

Leadership Challenges and Manpower Development in the Nigerian Oil Sector

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Abstract

Leadership is a pervasive concept. It is a global phenomenon which defines the success of governments, individuals, groups and corporate organizations. This paper examined the implication of leadership with its associated challenges on the development of oil sector. By implication therefore, the relationships between leadership manpower and employee motivational policies and the development of oil sector was examined. The study employed the Survey research approach in which case the relevant relationship were measured quantitative employing both primary and secondary data. While the primary data were collected from a sample of 508 drawn from the cross-section of Junior, Senior and Management staffers of selected oil companies in Lagos state, the annual time series (secondary) of Oil Sector Output was sourced from the CBN statistical Bulletin, 2010. Result from the study established significant positive relation between Leadership and development in the Nigerian Oil Sector. On account of findings, the study recommends the needs for managers embrace leadership policies that encourages adequate manpower development and employee motivational package in the industry.

A survey design was adopted. The population of the study is all the employees in the oil sector. The sample unit is made up the junior, senior and management staff of selected companies in Lagos State. A sample size of 505 was drawn from the general population. A 5-point Likert scale of questionnaire was validated, giving a Cronbach Alpha reliability value of 0.86014. Secondary data were also used with panel regression, giving a DW of 2.193470 thus showing the robustness of the result.

Background to the Study

Leadership is pervasive in humane affairs and specifically for the pursuit of societal development as well as corporate goal. Leadership can be likened to the rudder of a ship or the steering that makes it a critical concept which may be misunderstood. That leadership operates in an environment that exposes it to challenges and situations which, if not prepared for, will obviously deter the attainment of leadership goals, vision and objectives.

Leadership issues are diverse. Several theories have emerged to explain as well as help to give direction to leadership. A core focus of leadership that is universally acknowledged is that it charts a course of action and unfolds a direction for followers. Those who constitute leadership in a corporate entity, particular sectors of the economy, institutions or government are

confronted with diverse challenges. Indeed leaders have the first priority responsibility for regular personal development. In the light of the ubiquitous and critical role of leadership in human affairs, this paper examines leadership, challenges and development in the Nigerian oil sector. The choice of the oil sector was dictated by its importance to the Nigerian economy. It is a sector with several groups of stakeholders where purposeful leadership ought to ensure that the sector contributes significantly to the development of Nigeria and important in the quality of life. It is appropriate to review the state of the Nigerian oil sector, which is the case reference of this presentation.

The Nigerian Oil Sector

Nigeria is the eighth largest exporter of crude oil and the twelfth (twelfth) largest producer of crude oil (Jimoh, 2012). Yet, the country still imports refined petroleum products. There are problems in the Nigerian oil sector, and these problems can be traced to poor leadership. If a country possesses abundance of petroleum resources for decades, proper planning and articulation of policies would have defined the business procedures in the sector. For a country like Nigeria which depends on crude oil for about 95% of its foreign exchange earnings, quality leadership is *sine qua non* (Uche, 2009).

Oil and allied products are not considered only in terms of revenue generation but also the support they engender for socio-economic development. It is therefore necessary to analyze the adequacy and efficiency of oil industry operation, especially in terms of distribution of products, refining arrangement, energy utilization, marketing conservation and environmental protection.

The Nigerian oil sector is characterized by on-shore and off-shore operations, involving multinational corporations and other categories of professional oil workers. The downstream operation has been hindered by poor distribution of petroleum products due mainly to inadequate provision of storage facilities by oil marketing companies. Since the 1970's the federal government had made efforts to address the problem of storage through contribution of petroleum products pipeline network linked to storage terminals and depots.

The establishment of the Nigerian National Petroleum Corporation (NNPC) in 1977/1978 to supervise and administer oil operations on behalf of the federal government provided a level of harmony which was hindered years later by corrupt practices by different stakeholders in the oil industry (Akanji, 2008). From the 1990's to the current millennium, the oil sector has been faced with vandalizing of pipelines, poor/weak infrastructure, high level demand and breakdown of refineries (Agetigbo, 2010). Indeed, vandalizing of pipelines through communal classes or illegal tapping of fuel has often resulted in wastage, oil spillage and obstruction of distribution network (Akanji, 2008).

