

Effects of Upskilling and Reskilling on Employee Job Satisfaction and the Menace of the Fourth Industrial Revolution (4IR)

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Abstract

As the threat of the Fourth Industrial Revolution approaches and organizations are struggling to survive because of the complexity it entails, it becomes mandatory for employees to upgrade and acquire new skills, for them to be able to thrive in the new normal. Upskilling and reskilling can help workers to grow as well as have a feeling of progress and satisfaction in their career path. This study investigated effects of upskilling and reskilling on employee job satisfaction of selected Fast Moving Consumer Goods (FMCG) companies in Lagos State, Nigeria. The total population of the selected companies was three thousand, eight hundred and ninety-two (3,892) employees. The sample size was restricted to 400, which was calculated by using Taro Yammane (1967) statistical formula. The study adopted stratified random sampling technique. Questionnaire was the only research instrument used for data collection. Data were analysed through descriptive and inferential statistics. Findings revealed that upskilling and reskilling have a significant positive effect on employee job satisfaction. Based on the findings of this study, it was recommended that organizations in this sector should focus on adequate upskilling and reskilling development programmes for their employees in order to enhance job satisfaction.

Keywords: Employees, Upskilling and Reskilling, Job Satisfaction, Organizations, Fourth Industrial Revolution (4IR).

Introduction

In the contemporary workplace, characterized by relentless technological advancements and dynamic industry landscapes, which occurred as a result of the emergence of the Fourth Industrial Revolution (4IR), the roles of employees are continually changing. Due to the disruptions of the 4IR transforming workplaces, job roles are likely to change, thus requiring employees to be upskilled and reskilled in variety of competencies (Chakma & Chaijinda, 2020). As organizations navigate the challenges of staying competitive in a rapidly changing environment, the need to equip their workforce with relevant skills increasing more than ever before. The concepts of upskilling and reskilling have emerged as strategic responses to this demand, aiming not only to address the evolving needs of the business but also to impact the overall job satisfaction of employees (Gouda, 2022:906). The landscape of work is undergoing a profound transformation, driven by advancements in technology, automation, and global connectivity (Odeibat, 2021:63). However, jobs that were once considered stable and unchanging now require adaptability and a continuous commitment to learning in upskilling job satisfaction in an organization. In this context, upskilling, the process of acquiring new skills to enhance existing competencies, and reskilling, the acquisition of entirely new skills to meet changing job demands, have become critical components of workforce development. Sasmita & Kumar (2018:66) states that organizations are increasingly recognizing the strategic imperative of investing in the development of their employees in upskilling and reskilling initiatives are not merely responses to current skill gaps but proactive measures to build a versatile and resilient workforce. As the business

environment evolves, the skills that were once indispensable may become obsolete, necessitating a strategic approach to skill development to ensure sustained employee effectiveness.

According to Vinayan, Harikirishanan & Ling (2020:97), it was established that upskilling and reskilling is evident for the impact of these initiatives on employee job satisfaction is a nuanced and critical aspect - a multifaceted construct encompassing factors such as fulfillment, engagement, and work-life balance. This is increasingly recognized as a key driver of employee performance and organizational success. Understanding the effects of upskilling and reskilling on job satisfaction involves delving into the alignment between organizational initiatives and employee aspirations. Moreover, the potential trade-off between the demands of skill development and work-life balance introduces another dimension to this complex relationship towards effective upskilling and reskilling should not only enhance professional capabilities but also contribute positively to the overall well-being of employees.

This study explored the intricate interplay between upskilling, reskilling, and employee job satisfaction. Through a comprehensive analysis of existing literature, empirical research, and case studies, the study uncovered some of the factors that contribute to the positive impact of skill development programs on employee satisfaction.

This research also comprehensively investigated the complex dynamics surrounding upskilling and reskilling initiatives within organizations and their direct impact on the job satisfaction of employees. By examining the alignment of skill development programs with individual aspirations, understanding the perceived value of acquired skills, assessing the effectiveness of organizational support and implementation, exploring the dynamics during skill development, and gauging the long-term sustainability of job satisfaction, this study seeks to provide valuable insights into optimizing the positive effects of upskilling and reskilling on the overall well-being and satisfaction of the workforce. Through a multi-dimensional analysis, the research endeavours to contribute to the development of strategic frameworks that not only enhance employee skills but also foster a workplace culture conducive to sustained job satisfaction in the face of evolving professional demands.

