

Skills Shift and Organisational Sustainability: Perspectives for the Future of Work

Adebowale Sunday¹, Adefulu Adesoga², Ajike Emmanuel³ and Amos-Fidelis Benita⁴

^{1,2,3,4}Babcock University, Department of Business Administration and Marketing School of Management Sciences, Babcock University, Ilesan-Remo, Ogun State, Nigeria

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Abstract.

Organisational sustainability in the 21st century has aroused great concern in the world of business and in academia. Studies have shown that insurance industry sustainability is beleaguered with low performance of business process, absence of lean structure, poor organisational creativity and excessive talent poaching. In Nigeria, insurance sustainability has not been sufficiently investigated in literature with regards to the effect of skills shift, organisational values on organisational sustainability. Hence, the article addresses this gap by investigating the effect of skills shift on organisational sustainability of selected insurance companies in Lagos State, Nigeria. Methodologically, cross-sectional survey research design was adopted. The findings showed that skills shift had positive significant effect on organisational sustainability ($Adj R^2 = 0.704$, $F(2, 337) = 404.206$, $p < 0.05$). The research concludes that skills shift affects organisational sustainability of the selected Insurance companies in Lagos State, Nigeria. The research highlights the need for insurance business to move towards investing in capabilities, knowledge improvement, enhancing critical thinking skill, problem-solving skill, and analytical skill which are valuable enablers of organisational sustainability. These findings suggest unique implications for chief executives, managers, regulators and policy makers.

Keywords: Analytical skill; Business process redesign; Critical thinking skill; Organisational creativity; Organisational sustainability; Problem-solving; Skills shift.

1. Introductio

Organisational sustainability is a budding concept in the business circle, administration, management, government administration, also in academic community globally. Literature revealed that gaps in skills shift which has influenced sustainability of insurance industry. To address these challenges in skills shift (poor organisational knowledge, decline in critical thinking skill, problem-solving skill, and analytical skill) which are responsible for the instability in the insurance industry. Those gaps revealed that some Insurance Companies were unwilling to relinquish traditional business processes, prominence of inefficient hierarchical structures that could not align with Twenty-first century world of Insurance business, lack of organisational creativity, high rate of labour loss due to Talent Poaching and inability to attract the right talents. Consequently, those issues brought about problem of low penetration, distrust in Insurance Firms by people, low patronage of compulsory Insurance, high cost of business operations, low service quality, low revenue, and dwindled fortune.

McKinsey Global Institute (2018) reported a 43% reduction in business process redesign potential of Insurance industry compared to 75% increase in banks of financial sector's processes. The research institute observed instability at operational level of Insurance industry due to less shift in skills; resistance to change and obsolete technical know-how which has cast shadow on organisational sustainability in that sector. The Global Institute projects that by 2025 about 25% of the workforce in the Insurance organisation would be merged or substituted (particularly, both in support administrative and

operation levels). They report fragility in Insurance industry and makes a forecast that in the nearest future, there looms potential competition from companies like Amazon, Google, and Facebook which are in possession of robust business process and huge customers' personal data to offer personalised Insurance products. In Europe, Global Data (2017) embarked on general Insurance industry survey; and reported that 18% of Insurance organisations are having issues with survivability due to weak business processes that run on huge repository of data that essentially contained in both less secured electronic documents and paper transactions. Capgemini (2018) stated that some Insurance companies were deemed to fail because their businesses were unsustainable owing to some factors. The Insurance organisations were unable to reduce handling processing time of the claim's cycle, decline in customer's satisfaction which was considered to be utmost priorities for Insurance organisation.