In spite of the federal government disbursement of 300 million US dollars for the rehabilitation of pipelines and refineries, none of the refineries has operated of its installed capacity (Togunde, 2011). With a combined capacity of 445,000 barrels per day, the four refineries in Nigeria should

have been able to meet both domestic and export requirements. But, frequency operational breakdown and closure are recorded against all the refineries.

Various stakeholders, including oil tanker drivers, oil tanker owners, distributors, marketers and other categories of oil workers have formed unions with diverse interests. Their demands often show that the federal government is yet to have a strong policy, directing the operations in the oil industry. However, current attempts at deregulating the sector and passing the petroleum bill may be an indication that leadership changes will occur. But the inadequacies and corrupt practices in the sector suggest leadership crisis. The Nigerian National Petroleum Corporation and the Department of Petroleum Resources, by legislation, set the leadership direction for the oil sector, guided by directives and policies from the federal government.

Conceptual Review

Leadership

Leadership is pervasive but effective leadership is elusive. Leadership is borne out of a mix of factors or circumstances. Indeed, every individual, by his action, could demonstrate his ability to lead where given the opportunity. According to Ikupolati in Fanimo (2012:35), a leader is

'... one who has the capacity to influence, inspire, motivate and mobilize others to pursue a common goal while maintaining commitment, confidence and courage'.

Leadership obviously involves interpersonal influence. Along the tough line of Ikupolati above, leadership attempts to influence others to act or think in certain ways (Agba, 2009). Therefore, people are only said to be leaders to the extent that they succeed in the attempt to influence others. But a leader is not simply a passive individual into whom the organization or society pours its best goals, objectives or mission. To lead successfully and effectively, an individual demonstrates who essentially inter-related traits which are expertise and empathy (William, 2005).

Leadership cannot be discussed without reference to personal development. The traits that make effective leadership can be deliberately and systematically cultivated. Leadership operates within an environment hence this variable is introduced into the leadership equation. Leaders are not only shaped by the environment, they also take active role in reshaping the environment in productive ways. In relation to a corporate organization, effective leaders create organizations that support the exercise and cultivation of good leadership. This can only be achieved through vigorous and systematic organizational development. Therefore, the work of leadership is both personal and organizational. With reference to Ikupolati, cited by Fanimo (2012):

'... effective leadership entails building commitment, empowering and elevating followers to the greatest degree possible so that they are motivated to do more than they originally would, and by eliciting a greater level of respect and trust for the leader'.

Leadership is truly demonstrated by a person who knows his expertise and mission, and can find the right people to fill the gaps. As a result, authority is accorded to those who can help the leader

to pursue the purpose. Leadership involves co-operation and collaboration in conducting activities that can only be undertaken successfully in a conducive environment.

Without dispute, when personal development is in place, a leader can concentrate on building an appropriate context for leadership. But this type of organizational development depends on a leader's ability to empower and motivate others to lead. Within the African context, the concept of leadership tends to be centered on an individual personality (Jerome, 2011). A leader is only successful when he leaves a legacy of effective succession, cultural and strategy. In essence, leadership is about the best performance, demonstration of probity and successful succession without arrogation of power (Mckay, 2011). It may be asserted that leadership is a special form of power (Ray, 2001), and ability, based on the leader's personal qualities, to elicit followers voluntary submission to the leader's objectives (Johannes, 2008). However, leadership is different from power because it entails influence.

There is the assumption that leadership has to do with the dynamic qualities of a relationship between the boss and subordinate, or a leaders and followers. It follows from the above that behavioral consideration is a critical feature of leadership. Equally important is role behavior. Role behavior are patterns of behavior an individual learns in order to perform tasks and relate to people while fulfilling the responsibilities of a given position (Gerard, 2007), a task leader has the role of organizing a group for action on one hand, while the maintenance leader keeps the group in a state of emotional equilibrium. Research has shown that an effective leader must integrate the two roles (Agba, 2009). Consequently, a leader must learn the skills, and acquire the knowledge necessary to accomplish duties relate to others effectively.

