

**EFFECT OF LEADERSHIP SKILL ON EMPLOYEE JOB RETENTION IN THE
OIL AND GAS**

(A study of Chevron Nigeria Plc).

AKANDE ADEOLA AJOKE

16020201002

A PROJECT REPORT SUBMITTED TO

THE DEPARTMENT OF BUSINESS ADMINISTRATION,

COLLEGE OF HUMANITIES, MANAGEMENT AND SOCIAL SCIENCES,

MOUNTAIN TOP UNIVERSITY, OGUN STATE.

IN PARTIAL FULFILMENTNT OF THE REQUIREMENTS FOR THE AWARD OF

THE DEGREE OF BACHELOR OF SCIENCE (B.Sc. HONS.) IN BUSINESS

ADMINISTRATION

Supervised by: Dr Olanipekun Ojo

November 2020

CERTIFICATION

I certify that this work was carried out by Akande Adeola Ajoke of the Department of Business Administration, Mountain Top University, Ogun State, Nigeria under my supervision and to the best of my knowledge. All references in this work have also been duly acknowledged.

.....
Supervisor

Dr. OLANIPEKUN OJO

Signature & Date

.....
HOD

Dr. OLANIPEKUN OJO

Signature & Date

DEDICATION

I declare this work firstly, to God Almighty, the Author and Finisher of my faith and he is also the source of my knowledge, power and wisdom. Secondly, to the two wonderful women God has given to me, they have been my mentor, Mrs. Abosede Akande and Mrs. Oshodi Oluwashola whose love and effort has aided my pursuit of academic know-how.

.

ACKNOWLEDGEMENT

All glory and thanks to God the father of our Lord Jesus Christ and the Holy Spirit for giving yet the opportunity, sound health, provisions and a sound mind to pursue my B.Sc. program at Mountain Top University, Ibafo, Ogun State, Nigeria.

I appreciate the time and effort of my supervisor who is a father per excellence, Dr. Ojo Olanipekun for giving his time, and talent to supervise my project he's equally my lecturer who turns father he gave me audience when I needed to see him, Dr. Olanipekun Ojo for his support, money, time, and effort in writing my project. I as well acknowledge the Dean, College of Humanities and Social Management Sciences, Dr. Akinyomi, the Ag. Dean of Student Affairs Dr. Abiala Moses, my amiable Head of Department Dr. Olanipekun Ojo who has been of great help to me, who showed me fatherly love, to my wonderful Business administration and IRPM lecturers Mr. Majekodunmi Samuel, Dr. Mrs. Erigbe Patience, Dr. J.I Ogunedele, Dr. Alex Attah my wonderful and genius supervisors Dr.Ojo Olanipekun and all other staffs of the College of Social Management Science for been of great help in achieving this academic success.

I acknowledge the effort of the women God has blessed me with Mrs. Abosede Akande and Mrs. Oshodi Oluwashola for all their encouragement and assistance (financially, morally, materially, spiritually) they have rendered throughout my academic sessions at the University I will forever be grateful ma'am's. To my wonderful sibling's :(Akande Ayoola, Akande Boluwatife, Oshodi Samuel, Oshodi Dorcas, Oladunni Feyisara), I say a very big thank you to you guys for your endless support on my project because you guys really made it easy for me, Can't love you guys' less.

A very big thank you to a savior in man's image my amazing senior brother who did a lot concerning my project Bro Michael Oladunni thank you for your time, endless support, attention, and the experience you shared concerning your project which serves as a guideline to mine, I'm so much grateful you are such a rare gen. I love you big bro, thanks for been there for me.

And to my wonderful mentors (Mr. and Mrs. Obafemi Oladunni, and Mr. and Mr. Adenle Adekunle), benefactors, friends (Faustina Badeji, Esume Emmanuel, Awoyera Ayomide, Aluko Faith, Isioma Iweribor, Raji Precious, Chinaza Chidebelu), my wonderful course mate (Adedigba Abraham, Oludayo Dolapo, Giwa Helen, Fashugba Sultan, Okeke Chigozie,

Babaniyi Seyi, Thompson Adebayo, Adegbola Damilola, Amadin Favour, Idowu Daniel) you guys have been the best course mate ever, thank you guys' for your support, co-operation, and love in the department) and those who have directly and indirectly been supportive and helpful, I say a huge thank you for being there for me. May the good Lord reward you guys.

And also to the entire members of Mountain of Fire and Miracle Ministries region 160, Eko region I really appreciate every one who supported me in prayers and advice and as well those who shared ideas am grateful, it really went a long way in my life. God bless you all.

Finally, to all members of staff of Mountain Top University, Ibafo, Ogun State, Nigeria, are appreciated for their immense support in ensuring that my research work was successful, thank you all and may God bless you all abundantly.

ABSTRACT

Employee retention is a major concern of the Nigerian job market today because of increased employee turnover. The recently released report released by the Nigeria Bureau of Statistics indicated that approximately 10million people moved from full employment to underemployment or unemployment. This can be said to be as a result of the series of Government Economic policies, Crude oil price crash,, mergers and acquisition of companies in the Oil and Gas industry, loss of job commitment and low employee morale. The Nigerian Oil and Gas sector is a strategic sector in the economy of the nation which drives the country's economy; however, any challenges being faced in the Oil and Gas sector will not only affect the industry but can have an adverse effect on the economy of Nigeria if employee retention strategies are not put in place. This study was therefore designed to investigate the impact of leadership style on employee retention in the Nigerian Oil and Gas sector. More so, it was aimed at identifying the leadership style that best encourages employee retention in the Oil and Gas companies, with particular emphasis on the transformational and the transactional leadership styles. The primary data for this study was collected through questionnaires and analysed using the Statistical Package for Social sciences (SPSS). Data was collected through both open ended and close ended questions with a five point Likert scale. The study used the purposive, snowball and convenience sampling technique in order to get response from the respondents. The study revealed that leadership style has a moderate significance on employee retention and that the transactional leadership style best encourages employee retention in the Nigerian Oil and Gas sector. The study recommends that leaders and managers should properly implement the exchange process of the transactional leadership style to mitigate employee turnover in the Nigerian Oil and Gas sector.

KEYWORDS: Leadership, Effectiveness, Retention, Organization, Performance, Behaviour, Employee Quality

TABLE OF CONTENTS

	Page
Title Page	i
Certification	ii
Dedication	iii
Acknowledgement	iv
Abstract	vi
Table of Contents	vii

CHAPTER ONE: INTRODUCTION

1.1	Background of study.....	1
1.2	Statement of the Problem.....	6
1.3	Objectives of the Study.....	8
1.4	Research Questions.....	9
1.5	Hypotheses.....	9
1.6	Scope of the Study.....	10
1.7	Significance of the Study.....	10
1.8	Limitations to the Study.....	12
1.9	Definition of Terms.....	12
1.9.1	History of Chevron Nigeria ltd.....	13

CHAPTER TWO: LITERATURE REVIEW

2.0	Introduction	
2.1	Conceptual Clarifications.....	15
2.1.1	The Concept of Leadership.....	15
2.1.2	Concept of Employee Job Retention.....	20

2.1.3 Reward and Benefit.....	25
2.1.4 Leadership and Employee Job Retention.....	26
2.2 Theoretical Framework.....	29
2.2.1 Theories of Leadership.....	29
2.3 Empirical Framework.....	39
2.3.1 Leadership and Employee Job Retention.....	39

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction	
3.1 Research Design.....	42
3.2 Sources of Data Collection	42
3.3 Population and Sampling Design.....	43
3.4 Technique of Data Analysis.....	44
3.4.1 Data Collection.....	44
3.5 Data Collection Structure.....	44
3.6 Model Specification.....	45
3.7 Data Analysis.....	47
3.8 Justification for Data.....	47

CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

4.0 Introduction.....	48
4.1 Description of the Sample.....	48
4.2 Verification of Research Hypotheses.....	51
4.3 Correlation Results	57

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction	
5.1 Summary.....	63
5.2 Recommendations.....	66
5.3 Conclusion.....	67
5.4 Implication of the study.....	68
5.5 Contribution to Knowledge.....	68
References.....	69
Appendix.....	76

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The common idea of handling workers has slowly been replaced with managing human sources. This gives priority to the strategic incorporation of new leadership models into successful workplace management and improving the performance of employees. There are many hypotheses and concepts regarding leadership styles and their implementation in private organized organizations such as manufacturing, and the oil and gas sector. Leadership brings success or failure, a leader plays a central role in providing direction and purpose for the accomplishment of an organization's set of objectives. According to William A Cohen (Cohen, 1998) Leadership is a mechanism through which an individual can steer, guide and influence other people's behavior and work towards attaining specific goals in a given situation. Leadership is a manager's ability to inspire subordinates to work willingly and with zeal. It is also the ability to affect other people's behaviors (Marry Parker Follet).

Leading is a very physically as well as mentally demanding job. Leadership brings success or failure; a leader plays a central role in providing direction and purpose for the accomplishment of an organization's set of objectives. Leadership is a mechanism through which an individual can steer, guide and influence other people's behavior and work towards attaining specific goals in a given situation (Koontz and O'Donnell). Leadership is a manager's ability to inspire subordinates to work willingly and with zeal. It is also the ability to affect other people's behaviors. Leading is a very physically as well as mentally demanding job. The leader must have the strength, power, and ability to meet the bodily needs; passion, courage, and endurance to meet the leading mental needs. According to Allford and Beaty(1975) Leadership is characterized as the ability to influence a group towards the achievement of an objective.

Leaders are required to develop goals for the future, and inspire the members of the organization to achieve the visions. According to Keith Davis(1975),' Leadership is the ability to actively convince others to look after defined goals. It is a human factor that brings the community together and motivates it towards goals." It is believed that organization is the explanation for a company's Quality, job satisfaction and positive dedication to employees. (Printer 2007).

Leadership style is due to promoting expectations of quality in leaders or team professional development. Effective leadership also requires skills like motivation, communication, inspiration, remuneration, and analytic. A good leader is born or created in other worlds, none will announce the Head Driver, Head defense, or non-leader messenger. All of these are pioneers in their own name. Knowledge of leadership acquired through decades of leadership research seems to suggest that certain features which are useful in one area or community are likely to be useful in another(Stogdill's 1948).

Jame J.Cribbin 2007 says that a leader must have the ability to promote creativity and innovation to enhance team performance, inspire the subordinate to challenge their own value system and develop their individual performance. Leadership is a key factor in good governance and the execution of public sector mandates (Hemphill, J.K). The public sector leaders work with growing stakeholders and demands in particular complex environments. This work will attempt to determine the role of fund, staff, partnership, fellowship, and other leadership aspects. Jim Collins published an article about Good to Great Leadership in the Harvard Business Review in January 2001.

"The most effectively changing executives have a paradoxical combination of professional modesty and Professional will they're vicious and quiet. Wikipedia's leadership is both a field of research and a functional skill that encompasses the capacity of an individual, team, or entire

organization. Leadership is about intellect, trust, compassion, bravery and discipline. Until proper leadership style in place, Aim can never be accomplished. It is critical not that the output is the success of an individual employee is a function of both personal and individual characteristics. Leadership can be described as the ability to influence a target group achievement (House and Podsakoff(1994).

Leaders are required to develop the vision of the future, and to inspire the members of the organization to achieve the goals and improve performance. According to Adair, Leadership is the ability to actively convince others to look after defined goals. It is the human factor that brings a group together and enhances their success and guides them towards goals. Cole (2004) sees leadership as an entity in a community that is responsible for the resulting outcomes, but actively seeks the cooperation and engagement of all group members to achieve group goals in a specific context. Dan's (1974) describes leadership as the ability to persuade others to work for established goals and objectives. Stoychill (1952) describes leadership as the process of shaping a coordinated group's actions toward setting goals and achieving goals. Koudri 2008 implies that leadership is about dealing with and coping with change, concentrating on the long-term and the big picture, not always doing something to immediately safe itself to take risks, and focusing on people and their beliefs, not just the bottom line. Leadership is the main factor deciding and sharpening group behavior, particularly when it is applied correctly, every employee enjoys a clear sense of commitment and dedication to organization goal. Leadership skills are the tools, attitudes and abilities that an individual need to be able to effectively inspire and direct others. And there is more to true leadership skills, the ability to help individuals develop in their own abilities. The most successful leaders can be said to be those who are imposing their own success onto others (Burns 1978). Leadership skills are a key component

in preparing managers to make strategic decisions about their organization's mission and priorities, and allocate resources effectively to achieve those directives.

Valuable leadership skills include the ability to delegate, encourage, and communicate effectively. Certain characteristics of leadership include integrity, and faith (Bass 1998: Yukl 1998). Good leadership skills will evaluate or assess what the overall performance of the entire organization would be. The members are responsible for the group's successes and shortcomings, they are the ones who will decide how past events or practices should be retained and continued for the good of the organization as a whole.

Leadership skills can be learned, everything that I need an open mind, Patience with yourself as you learn the skills and your dedication to putting into practice what you know. Job retention issues for workers emerge as the most important workplace management obstacles of the immediate future. Research has shown that victorious companies will be the ones in the future that will adapt their organizational actions to the complexities of the current work environment where sustainability and success depend on innovation, imagination and versatility.