In Nigeria, Insurance industry adopts a traditional business process that is very conservative and obsolete. Adoption of traditional business process makes the Nigeria Insurance Industry non-competitive in Africa and locally, especially, in the financial sector. It was fraught with manual processes with unnecessary bureaucracy that impeded smooth decision-making and data accuracy. The business processes were found to be outdated, unable to eliminate unnecessary work, characterised with poor service quality, operational cost found to be expensive with low revenue and profitability (Okafor & Okeke-Ezeanyanwu, 2018). Therefore, Insurance operations and functions required redesigning of processes and aligned with modern Lean structure in order to tame emerging difficulties of contemporary Insurance processes. Eze, Adelekan, and Nwaba (2019) posited that, dynamic business process redesign called for innovation which was regarded as crucial to the sustainment of Insurance Industry and in achieving competitive advantage. Nduna (2013) opined that Nigeria Insurance Industry has not developed sufficient organisational knowledge and problem-solving capabilities towards organisational sustainability, rather, traditionally they rely on the expertise from the advanced economies.

Specifically, the article addresses a key question: In what way do skills shift affect organisational sustainability of selected insurance companies? The researchers have no desire to duplicate the earlier studies but contributed to knowledge by filling the gaps arising from the extant literature by investigating the effect of skills shift (organisational knowledge, critical thinking skill, problem-solving skill, analytical skill), on organisational sustainability (Business process redesign, lean structure, organisational creativity and talent poaching) of selected insurance companies in Lagos State, Nigeria.

Section 2 proceeds to the literature to define the concept of skills shift and discusses existing research on organisational sustainability. An account of the methodology, techniques and analysis is provided in Sections 3 and 4, which shows whether organisational sustainability is influenced by skills shift. Section 5 builds on this understanding by positing authors' evidence on the effect of independent variable on dependent variable. The analysis shows how skills shift have had positive significant effect on organisational sustainability. The final section thus recommends that management of insurance industry should invest more in knowledge improvement, skills, competence of the employees and to initiate desirable organisational values for the attainment of organisational sustainability, incorporated workforce agility in the organisation.

2. Literature Review

Skills Shift and Organisational Sustainability

Starting with Skills Shift construct clarifications, some authors asserted that the construct was associated with changes (technical or otherwise) that brought about increase in demands for higher-altitude skills. Although, the particulars of various Skill-oriented Technical Change issues varied, the general knowledge was that new technology was complementary to the skills necessary for performing complex cognitive roles and substitution for more repetitive skills (Autor, Levy, & Murnane, 2003). The weakness of previous scholars' position was an expression of general terms and inability to relate the construct to a specific industry. However, Allsop and Calveley (2009) considered Skills Shift as the changes to employees' skills that came about through the increased automation of the financial sector and the manufacturing sector which had always been associated with a skill shift to automation, with resultant effect of employee experienced de-skilling, re-skilling, up-skilling or multi-skilling and alienation in was high productivity.

A robust explanation to Skills Shift came from the United Nations Educational, Scientific and Cultural Organisation (2012, UNESCO) who regarded Skills Shift as essential Life Skills. The strength of this clarification over the previous was the new interpretation of Skills Shift as involving cognitive and non-cognitive skills essential for productive tasks and livelihoods. Hence, a shift in rudimentary numeracy and literacy skills were considered as important Life Skills for employees to get into virtuous tasks and contribute comprehensively within the organisation. The term Life Skills made reference to shift in basic skills, Problem-Solving, Technical and Vocational skills, Information Communication Technology skills, Communication, implied that those skills were considered critical for employees in the world of work. In broader sense, the idea of Life skills (Skills Shift) was regarded as concept of Twenty-first-century skills, competencies for employability and encompassing skills such as: agility (adaptability and flexibility), erudition and innovation skills such as critical thinking, creativity and self-

direction, communication, productivity and accountability, cross-cultural and social skills, leadership and responsibility; collaboration and initiatives (Burnett & Jayaram, 2012).

(Alberani, 2015; Grisi, 2014) seemed to be operating in a direction obviously distinct from the functional premises of the individual skills domain but considered shift in Skills as the strict in-demands competence requirement for the professionalism. Yet, they asserted that there was no consensus among social scientists about the meaning to the concept of skills shift. For instance, they posited that, the economists, sociologists and psychologists discussed Skills Shift with different connotations. In shedding more perspectives, Alberani (2015) reported that Skills Shift has been synonymous with soft skills that were often indicated as Generic Competences. The term soft skill was utilised to specify all the capabilities that were not directly linked with a specific task; especially, Insurance Industry. Those skills were necessary in any position as they mostly apply to the associations with demands of the work and people involved in the organisation (Engelberg, 2015).