Leadership Styles and Development

A research on leadership style reported by Goleman (2009) reveals six distinct leadership styles, each emerging from different components of emotional intelligence. The scope of leadership indeed shows the need for typification. The styles, taken individually, appear to have a direct and unique impact on the working atmosphere of a company, division, team or society in general. Effective leaders in government or the corporate world do not rely on the leadership style.

Goleman's (2009) six styles of leadership are coercive leadership, authoritative leadership, affiliate leadership. According leadership, pace-setting leadership and coaching leadership. According to Goleman's(2009) analysis, coercive leaders demand immediate compliance while authoritative leaders mobilize people toward a vision. Affiliate leaders create emotional bonds and harmony, but democratic leaders build consensus through participation. On the other hand, pace-setting leaders expert excellence and provide a self-direction while coaching leaders develop people for the future.

With reference to good performance and effective results that will leave a legacy, a combination of two or more leadership styles, depending on the situation, appears indeed. In essence, leadership styles should be dictated by prevailing environmental circumstances. A close examination of all the leadership styles will show that apart from the coercive and authoritative leadership styles, all the rest demand that the leader should develop himself regularly. A leader

can only understand situations and followers better when he subjects himself to learning, self-regulation and continuous personal development (Rigs, 2010).

The authoritative leadership maximizes commitment to goals and strategy. By training the individual tasks within a vision, the authoritative leaders define standards that revolve around the vision (Jils, 2012). The authoritative styles as powerful as it may be, does not function in every situation. The other affiliate leadership style value individuals and their emotions more than tasks and goals. Affiliate leaders strive to keep followers satisfied as well as create harmony.

In relation to democratic leadership, the leader drives flexibility, trust and responsibility by letting followers participate in decisions which affect their work and goals. Murray (2009) asserts that the democratic leaders learn to keep morale high. Where a democratic leader has a strong vision, the democratic style helps to generate fresh ideas in pursuit of the vision. But the pace-setting leadership style sets high performance standards. The obsession is about doing things better and faster. Pace setting leadership demands excellence and quickly replaces followers who cannot meet the expected standards.

On the other hand, coaching leaders help followers/employers identify their unique strengths and weaknesses. They also help them to unite their personal and career aspirations. Coaching leaders excel at delegating and creating a challenging environment. The coaching style appears to work well in many business situations. However, the coaching style makes little sense when employers or followers are resistant to learning or changing their ways. it may not prove effective if the leader lacks the expertise to help himself or followers improve. The need arises to improve guidance and development.

Development should be seen in the light of what a leader does to improve his leadership performance, status and ability to attract great followership. Development consists of activities that increase the competence and ability to those in positions of leadership (Baldon, 2012).

The sign of development are positive growth and progress. Development presumably deals with predicted needs and the ability to respond to the needs by taking appropriate steps in the present.

Leadership development is practice. Based on education and learning from experience. It may also take the shape of mentoring or coaching (Price, 2002). Indeed, aspects of leadership indirectly deal with leadership development. Most individuals have leadership potential or traits which will require education and leadership development programme to nurture and prepare them for leadership positions.

Leadership development is necessary if the potential of the present leaders is to be realized in future. But the level of education must be sound enough to form the fulcrum for leadership development. Leaders need training and re-training in the light of global socio-economic and socio-political challenges.

Leadership Challenges Peculiar to the Nigeria Contexts

African and indeed Nigeria are construed with autocratic and transactional leadership. Leadership is about concern for people, value for people and people limited orientation. Leadership paradigms have shifted generally towards developing people and addressing issues which elicit productivity. But, for the Nigerian public sector, corruption and all forms of unethical produces by member of the leadership class tend to erode vision and goals.

Lack of commitment by leadership tends to derail objects. Particularly in government circles, policy feature, lack of harmony and focus are great challenges which confront Nigerian leadership (Joseph, 2006). In the oil sectors, lacks of political will to entrench accountability and redefine priorities are critical challenges. The attitudes of government officials have implications on the conduct of business in the oil sector.

Generally, government's style of leadership has implications for people's, trust, commitment to public programmes and confidence. Presently, the massive wave of corruption among public officials has cursed people to lose confidence in the leadership of the Nigerian government. It does appear that many political leaders are not willing to learn from the past. A leader should be willing to learn as well as make consultations. A leader should be able to relate to people easily and effectively. Many leaders in the Nigerian context operate at a distance, and are far from the reality of circumstances.