Retention is a complex concept and there is no clear method to retain an organization's workers. Retention was seen as "an obligation to continue on an ongoing basis to do business or trade with a given company" (Zineldin, 2000). Much of the traditional and detailed definition of the retention term is "customer affection, recognition, engagement, faith, readiness to suggest and repurchase intentions, with the first four being emotional-cognitive retention constructs and the last two being behavioral intentions" (Stauss et al. 2001).

Studies have also shown that retention is influenced by a number of key factors that need to be handled consistently: communication, organizational culture, compensation and remuneration, policy, flexible schedule of work and career development systems (Logan, 2000). The idea of

preservation of workers' jobs appeared frequently in the 1970s and early 1980s because most people had already joined the company and worked for a very long time, sometimes for the remainder of their working life. But as job mobility and voluntary job changes started to rise rapidly, employers found themselves grappling with the issue of workplace turnover and a related management tool known as employee job retention (Andrew Carnegie 1978).

Keeping employees with high performance in the oil and gas sub sector is one of the main strategies for establishing and maintaining core competencies as a source of competitive advantage in a complex and competitive environment. This is not shocking, as front line workers are an oil company's identity, play an important role in service delivery, can boost customer satisfaction through service recovery and affect how consumers view the brand image. Most of the time, the oil and gas companies in Lagos State seem to favor young employees who know the environmental terrain and are able to cope with current challenges in this sector. Hence, it is imperative that these oil and gas companies develop and implement employee retention strategies to improve job performance. These businesses face other challenges when they have a high labour turnover rate due to employees leaving the company for reasons like poor working conditions. However, most of the companies are exploring avenues to make their employees adapt and perfect their community fit in the host communities. A truism that the oil companies train their employees to be capable in handling all types of assignments and jobs, but they seem to ignore the need for employees to fit into the community and surrounding environment.

Employers need to keep their high performers with knowledge and skills that are crucial to retaining a competitive advantage for the company. Employee retention measures are steps taken by management to keep workers from leaving the company, such as ensuring harmonious working relationships between employees and management; employees and the community,

and maintaining a safe and healthy environment (Cascio, 2003). Employee retention can be described as the organization's ability to retain its employees. It also applies to the sacrifices employers make to keep employees in their places of work (Allen, 2008). In that context, retention of workers is more of a tactic than a result. Employee retention can be used to draw a distinction among the organization's low-performing workers and top performers. Employees seem to withdraw and start looking for other incentives when they experience loss of happiness and commitment.

1.2 Statement of the Problem

This research focuses on how leaders can in the best possible way to keep their key employees through retention management.

An organization with strong leaders and well developed and functional retention plans are more likely to succeed. It is important for the leaders to think in the long-term as there might be fewer highly educated people in the market to choose from, due to a changing workforce. Companies continue to grow and globalization gives the opportunity for employees to find job elsewhere. To avoid this situation the organization needs to plan ahead and look at retention management in the long term.

We are studying employee retention from the perspective of leaders in the oil and gas sector, because we want to find out whether the leader can influence the employee to stay in the company or not. In order to help our readers to understand how leaders can prevent key employees from leaving the company it is of a big importance that the communication and the leadership in the sector are well- integrated. Together, they can improve their role as a leader through communication and motivation. Another aspect that needs to be taken into consideration is requirement, as this is a factor that definitely influences the employees. The

requirement process plays an important role in employee retention. The perfect match might be more important to companies than they think.

We believe that the problem for leaders to retain their key employees can be linked to the organization structure. If the structure of the organization is problematic this might lead to an increased voluntary turnover. Voluntary turnover can be good to an extent but there needs to be balance. Turnover need to be natural in the sense that some employee leave and new employee enter.

According to Branham(2005), seven secret reasons why employee leave are: lack of respect (including low pay), unfulfilling employment, restricted career development, bad management practice, untrustworthy leadership, and cultures of dysfunctional work.

The role or staff was not as expected

The mismatch between the work and the employee

Very little coaching and feedback

Feeling devaluated and unacknowledged

Stress from overwork and work life without payment of salaries

Loss of trust and confidence in senior

Too few growth and advancement

To solve there problems, a knowledge retention process can be used to create a knowledge asset for the benefit of the coming employees. The knowledge asset created will provide a support mechanism for the former colleagues.

The "perfect match" may be more important to companies than they realize. We believe the problem of keeping key employees for leaders can be related to the structure of the organizations. If the organization's structure (in terms of undefined job duties etc.) is problematic this could lead to increased volunteer turnover. Voluntary turnover can be beneficial to some degree but a balance must be struck. Turnover must be normal in the sense that certain workers quit and new employees come in. Retention starts at the top. Sourcing, hiring and retaining motivated employees are the responsibility of the company's governing board and Leadership Team.

Getting and retaining good employee's demands focused, recognized and comfortable policies and procedures that make job retention a prime management outcome. The manager's job is to respect the workers every day and actively strive to keep them on board. According to Mitchell et al (2001: 96), the reasons why workers voluntary leave organizations are many are often left unrelated to their employment for reasons that are: personal risk, desire to learn a new skill, trade, an unsolicited job offer, unexpected events or shocks, unfair treatment of a co-worker, being passed on for promotion, being asked to do something against one's beliefs e.t.c. Chevron Plc encounters the problem of pipeline vandalization of the oil pipeline by the community another problem is the demonstrations being carried out by the community youths because of unemployment. A turbulent environment is usually prone to risk and its certainly should be planned for. The problem of kick back philosophy of Nigerian business rode chevron plc profit margin thus ignoring its social responsibilities.

A research in the oil and gas industry, where worker shortages are sometimes a problem; appreciation and recognition was identified to be significant in retaining employees.

1.3 Objectives of the Study

The general objectives of this study is to investigate and assess the minimal influence of leadership skills on retention of worker jobs in Chevron Nigeria limited to Nigeria.

The main specific objective are:

- i. Examine leaderships effect skills on the development of Nigeria oil and gas sector.
- ii. Examine the leadership activities of the oil and gas sector in the identification and satisfaction of employees want and needs.
- iii. Investigate the issues involved in the employees retention of oil and gas sector.
- iv. Identify the leaderships variables and strategies used by the oil and gas companies.

1.4 Research Questions

1. What are the effects of leadership skills on the development of Nigeria oil and gas sector?
2. How does leadership activities of the oil and gas sector affect satisfaction of employees want and needs?
3. What are the challenges involved in the retention of employees in the oil and gas sector?
4. What are the leadership variables and strategies used by oil and gas companies?

1.5 Research Hypotheses

Hypothesis One:

H₀: Leadership skills do not have a positive impact on the growth of the Nigerian oil and gas industry.

H₁: There is a positive influence of leadership skills on the growth of the oil and gas sector in Nigeria.

Hypothesis Two:

HO: The leadership activities of the oil and gas sector have not brought about the identification and satisfaction of employees want and needs.

H1: The leadership activities of the oil and gas sector have brought about the identification and satisfaction of employees want and needs.

Hypothesis Three:

HO: There is an important issues involved in the retention employees in the oil and gas companies.

H1: There is no important issues involved in the retention employees in the oil and gas companies.

Hypothesis Four:

HO: There are important leadership variables and strategies used in the oil and gas companies.

H1: There no important leadership variables and strategies used in the oil and gas companies.

1.6 Scope of the Study

This study on the effects of leadership skills on employee retention in the oil and gas industry is limited to Chevron managers and staff at Lekki in Lagos, Nigeria. The aim of this study is to identify and examine factors that affect job retention of employee's at Chevron Nigeria. Chevron Nigeria limited has been chosen because of the interest of the researcher in the field as well as the company.

1.7 Significance of the Study

This analysis will help to evaluate the aspirations of the oil industry in the communities where they work, and the study would also help fill the void and shed more light. The research's meaning can't be overemphasized. For the long-term health and growth of the oil and gas industries, employees and their preservation of employment are significant. Subsequently, this study will allow the oil and gas industries to identify and analyze the key factors affecting employee retention, which Chevron Nigeria will widely use and implement to find solutions to the employee retention issue, which could help businesses reduce employee costs nearly two-thirds of their expenses.

The participants were employees of Chevron Nigeria Limited in Lagos. Junior and senior staff, both male and female, are the participants selected for this study, each questionnaire was given in another to check with a pen the right and suitable choice. The results of this study will provide valuable suggestions for the management of the small Chevron Nigeria and other oil and gas industries in Lagos State in Nigeria as a whole, variables that fulfill and dissatisfy the retention of workers in the workplace and an appreciative learning and working atmosphere also lead positively to employee retention because it will make them feel respected.

In contrast, it will enhance the perception of the factors that make the employee feel valued by their members by the researcher. This work would also act as a reference for other researchers and provide material for future studies to be conducted.

1.8 Limitation of the Study

During the conduct of the study, some factors posed challenges to the researchers. These include;

- a) **Financial constraints:** This is the major factor that limit the extent to which the research work was conducted. Traveling expenses were incurred in getting materials of typing questionnaires and the distribution of the questionnaires.
- b) **Time:** This is another factor that imposed hindrance in carrying out this research.
- c) **Management restriction:** Management of Chevron does not allow access to information that is considered very confidential like details information of the organization profile. As a result of this restriction the researcher was not able to get the full information that was considered vital.
- d) **Attitude:** The attitudes of the respondent in giving out information was another limitation. The researcher mainly used the information that was given.

1.9 Operational Definition of Terms

Leadership: Act or method of motivating individuals to work actively and vigorously for the achievement of group goals.

Effectiveness: Ability to work well without wasting time and resources.

Retention: An obligation on an ongoing basis to continue doing business or to trade with a particular company.

Organization: A system or mechanism in which individuals collaborate for purposes or an undertaking itself.

Performance: An action or achievement that is considered in relation to how successful it is.

Satisfaction: pleasure that comes from doing one's work.

Behaviors: A unique individual way to showcase his or her actions.

Employee Quality: Is a worker's planned work-related activities how well those tasks were carried out.

1.9.1 Brief History of Chevron Nigeria Limited

Chevron is one of the leading integrated energy firms in the world. Our success is motivated by our employees and their dedication to producing results in the best way by working professionally, performing with excellence, introducing creative technology and seizing new opportunities for sustainable growth. Virtually every facet of the energy industry affects us. We are discovering, processing and transporting crude oil and natural gas, refining, marketing and supplying fuels and lubricants for transport, producing and selling petrochemical goods, generating power and producing geothermal energy, providing options for renewable energy and energy conservation, and developing potential energy supplies, including research into advanced biofuels. Chevron is active in all areas of the oil, natural gas, and geothermal energy sectors, including the exploration and development of hydrocarbons; marketing and transport refining; manufacturing and sales of chemicals; and power generation.

Chevron is one of the largest oil firms in the world; it was ranked nineteenth in the Fortune 500 list of the top US privately owned and public companies as of 2017, and sixteenth in the Global 500 on the Fortune List of the top 500 companies worldwide. It was also one of the Seven Sisters that from the mid-1940s to the 1970s, dominated the global oil industry. Things such as oils, lubricants, additives and petrochemicals are manufactured and marketed by Chevron's downstream operations. The most critical areas of activity for the organization are the west coast of North America, the U.S. The Gulf Coast, Southeast Asia, Australia, South Korea and South Africa. In 2010, Chevron sold refined products such as gasoline, diesel and jet fuel for an average of 3.1 million barrels per day (490 to 103 m³/d). Our financial goals remain

unchanged and we continue to reward competitive returns to shareholders,' Patrica E. Yarrington, Chief Financial Officer of Chevrons, said in a recent analyst conference call.

Chevron said its proven worldwide reserves of petroleum and natural gas are equal to more than 11 billion barrels, with production of approximately 2.6 million barrels per day. The company said it has 1.9 million barrels of refining capacity a day and, under the Chevron, Texaco and CalTex names, operates 25,700 service stations around the world.

Chevron Corporation Mission Statement

The Chevron Way defines who we are, what we think, how we accomplish and where we strive to go. Not only for us, but for those who communicate with us it establishes a shared understanding.

Chevron Corporation Vision Statement Our vision to be the global energy business most respected for its customers, collaboration and efficiency is at the center of The Chevron Way.

CHAPTER TWO

REVIEW OF LITERATURE

2.0 Introduction

This chapter focuses on the concept of Leadership and employee's job retention. It also focuses on: Conceptual framework, Theoretical review, Empirical review

2.1 CONCEPTUAL FRAMEWORK

2.1.1 Concept of Leadership

Yukl (1994) defined leadership as the process of influence on the subordinate, in which the subordinate is inspired to achieve the target, the group maintains cooperation, and the established mission is accomplished, With funding received from external organisations. Fry (2003) also found out that leadership involves using a leading approach to deliver inspiring motives and increase the growth and development potential of employees. Northouse (2004) again identified leadership as a mechanism by which a person influences a group of individuals to achieve a common goal. In Rosenboom (2001), Heinz (1994) defined leadership as the act or process of influencing individuals in order to share their willingness to achieve organizational objectives. Leadership is a system by which a person controls others to achieve a goal and guides the organization in a manner that makes it more structured and rational.