Alberani (2015) differentiated hard skills, conversely, as it showed the specific capability to achieve a specific job. A hard skill could be the ability of an employee to operate and control a machine to construct an object, whereas soft skills such as (Problem-Solving Skill, analytical thinking skills, Critical Thinking Skill, Organisational Knowledge skill, decision-making skill, cognitive skill, interpersonal skill and people skill, creativity and innovation skill) are capabilities of interfacing with the colleagues when working together in organisation's department. This submission was stronger than UNESCO's positions on Life Skills by lending a new concept of Soft Skills as a synonym of Skills Shift.

In agreement with Alberani, Soft Skills supported Hard Skills with required pliability to develop and transformation in changing situation and organisation's environment. Hard Skills allowed an individual to be a specialist or a professional: A human resources specialist, an engineer, an accountant, a medical doctor, a physicist, an educationist, and a philosopher. For instance, Skills Shift could differentiate technological skill and an entrepreneurship skills. Entrepreneurship skills could be connected to risk facing, innovation, leadership, and change management which correspond to Soft Skills. Technological skills permit an individual to perform specific roles. However, the distinction between software and hardware in relation to information technology system was obvious in how software influences and controls hardware. Hence, that explained the relationship between soft skills (skills shift) and hard skills (Ciappei, 2015).

Another insight as to what Skills Shift mean came from Henrik and Ede (2015) who explained that Skills Shift as adept and cognitive competence that enhanced attention for analytical capability and a core ingredient for Organisational Sustainability in the modern global high-technology era. Thus, Henrik and Ede (2015) stated that some European projects were designed so as to define and to study the Skills Shift issue. Essentially, the foremost project was a modification project in which generic capabilities were broken into three stages: Instrumental skill Interpersonal skill and Systemic skill. Instrumental skills relate to cognitive, technological, linguistic and methodological competences. However, Systemic skills were relevant in organisational skills, leadership skills and entrepreneurial skills. Interpersonal skill was grouped into two groups: individual and social. Henrik and Ede (2015) stressed that those skills always keep pace with evolution of ongoing technology.

In addition, Skills shift were considered as Soft skills changed to human skills, it reposed abilities that allowed people to relate in teams, control opinions and emotions, induced strategic thinking, and sailed across ambiguity. These characteristics were translated into concrete tasks and were highly valuable to the employers. The growth of technologies through a wide range of organisations led to a broad range of livelihood progression for employees who were equipped with digital and skills technical. The further organisations integrate technologies into their essential business the increase in shift skills. It helped employees worked effectively across new businesses (Insurance Industry inclusive). In a recent literature reviewed from the Brookfield Institute on the effect of Innovation on Entrepreneurship. It likened height of digital capability as workforce digital skill. The Institute suggested that skills scope in various industries progressed to include workplace on-the-job skills such as execution roles adopting data entry capability, spreadsheets aptitude, graphic design, and capability in using clients-relationship-management software (Huhn & Do, 2017).

In a clearer and succinct perspective to Skills Shift, McKinsey Global Institute (2018) defined Skills Shift as evolution or changes that affected demand for skills in various organisations because the rate at which technology advanced with changes, the more the skills of workers required to shift, adapt to the changes in organisations. However, McKinsey Global Institute (2018) observed that Automation and Artificial Intelligence brought about shift in demand for required employees' skills available in the past 15 years. The sharp rise in technology affected demand for basic digital skills with advanced technological skills. The McKinsey projected that there would be demand for social (leadership skill) and emotional skills (managing) others would rise by 24%, to 22% of work hours in the future of work.

McKinsey reported further that there was in-demand for higher cognitive skills (Organisational Knowledge, Critical Thinking Skill, Problem-Solving Skill, and Analytical Skill) rose moderately global, but would increase suddenly for some of these skills, especially creativity skill. Also, posited that a few skill levels would be fewer in demand. In addition, rudimentary

cognitive skills (for instance elementary-data-inputs and data-processing) would reduce by 15%, dwindling to 14% of hours functioned from 18%. Also, the need for physical and manual skills (for instance, general equipment operation) would drop by 14%, but the would-be huge group of labour skills in 2030 of several nations, that could be responsible for 25% of the total man-hours.