By doing so, the aim was to provide organizations, policymakers, and human resource professionals with valuable insights to shape effective workforce development strategies that not only meet the demands of the evolving workplace but also foster a culture of continuous learning and employee satisfaction. As the researchers embarks on this exploration, it recognizes the significance of understanding and optimizing the effects of upskilling and reskilling in creating a resilient, engaged, and satisfied workforce for the challenges of the future.

1.2 Research Objective

The main objective of this study was to examine the effects of upskilling and reskilling employee job satisfaction in selected Fast Moving Consumer Goods (FMCG) companies in Lagos State, Nigeria.

1.3 Research Hypothesis

H₀₁: Upskilling and Reskilling do not have any significant effect on employee job satisfaction.

2.0 Literature Review

2.1 Upskilling and Reskilling

Upskilling refers to augmenting existing skills with new or significantly enhanced knowledge or skills to enable individuals to continue to succeed in the same profession or field of work.

While Reskilling implies helping employees gain new knowledge or skills to enable them to perform new jobs or enter new professions (Brinegar & Masino, 2021). In today's rapidly changing business environment, marked by technological advancements and evolving industry landscapes, the imperative for employees to acquire new skills has never been more pronounced. The paradigm of upskilling and reskilling has emerged as a strategic response for organizations aiming to stay competitive.

In the contemporary workplace, characterized by rapid technological advancements and ever-evolving job roles, the concepts of upskilling and reskilling have gained prominence as strategies for enhancing organizational agility (Gaur, 2020). It was estimated that by year 2025, 85 million jobs may be displaced by a shift in the division of labour. Whereas, millions of new and more sophisticated jobs may emerge that will be more adapted to the new division of labour between humans, machines and algorithms (World Economic Forum 2020, para. 6). Due to the fact that skills deteriorate and become outdated over time and must be replaced, upskilling and reskilling are crucial at all hierarchical levels of the organization. It is very important for employees to become more knowledgeable, skilled, and experienced for any organization to continue to thrive in the new normal. Organizations should continually identify the need to upskill and reskill and encourage their employees to develop new skills (Basher, 2021). They must therefore value continuous personnel training and development if they want to remain sustainable. Some scholars such as Kiers and Van Der Werff, (2019) have suggested that educational institutions, industries government and wider community should collaborate to maximize the efficiency of Upskilling and Reskilling during the Fourth Industrial Revolution (4IR).

Training helps employees to become more capable and sharpens their creativity and critical thinking skills so they can make better decisions faster and in a more productive way. Hence, it becomes a joint action between an expert and an employee leading to the efficient transfer of information, know-how, skills, and attitudes, consequently allowing an efficient output from the employee on the job. Meanwhile, training is not only prioritized to foster the ability to carry out work in the future, but also increases work motivation. It is an activity to improve current performance and future performance.

2.2 Job Satisfaction

Job satisfaction is a positive feeling about a job, resulting from assessing and evaluating its characteristics. People with good attitudes about their jobs report higher levels of job satisfaction, while those with negative attitudes report lower levels of job satisfaction (Menna, Walsh, & Ekhtari, 2019). A person's attitude toward their employment can indicate whether they are satisfied or not; if they feel and think favorably about their job, they are likely satisfied. It is crucial to understand and recognize the human element in any organization. A successful organization usually sees an average worker as the root source of quality and productivity gains. Such businesses view personnel growth as the primary source of improvement rather than capital investment.

Job satisfaction is considered as one of the main factors that affect efficiency and effectiveness of business organizations. It has a great influence on employee performance. Satisfied employees are valuable to their organizations because they perform better and contribute to the overall goals and success of an organization. Whereas, unsatisfied employees are burdensome to their organizations. Organizations must devote time and resources to motivate their workers in order to increase productivity and meet overall corporate goals. This is because employees are regarded as the key to organizational success. There are many factors that affect employee job satisfaction. It is derived from intrinsic factors that are related

to work itself or extrinsic factors which are related to instrumental values (Sukhani & Jain, 2020).

Each person has different criteria for measuring own job satisfaction. It is influenced by management style as well as remuneration, type of work, work groups, working conditions, schedule, perks, stress level, and flexibility. Workers' productivity, motivation, performance, and life satisfaction are all influenced by job satisfaction. Therefore, this also affects their personal lives.