Leadership is a mechanism in which a person controls a group of people to accomplish a shared objective. By applying their leadership expertise and skills, leaders carry out this processes. However, we know what personality we have that can affect our behaviour. If a leader has the willpower and desire, he or she will become a successful leader. Through a never ending phase of self-study, schooling, training and experience, good leaders grow. A committed leader encourages his staff through higher levels of collaboration, there are certain things that must be, know, and do for an efficient and dedicated leader. These do not come naturally, but through continuous work and analysis are gained. Efficient and committed leaders learn and research constantly to develop their leadership skills, ensuring that they do not rely on their success.

The abilities and knowledge processes of the leader may be affected by his/her attitudes or attributes, such as beliefs, principles, ethics, and character, while leadership is learned. Knowledge and skills contribute directly to the leadership process, while the other characteristics give the leader certain characteristics that make him or her specific skills, knowledge, and qualities more successful and committed to the leader. You must have an accurate view of who you are, what you know and what you are capable of doing.

2.1.1a Factors of Leadership

- i. **Set the right example:** If the management team in the mornings is smartly dressed and punctual, then this will inspire the employees to imitate this behaviour. If you want your subordinate members to be as competent as you are, being a good role model for your organization is important. In all that you do at work, lead by example. If you are a repeat abuser, it can be very hard to reprimand a member of staff for anything.
- ii. **Continuous development of your leadership skills:** In others, you have to consider your own strengths and shortcomings to become a great leader. Seeking constant self-improvement ensures that to be a successful leader, you can strengthen your own ability set and ensure that you have the right abilities.
- iii. **Be technically proficient:** Being an efficient leader also means that when it comes to technologies that can influence the business, you need to remain one step ahead of your team.
- iv. **Make sound and timely decisions:** It is important that you are in a position to quickly make educated choices. You will be in a position of strength to lead the team by ensuring you are up to speed with good problem solving, decision making and preparation resources.

- v. **Positive Attitude:** A more active and efficient workforce is more likely to be generated by a supportive climate. A successful leader can realize the effect that they can have in this working atmosphere by showing excitement and trust. Obviously, a positive outlook for any role that a leader is likely to handle is not always feasible, but the more dissatisfaction you can avoid from influencing your staff, the more likely you are to see positive results.

2.1.1b Types of Leadership

- **Autocratic leadership:** This is a leader that is authoritarian, dictatorial and doesn't tolerate advice or suggestions from subordinates. He commands and does not discuss with people. He does not tolerate information from people and he is in total control of the organization. This are leaders who give orders and expect instant obedient without argument. Plans and policies are made in isolation from the group. Orders are given without explanation for the reasons or of future intentions. The autocratic leaders do not become part of them at all, but merely direct it. The autocratic leaders make vital decisions on their own, whereas democratic ones look for consensus, consulting decisions with subordinates (Cellar et al. 2001, p. 63; Maloş 2012, p. 421).

Traits of autocratic style: All decision-making power is theirs, unreasonable in demands, uses excessive discipline and punishment, does not encourage others to challenge decisions or authority, believes that he/she is the ability, dismissive of different views, seldom acknowledges, is easily offended, offends others for his/her advantage, actions oriented, highly competitive, useful in the short term focus (Ololube, 2013).

- **Bureaucratic leadership:** Bureaucratic leaders follow rules rigorously, and ensure that their staff also follow procedures precisely. This is an appropriate leadership style for work involving serious safety risks (such as working with machinery, with toxic substances, or

at dangerous heights) or where large sums of money are involved. Bureaucratic leadership is also useful in organizations where employees do routine tasks (Shaefer, 2005). The drawback of this type of leadership is that it is ineffective in teams and organizations that rely on flexibility, creativity, or innovation (Santrock, 2007).

- **Charismatic Leadership Style:** Charismatic leadership theory describes what to expect from both leaders and followers. Charismatic leadership is a leadership style that is identifiable but may be perceived with less tangibility than other leadership styles (Bell, 2013). Often called a transformational leadership style, charismatic leaders inspire eagerness in their teams and are energetic in motivating employees to move forward. The ensuing excitement and commitment from teams is an enormous asset to productivity and goal achievement. The negative side of charismatic leadership is the amount of confidence placed in the leader rather than in employees. This can create the risk of a project or even in an entire organization collapsing if the leader leaves. Additionally, a charismatic leader may come to believe that s/he can do no wrong, even when others are warning him or her about the path s/he is on; feelings of invincibility can ruin a team or an organization.
- **Laissez-Faire Leadership Style:** Laissez-faire leadership may be the best or the worst of leadership styles (Goodnight, 2011). Laissez-faire, this French phrase for “let it be,” when applied to leadership describes leaders who allow people to work on their own. Laissez-faire leaders abdicate responsibilities and avoid making decisions, they may give teams complete freedom to do their work and set their own deadlines. Laissez-faire leaders usually allow their subordinate the power to make decisions about their work (Chaudhry and Javed, 2012). They provide teams with resources and advice, if needed, but otherwise do not get involved. This leadership style can be effective if the leader monitors performance and gives feedback to team members regularly. The main advantage of

laissez-faire leadership is that allowing team members so much autonomy can lead to high job satisfaction and increased productivity. It can be damaging if team members do not manage their time well or do not have the knowledge, skills, or motivation to do their work effectively. This type of leadership can also occur when managers do not have sufficient control over their staff (Ololube, 2013).

- **Participative leadership:** This style of leader encourages individuals to take part in decision making. He is open to all workers and facilitates two-way contact. He invites people to share their viewpoints on important topics, data and thoughts. People feel important, valued and recognized by allowing individuals to participate. He allows subordinates to develop their full potentials use their talents and accomplish their goals in life. It often includes all team members in the identification of important objectives and the implementation of procedures or methods to achieve those objectives. From this point of view, participatory leadership can be seen as a form of leadership that relies heavily on the leader acting as a facilitator instead of merely giving orders or making assignments. This type of involved leadership style can be used in business environments, volunteer organizations and even in the role of the home John Gastil. His 1994 article, "A Definition and Illustration of participative Leadership" for the Human Relations journal remains relevant to private industry and the free market.

2.1.1c Characteristics of Leadership

- i. It is an inter-personal mechanism in which a manager is concerned with manipulating and directing employees to achieve goals.
- ii. It denotes a few qualities in an individual that include intellect, maturity and personality to be present.

- iii. It is a mechanism in a group. It requires two or more individuals communicating with each other.
- iv. A leader is involved in shaping and molding the group's behavior towards the achievement of organizational objectives.
- v. Leadership is constrained by circumstances. There is no best style of leadership, it all depends upon tackling with the situation.

2.1.2 Concept of Employee Job Retention

Today, as they are becoming increasingly more difficult to locate, the company takes great care in maintaining its productive workers and good employees, as Panoch (2001) he opined that the problems of employee turnover are very crucial and essential to managers, researchers, and individuals. Employee satisfaction and job retention are the main factors for organizational success.

According to Ostertaker (1999). It is important to consider the varying needs and desires in order to build an efficient retention strategy for today's job market. If the retention techniques are not properly integrated in the business processes, as reported by Earle (2003), all efforts after hiring will eventually prove futile. Retention is regarded as an all-around module of the human resources strategies of a company. It begins with the recruitment of the right people and proceeds to introduce initiatives to keep them active and loyal to the organization. The study by Klein and Kozlowski (2000), Raudenbush and Bryk (2002) notes that retention analysis should be taken into account at more than a single level, as retention influences can increase at multiple levels. Employee job retention is generally Employees' intent to remain loyal to their current workplace '(Huang 2006). It is when workers are encouraged to stay in the company for a long period of time or until the end of the current project (Bidisha,2013). The survival of

organizations was therefore highly dependent on their human-assets, as cited by Govaerts (2010). A mandatory requirement for organizations to retain these human-assets was subsequently created (Horwitz 2003).

Job retention of high performers appears more closely related to company growth. Although employees could stay for other reasons such as economic benefits, willingness to get pursue a dream, or simply to maintain their job, those reason simply rather individual motivations. Furthermore, the condition of the external economy could operate as a factor impeding growth even though the company has a history of stable job retention.

Nevertheless, the retention of high-performing people could help the company to survive at present, as well as to grow in the future. Job retention studies tend to focus on the perspective of employees and on factors related to job retention or employee turnover. In a different approach job retention can be a powerful competitive advantage, Monetary rewards have long been the most popular method of improving job retention across a wide variety of industries. Performance pay, are reward, can actually decrease job retention however, because employees experience the extra export as stressful, relate it to dis-utility, and associate it with being monitored by their employers. Job retention is an organization's voluntary actions to create an environment that engages staff for the long term. Ultimately, the aim of job retention is to identify ways to prevent high-performance employees from leaving the company, thereby avoiding loss of efficiency and competitiveness. The correlation between employee turnover and job retention may mediate through numerous other variables, including the alignment of employee needs and company policy.

As a result of the lack of skilled workers, economic development and high employee turnover, employee retention is one of the most important challenges facing corporate administrators. While recruiting and maintaining quality employees in the company through the employment

process is necessary for businesses, it is more important for managers to develop strategies for retaining talented employees in the service. It is important to retain quality workers in order to maintain loyal customers and to prevent the expense of replacing employees. Leaders have to guide their organizations in the competitive business environment in the current competitive environment. If they perceive employees as assets and as those who offer their business the competitive edge, they can handle the challenge. If the core workers are retained to ensure the continuity of good performance for as long as possible, it will maintain this competitive advantage (Arnold and Loughlin 2013).

Organizations have also recognized that employee retention is not influenced by a single factor, but there are a variety of factors responsible for retaining workers in an organization. It is possible to break the retention factor into three wide dimensions i.e. Socially, emotionally, psychologically.

The mental retention factor consists of the characteristics of the job, workers often prefer flexible work tasks where they can use their skills and see the effects of their efforts which in turn help to maintain valuable resources.

- The social dimension consists of the interactions, both internal and external, that the workers have with other individuals.
- The physical factor is the working environment and wage. Leaders often associate job retention with pay, retirement benefits to the human psyche when the behavior and behaviors that make workers feel successful, secure and respected are in fact. When continuing job, the four considerations to be added by the employer are:
- **Performance:** Employees are the use research language to be able to measure their achievement and achieve that goal either personally or corporately in general. The

feedback on productivity and attainment makes an organization's employees feel as part of an organization.

- **Communication:** Good contact with the employee is the best way to retain workers through two-way communication by getting an employee's opinion of the different topics as well as input on the organization and how the employee feels when working for the organization.
- **Loyalty:** When an employer's true allegiance is not an imposed requirement but an accumulated reaction to the employee's confidence, affection and dedication. People do not join the organization by being loyal to you but, given the acknowledgement and concern for trust, develop loyalty all around.
- **Competitive Advantage:** Be different from your contender, because employees always pertain them to organizations that are different from others, so all four elements will produce an amazing result when taken care of all four components will yield a stunning result.

2.1.2a Factors Influencing Employee Job Retention

Employee retention is perhaps one of the most significant factors leading to a company's growth and performance. A delicate balance of give and take is the dynamics between an employee and his place of work. Employees can feel undervalued and neglected without the right amount of participation and help.

- i. **Work-life balance and personal well-being:** Millennials express concern about 'flextime,' the freedom to self-manage time rather than being forced to work under the

constraints of normal business hours, more than any other generation. The ability to work remotely as a major component of flextime appeal is understood by workers at large. Bottom line: employees want more say over when their job is completed and when.

- ii. **Significant increase in income:** Substantial income increase: Workers respond favorably, as one might predict, to businesses that reward high-quality work and wage hikes in employee loyalty. During the recruitment process, implement a structured pay structure for your workers alongside concrete steps that can be taken to achieve those objectives. A clearly defined program of development track and reward highlights the potential within the organization.
- iii. **Great company brand reputation:** A strong brand credibility has two sides to it: industry credibility and employer reputation. The credibility of the industry explains how well a company is placed within its market and the consistency of its marketing strategy. Employer credibility measures the consistency of an employer at a given industry. Employers must participate in both to recruit and retain talent. Develop credibility within the sector to attract applicants and build the corporate culture to create a solid reputation among employers.
- iv. **Greater stability and job security:** Workers want to know that if they focus on working with your organization, they will flourish. The decision of an employee to remain with an organization is strongly influenced by structural components such as brand equity, market positioning, business intent and growth strategy. Communicate-and illustrate-the long-term value that your company offers to allow employees to visualize your business as part of their career path. Leaders often equate job retention with compensation, pension, benefits when the actions and attitudes that make employees feel successful, safe and

valued are in fact to the human psyche. The four factors to be added by the employer when maintaining work is:

2.1.3 Reward and Benefit

As quoted in Das and Baruah (2013), Agarwal (1998) provided a description of the word compensation as something that the company provides to workers in reaction to work as well as performance and as something that employees want. In the view of Silbert (2005), the advantage is significant because it has a lasting impact on workers, which in addition to giving them the impression that they are respected within the company. According to Walker (2001), bosses' appreciation increases loyalty and therefore employee retention by team members, colleagues, and customers. A research in the oil and gas industry, where worker shortages are sometimes a problem; appreciation and recognition was identified to be significant in retaining employees. Employees do not work for free; most businesses are not local nonprofit services, so employers have to remunerate for their time and energy in some way. What used to be termed "earn" and then "compensation" is most often called "monetary compensation" today. It refers to all the financial, non-monetary and psychological payments an entity makes available to its members (Ngo 2009).