The management of businesses had a huge obligation towards the Organisations' Sustainability. It was intended as organisation's ability to utilise all available resources to remain in business and to subsist in any situation. Organisational Sustainability was turning out to be a remarkable conception in the management parlance. It has become a significant topic of debates in the management meetings, academic community, press, political arenas and among environmentalist. Also, discussions revolved around what it was, how imperative it was, what ought to be done about it, and how quickly organisations should perform everywhere. The World Commission for Environment and Development introduced concept of sustainability in organisation to light in 1987, and coined sustainability as the development that catered for the necessities of the present generation without jeopardising the ability of future generations in taking care of their needs. It is evident from this perspective that Insurance Companies need some developments that could influence their businesses in order to achieve set objectives (Thomsen, 2013).

A stronger perspective was given through Elkington (1997) who advanced the idea behind a triple-bottom-line (TBL) which pointed out that organisations would be sustainable when creating value with multiple dimensions. Therefore, the idea of Triple-Bottom-Line (TBL) concerned with sustainable context that attempted to find a balance among the need for social responsibility/equity, environmental integrity, and economic growth. Invariably, any Insurance company that aspires to attain sustainability would be required to satisfy the TBL and the business model so as to account for social equity, environmental soundness, and economic viability. Elkington's definition narrowly deficient but was addressed in Esterhuysen (2008) who defined Organisational Sustainability as a multifaceted concept that mirrored through indices: People's factor age (human resources as recognised as the assets of the organisation), Finance, Customers and products, integrating long-term economic, environmental and social aspects, governance and stakeholders. Those insights were improvements on Triple Bottom Line concept earlier credited to Elkington.

This view received another robust reflection of what Organisational Sustainability meant from Colbert and Kurucz (2007) who specified that sustainability implied a coinciding attention on environmental performance, social, and economic. The notion aligned with the previous definition of so-called TBL concept. Therefore, the setting in which Insurance organisations survive has changed. Likewise, there were similarities from Elkington's definition and Chartered Institute of Personnel and Development (CIPD, 2012)'s view about Organisational Sustainability. The CIPD observed that the core of sustainability in an organisation's setting (including Insurance business) was the assumption of improving the economic systems environmental and societal within which a business operates. There were trends like globalisation, social inequality, climate change, and demographic revolution have fashioned a dynamic problem to the traditional corporate model with its focus on shareholder value.

In contrast, other scholars, (Porter & Kramer, 2011) pointed out that in recent years organisations have been blamed as a foremost cause of economic, environmental and social problems. The Insurance Industry has to understand that Organisational Sustainability enhanced the capability of business organisations to better know their customers, business environment, workforce, stakeholders and offer solutions to their special needs which would give better collaboration with the organisation obligation (Elliot, 2011; Epstein & Buhovac, 2011; Tinwala & Biswas, 2019).

A fresh idea to the meaning of Organisational Sustainability was put forward as an essential rating factor, value creation, driver of development, social relationship builder, a survival instrument for firms (including Insurance) everywhere in the world (Wales, 2013). The latest submission was different from earlier definitions. This definition, however, found its applicable in the Organisational Sustainability of Nigeria Insurance Industry that has low rating, poor market penetration, and decline in value creation, faced with corporate scandals because of poor Organisational Values exhibition which was responsible for a loss of trust in business by the customers. Insurance sector was encountering trouble from governments, consumers, pressure from investors and employees to demonstrate that they were not adopting ethical values in order to achieve Organisational Sustainability (Asuquo, Dada, & Onyeogaziri, 2018).