The various socio-economic problems and particularly, the weakness of both the Nigerian currency and the national economy are indications that the leadership of Nigeria, since independence, is not visionary. Leadership vision and the ability for personal development are lacking in the corridors of government. These short-comings are reflected in the performance of the oil sector.

Leadership Theory

Theories provide a clear explanation of concepts. Several leadership theories (Bersy-Blabchard Two-Dimensional theory, House-Mitchel Path-Goal theory, Fielder's Contingency theory and so on) have been propounded by scholars and researchers over the years. However, the theoretical base of this study is contingency (situational) theory of leadership. The rationale for the choice of the theory stems from the fact that the experience or condition/situational favor attached to the theory. The contingency theory posits that leadership is the product of situations. The argument is that leadership will differ in each situation. Fielder, cited in Agba (2009), asserted that the situation in which a leader finds himself is more important than what he does or who he is. Accordingly, a task situation should be favorable to the leader, but the leader must possess considerable positional expertise and expertise-based authority.

Methodological Considerations

The study adopted a survey design in which case the relation between Leadership Style and the development of oil sector in Nigeria was evaluated. The population of the study is composed of junior, senior and management staff of selected oil companies in Lagos state. A total sample of 505 was drawn from the general population and it is distributed among the three strata of staff as follow: Junior staff, 308(60.6%); Senior staff, 124(24.2%); and Management staff, 76(15.0%).

A structure questionnaire was the instruments of primary data collection, while the relevant secondary data were collected from the Central Bank of Nigeria Statistical Bulletin, 2010 publication. The survey instrument was to incorporate a 5-point Likert scale of Strongly Agree, Agree, Not Sure, Disagree and Strongly Disagree. Culpan, Kucukemuroglu and Quang (2002) also used this measurement instrument as measurement criteria of organizational effectiveness.

The instrument is divided into three sections; section 'A' is designed for demographic information of respondents; section 'B' for information relating to Manpower development leadership policy and section 'C' for information concerning employee motivational leadership policy.

Content validity of the survey instrument was evaluated through a thorough check of the instrument by management scholars; the internal consistency of the instruments (reliability of the instrument) was determined through a Cronbach analysis resulting to a Cronbach's alpha of 0.86014 which indicates high degree of consistency.

Although 508 questionnaires were completely responded to and returned by respondents, a total of 650 questionnaires were initially sent out; thus indicating a response rate of 78.2%. The data collected were analyzed using descriptive statistics of table, simple percentage and weighted mean score. The relevant hypotheses were tested using the Product Moment Correlation; while Panel regression analysis was employed to determine the effect of Leadership on the development in the Nigerian Oil sector.

Research Hypothesis

Two specific hypotheses were tested in the study:

H₀₁: There is no significant relation between leadership manpower development policy and oil sector development in Nigeria.

H₀₂: There is no significant relation between leadership employee motivational policy and oil sector development in Nigeria.

Empirical Result

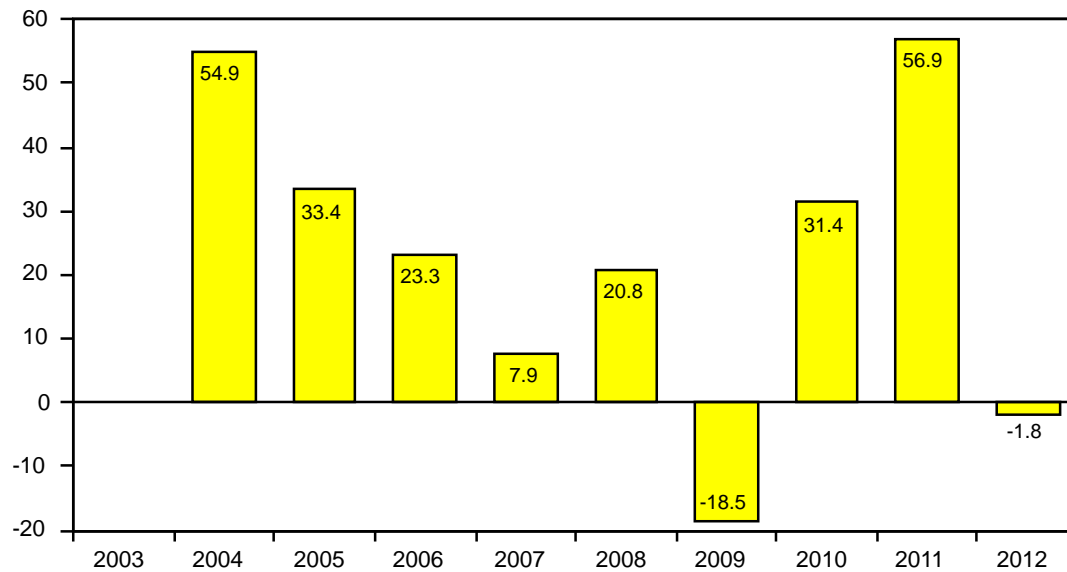
Table 4.1: Weighted Means Score for Leadership and Oil Sector Development