Exogenous reward (including promotion) is one of the often-published reasons that employees choose to stay with an organization (Hausknecht, Rodda and Howard, (2009). Prince (2005) argues that successful employees are allowed to maintain a reasonable edge, and that employees want career advancement incentives in their career ladder to evolve and rise. Such schemes include progression plans, internal endorsement and precise professional predictions when hiring. In Das and Baruah (2013), Pergamit and Veum (1989) discovered that there was a close and optimistic similarity between promotional activities and job performance, which helps attract employees in switch. Thus, individual workers feel that their unique talents and

capacities will not only be used within the organization but will be strengthened and reinforced in a way that appeals to extended roles, obligations and possibilities. Payment system has three main goals: recruiting new employees to the organization, achieving good work output, and maintaining engagement with the organization; An employer that establishes a perception as "pricey" on the labour market is doubtful to be attractive, because prospective employees may believe it does not merit the effort. Such a company is likely to end up with those people no one else desires. Incentives are also to maintain the efficiency and improve it Veum (1989).

On the other hand, there are inherent rewards, the most important of which is probably financial stability, a sense of contending challenges, amusement and perhaps the social interactions that result from the work place. These are at the upper, self- efficacy end of the need hierarchy. One could also call these psychological rewards.

2.1.4 Leadership and Employee Job Retention

Employee retention of jobs is critical to any industry's success, but is particularly important in oil and gas sector. Over the years, skilled workers have seen a lot and that is the understanding they can use to mentor new employees, recognize safety incidents before they happen and save lives. If these seasoned gets were to leave the workforce, it could spell major problems for the entire industry. The role of leadership within the company is to treat employees with respect and dignity (Caldwell and Dixon, 2010). Accountability for maintaining talented employees lies in the hands of management, leaders and leadership skills to create a climate for retention, the environment and the community of support will benefit employees and thus gain confidence and maintain their best defense against undesirable turnover (Chitra, 2013).

If boos or leaders show interest and concern, those workers who have received daily positive feedback from members and work get attention, they want to remain in the company The desire

of employees to continue their job and stay in the company will be influenced by leadership relationships with employees (Michael, 2008). Similarly, it will affect employee retention if a leader shows interest. (In 2005, Netswera et al.). In addition, high-quality relationships between employee leaders provide a company with confirmation that workers can continue for a longer period of time. Gwavuya (2011) said poor leadership-employee relationships are causing discontent, less dedication to transforming into employees thinking of leaving the organization.

Other studies have shown that it is necessary to have a good relationship between the leader and employees to increase the intent of employees to remain with the organization (Cowin, 2002). Work performed by Bycio et al. (1985) in health care found a greater degree of leadership partnership with the employee's lower intention to leave the company.

Northouse (2015) argues that inadequate or unacceptable leadership styles can have a direct impact on employee performance and retention in contemporary organizations. It has been understood throughout history that the difference between success and failure, whether in a war, a political movement, a corporation or a team game, can largely be attributed to proper leadership direction is essential for the smooth running of any organization. A leader gives his group the information about new policies and programs. A leader builds cohesion between the various members of his party. Frank 2009 pointed out that the need for leadership in any area emerges from the patterns of thought and performance set, restored and unchangeable by those who govern affairs by position or seniority. Leadership depends on dominance behaviors and habits in certain individuals, and actions of submission in others. In the overall process of the rise of a leader, Ram Reddy and Seshadri write Leadership occurs, the power he exercises on his followers and the way he not only guarantees that he gains authority around him and tries to travel further on the leadership rungs, but also attempts to propagate the role he has gained. Therefore, leadership is a process, not an entity, involving leaders, supporters and their actions.

Paul John William Pigors (1900-1994) "Leadership is a mechanism of reciprocal stimulation which regulates human energy in the service of a common purpose by the positive interplay of relevant biological differences. Since technological, legal, cultural and many other kinds of changes are necessary to be brought in the organization by a leader. Leadership is required for better performance of the subordinates. A leader always guides his subordinates towards the achievement of organizational goals. As organization grows new complexities of structure are created, and new needs for co-ordination arise. To cope with all these situations, leadership is required Paul John William Pigors (1900-1994). Moreover, human membership in an organization is segmental in nature. This means that the behavior of a person on the job is in part determined by several such forces which are external to the organization and over these forces the organization has no control. A leader is needed to introduce and change has no control. It requires a leader to implement and alter. Leadership is important if people are to be motivated to work towards a common goal and establish a collective response situation by Ibara (2010). Leadership depends on political development and democratic growth. Committed employee preferred to retain in the organization, feeling better for the organization, and performing beyond a normal requirement for work. In order to maintain productivity and better performance, successful and highly skilled workers are very necessary for the company to retain such employees (Mayfield and Mayfield 2008).

Organizations achieve targets and increasing organization's contribution to raising turnover (Eisenberger 1986; Rhoades, 2001). Leaders can increase employee commitment (Shamir 1993) Motivate followers, solve problems and develop the loyalty of employees to the company and remain an employee in an organization by offering daily input in a constructive way (Piccolo and Colquitt, 2006; Wang, & Zhang, 2014). Likewise, Ng'ethe (2012) reported that leadership is capable of increasing employee engagement and retaining talented workers in the company.

2.2 Theoretical Framework

The following theories are used in this analysis to examine behavior that forms and affects leadership and retention of jobs for employees. These theories are classified under Leadership into Trait Theories, Behavioral Theories, and Contingency Theories. The knowledge built from this theoretical clarification is used to better understand the nature of the factor linked to competence in leadership and retention of jobs for employees

2.2.1 Theories of Leadership

Leadership from several perspectives has been examined, analyzed and acknowledged. With changing times, the diverse perspectives of people involved in the process have generated different expectations of the issue.

Consequently, theoreticians and professionals approached the topic from their own perspectives, leading to many leadership theories. As a consequence, leadership has come in different ways to mean different things to different people. Although the concept of leadership was understood and practiced since time immemorial, it was in the 20th century that it was explored studied in detail and theorized from many angles. Economics, sociology, psychology, the subject has been investigated by policy scientists, anthropologists and others. However, there was no unanimity among them on that except that leadership is the interaction between a leader and his followers.

The second approach attempts to explain leadership through the actions in which an individual is engaged. All methods were known as 'false beginnings' because they are based on misguided and over-simplified concepts. The third is a contingency model that has been developed not only to explain the deficiencies of earlier theories but also to identify which of the most important constitutional factors for leadership and to predict which style of leadership will be

most effective in a given circumstance. With the advancement of the Scientific Management Movement in the early twentieth century, organizational leadership was placed with increasing emphasis.

In order to evaluate work tasks, Taylor conducted time and motion studies to improve performance in every area of organizational activity. The leader's primary objective was to improve efficiency in the organization rather than individual efficiency. Within the Scientific Management or classical theory, the leader's most prominent role was to improve organizational effectiveness. Taylor's focus in the 1930's was dramatically changed by the Human Relations Movement that Elton Mayo and his colleagues launched. Mayo emphasized that individual emotions, behaviors and processes involving interpersonal contact must be taken into consideration for an organization to improve its effectiveness. Hence, the leader's emphasis in the Human Relations School was not only on the organization's progress, but also on the growth of the individuals who controlled such an organization. In recent years, some scholars such as McGregor, Argyris, Schein, Likert, etc., have questioned the theory of Human Relations Approach, stressing the human resources approach rather than the over-simplified approach to human relationships.

This theory takes the view that a collection of diverse and interrelated variables affects human beings. These considerations take into consideration the immense talent and potential a person brings with him to his workplace. It's a matter of giving him opportunities to maximize his talent, imagination and abilities by giving him a meaningful job assignment and incorporating greater responsibility, flexibility, variety, etc.

The theories of leadership can be conveniently classified into three categories, namely: (i) Trait Theories (ii) Behavioral Theories (iii) Contingency Theories.

2.2.1(i) Behavioral Theories

Leadership behavioral theories are built on the assumption that great leaders are created, not born. This theory of leadership focuses on the behavior of leaders, not on mental traits or internal states. According to behavioral theory, through instruction and observation, individuals may learn to become leaders. Naylor (1999) states that a systematic study of autocratic and democratic leadership styles has generated interest in leaders' actions. It has been found that groups behave differently under these forms of leadership: Autocratically led groups can operate well as long as the leader is present. However, community members appear to be dissatisfied with the style of leadership and show animosity.

Democratically-led communities do just as much as the autocratic party does. However, community members have more optimistic emotions and no animosity. Most significantly, even though the leader is missing, the efforts of community members continue.

McGregor's Theory 'X' and Theory 'Y'

The principle applies both to leadership and to motivation. From the leadership point of view, it shows the prejudices of the supervisors about the behavioral habits of subordinates. From a motivational point of view, as seen by administrators, it provides managers with guidance to deal with subordinates of different types. McGregor created two key interpretation systems that he named 'Theory X' and 'Theory Y'. 'The manager who perceives individuals according to some system, whether or not he supports or acknowledges those perceptions, will act in particular patterns because of his vague generalizations, opinions and attitudes. The conclusions that the two theories underlie about the existence of man are as follows;

Theory 'X' assumptions

The normal human being has an innate fear of work and, if he can, would stop it.

b. Most individuals have to be manipulated, guided, threatened with retribution because of this human trait of dislike of work to get them to put sufficient effort into achieving organizational goals.

c. The average human being prefers to be driven, wants to escape liability, has relatively little ambition and above all, wants protection.

Theory 'Y' assumptions

There is no intrinsic hatred of work in the average human being. Job can be a source of happiness (and will be willingly preferred) or a source of punishment (and will be avoided if possible depending on controllable circumstances).

External monitoring and the possibility of discipline are not The only way of making efforts towards the company's objectives. Every person will exercise self-direction and self-control in the service of the objectives to which he is devoted. c. Commitment to goals is a feature of the benefits connected with their accomplishments.

d. In solving organizational problems, the ability to exercise a reasonably high degree of imagination, ingenuity, and innovation is widely distributed in the population.

e. Under proper circumstances, the average human being learns not only to embrace, but also to pursue accountability.

According to McGregor, the assumptions of a given manager that may be inferred in his actions are traced backward from how he must perceive people to cause him to act that way. If he is strongly authoritarian, he insists on giving orders and commands, rather than suggestions and counseling. In this one would predict Theory 'X' perceptual structure. The manager who is less aloof spends time teaching and training his subordinates emphasizes obtaining results rather than following procedures, and delegates authority, shows signs of embracing Theory 'Y'

assumptions. Thus Theory 'X' approximates closely to 'authoritarian', and Theory 'Y' to 'participative' leadership styles of managing, yet his subordinates' instruction stresses achieving outcomes rather than following procedures, yet transfers power, showing signs of accepting 'Y' premises of theory.

We cannot, however, draw the conclusion that Theory X is evil, and Theory Y is good. Such ideas, on the contrary, are attitudes towards workers. Although a manager will usually base his / her decisions on Theory Y, there are cases where encouragement and behavior management is required to help certain individuals evolve until they become imaginative and self-directed. Another employee may be attracted by higher commissions while other employees may be interested in a better work environment (Tietjen and Myers, 1998).

2.2.1(ii) Contingency Theory

The disillusionment with the 'great man' characteristic and behavioral approaches to leadership comprehension has focused attention on the analysis of situations and the assumption that leaders are the result of situations given. The contingency approaches to attempted leadership

1. To decide which of these variables under a given set of circumstances is most important; and ‘
2. To predict the style of leadership that under certain conditions would be most successful.

Leadership contingency theories concentrate on unique environment-related factors that may decide which leadership style is better suited to a specific job situation. In all cases, no single leadership style is sufficient, according to this theory. Performance depends on a variety of factors, including the style of leadership, followers' attributes and situational characteristics (Cherry, 2012). Thus, a contingency factor is any condition to be considered when planning an entity or one of its components in any relevant setting (Naylor, 1999). The theory of

contingency notes that efficient leadership relies on the degree of fit between the qualities and style of leadership of a leader and that needed by a particular circumstance (Lamb, 2013).

- **Fiedler's Contingency Model:**

The Fiedler Contingency Model was created in the mid-1960s by Fred Fiedler, a scientist who studied the personality and characteristics of leaders. The model states that there is no one best style of leadership. Instead, a leader's effectiveness is based on the situation. This is the result of two factors "leadership style" and "situational favorableness" (later called "situational control").

Leadership Style: Identifying leadership style is the first step in using the model. Fiedler believed that leadership style is fixed, and it can be measured using a scale he developed called Least-Preferred Co-Worker (LPC). The scale asks you to think about the person who you've least enjoyed working with. This can be a person who you've worked with in your job, or in education or training. You then rate how you feel about this person for each factor, and add up your scores. If your total score is high, you're likely to be a relationship-orientated leader. If your total score is low, you're more likely to be task-orientated leader. The model says that task-oriented leaders usually view their LPCs more negatively, resulting in a lower score. Fiedler called these low LPC-leaders. He said that low LPCs are very effective at completing tasks. They're quick to organize a group to get tasks and projects done. Relationship-building is a low priority.