Lastly, much improved and a novel definition came up to explain that Organisational Sustainability has to do with the organisation's ability to conduct its business activities for a long-term future (that is, perpetuity). This definition had it that Organisational Sustainability was concerned with how organisations acquired technological capabilities to future-proof their businesses. The definition went to say that Organisational Sustainability conveyed capability for value creation which might also be described as survivability (Horak, Arya, & Kiran, 2018). This perspective aligned with the assertions of Asuquo et al. (2018) who posited that organisations were typically established as a going concern; hence, organisation was expected to remain in business infinity.

Anchor theory: Human Capital Theory

The theory of Human Capital (HC) was credited to the effort of the Chicago school of economics where renowned scholars, Schultz and Becker (1962) first developed the idea of human capital. Although, initially, there was stiff refusal to accept the concept at the early stage of development, much later, it gained popularity among other scholars. In addition, Schultz (1979) posited that human capital involved a rise investing in training and education of the individuals. Moreover, the scholar, Becker (1964) in his seminar presentations on the economic effect of employers' provision of education, training, knowledge and skills on workers' productivity, incomes, and ultimately, Organisational Sustainability. Also, Dess and Pickens (1999) also outlined human capital as skills, experience, capabilities, and knowledge, encapsulated in the individual. In dissecting human capital further, Lengenick-Hall and Lengenick-Hall (2003) defined HC as the combinations of capabilities, skills, experience, and knowledge peculiar to each employee within the organisation.

The human capital theory has been relevant to this study through a report from Kaisen Consulting Limited, Deloitte's strategic associate located in Bristol, UK, sourcing data from more than 20,000 leadership, workforce valuations in Deloitte (2015). They investigated leadership-workforce capacity-building issues across industries (Insurance Industry inclusive). Finding of investigation justified that few organisations have strong leadership pipelines that produced substantial values compared to their rivals. They were constrained to improving the workforce capability, retain employees, effect changes, and developing talent. Besides, findings from most of executives through organisations conveyed pointedly that reporting lacked the skills needed to realise objective, citing a lack of personal value, ambition and appropriate organisational value to motivate them as a perceived deterrent. Consequently, made the issue worse, executives lacked opportunity for leadership training, that created obstacle in undertaking leadership tasks. Hence, outcomes reflected a requirement for development of employee-leadership across all levels in organisations. Dankyi, Yusheng, Ankomah-Asare, Dankyi and Addo (2020) supported the application of Human Capital theory in the study that investigated acquiring Human Capital for organisational sustainability using dispersal model narrative and indices background. The Organisations in competitive environment engaged in new and critical human resources with desired skills to bolster, to retain, and to achieve desired competitive advantage.

3. Methodology

This section reported details of methodology used in testing the research hypothesis { **Hypothesis (H₀₁)** - Skills shift have no significant effect on Organisational Sustainability of the picked Insurance Companies in Lagos State, Nigeria}. Data were analysed through Descriptive analysis and Inferential statistics. The Regression method of analysis was applied to ascertain the effect of skills shift on organisational sustainability.

We adopt a cross-sectional survey research design. This research design offers a direction to the study, starting with the description of the problem, the design of research methods, sampling design, measurement, scaling design, and the design of questionnaire as a measuring instrument that was tested for its validity and reliability. The justification for using a cross-sectional survey research design was based on the fact that it was considered as one of the arms of descriptive research designs (Suehye, 2020). The population was three hundred and forty (340) employees of the selected Insurance companies in Lagos State, Nigeria. The population consists of the top and middle management staff in the selected Insurance Companies. The justifications for selecting twenty (20) Insurance Companies are owing to the fact that they are listed on Nigeria Stock Exchange and they are economically viable with strong equity assets base. The authors used total enumeration for the study sample size because the total population was not large. The nature of data collected was through primary source (using a validated and a reliable research instrument). Adapted questionnaire was used and 85% response rate achieved. Cronbach alpha's reliability coefficients fluctuated from 0.713 to 0.911 for constructs of the research. Descriptive and inferential statistics are used in analysing the data.