2.3 Past Studies on Upskilling, Reskilling and Employee Job Satisfaction

However, a growing body of literature explored the multifaceted relationship between skill development initiatives and employee job satisfaction. Numerous studies suggested that opportunities for continuous learning and skills enhancement serve as strong motivators for employees. Organizations that actively support and invest in the upskilling and reskilling of their workforce, also contributes positively to employee level of job satisfaction (Bro, Hansen & Andersson, 2016; Gaur, B., 2020; AM, Affandi, Udobong & Sarwani, 2020:25). In an era defined by rapid technological advancements and evolving workplace dynamics, the significance of upskilling and reskilling in the context of employee job satisfaction has become a subject of growing interest in academic and organizational literature. Scholars highlight the role of skill development in enhancing employee motivation and, consequently, job satisfaction which perceive opportunities for growth and development are more likely to express higher levels of job satisfaction (Bhargava, Bester & Bolton, 2021:107; Li, 2022:14). McKee and Gauch, (2020:284) indicates that the alignment between skill development programs and individual career aspirations is crucial for their impact on job satisfaction as employees who perceive a direct connection between acquired skills and their long-term career goals are more likely to experience higher job satisfaction. Research indicates that a lack of support structures, including accessible training resources, mentorship programs, and clear communication channels, can hinder the positive effects of upskilling and reskilling on job satisfaction (Escobari, Seyal & Meaney, 2019). Research identifies various challenges faced by employees during skill development initiatives, such as time constraints, technological barriers, and a fear of obsolescence (Mumakinah, Setiawan & Irawanto, 2020:725). Addressing these challenges is crucial for optimizing the positive impact of upskilling and reskilling programs on job satisfaction.

3.0 Methodology

Research Design, Population and Sampling Technique

This study adopted descriptive research design. The study population consists of Three thousand, eight hundred and ninety-two (3,892) employees who are full-time staff of some selected Fast Moving Consumer Goods (FMCG) companies in Lagos State, Nigeria. The sample size was restricted to 400 which was calculated using Taro Yammane (1967) statistical formula. Stratified random sampling method was used for sample selection.

Research Instrument

Questionnaire was the main instrument used for data collection. The study adopted content and construct validity in line with related relevant literature in order to test the validity of the research instrument. The Cronbach's alpha for internal consistency of the items of the questionnaire was conducted. Based on the result carried out on the items of the questionnaire, the results showed a minimum coefficient of 0.78 and maximum coefficient of 0.92. Hence, the questionnaire was adjudged as valid and reliable. The research instrument was

administered by the researchers, with the help of two trained research assistants. A total number of 400 copies of the questionnaire were administered to full time staff of some selected Fast Moving Consumer Goods (FMCG) companies in Lagos State, Nigeria. From the total questionnaire administered, 365 were returned and found useful for analysis giving a response rate of 91.2%.

Data Analysis

The primary data generated from the respondents were subjected to statistical tests. The data were analysed using descriptive and inferential statistics. Descriptive statistics was used to examine both the dependent and independent variables in the study. This is because it helps to organize and summarize the data presenting it in a more coherent manner. The hypothesis was tested at 0.05 level of significance, using inferential statistics, ANOVA and regression analysis.

4.0 Results

4.1 Demographic Information of the Respondents

The demographic information of the respondents from the selected Fast Moving Consumer Goods (FMCG) companies in Lagos State, Nigeria are presented as follow: results shows that male respondents 216 (59.2%) dominated the study while the remaining 149 (40.8%) are females. The demographic information about the respondents' age reveals that majority of the respondents 138 (37.8%) under 30 years of age, 94 (25.8%) are between 31- 40 years of age, 77 (21.1%) are between 41-50 years of age while the remaining 56 (15.3%) are 50 years and above. This shows that majority of the workers are in the working group. Information about the educational qualification of the respondents reveals that the study is dominated by respondents with HND/First degree certificates 198 (54.2%) respondents, followed by 85 (23.3%) with Masters' degree certificate, 25 (6.4%) are secondary certificate holders, 30 (8.2%) possessed national diploma certificates while the remaining 24 (6.6%) are Ph.D. holders. This suggests that majority of the respondents are well educated and knowledgeable to understand the questions provided in the questionnaire. In terms of employees cadres, respondents who are junior staff with 195 (53.4%) constituted majority of the study, followed by senior staff with 114 (31.2%) while the remaining respondents are management staff 56 (15.3%).