However, relationship-oriented leaders usually view their LPCs more positively, giving them a higher score. These are high-LPC leaders. High LPCs focus more on personal connections, and they're good at avoiding and managing conflict. They're better able to make complex decisions.

Situational Favorableness: Next, you determine the "situational favorableness" of your particular situation. This depends on three distinct factors:

- **Leader-Member Relations** – This is the level of trust and confidence that your team has in you. A leader who is more trusted and has more influence within the group is in a more favorable situation than a leader who is not trusted.
- **Task Structure** – This refers to the type of task you're doing: clear and structured, or vague and unstructured. Unstructured tasks, or tasks where the team and leader have little knowledge of how to achieve them, are viewed unfavorably.
- **Leader's Position Power** – This is the amount of power you have to direct the group, and provide reward or punishment. The more power you have, the more favorable your situation. Fiedler identifies power as being either strong or weak.

Applying the Fiedler Contingency Model

Step 1: Identify your leadership style

Think about the person who you've least enjoyed working with, either now or in the past. Rate your experience with this person. According to this model, a higher score means that you're naturally relationship-focused, and a lower score means that you're naturally task-focused.

Step 2: Identify your situation

Answer the questions:

- Are leader-member relations good or poor?
- Is the task you're doing structured, or is it more unstructured, or do you have little experience of solving similar problems?

- Do you have strong or weak power over your team?

Step 3: Determine the most effective leadership style

The task you're all doing together is well defined (structured), and your position of power is high because you're the boss, and you're able to offer reward or punishment to the group.

The most effective leader in this situation would be high LPC – that is, a leader who can focus on building relationships first (Cherry, 2012).

2.2.1(iii) Trait Theory

"Great enterprise, boundless courage, considerable energy and, above all, perfect obedience- these are the only characteristics that lead to individual transformation" (Swami Vivekananda). Early leadership studies in the 1940s and 1950s concluded that leadership is largely a question of personality, a function of particular traits. A successful leader not only secures his followers for the desired actions but also achieves in instilling a sense of fulfillment among them. Leadership characteristics for all members cannot be determined with certainty. But unless a leader has certain essential attributes, a leader cannot be successful. This theory is similar in some ways to great man theories, the trait theory assumes that people inherit certain qualities or traits make them better suited to leadership.

Trait theories also describe specific personality or behavioral traits that are shared by leaders. Many have started to wonder about this theory, but if unique characteristics are main characteristics of leadership and leadership, how can we understand people who have those characteristics but are not leaders? Inconsistencies in the relationship between leadership characteristics and leadership effectiveness gradually led researchers in search of fresh reasons for successful leadership to change paradigms (Wolinski, 2010).

How to Use Trait Theory of Leadership:

Step 1: Identify the typical traits of good leadership above, and start identifying where you believe your strengths and weaknesses are.

Step 2: Take the Trait Theory of Leadership Survey yourself.

Step 3: Share this survey with five other people in your team and whom know you as a leader, and get them to complete the assessment on how they perceive you as a leader.

Step 4: Submit all these findings and analyse where the gaps between how you see yourself and how others do too.

Step 5: Discuss the findings with the group and agree where you can improve.

Step 6: Develop a simple action plan of no more than 6 items to help improve your skills.

The traits approach gives rise to questions: whether leaders are born or made; and whether leadership is an art or science. However, these are not mutually exclusive alternatives. Leadership may be something of an art; it still requires the application of special skills and techniques. Even if there are certain inborn qualities that make one a good leader, these natural talents need encouragement and development. A person is not born with self-confidence. Self-confidence is developed, honesty and integrity are a matter of personal choice, motivation to lead comes from within the individual, and the knowledge of business can be acquired. While cognitive ability has its origin partly in genes, it still needs to be developed. None of these ingredients are acquired overnight.

2.3 Empirical Framework

2.3.1 Leadership and Employee Job Retention

In the research carried out by Nair and Malewar (2013), their paper describes the relationship between leadership and its impact on employee retention. This theoretical and interactive study shows how effective management helps to balance staff and to successively identify and attract quality employees. Person trends and leadership styles are favoured by different leaders. The styles they choose rely heavily on circumstances, their followers and other factors, such as the role of power, etc. The paper thus sums up how synchronization between various circumstances and styles of leadership will lead to better outcomes for both workers and organizations and increase the final outcome, i.e. retention of employees. This research takes into account both organizational and employee factors affecting employee retention in another study performed by Kyndt, Dochy and Baert (2010), and aims to analyze these variables. The study was carried out on 723 jobs, It consists mainly of clerks from various organizations. Research results have shown that if they want to keep their skilled workers, organizations should pay particular attention to staff learning. It will persuade them to remain in the organization by giving them freedom to exercise innovation when working. The researcher drew the conclusion on the basis of some selected employee variables that there is a substantial connection between a worker's age and retention. In conjunction with what is perceived by the participants as socially acceptable, all employee and organizational variables are evaluated based on the understanding of the workers who are subject to change.

Another study carried out, which is of importance to this research, is that of Wakabi (2013), this review paper established dominant views from empirical studies about how leadership

skills influence employee's decision to leave or stay in the organization. Organizations are facing heavy competition due to globalization and modern management approaches. The paper thus aimed to deepen the understanding of the relationship between various leadership styles and organizational retention of employees. The paper argued that workers are leaving their boss and not the company. Responsibility and responsibility are in the hands of front-line management to attract talent. The leadership styles followed by these managers should therefore be given kind consideration. Organizations can also ensure that executives with the proper character characteristics are chosen.

Caldwell & Dixon (2010), conducted a study based on three variables which are ownership, commitment and initiative. In inspiring and motivating their immediate subordinates, the front-line leaders play a major role. These leaders provide employees with extended assistance in order to grow and develop themselves to be the best in the organization. Ultimately greater commitment is achieved through increased trust and love, which drives employees to walk an extra mile and helps organizations achieve their goals. The study thus clarified the significance of trust and love in leadership and identifies 10 commonalities. By unfolding the employees' unused capabilities, it dissolved the distrust residing in other management models.

In a related analysis, Md. In his study entitled Impact of Best HRM Practices on Retaining the Best Employees. A Study on Selected Bangladeshi Companies, Sajjad Hosain (2016) tried to study the impact of different HR practices on employee retention. The aim of the research was to identify the sources of job satisfaction and their influence on the retention of employees. For the study at different levels of organizations, both in private and public corporations, a judgmental sample of 314 was considered. The study showed a positive result, but an insignificant relationship between retention of employees and factors such as job analysis, information adequacy, relationship between management and employees, and participation in

decision making. He found that there is a strong negative relationship with employee retention in job training, compensation, benefits and supervisory treatment, where other factors from R to R play a neutral role in retaining employees.

A review conducted in their article by Janet Kaari Mutiria, Dr. Simon Rukangu, and Dr. Thiaine Kubaison (2015) Factors Influencing Employee Retention The Meru University of Science and Technology studied the different factors influencing the retention of employees at Meru University in the field of education. The goals of the study relate to training and development, performance assessment, welfare benefits and career promotion programs can affect employee retention. They took a 104-member sample size and implemented the methodology of stratified random sampling. By applying SPSS, they analyzed the data and found that welfare benefits had the greatest impact on employee retention, followed by career growth, then training and development, while performance assessment had the least impact on employee retention, which is a must.

In their article entitled "Factors Affecting the Retention of Employees" in Assam's Automobile Service Workshops and Empirical Study, another study conducted by Bidyut Bijoya Neog and Dr. Mukulesh Barua (2015), The various variables affecting employee retention have been studied. The purpose of the study is to know which aspect the respondents consider their long tenure in the organization. These are job security, job satisfaction, work life balance, compensation and the interactions and variables mentioned above were studied. A sample size of 100 respondents from different departments was surveyed and the ANOVAs Test, HSD, Pearson correlation was applied. The study showed that retention of employees in a job is based on job security and employee retention was above average in selected organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter depicts the research design of the study, procedures for data collection, technique of data analysis, variable measurement and justification of analysis.

3.1 Research Design

The methodology of analysis may either be quantitative or qualitative. Quantitative analysis, according to Anderson (2009), allows data to be quantified in such a way that variables can be counted, calculated, represented and compared with other variables. Quantitative is used as a synonym for any data collection technique (such as questionnaire) or method of data analysis (such as graphs or statistics) generating or using numerical data" (Saunders, Lewis and Thornhill, 2012), while qualitative is used as a synonym for any technique of data collection (such as an interview) or process of data analysis (such as data categorization) generating or u" (Saunders et al 2012). To get more information and achieve the research goals and objectives, the quantitative research methodology will be used in order to achieve the objectives of this research and come up with a conclusion. Quantitative analysis tests the relationship numerically between the variables that this thesis aims to accomplish. This is because the methodology can help assess the relationship between the abilities of management and the retention of employees.

3.2 Sources of Data Collection

There are two data collection outlets. Primary data and the origins of secondary data. As the name suggests, the primary information gathered by the investigator is first-hand data. The

collected data is pure and original and is collected for a particular reason. Never before have they received some statistical treatment. Personal Inquiry, Methods for primary data collection include questionnaires, telephone interviews, etc. Secondary data is the data that has already been compiled and made freely accessible for researchers to use for their own analysis by primary sources. It is a type of knowledge that has already been gathered in the past. The origins of secondary data collection are books, journals, newspapers, government reports, statistical bulletins, etc. Statistical data related to the subject of the study will be analyzed. To define the leadership style that best promotes employee retention specific to the oil and gas industry using Chevron Nigeria Plc as the case study, this data will be needed. This will require the use of the questionnaire as a means of research instrument.

3.3 Population and Sampling Design

Population refers to the group of individuals a researcher wants to investigate, according to Sekaran (2003). Workers employed in the Nigerian Oil and Gas Industry are the universal population for this research project. These workers have been chosen because the danger associated with the work demands that they have supervisors who they look to as representatives who are actively engaged with their job activities. The samples will include 40 full-time male and female employees of Chevron plc. In terms of how it relates to them these workers will be expected to complete the questionnaires. The sample techniques employed for this research study is the non-probability sample technique. This is based on the choice of samples on the basis of Saunder et al. (2016) subjective judgment. This requires the use of a purposeful sampling of a snowball and convenience.

Because of the focus community from which the researcher seeks information, purposeful sampling is used. The research project needs data from employees employed in the oil and gas industry, which was the idea behind the selection of Chevron Nigeria Plc employees. Snowball

sampling is often used because it allows for voluntary participation, as participant intimidation may lead to false information being submitted by participants. Questionnaires exchanged with participants are entirely voluntary since the questionnaires are not forced to be collected by participants. These participants volunteer instead of being selected, according to Saunder et al. (2016). This would make it easier to make a true judgment on the questionnaire since forceful selection will result in a false answer. Finally, as questionnaires were provided to respondents who were easy to reach at the time of administration, the convenience sampling approach was adopted. This was introduced because of the time constraints and the complexity of accessing other participants at the time the questionnaire was circulated who could be involved in the study.

3.4 Technique of Data Analysis

3.4.1 Data Collection

Data was obtained from Chevron Nigeria Plc employees. The participants of this study were easily accessible employees by Linked in due to lockdown and restriction of movements/visitors during corona virus lockdown. Data was obtained using the process of primary data collection. This included a single methodology for data collection by the use of questionnaires. According to Horn (2009), it is said that a questionnaire is a good way to gather and collect data from individuals. It is a methodology used to collect and gather data from a wide number of individuals.

3.5 Data Collection Structure

The questionnaire will be organized as questions that are close-ended. The close-ended questions allowed respondents to choose from the available options (Sekaran, 2003). The advantage of using a data collection questionnaire is that the participants will have input on the

exact question the questionnaire will pose. This will help to obtain a reliable and detailed response for the research work. The questionnaire was subdivided into three sections. Section one of the questionnaire included respondents' demographic details that helped the researcher to understand the components of each worker. This section gathered information on the participants' biographical details, such as gender, age, marital status, level of education and years of experience in the business. The second segment allows respondents to rate their managers' leadership style.

This segment included twenty-one leadership style questions adapted from the Leadership Style Measure of Podsakoff, Mackenzie, Moorman and Fette (1990) and the Leadership Style Questionnaire of Linjuan and Stacks (2013). The last segment raised questions about the retention of workers and seeks details on the extent of intent of the employee leaving the bank. There are 11 questions in this section of the questionnaire in relation to employee retention. In a standardized 5-point Likert scale, respondents were asked to score items on their managers' leadership style and items on employee retention.

The 5-point scale of Likert reflects responses ranging from "Strongly Disagree, Disagree, Don't Know, Agree, Agree," Strongly Agree". The reliability of the questionnaire was carried out in the final process. In calculation, reliability refers to random error. The precision or accuracy of the measuring instrument is indicated by reliability (Norland, 1990). A coefficient of reliability (alpha) of .70 or greater was deemed acceptable reliability.

3.6 Model Specification

Employee retention is used as the dependent/explained variable in this research study, while the independent or illustrating variables are leadership styles, age, gender, marital status, educational level, and years of experience.

