retail Outlets in Anambra State are significantly related** showing the correlation coefficients, significant values and the number of cases. The correlation coefficient shows 0.600. This value indicates that correlation is significant at 0.05 level (2 tailed) and implies that **Training and attention of more customers in Oil and Gas Retail Outlets in Anambra State are significantly related** (r=.600). The computed correlations coefficient is greater than the table value of r = .195 with 879 degree of freedom at alpha level for a two-tailed test (r=.600,p>.05).

Decision Rule

The decision rule is to accept the null hypothesis if the computed r is less than the tabulated r otherwise reject the null hypothesis.

Decision

Since the computed r = 0.600 is greater than the table value of .195, we reject the null hypothesis. Therefore, we conclude that **Training and attention of more customers in Oil and Gas Retail Outlets in Anambra State are significantly related** as reported in the probability value of (r=.600,p>.05)

4.5 Discussion of Findings

In support of the hypothesis Abdul (2014) noted that Transfer of training is a mediator in the relationship between training and employee service quality. From the result hypothesis one, comparing the calculated Z- value of 0.675 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that employee unique skills and level of sales in Oil and Gas Retail Outlets in Anambra State are significantly related.

From the result hypothesis two, comparing the calculated Z- value of 0.782 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that employee commitment and market share of Oil and Gas Retail Outlets in Anambra State are significantly related. In line with the hypothesis Nwachukwu, Chládková and Olatunji (2018) conducted a study which showed that employee commitment to strategy implementation is an important factor of employee satisfaction.

In line with the hypothesis Aidah (2013) conducted a study on effects of training on employee performance and noted that training and development have an impact on the performance of employees with regards to their jobs. From the result hypothesis three, comparing the calculated Z- value of 0.600 against the critical Z- value of 1.96 (2-tailed test at 95% level of confidence) the null hypothesis were rejected. Thus the alternative hypothesis was accepted which states that training and attention of more customers in Oil and Gas Retail Outlets in Anambra State are significantly related.

4.6 Conclusion

The study concluded that employee commitment to strategy implementation is an important factor of employee satisfaction. employee commitment which is a fundamental activity in the success of any organization is highly dependent on a healthy employment relationship which is characterized by organizational trust. Lack of training brings about low productivity of workers therefore in order to gain more specific knowledge of training and development ,employees should be given adequate training autonomy and responsibilities to strengthen their commitment towards the enhancement of organisations' performance.

4.7 Recommendations

From the findings the following recommendations were made:

I. Employers/managers should not only focus on results but should also focus on building and maintaining positive behaviours that necessitates the existence of trust between organizational members and employee commitment.
II. Employees should be given adequate resources, facilities, training autonomy and responsibilities to strengthen their commitment towards the enhancement of organizations' performance.
III. Marketing organizations should invest more in the general welfare of their sales force to ensure employees stability.

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