It was also found that with regard to the work experience of the respondents, majority of them 239 (78.6%) have been on the job for about 5 to 10 years now, followed by 56 (15.3%) who have spent close to 10 to 15 years on the job, 45 (12.3%) have garnered at least 15 to 20 years of job experience while the remaining 25 (8.2%) have spent about 20 years and above on the job. This implies that virtually all the employees possess the requisites experience for the job. According to the information about the marital status of the respondents, majority of them 216 (59.2%) are single, 135 (36.9%) are married while the remaining 14 (3.8%) are divorced.

4.2. Research Question: What is the effect of upskilling and reskilling on employees' job satisfaction?

The results of the upskilling and reskilling development processes as well as the level of employees' job satisfaction are presented in Tables 4.2 and 4.3 as follows.

Table 4.2: Descriptive Analysis of the Responses on Reskilling and Upskilling Development Processes

S/N	Items	A	S	R	N	Mean \bar{x}	Std Dev
1.	Are in-house and external upskilling and reskilling programmes available for employees in your organization?	104 26.70%	210 54.00%	30 7.70%	45 11.60%	2.96	.899
2.	Does your organization finance upskilling and reskilling staff development programmes for its workforce?	105 27.00%	239 61.40%	45 11.60%	0 0.00%	3.15	.602
3.	Is there any incentive that could encourage workers who attend upskilling and reskilling programme in your organization?	135 34.70%	209 59.70%	45 11.60%	0 0.00%	3.23	.641
4	Do workers have evenly distributed chances of participating in Upskilling and reskilling development programmes?	89 22.90%	105 27.00%	60 15.40%	135 34.70%	2.38	1.179

Weighted mean = 2.98 Std. dev = 0.83

Key: A = Always, S = Sometimes, R = Rarely, N = Never

Source: Field Survey 2023

Table 4.2 describes main upskilling and reskilling development processes that are available. The result shows that that some of the available upskilling and reskilling development processes include: there are incentives that help encourage workers to attend upskilling and reskilling programmes in their organizations (\bar{x} =3.23; std dev. = .641); their organizations finance upskilling and reskilling development programmes for its workforce (\bar{x} =3.15; std dev. = .602); while the least of the processes was that workers have evenly distributed chances of participating in the development programmes (\bar{x} =2.38; std dev. =1.179).

Table 4.3: Descriptive Analysis of the Responses on Job Satisfaction

S/N	Items	A	S	R	N	Mean \bar{x}	Std Dev
1.	I enjoy coming to work because my job is rewarding and I get a sense of personal accomplishment from it.	230 59.10%	123 31.60%	32 8.20%	4 1.00%	3.49	0.691
2.	The level of workers job satisfaction in my organisation is quite good.	215 55.30%	135 34.70%	34 8.70%	5 1.30%	3.44	0.707
3.	I have a good working relationship with my co-workers.	315 81.00%	64 16.50%	4 1.00%	6 1.50%	3.77	0.540
4.	Managers communicate frequently and honestly about issues affecting employees.	215 55.30%	140 36.00%	29 7.50%	5 1.30%	3.45	0.689

Weighted mean = 3.54 Std. dev = 0.66

Key: A = Always, S = Sometimes, R = Rarely, N = Never

Source: Field Survey 2023

For the job satisfaction of the firms, *Table 4.3* reveals that the respondents indicated that some of the areas where they feel satisfied with their jobs include: they enjoy good working relationship with their co-workers ($\bar{x}=3.77$; std dev. = 0.540); they enjoy coming to work because their jobs are rewarding and they get a sense of personal accomplishment from them ($\bar{x}=3.49$; std dev. = 0.691); while the least among them was that the level of workers job satisfaction in these organizations are quite good ($\bar{x}=3.44$; std dev. = 0.707). On this basis, it can be inferred that some of the areas for the manifestation of job satisfaction in the selected organizations include: enjoying good working relationship with their co-workers, they enjoy coming to work because their jobs are rewarding and they get a sense of personal accomplishment from them, the level of workers' job satisfaction in these organizations are quite good among others. To be able to ascertain the level of job satisfaction among the respondent, a threshold of $\bar{x} = \frac{4+1}{2} = 2.5$ is applied. Since the overall weighted mean $\bar{x} = 3.54$, std dev.= 0.66, is higher than the threshold of 2.50. One can, therefore, conclude that the respondents have high level of job satisfaction. It can therefore be concluded that the level of job satisfaction in the organizations is high.