The model is expressed as an implicit function as follows $Y=f(X1, X2, X3, X4,X5,X6)$ Where;

Y = Employee retention

X1 = leadership styles;

X2 = Age;

X3 = Gender;

X4 =Marital status;

X5 = Educational level;

X6 = Years of Experience.

3.6 Data Analysis

The Statistical Package for Social Sciences (SPSS: Version 20) was used to evaluate the gathered data and test the expectations and hypotheses. There were a variety of statistical instruments used. These included descriptive statistics to explain the respondents' various characteristics. To evaluate the relationships between the dependent variable (Employee Retention) and each of the selected independent variables, basic individual regression analysis was used. To assess the magnitude of the relationship between the dependent variable (employee retention) and all the independent variables used in the study, multiple regression analysis was used. The relationships between all the variables used in the study were defined and explored by relational statistics from Cor. Finally, one-way variance analysis (ANOVA) was conducted to test the age-based differences in the degree of organizational engagement between groups. Gender, Marital status, Educational Level, and Years of Experience.

3.7 Justification for Data

Analysis Methods: This usually includes a large number of items adapted from a collection of previous works that may need to be subjected to further screening in order to strengthen the rationale and validation of the most important items in the research instrument; confirmatory review is therefore of great importance. The confirmatory factor analysis was also used to assess the correlation between the measurement variables in order to ensure an overall match.

To evaluate the relationship between a single independent variable and a single dependent variable, the Pearson Product Moment Correlation is used.

CHAPTER FOUR

DATA PRESENTATION ANALYSIS AND INTERPRETATION

4.0 Introduction

The outcomes of this research are discussed in this section. The findings have been split into three groups. The first group presents the outcome of the scales used for this study's reliability evaluation. With respect to gender, age and marital status, the second category examines the extent of employee retention. The connection between Leadership Styles, Transformational and Transactional Leadership Styles with Employee Retention is seen in the third group of the results. This section shows the result gotten from Chevron Nig. Plc employees in Nigeria. The characteristics of each variables and result of statistical tests are presented in each of the categories.

4.1 Description of the Sample

Data on respondents' demographics were collected and analysed. Variables included were Age, Gender, Marital Status and Education level. The following subsections present the results:

4.1.1 Distribution of Respondents by Age

Table 4.1 presents the results of the respondent's age.

It is clear that the majority of respondents, 19 (49.0%) were in the age range of 20-30 years, this was followed by 14 (36.0%) in the age range of 31-40, followed by 4 (10.0%) in the age range of 41-50, then 2 (5.0%) in the age range of 51 and above. This meant that the majority of respondents (who took part in the study) were aged 20-30years.

Table 4.1: Age Distribution

	Cases
--	-------

Age	Valid	
	N	%
20-30	19	49%
31-40	14	36%
41-50	4	10%
51 and above	2	5%
Total	39	100%

4.1.2 Distribution of Respondents by Gender

Table 4.2 presents the distribution of the respondents by gender. It is clear that the majority of the respondents, 22 (56.0%), were male as opposed to females who were 17 (44.0). This presupposes that generally, the margin between males and females is minimal. This implied that there was fairly equal representation of the male and female employees in Chevron Nig. Plc.

Table 4.2: Gender Distribution

Gender	Cases	
	Valid	
	N	%
Male	22	56%
Female	17	44%
Total	39	100%

4.1.3 Distribution of Respondents by Education Level

Table 4.3 presents the results of the sample distribution by education level. Results show that the majority of respondents 26 (67.0%) were bachelor’s degree holders while masters holders were 6 (15.0%), the OND/HND holders had 4 (10.0%) representation, and the PHD & others were the least represented with only 3 (8.0%) representation. This implies that most respondents were in a position to give a very fair assessment of their performance as well as that of the leadership style of the immediate supervisor.

Table 4.3: Education Distribution

Educational Level	Cases	
	Valid	
	N	%
OND/HND	4	10%
B.Sc.	26	67%
Masters	6	15%
PHD & others	3	8%
Total	39	100%

4.1.4 Distribution of Respondents by Years of Service

Table 4.4 presents the results of the sample distribution by Years of Service. Results show that the majority of respondents 15 (39%) have been in service for 3-5 years while respondents with 1-2 years were 13 (34%) followed by those with 6-10 years of service who made up 8 (21%) of the respondents, the with more than 10 years of service were the least represented with only 2 (5.0%) representation. This implies that most respondents were in a position to give a very fair assessment of their performance as well as that of the leadership style of the immediate supervisor.

Table 4.4: Years of Service Distribution

Years of Experience	Cases	
	Valid	
	N	%
1-2 years	13	34%
3-5 years	15	39%
6-10 years	8	21%
More than 10 Years	2	5%
Total	38	100%

4.2 Verification of Research Hypotheses

4.3 Findings The following subsections present the results as per the research objectives.

4.3.1 Research objective One: Analysis of Leadership Style This subsection presents the results of the analysis of leadership styles. Two (2) main types of leadership styles were assessed. These were transformational leadership and transactional leadership style. Descriptive statistics were used to assess the level.

Table 4.5 presents results of transformational leadership style. The mean and standard deviation (S.D.) of the transformational leadership styles were calculated, to establish the respondents, assessment of the extent to which their immediate supervisors practices this leadership style.

The scale used in the statements was 1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree. The descriptive statistics of the findings are represented in Table 4.4.

The Cronbach Alpha is used to measure how closely related the questionnaire questions are as a group. The criteria of Cronbach's alpha for establishing the internal consistency reliability is: Excellent ($\alpha > 0.9$), Good ($0.7 < \alpha < 0.9$), Acceptable ($0.6 < \alpha < 0.7$), Poor ($0.5 < \alpha < 0.6$), Unacceptable ($\alpha < 0.5$). For this survey, the minimum acceptable alpha for internal consistency is set at 0.7.

Table 4.5 Descriptive Statistics on Transformational Leadership

		N	Min	Max	Mean	SD
1	My manager is always seeking new opportunities for the unit/department/Organization	39	1	3	1.59	0.55
2	My manager has a clear knowledge and understanding of where the Company is going	39	1	3	1.54	0.60
3	I get inspired by my manager's plans for the future	39	1	4	1.72	0.72
4	My manager leads by acting rather than telling	39	1	5	2.23	1.35
5	My manager leads by example	39	1	5	1.87	0.89
6	My manager provides an appropriate model to follow	39	1	4	1.82	0.85
7	My manager encourages collaboration among every employee	39	1	4	1.72	0.69
8	My manager fosters team work	39	1	5	2.10	1.17
9	My manager encourages the group to work together to achieve the same goal	39	1	5	1.97	0.96
10	My manager develops a team spirit attitude among his/her employees	39	1	5	1.95	0.97
11	I feel so much is expected of me from my manager	39	1	4	1.87	0.73
12	My manager always insists that there is room for improvement	39	1	3	1.69	0.66
13	My manager always insists on best performance	39	1	3	1.64	0.63
14	My manager respects my personal feelings	39	1	4	1.90	0.82
15	My manager behaves in a thoughtful manner when I have personal needs	39	1	4	1.77	0.74
16	My manager makes work that looks difficult to me a lot easier	39	1	5	2.00	1.03

17	My manager has ideas that have forced me to rethink some of my own ideas that I have never questioned before	39	1	5	2.28	1.12
18	My manager has encouraged me to look at the brighter side in every problem	39	1	4	1.67	0.74
	Overall	39	1	5	1.85	0.88

Table 4.6: Transformational Scale Case Summary

Case Processing Summary

		N	%
Cases	Valid	39	100.0
	Excluded ^a	0	.0
	Total	39	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.7: Leadership Scale Reliability Results

Reliability Statistics

Cronbach's Alpha	Based on Standardized Items	N of Items
.989	.992	18

Overall, the transformational leadership style scored a mean of 1.85 and S.D. of 0.88.

Table 4.8 presents the mean and standard deviation from respondents' assessment of whether their immediate supervisors practiced transactional leadership style. Overall, the results show

that Transactional leadership style with an overall mean score of 1.69 and standard deviation of 0.75 and a Cronbach alpha of 0.985 exceeding the minimum acceptable Cronbach's Alpha of 0.7, thus, suggesting the instruments reliability for its purpose.

Table 4.8: Descriptive Statistics on Transactional Leadership

		N	Min	Max	Mean	Std Dev
1	My manager always gives me positive feedback when I perform well	39	1	4	1.67	0.74
2	I get special recognition from my manager when I perform very well	39	1	4	1.67	0.74
3	I get commendation from my manager when I perform above my average job	39	1	4	1.74	0.79
	Overall	39	1	4	1.69	0.75

Table 4.9: Transactional Scale Case Summary

Case Processing Summary

		N	%
Cases	Valid	39	100.0
	Excluded ^a	0	.0
	Total	39	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4.10: Transactional Leadership Scale Reliability Result

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.985	.986	3

4.3.2 Research Objective Two: Analysis of Employee Retention

Table 4.11: Descriptive Statistics on Employee Retention

		N	Min	Max	Mean	Std Dev
1	I do not intend to change from my present company to a different Oil and Gas company in the foreseeable future	39	1	5	2.56	1.31
2	I am satisfied and well appreciated for the work I do.	39	1	4	1.77	0.71
3	If I wanted to do another job or function, I would look first at the possibilities within this Oil and Gas company	39	1	5	2.26	1.23

4	Having a job is not all that matters, how I am treated in this company is always considered when I compare another job.	39	1	5	2.49	1.14
5	If I had my way, I will definitely be working for this Company for the next five years	39	1	5	2.44	1.10
6	I would choose to work for another Oil and Gas company if I could start over again	39	1	5	2.21	1.07
7	I see a future for myself within this Oil and Gas industry	39	1	5	1.67	1.06
8	If I received an attractive job offer from another company, I would take the job	39	1	4	1.67	0.66
9	I love my job and it is very important to me	39	1	5	2.62	0.91
10	I love working for this Oil and Gas company	39	1	5	2.18	1.00
11	I have checked out a job in another Oil and Gas company previously	39	1	5	0.56	0.92
12	Overall	39	1	5	2.26	1.07

Table 4.12: Employee Retention Case Summary

Reliability Statistics

Cronbach's Alpha	Based on Standardized Items	N of Items
.981	.985	11

Table 4.13: Employee Retention Reliability Result

Case Processing Summary

		N	%
Cases	Valid	39	100.0
	Excluded ^a	0	.0
	Total	39	100.0

a. Listwise deletion based on all variables in the procedure.

The Overall Mean of the Employee Retention Questions was 2.26, Standard deviation of 1.07 and a Cronbach Alpha of 0.981 which is higher than 0.7 minimum acceptable Cronbach Alpha, indicating that the instrument has acceptable internal consistency and hence reliable in measuring what it was designed to measure.

4.3. Correlation Results

The outcome of the correlation test between management style, transformational leadership style, and transactional leadership style with employee retention is shown in this section.

4.4.1 Transformational Leadership and Employee Retention

Table 4.14 and 4.15 depicts results of the correlation test. Table 4.14 shows the Pearson correlation result and Table 4.15 shows the scatterplot output. This result depicts the relationship between Transformational Leadership Style style and the level of employee retention. This relationship was measured using Pearson Correlation. In order to interpret the result, the cells in table 4.14 where employee retention intersects with leadership is identified. The first value, .744 indicates the strength of association between Employee retention and leadership style. The second value .000 indicates the significance of the result.

The result shown in table 4.14 indicates that there exists a strong strength of association between Employee Retention and Transformational Leadership Style, '.744' and the second value indicates that the result is statistically significant '.000' which means that it is unlikely that these results are due to chance.

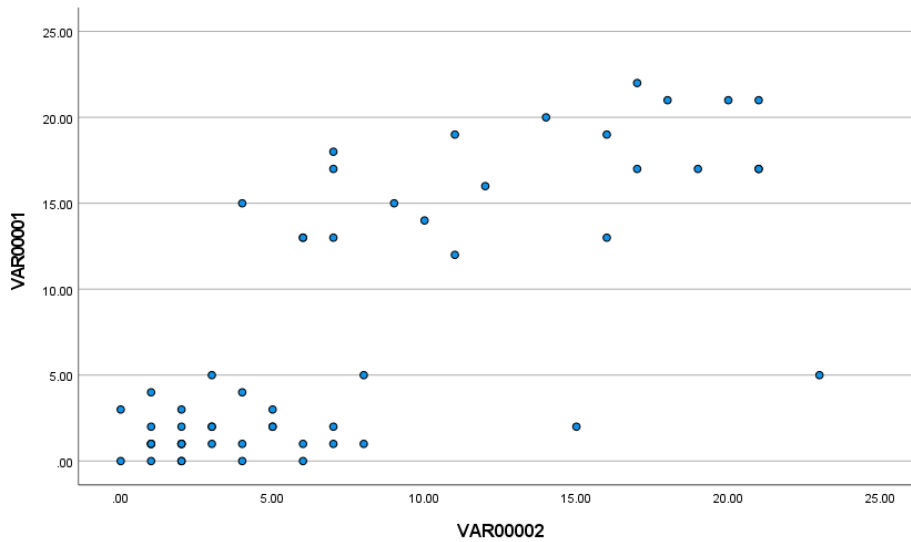
Table 4.14: Pearson Correlation Results

Correlations

		Transformational Leadership	Employee Retention
Transformational Leadership	Pearson Correlation	1	.744**
	Sig. (2-tailed)		.000
	N	104	55
Employee Retention	Pearson Correlation	.744**	1
	Sig. (2-tailed)	.000	
	N	55	55

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

Table 4.15: Scatterplot for Transformational Leadership Style and Employee Retention



4.4.2 Transactional leadership style and employee retention

Table 4.16 and 4.17 shows the result of the correlation test. Table 4.16 depicts the Pearson correlation result and Table 4.17 shows the scatterplot output. In order to interpret the result, the cell in Table 4.16 where the Transactional Leadership Style variable intersects with the employee retention variable is identified. The first value ‘0.989’ indicates the strength of association between transactional leadership style and employee retention and the second value: ‘.000’ indicates the significance of the result. Table 4.16 result suggests that there exists a large strength of association between both variables, ‘0.989’, and the result is statistically significant ‘.000’, which means that it is unlikely that these results are due to chances.