Table 3.1 Results of the Reliability Internal Test of Consistency

Variables	No of Items	Cronbach's Alpha
Organisational knowledge	5	0.713
Problem-solving skill	5	0.838
Critical thinking skill	5	0.843
Analytical Skill	5	0.720
Business Process Redesign	5	0.757
Lean Structure	5	0.824
Organisational Creativity	5	0.896
Talent Poaching	5	0.911
Overall Reliability	40	0.813

Source: Pilot Study, SPSS Output 2020

From Table 3.1, we disclosed the result of the reliability tests where Cronbach's alphas were all above the 0.7 threshold as specified and ranged from 0.713 and 0.911 which indicated averages of good reliability and composite reliability of meditative and contemplative items were all above the acceptable 0.7 threshold which means all the variables in the study displayed construct reliability.

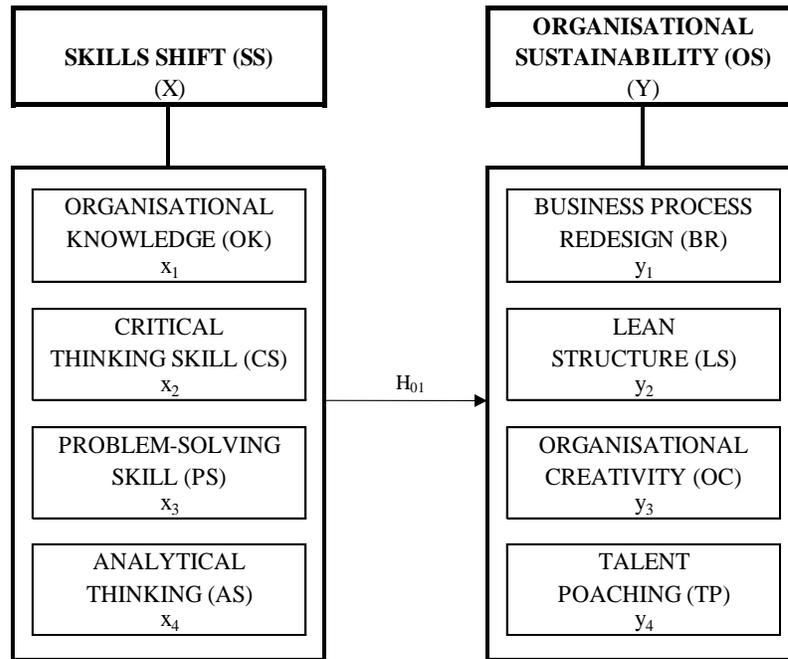
Table 3.2 Results of the Factor Analysis Tests

Variables	No of Items	Kaiser-Meyer-Olkin (KMO)	Bartlett's Test of Sphericity
Organisational knowledge	5	0.638	72.032 (0.000)
Problem-solving skill	5	0.747	67.098 (0.000)
Critical thinking skill	5	0.734	72.617 (0.000)
Analytical Skill	5	0.661	45.891 (0.000)
Business Process Redesign	5	0.657	58.423 (0.000)
Lean Structure	5	0.561	82.042 (0.000)
Organisational Creativity	5	0.804	96.279 (0.000)
Talent Poaching	5	0.838	110.501 (0.000)

Source: Pilot study, SPSS Output 2020

In Table 3.2, we showed the results of the analysis on construct validity of the research instrument. The results of KMO for all the study variables (Skills shift and Organisational sustainability) were found to be greater than 0.5 and not above 1, therefore the items were acceptable. On the other side, the Bartlett's Test of Sphericity had values above 40.00 and p-values = 0.000 for all the variables which were less than 0.05. From the results of Bartlett's Test of Sphericity, it was concluded that the factors were valid and suitable as there were high significant correlation between the variables in the study. The results confirmed that the sample was adequate for the study.

Researchers' Model



Source: Authors' Elaboration 2020

Model Specification

Independent Variable: Skills Shift (SS = OK, CS, PS, AS) were measured by Organisational Knowledge = (OK); Critical Thinking Skill = (CS); Problem-Solving Skill = (PS) and Analytical Skill = (AS)

Dependent Variable: Organisational Sustainability (OS = BR, LS, OC, TP) were dimensioned with Business Process Redesign = BR; Lean Structure = LS; Organisational Creativity = OC; Talent Poaching = TP

Functional Relationship (fn.)