4.3 Research Hypothesis

Ho1: Upskilling and reskilling does not have any significant effect on employee job satisfaction.

The hypothesis was tested to know if there is a significant effect of upskilling and reskilling on employee job satisfaction. The independent variable, upskilling and reskilling development was regressed against the dependent variable, employee job satisfaction.

Table 4.4 ANOVA Result for the Effect of Upskilling and Reskilling on Employee Job Satisfaction

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4.170	1	4.170	4.205	0.041 ^b
	Residual	383.830	387	0.992		
	Total	388.000	388			

Source: Authors' Computation using SPSS 26, (2023)

The table 4.4 presents the ANOVA result which shows that the regression model is statistically significant, as indicated by the p-value of 0.041. The Regression Sum of Squares indicates that the model explains a small amount of variation in the dependent variable (job satisfaction). The Residual Sum of Squares of 383.830 indicates that there is still a large amount of unexplained variation in the dependent variable.

Table 4.5 Regression Result for the Effect of Upskilling and Reskilling on Employee Job Satisfaction

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	-	0.050		0.000	1.000		
	Training and Development	1.988E-16	0.051	0.104	2.051	0.041	1.000	1.000

Source: Authors' Computation using SPSS 26, (2023)

The regression result testing the third hypothesis is presented in the table 4.5. The result shows that the standardized coefficient (Beta) of 0.104 indicated that upskilling and reskilling has a positive effect on employee job satisfaction. The p-value of 0.041 indicates that this coefficient is statistically significant. This coefficient for upskilling and reskilling of 0.104, means that for every one-unit increase in upskilling and reskilling, there is a 0.104 unit increase in job satisfaction. This implies that the selected organizations should continue to prioritize upskilling and Reskilling development programs to enhance employee job satisfaction. The test for multicollinearity examined by the tolerance higher than 0.2 (Tolerance = 1) and variance inflation factor (VIF) which is less than 3 (VIF = 1) which imply the absence of multicollinearity in the model.

Table 4.6 Model Summary for the Effect of Upskilling and Reskilling on Employee Job Satisfaction

Model Summary ^b					
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	0.104 ^a	0.011	0.008	0.99589561	1.762

Source: Authors' Computation using SPSS 26, (2023)

The Model Summary as presented in that table 4.6 shows that the regression model has an R value of 0.104, which indicates a weak positive correlation between training and development and job satisfaction. The R Square value of 0.011 indicates that only 1.1% of the variation in job satisfaction can be explained by the variation in upskilling and reskilling. The Std. Error of the Estimate of 0.99589561 indicates that the model's predictions are, on average, 0.99 standard deviations away from the actual values. The Durbin-Watson statistic of 1.762 indicates the absence autocorrelation in the residuals. Therefore, at a level of significance of 0.05, the t-statistics is 2.051 while the p-value of the t-statistics is 0.041 which is lower than 0.05 adopted level of significance. Hence the study rejected the null hypothesis which states that there is no significant effect of upskilling and reskilling on employee job satisfaction.

This study employed the exploratory factor analysis which is a statistical technique used to condense the information contained in a large number of variables into a number of information factors. However, checks were conducted to confirm if the exploratory factor analysis was appropriate, this include the correlation test which confirmed that the correlation matrix for the variables of this study showed several moderate correlations which suggested that the analysis was appropriate. Also, the Kaiser-Meyer-Olkin (KMO) and Bartlett's test were also carried out. The result of Kaiser-Meyer-Olkin measure of sampling adequacy for each of the variables are above the 0.6 threshold for all variables.

The implication of this is that there exists a strong partial correlation among the variables. Also, the Bartlett's test of Sphericity in this study is less than 0.01 for all variables of interest. With the results meeting the assumptions of the principal components analysis (PCA) test, this means that PCA test can therefore be carried out. For each variable, both the scree plot and eigenvalues > 1 was used to determine the underlying components and the factor component with the highest load which is more relevant in defining the variable's dimension was considered and were used to represent each variable. Regression tests were then carried out in line with the objectives of this study and the findings provided some insights into the activities and performance of Fast Moving Consumer Goods (FMCG) companies in Lagos State, Nigeria. The results indicated that upskilling and reskilling has a statistically significant, positive effect on employee job satisfaction. The ANOVA results also showed that the regression model is statistically significant, as indicated by the p-value of 0.041. The standardized coefficient (Beta) of 0.104 indicates that for every one-unit increase in training and development, there is a 0.104 unit increase in job satisfaction.