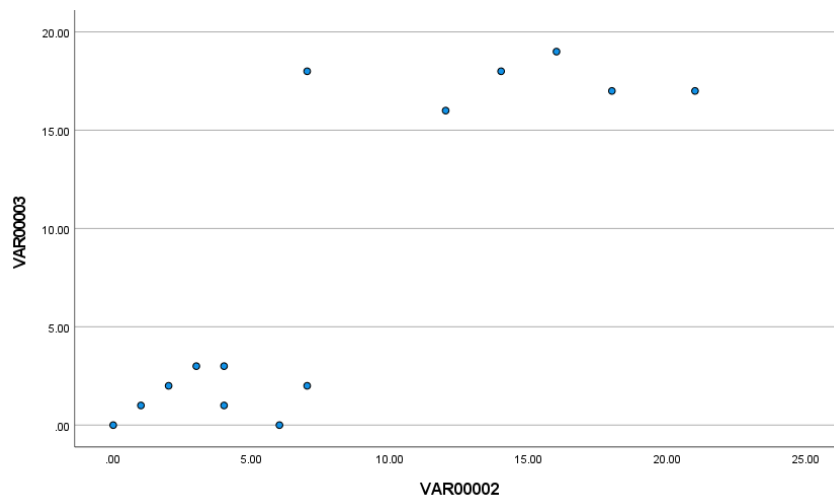
Table 4.16: Pearson Correlation Result Correlations

Correlations

		Transactional leadership	Employee Retention
Transactional Leadership	Pearson Correlation	1	.989**
	Sig. (2-tailed)		.000
	N	55	14
Employee Retention	Pearson Correlation	.989**	1
	Sig. (2-tailed)	.000	
	N	14	14

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

Table 4.17: Scatterplot for Transactional Leadership and Employee Retention



4.3.1 Transactional and Transformational Leadership style with Employee Retention

Table 4.18 depicts results of the correlation test. The table depicts the strength of relationship between the Transformational leadership styles, Transactional leadership style with Employee retention. This relationship was measured using Pearson Correlation. The cells in the table where Employee retention intersects with transformational and Transactional leadership style is identified. The first value, 0.744 indicates the strength of association Between Employee Retention and Transformational Leadership style. The second value .000 indicates the significance of the result. The third value, 0.989 indicates the strength of association between Employee retention and Transactional leadership style. The fourth value .000 indicates the significance of the result. The result shown in table 4.18 indicates that there exists a high strength of association between Employee retention and Transactional leadership style, .989 and the second value indicates that the result is statistically significant, .000 which means that it is unlikely that these results are due to chance. Also there exists a moderate strength of association between the transformational leadership styles, .744 and the significance value, .000 means that it is unlikely that these results are due to chance. Statistically, this result shows that both the transactional and transformational leadership styles impacts on retention but it further demonstrates a stronger association exists between the transactional leadership style and the retention rate of employees.

Table 4.18: Pearson Correlation Correlations

Correlations

		Transformational Leadership	Transactional Leadership	Employee Retention
Transformational Leadership	Pearson Correlation	1	.849**	.744**
	Sig. (2-tailed)		.000	.000
	N	55	14	55
Transactional Leadership	Pearson Correlation	.849**	1	.989**
	Sig. (2-tailed)	.000		.000
	N	14	14	14
Employee Retention	Pearson Correlation	.744**	.989**	1
	Sig. (2-tailed)	.000	.000	
	N	55	14	90

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

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The results of this research study are discussed in this section. In relation to the literature review and the results of the survey carried out the research questions and hypotheses are answered. Based on the data collected and the results of this research, it was found that leadership style has an impact on the retention of the studied employees. While the style of leadership has an effect, other variables have also been reported to affect their retention. Transactional and transformational leadership styles were both seen to have an effect on retention, but among Chevron Nig's staff, the transactional leadership style was seen to have a greater impact on retention. Plc. Plc. The statistical analysis performed for employee retention age, gender and marital status, educational history and years of service showed that there is no statistical significance between employee retention age, gender and marital status. Educational Background and Years of Service.

5.1 Summary

The findings of this study revealed that leadership style has an impact on employee retention. However, leadership style is just one of the factors that impacts on employee retention as the significance is moderate. It was also discovered that among the Chevron Nig. Plc. employees who are samples for the Nigerian Oil and Gas sector in general, the transactional leadership style is seen to have more impact on employee retention than the transformational leadership style based on the response of the participants. This illustrates that in the study used the transactional leadership style better promotes employee retention. Transactional leadership styles could have a positive or negative effect on employee retention, as described by Nwokocha and Iheriohanma (2015).

This research demonstrates that the style of transactional leadership promotes employee retention, so it is critical for leaders and managers to consider and fulfill the needs and expectations of followers or employees to ensure success and retention. According to Daft (1999) transactional leadership style is an exchange process. The goal of this research study was to investigate the effect of leadership style on the retention of employees in the oil and gas sector of Nigeria. It was also intended to decide whether the style of transactional leadership or transformational leadership better promotes the retention of the employee. Finally the study also tried to identify other variables that affected the retention of employees in the Nigerian oil and gas industry.

5.1.1 Research Result

Findings of this study show that leadership style has an impact on Employee Retention. This is depicted in the employee's perspective as shown in the quantitative data which was gotten from respondents. The study shows that leadership style is an important influencer of employee retention. The significance level of the result on leadership style and employee retention revealed strong significance. This indicates that although leadership style has an impact on employee retention, Leadership styles plays a very significant role amongst these factors. Thus, leadership style is an important factor to consider for employee retention.

From the literature, it was gathered that leadership style has a significant impact on employee retention and a Hypotheses was posited based on that. This study has also shown the impact of leadership style on employee retention in the Nigerian Oil and Gas sector among the employees of Chevron Nig. Plc. It however shows that the impact is of moderate significance to retention. This indicates that other factors should be considered as well to retain employees. The alternative hypothesis (H_a) is supported because the result shows that leadership style has an

impact on employee retention. These findings have supported studies by Klienman (2004), Bhatnagar, (2007), Masibigiri and Nienaber (2011).

In answering the question of whether the transactional leadership style or the transformational leadership style best encourages employee retention, the findings of this study generally demonstrate that the transactional leadership style and the transformational leadership style have an impact on employee retention. The findings show that the transactional leadership has a stronger impact on employee retention than the transformational leadership style. In the context of this research study, the majority of the employees perceived the leadership style of their managers as transactional and this is seen to have an impact on their retention.

It was discovered that the transactional leadership style employed by managers had a greater impact on the retention rate of employees in this organisation than the transformational leadership style. From the findings, it can be gathered therefore that the Transactional leadership style best encourages employee's retention among the Chevzon Nig. Plc. employees and in the Nigerian Oil and Gas sector in general. This means that the exchange process between managers and employees impacts more on their retention intention.

The ability of the leaders to recognise the specific needs and desires of followers and then provide them, and in exchange the employees perform the tasks given to them encourages retention rate. This shows that the more the managers are able to properly implement the transactional leadership, the more increased and positive the retention rate of employees. The last question sought to answer and identify other factors that influence employee retention in the Nigerian Oil and Gas sector. A close ended question was used to gather information from the participants working in this organisation. From the data received from the participants of this study, many other factors were identified as being an influence to the employee's intention to remain in the Company.

This is supported by Bhatnagar (2007), who identified career growth, interpersonal relationships with co-workers and pay as other factors that impacts on employee retention. The answers given by the respondents will be shown below. Other factors which impact on employee retention includes;

Career growth;

Relationship with colleagues;

Inability to secure new jobs;

Experience received from the organization;

Pay;

Family.

See Appendix Figure 8 for graph details. Others in the Graph included answers such as Conducive environment, Training and Job security. From these findings, there are clear indications that other factors are also to be considered to ensure for the retention of employees aside from leadership style.

5.2 Recommendations

This section presents the recommendation for this study. It also gives details about the implication of findings as well as a personal learning statement. The objective of this research study was to investigate the impact of leadership style on employee retention in the Nigerian Oil and Gas sector.

The result of the analysis obtained has shown that a moderate relationship exists between leadership style and the retention of employees. The moderate relationship indicates that leadership style is as important as other factors that impacts on employee retention. And so, it

is necessary that while managers and leaders in the Oil and Gas sectors work towards implementing an effective leadership to ensure employee retention, it is important that other factors should as well be put into cognisance. Other factors which were identified by the participants included Pay, Career growth and Training, as these factors have an impact on the intention of an employee to leave or remain in an organisation. In addition, the findings of the results have shown a strong indication that managers' transactional leadership style better promotes retention among the participants used for this research study, which are the samples used in general for the Nigerian oil and gas industry.

5.3 Conclusion

As the transformational leadership style plays a moderate role in employee retention, managers need to adopt the transactional leadership style in order to reduce employee turnover and employee retention. Also, this research study used one Company but different branches in the south west region of Nigeria as a case study, further research could involve a wider sample which could involve more than one company. This would help to get a wider view and understanding about the leadership style that best encourages employee retention in the Nigerian Oil and Gas sector. Also, if the researcher was to conduct this research again, both the quantitative and qualitative research method would be considered by the researcher. The researcher would consider conducting interviews with participants as this would allow the researcher obtain more data on a one on one basis from the participants which would help the both parties understand questions and information asked better. This would provide an in depth understanding and knowledge of the research questions.

5.4 Implication of the study

Although mixed methods of quantitative content analysis and qualitative framing analysis were used to better evaluate the content of the media, the approach to content analysis was insufficient, and serve as a limitation. Also, due to the pandemic, it was difficult to collect data because of the restrictions placed on movement. Likewise, financial constraint and time constraint serve as a limitation as this research was combined with other academic works.

5.5 Contribution to knowledge

This research helps contribute to knowledge by providing evidence and fact which are useful to organisation's, policy makers and other researchers. The findings from this research inform the organisation about their performance by showing the strength and weaknesses of their practice. It also serves as source of reference for other scholars and inform them about the mixed methodology of content and framing analysis which is a better method employed to analyse this kind of research. It also provides information for policy makers to set strict guidelines such as in covering major stories and in ensuring the integrity of news sources.

References

- Adeola, O., & Ezenwafor, K. (2016). The hospitality business in Nigeria: issues, challenges and opportunities. *Worldwide Hospitality and Tourism Themes*.
- Alghazo, A. M., & Al-Anazi, M. (2016). The Impact of Leadership Style on Employee's Motivation. *International Journal of Economics and Business Administration*, 2(5), 37-44.
- Amanchukwu, R. N., Stanley, G. J., & Ololube, N. P. (2015). A review of leadership theories, principles and styles and their relevance to educational management. *Management*, 5(1), 6-14.
- Arachchillage, G & Senevirathna, E. (2017). Factors Affecting Employee Retention.
- Avolio Howell, J.M. and Avolio, B.J. (1993). Transformational leadership, Transactional Leadership, Locus of Control and Support for Innovation: Key Predictors of Consolidated-Business-Unit Performance, *Journal of Applied Psychology*78, pp.891-902
- Alvesson, M. (2002). Understanding organizational culture. London: Sage Publications.
- Barkdoll, G. L. (2006). Individual Personality and organizational culture or "let's change this place so i feel more comfortable. *Public Administration & Management: Interactive Journal*. Retrieved from: <http://www.pamij.com/barkdoll.html>.
- Al-Emara, F. (2016). Is Self-assessment a Credible Indicator of Translation Competence? *Arab World English Journal (AWEJ) Special Issue on Translation*, (5).
- Al Kilani, M., & Kobziev, V. (2016). An Overview of Research Methodology in Information System (IS). *Open Access Library Journal*, 3(11), 1-9.