- OS = f (SS)
- BR = f (OK, CS, PS, AS) fnc.1
- LS = f (OK, CS, PS, AS) fnc.2
- OC = f (OK, CS, PS, AS) fnc.3
- TP = f (OK, CS, PS, AS) fnc.4

Regression Model

The econometric models of the study are as stated in Equations. 1 -4

$$BR_i = a_0 + \beta_1OK + \beta_2CS + \beta_3PS + \beta_4AS + \mu_i \quad \dots\dots \text{Regression Equation 1}$$

$$LS_i = a_0 + \beta_1OK + \beta_2CS + \beta_3PS + \beta_4AS + \mu_i \quad \dots\dots \text{Regression Equation 2}$$

$$OC_i = a_0 + \beta_1OK + \beta_2CS + \beta_3PS + \beta_4AS + \mu_i \quad \dots\dots \text{Regression Equation 3}$$

$$TP_i = a_0 + \beta_1OK + \beta_2CS + \beta_3PS + \beta_4AS + \mu_i \quad \dots\dots \text{Regression Equation 4}$$

Where, a_0 = Constant Term; $\beta_1 - \beta_4$ = Regression Coefficients of the independent variable to be estimated; β_{z1} = Coefficients of the Moderator, μ_i = Error Term

3.1 RESULT, ANALYSIS AND DISCUSSION (Summary of Primary Data Collection)

The respondents contained Top management staff and Middle level staff of the twenty selected Insurance Firms in Lagos State, Nigeria. A four hundred copies of the questionnaire was distributed, meanwhile, three hundred and forty were filled, returned and deemed usable, representing 85% response rate. Therefore, the remaining sixty copies of the questionnaire were not returned, therefore, they were not included in the final analysis. Although, the high response rate recorded by the research was premised on the choice of data collection procedures. For instance, the researchers dispensed the questionnaire with the help of research assistants, supported with tenacious calls to seek for updates, to clarify queries as well as to get good time with the filling of the questionnaire.

Table 4.1.1: Summary of Multiple Regression Analysis for the Significant Effects of Skills Shift on Organisational Sustainability in selected Insurance Companies in Lagos State, Nigeria

N	Model	B	Sig.	T	ANOVA (Sig.)	R	Adj.R ²	F (2,337)
340	(Const)	0.469	0.003	3.023	0.000	0.840	0.704	404.206
	Skills Shift	0.453	0.000	9.513				
Predictors: (Constant), Skills shift								
Dependent Variable: Organisational Sustainability								

Source: Authors' computation, 2020 underlying data from Field Survey

In Table 4.1.1, we however disclosed the findings of the Multiple Regression analysis which examined the combined effect of Skills Shift (Organisational Knowledge, Critical Thinking Skill, Problem-Solving Skill and Analytical Skill) on Organisational Sustainability (Business Process Redesign, Lean Structure, Organisational Creativity, and Talent Poaching) of particular Insurance Firms. The results showed that Skills Shift ($\beta = 0.453$, $t = 9.513$, $p < 0.05$) had positive significant effect on Organisational Sustainability of chosen Insurance Companies in Lagos State, Nigeria. This suggested that the carefully chosen Insurance Companies would require shift in employees' requisite skills for attainment Organisational Sustainability.

The correlation coefficient of $R = 0.840$ displayed that a very strong positive connection existed between Skills shift and Organisational Sustainability. The coefficient of multiple determination, Adjusted R^2 is 0.704 indicated that shift in skills explained about 70.4% of the changes in Organisational Sustainability of certain Insurance Businesses in Lagos State, Nigeria while the remaining 29.6% could be attributed to other factors (effect of technology – automation and artificial intelligence - AI, demography, insecurity, moral decadence, COVID-19 pandemic and host of others) not included in this model. Also, the F-statistics ($df = 2, 337$) = 404.206 at $p = 0.000$ ($p < 0.05$) specified that the general model was significant in predicting the effect of skills shift on Organisational Sustainability. This means that skills shift had a high significant effect on Organisational Sustainability of selected Insurance Companies in Nigeria. The multiple regression model was expressed as thus:

$$OGS = 0.469 + 0.453SS \quad \dots\dots \text{equations i-iv}$$

Where:

OGS = Organisational Sustainability; SSS = Skills Shift.