Discussion of Findings

The objective of the study examined the effect of upskilling and reskilling development on employee job satisfaction. The results indicated that upskilling and reskilling has a statistically significant positive effect on employee job satisfaction. The ANOVA results

showed that the regression model is statistically significant, as indicated by the p-value of 0.041. The standardized coefficient (Beta) of 0.104 signifies that for every one-unit increase in training and development, there is a 0.104 unit increase in job satisfaction.

The findings of this study are consistent with previous research on the effect of Upskilling and Reskilling on employee job satisfaction. The finding further corroborated earlier studies. A study found that upskilling and reskilling significantly and positively affected job satisfaction among employees in the banking sector in Pakistan (Afroz, 2018). Another study also found a positive relationship between Upskilling and job satisfaction among employees in the hospitality industry in Ghana (Chen, Lin, & Tseng, 2017).

A researcher also conducted a study examining the effects of employee empowerment, teamwork, and employee upskilling on job satisfaction. It was found that employee upskilling and reskilling positively influenced job satisfaction. This supports the idea that upskilling and reskilling initiatives can contribute to employees' overall satisfaction with their jobs (Chauhan, 2018). Also, the outcomes of some other studies suggested that training affects an employee's job performance and job satisfaction (Mahadevan & Yap, 2019; Fontova-Almato, et al. 2020; Alnawfleh, 2020). Therefore, this research has brought to light and narrowed the gap in the literature that, upskilling and reskilling plays a crucial part in an employee's job satisfaction. This is due to the knowledge and skills which are transferred from the training provider to the trainees principally on new management techniques that enhances job performance and job satisfaction (Dhurgah, Hassan, Shashveena, Baker, Yunus & Norazman, 2018; Halawi, & N. Haydar, 2018). In addition, training helps to build the right attitudes towards an employee's job and helps employees to unlearn negative attitudes. This study has proven that through extensive upskilling and reskilling training programmes, employees gain more confidence at work resulting to job satisfaction (Varshney, 2019).

Conversely, it is important to note that the influence of training and development on job satisfaction can vary depending on various factors such as the nature of the training, its relevance to job tasks, and the organizational context. Additionally, it is worth considering other factors that contribute to job satisfaction, as highlighted in the literature. For example, a study explored the job satisfaction and motivation of teachers and identified various factors that impact satisfaction, including work environment, salary, recognition, and workload. While the current study focuses on training and development, it is crucial to recognize that job satisfaction is a multifaceted construct influenced by various factors (Huang, 2019).

5.0 Conclusion and Recommendations

This study investigated the effects of upskilling and reskilling on employee job satisfaction. The study found that upskilling and reskilling has a positive and statistically significant effect on job satisfaction. In conclusion, the literature converges on the idea that upskilling and reskilling initiatives can significantly influence employee job satisfaction. However, the effectiveness of these programs is contingent on factors such as alignment with individual career goals, organizational support, and the perceived relevance of acquired skills. Based on the findings of this study, it was recommended that upskilling and reskilling development programmes should be encouraged among the workers of Fast Moving Consumer Goods companies in Lagos State, Nigeria as it has potentials to improve employee performance and ultimately job satisfaction.

The study has provided key insights into the understanding of upskilling and reskilling and its effects on employee job satisfaction in Nigeria organizations. Lastly, the combination of indigenous and foreign literature in the conceptual foundation in this study provided the advantage for comparison. This has in fact promoted the stock literature used in this study, making it a useful reference point and vital resource material for researchers.

Future research should delve deeper into industry-specific contexts and explore the role of emerging technologies in shaping the relationship between skill development and job satisfaction. By doing so, organizations can better tailor their strategies to enhance both employee skills and overall job satisfaction in an ever-evolving professional landscape. Focused research should be conducted in other industries in different geographical locations within and outside Nigeria to give a better understanding and also provide valuable insights for industry practitioners.

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