- Bhatti, N., Maitlo, G. M., Shaikh, N., Hashmi, M. A., & Shaikh, F. M. (2012). The impact of autocratic and democratic leadership style on job satisfaction. *International business research*, 5(2), 192.
- Collins, J. (2009). Good to Great-(Why some companies make the leap and others don't). Transformational verses servant leadership. Available at SSRN 1418796.
- Collins, J. (2005). "Level 5 leadership: The triumph of humility and fierce resolve." *Harvard Business Review* 83, no. 7/8: 136-146.
- Çakar, N. D. et al. (2004). The effects of charismatic leadership and collective Behavior on Follower Performance. *Global Business and Technology Association, International Conference*, 96 -103. Cape Town, South Africa Culture and outcomes. *International Employment Relations Review*, 38- 56. Retrieved from:
<http://web.a.ebscohost.com.ezp.waldenulibrary.org>
- Deal, T. & Kennedy, A. (1982). Corporate cultures: The rites and rituals of corporate life. Harmondsworth, Penguin Books.
- Dudovsky, J. (2013). Leadership differences between private and public sector organisations: literature review. *Pridobljeno*, 15(3), 2018.
- Dutta, A. B., & Banerjee, S. (2014). Study of employee retention. *International Journal of Business Management & Research*, 4(1), 83-88.
- Dwomoh, G., Kusi, M. A., & Agyeman, P. (2013). Assessing Involuntary Turnover and Its Effect on Employees' Performance: Evidence from Coca Cola Ghana Limited. *European Journal of Business and Management*, 5(24), 60-67.

- Fairhurst, G. & Connaughton, S. (2014). Leadership: A communicative perspective. *Leadership*, 10, 7-35. 10.1177/1742715013509396.
- Gordon, H. (2001). American Vocational Education Research Association members' perceptions of statistical significance tests and other statistical controversies. *Journal of Vocational Education Research*, 26(2), 244-271.
- Gustafson, A. (2013). In Defense of a utilitarian business ethic. *Business & Society Review*, 118(3), 325-360. doi:10.1111/basr.12013.
- Guerra-Papellero, E. L. (2019). *The Hotel Industry's Retention Management's Success Factors of Selected Major Hotels in Abu Dhabi, United Arab Emirates*. Partridge Publishing Singapore.
- Heifetz, R.A., & Donald L. L. (2001). "The work of leadership." *Harvard Business Review* 79, no. 11: 131-141.
- Hofstede, G. H. (1991). *Culture and Organizations: Software of the Mind*. London: McGraw-Hill.
- Hosain, M. S. (2016). Impact of best HRM practices on retaining the best employees: A study on selected Bangladeshi firms. *Asian Journal of Social Sciences and Management Studies*, 3(2), 108-114.
- Huang, R., Kahai, S., & Jestice, R. (2010). The contingent effects of leadership on team collaboration in virtual teams. *Computers in Human Behavior*, 26(5), 1098-1110.
- Janssen, L. T. (2004). *Leadership characteristics of hospital CEOs: Factors that influence leadership style* (Doctoral dissertation, Drake University).

- Karima H.M. (2015). *The Most Successful Leaders Know that Leadership is Not A Popularity Contest*
- Kouzes, J.M., and Posner, B.Z., (1995). *Leadership practices inventing* (2nd ed). San Francisco: Jossey.
- Kamau, E. (2001). *Role of leadership in organizational development* (Doctoral dissertation, United States International University-Africa).
- Kotter, J.P. and Heskett, J.L. (1992). *Corporate Culture and Performance*. New York: The Free Press.
- Kleiner, A. (2001). Climbing to Greatness with Jim Collins. *Strategy and Business*, 44-55.
- Lowder, B. T. (2009). The best leadership model for organizational change management:
- Lawton, A., & Páez, I. (2015). Developing a framework for ethical leadership. *Journal Of Business Ethics*, 130(3), 639-649. Doi: 10.1007/s10551-014-2244-2
- Llies, R., Judge, T., & Wagner, D. (2006). Making sense of motivational leadership: The trail from transformational leaders to motivated followers. *Journal of Leadership & Organizational Studies*, 13(1), 1-22. Doi: 10.1177/10717919070130010301
- Loke, J. (2001). Leadership behaviours: Effects on job satisfaction, productivity and organizational commitment. *Journal of nursing management*. 9. 191-204. 10.1046/j.1365-2834.2001.00231.x.
- Lowder, B. T. (2009). The best leadership model for organizational change management: Transformational verses servant leadership. *Available at SSRN 1418796*.
- Lord, R.G., & Maher, K.J. (1991). *Leadership and information processing: Linking perceptions and performance*. Boston: Unwin Hyman.

- Martin, P. & Nicholls, J. (1987). *Creating a committed workforce* (Norfolk, IPM)
- Mosley, D.C., Pietri, P.H. & Megginson, L.C., (1996). *Management: Leadership in action* (5th ed). New York: Harper Collins Publishers.
- Naseer, A., Perveen, K., Afzal, M., Waqas, A., & Gillani, S. A. (2017). The impact of leadership styles on staff nurses' turnover intentions. *IJARBS*, 7(12), 665-73.
- Nekrassovski, Oleg. (2016). *Psychopathy and Leadership*.
- Northouse, P. G. (2016). *Leadership: Theory and practice* (7th ed.). Thousand Oaks, CA: Sage.
- Olorunsogo, A. Y. *EVALUATING THE EMPLOYMENT EFFECT OF NIGERIA'S LOCAL CONTENT POLICY IN THE NIGER DELTA* (Doctoral dissertation, University of Birmingham).
- Oleinik, A. (2011). Mixing quantitative and qualitative content analysis: triangulation at work. *Qual Quant* 45, 859–873. <https://doi.org/10.1007/s11135-010-9399-4>
- Park, C., McQuaid, R., Lee, J., Kim, S., & Lee, I. (2019). The impact of job retention on continuous growth of engineering and informational technology SMEs in South Korea. *Sustainability*, 11(18), 5005.
- Palmer, E. (2016). Five factors that lead to successful projects. *Retrieved June, 28, 2016*.
- Raporu, Í. H. (2015). Literature review on the impact of digital technology on learning and teaching.
- Rao, D. K. S., Sahyaja, C., Akhil, P., & Narasimha, N. L. (2018). Role of Leadership on Employee Retention—A study on Corporate Hospitals. *International Journal of Mechanical Engineering and Technology*, 9(2), 161-172.

- Reiman, T. & Oedewald, P. (2002). The assessment of organizational culture: A methodological study, Espoo 2002. VTT Tiedotteita – Research Notes 2140.
- Rooke, D., & William R. T. (2005). "Seven transformations of leadership." *Harvard Business Review* 83, no. 4 : 66-76.
- Sarros, J., Gray, J., & Desten, I. (2002). Leadership and its impact on organizational culture. *International Journal of Business Studies*, 10(2), 1- 26.
- Schein, E.H. (1992). *Organizational culture and leadership* (2nd ed.). San Francisco: Jossey-Bass.
- Selznick, P. (1957), *Leadership in administration*. Evanston IL: Row Peterson.
- Sherwin, D.S. (1983). The ethical roots of the business system. *Harvard Business Review*, pp. 183–192.
- Sithole, A., & Sudha, S. (2014). Transactional leadership style and employees' turnover intention in information technology organizations. *International Journal of Case Studies*, 4(10).
- Siehl, C., & Martin, J. (1983). Organizational culture and counter culture: An uneasy symbiosis. *Organizational Dynamics*, 12 (2), 52–64.
- Simosi, M. and Xenikou, A. (2010). The role of culture in the relationship between leadership and organizational commitment: An empirical study in a Greek organization. *The International Journal of Human Resource Management*, 21(10), 1598-1616. DOI:10.1080/09585192.2010.500485

- Sirisookslip, S., Ariratana, W., & Ngang, T. K. (2015). The impact of leadership styles of school administrators on affecting teacher effectiveness. *Procedia-Social and Behavioral Sciences*, 186, 1031-1037.
- Solomon, B., Otoo, E., Boateng, A., & Koomson, D. A. (2020). Inland Waterway Transportation (IWT) in Ghana: A Case Study of Volta Lake Transport. *International Journal of Transportation Science and Technology*.
- Transformational and Transactional Leadership. (2017, Mar 15). Retrieved from <https://phdessay.com/transformational-and-transactional-leadership/>
- Vroom, V. H., & Jago, A. G. (2007). The role of the situation in leadership. *American Psychologist*, 62(1), 17–24. Doi:10.1037/0003-066X.62.1.17
- Wilkinson, David. *The ambiguity advantage: What great leaders are great at*. Palgrave Macmillan, 2006.
- Whittington. J.L., Renee H. C., Goodwin, V. L., Ickes, W., Murray, B. (2009). Transactional leadership revisited: self–other agreement and its consequences. *Journal of Applied Social Psychology*, 39, 8, pp. 1860–1886. Retrieved from: <http://web.b.ebscohost.com.ezp.waldenulibrary.org>.
- Wyatt, F. (7). Key Operational Excellence Challenges Facing the Oil and Gas Industry, 2018. URL: <https://medium.com/business-process-management-software-comparisons/7-key-operational-excellence-challenges-facing-the-oil-and-gas-industry-775fec5009f5>.
- Zhuang, Z. (2011). Tournaments and the impetuous contestants: An analysis of incentives for analyst forecast boldness. Available at SSRN 1769322.

APPENDIX

Effect of Leadership Skills on Employee Job Retention in the Oil and Gas Industry (A study of Chevron Nigeria Plc).

My name is Akande Adeola Ayisat, a Final Year Undergraduate student (B.Sc. Business Administration) at Mountain Top University, Nigeria. This survey is being conducted in part fulfillment of my Business Administration' project. The aim of this survey is to investigate the Effect of leadership skills on employee retention in the Oil and Gas industry. A study of your feedback will help in identifying if leadership encourages retention in the Nigerian Oil and Gas Sector with particular reference to Chevron Plc.

Kindly select the best answer that you think is the most appropriate to your situation. The information you provide is strictly anonymous and will be treated with full confidentiality and used strictly for research purpose.

CONSENT FORM:

Could you please sign the consent form overleaf if you agree to participate in the study /if you agree to take part in the study?

Please tick yes or no in the box:

I agree to participate in investigating the Effect of leadership skills on employee retention in the Oil and Gas industry

I understand the purpose of this research

I am participating voluntarily

I give permission to Akande Adeola Ayisat to document, record and publish results from my questionnaire. If need be, I can withdraw from the study without repercussions at any time, before it starts or while I am participating.

I understand that anonymity will be ensured in the write-up

Signed.....

Date.....

SECTION ONE

DEMOGRAPHIC INFORMATION

1. Please specify your Gender Male Female
2. Please specify your Age 20-30years 31-40years 41-50years
51years–above
3. Please specify your Marital status Single Married
4. Please specify your Educational level OND/HND , B.SC , MASTERS
 , PHD
5. Income range: (a.) ~~₦50,000-₦70,000~~ (b.) ~~₦71,000-₦95000~~ (c.) ~~₦96,000-~~
~~₦120,000~~ (d.) ~~₦121,000-₦150,000~~ (e.) ~~₦151,000 and above~~
6. Please specify your year(s) of Experience less than 1-2 2- 5years 6-10
years More 10years
6. Department:

7. Rank:

QUESTIONNAIRE

Concerning the questionnaire, each question contains 5 options for different answers. The number 1-5 stands for scores by which you can show the extent of your agreement to all the statements. Kindly tick [X] in the appropriate box.

1. STRONGLY DISAGREE

2. DISAGREE

3. DON'T KNOW

4. AGREE

5. STRONGLY AGREE

SECTION TWO

		1	2	3	4	5
		Strong Disagree	Strong Disagree	Strong Disagree	Strong Disagree	Strong Disagree
S/N	LEADERSHIP SKILLS					
	Questions					
1	My manager is always seeking new opportunities for the unit/department/Organization					

2	My manager has a clear knowledge and understanding of where the Company is going					
3	I get inspired by my manager's plans for the future					
4	My manager leads by acting rather than telling					
5	My manager leads by example					
6	My manager provides an appropriate model to follow					
7	My manager encourages collaboration among every employee					
8	My manager fosters team work					
9	My manager encourages the group to work together to achieve the same goal					
10	My manager develops a team spirit attitude among his/her employees					

11	I feel so much is expected of me from my manager					
12	My manager always insists that there is room for improvement					
13	My manager always insists on best performance					
14	My manager respects my personal feelings					
15	My manager behaves in a thoughtful manner when I have personal needs					
16	My manager makes work that looks difficult to me a lot easier					
17	My manager has ideas that have forced me to rethink some of my own ideas that I have never questioned before					
18	My manager has encouraged me to look at the brighter side in every problem					

19	My manager always gives me positive feedback when I perform well					
20	I get special recognition from my manager when I perform very well					
21	I get commendation from my manager when I perform above my average job					

		1	2	3	4	5
		Strong Disagree	Strong Disagree	Strong Disagree	Strong Disagree	Strong Disagree
S/N	EMPLOYEE RETENTION					
	Questions					
1	I do not intend to change from my present company to a different Oil and Gas company in the foreseeable future					
2	I am satisfied and well appreciated for the work I do.					

3	If I wanted to do another job or function, I would look first at the possibilities within this Oil and Gas company					
4	Having a job is not all that matters, how I am treated in this company is always considered when I compare another job.					
5	If I had my way, I will definitely be working for this Company for the next five years					
6	I would choose to work for another Oil and Gas company if I could start over again					
7	I see a future for myself within this Oil and Gas industry					
8	If I received an attractive job offer from another					

	company, I would take the job					
9	I love my job and it is very important to me					
10	I love working for this Oil and Gas company					
11	I have checked out a job in another Oil and Gas company previously					

THANK YOU FOR YOUR TIME