The regression model displayed that retaining Skills Shift to a constant zero, Organisational Sustainability would be at 0.469 implying that without shift skills, Organisational Sustainability of the selected Insurance Companies in Lagos State, Nigeria would be 0.469 which was positive showing improvement. The findings of the multiple regression analysis indicated that when Skills Shift improved by one-unit, Organisational Sustainability would positively increase by 0.453. This implied that an increase in Skills Shift would enhance Organisational Sustainability of selected Insurance firms. The result showed an overall statistical significance with $p < 0.05$ which implied that Skills Shift were valuable determinants of Organisational Sustainability of selected Insurance Companies in Lagos State, Nigeria. The result suggested that Insurance Companies should do more in improving skills repository. Therefore, the null hypothesis (H_0) which expresses that Skills shift have no significant effect on Organisational Sustainability of selected Insurance Companies in Lagos State, Nigeria was rejected.

4 Conclusion / Recommendation

4.1 Conclusion / Recommendation

The study concluded that Skills Shift affected Organisational Sustainability of chosen Insurance Companies in Lagos State, Nigeria. By implication, Skills Shift (Organisational Knowledge, Problem-Solving Skill, Critical Thinking Skill, Analytical Skill) were valuable predictors of Organisational Sustainability (Business Process Redesign, Lean Structure, Organisational Creativity and Talent Poaching). The findings of the Multiple Regression Analysis indicated that Skills Shift had significant effect on Organisational Sustainability this was verified through a multiple regression analysis was done and the findings presented that at a significant ($\text{sig} = 0.000$, $p < 0.05$), $\text{Adj } R^2 = 0.704$, $F_{(2, 337)} = 404.206$. Therefore, this study advocated that the human capital development should be given a face-lift in the Insurance Industry. It could afford the management to set standards, attract the right customers, right employees, employee retention, employee engagement, talent acquisition, customer satisfaction, enhanced company brand, fair business practices, growth and stability. This article considered the future of work hinged on Organisational Sustainability. That without the shift in employees' capabilities (Skills Shift) organisations would be unable to continue its organisation's activities into long term future – perpetuity, that is to say; ability to create lasting development, having capability for future-proofing organisation, ability for value creation and survivability.

4.2 Implications of the article for Management practice

The findings of this study present efforts that are directed towards achievement of the goals of Organisational sustainability. The management of the concerned Insurance organisations who are saddled with responsibility of Business Process Redesign, attaining Lean Structure through continuous quality standard, waste reduction, cut cost and time; Organisational Creativity through innovation and prevent Talent Poaching or they needed to devise strategies to attract super stars employees of the rivals. The aforementioned efforts were not in isolation, the skills of the employees must change, then ability should be enhanced through training, development, capacity building programmes orientation and reorientation, counselling programmes to achieve Organisational knowledge, Problem-solving skills, Critical thinking skill and Analytical skill.

4.2.1 Suggestion for Further Studies

In order to make up for the identified limitations of the study, the researchers suggested the following: Future research could take this investigation into only twenty (20) Insurance firms in Lagos State, further to determine effect of skills shift on Organisational Sustainability of Insurance Companies in other states such as, South-East, South-West, and Northern part of Nigeria where Insurance Companies were located. This paper explored the effect of skills shift, on Organisational Sustainability of selected Insurance Companies (in financial service sector), the findings of the study might have influenced the generalisability of the research findings in other industries. In future, researchers could adopt a Longitudinal study design or Time series/ Planned Data Analysis, Ex Post Facto Research Design. Future research should investigate the effect of Automation and Artificial Intelligence on Organisational Sustainability in the Insurance Industry as to whether adoption of AI applications and automation process solution and appropriateness to business judgment, decision-making and attainment of sustainability. Another direction for future research could address the role of Automation, Artificial Intelligence birthing transparency, or the lack thereof, in AI-based Insurance business and sustainability decisions.

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