Construct Association	Weighted Mean Score
Employee Leadership policy and Development of Oil Sector	4.70
Employee Leadership Motivational Policy and Development in the Oil Sector	4.57

*See appendix II for computation

Section B of the research survey instrument examined the relationship between Leadership policy aimed at man power development and the development of oil sector. The weighted means scores of 4.70 provides strong evidence about respondents joint agreement that leadership policy that is geared towards manpower development to the development of oil sector in Nigeria. In the same vain, the opinions of this category of people signified a strong concordance about the centrality of motivational policies to oil sector performance in Nigeria.

Figure 4A: Percentage Growth Rate of Oil Sector Output from 2003 to 2010



Source: statistical Bulletin, 2012

From figure 4A, the growth rate of Oil sector output stood at 54.9% in 2004 and 33.4% in 2005 results to a 21.5% decline between the two periods. By 2006 it stood at 23.3% and 7.9% in 2007. It however rose to 20.8% in 2008 before deepening to negative growth of 18.5% in 2009 and in 2010, it stood at 31.4%. 2011 saw a high growth of the output of the sector 56.9% but it crashed to negative growth of 1.8% by the end of 2012. The analysis indicates that the output growth of the sector has been continuously falling reaching it high point of worst performance in 2009 and 2012.

Table 4.2: Panel Regression Analysis

Variables	Fixed Effect		Random Effect	
	Coefficient	P-value	Coefficient	P-value
Constant (OILQ)	1991642.0	0.2791	3688039	0.1102
OILQ(-1)	0.917599	0.0027	0.390081	0.0164
R ²	0.7447		Rhow=0.5021	
DW-Statistic	2.193470		S.D.=0.1760001	
Hausman Test for Autocorrelation				
Cross-section random	ChiSquare 6.45058		P-Value= 0.1705	

*Computed with e-Views 7.0

*Dependent Variable=OILQ=Oil Sector Output

Table 4.2 presents the result of the Fixed Effects and Random Effects model for Oil Sector Development. In this circumstance, oil sector development is proxied with oil sector output (oil sector GDP). The result shows that the past value oil sector output is a significant determinant of current output of the sector; this is evidenced both for Fixed Effects and Random Effects of estimates.

The Hausman test for cross-section random residuals indicates that the significance of Fixed Effects model for the analysis hence the preference of fixed effects. Leadership through manpower development and employee motivational policies exerts fixed effect on the development of the sector.

Hypotheses Testing

Table 4.3: Hypotheses for Leadership and Oil Sector Development

Correlation Coefficient (R)	t-Value	Level of Significance	Probability Value (P-Value)	Status (Significant or not significant)	Decision
H₀₁ : There is no significant relation between leadership manpower development policy and oil sector development in Nigeria					
0.749990	2.339229	0.05	0.0038	Significant	Reject H ₀
H₀₂ : There is no significant relation between leadership employee motivational policy and oil sector development in Nigeria					
0.819232	2.532550	0.05	0.0029	Significant	Reject H ₀

Interpretation

H₀₁: The construct leading to the information in table 4.6 is the relationship between Leadership manpower development policy and the development of oil sector in Nigeria. The low probability value (0.0038) indicates that the correlation coefficient for the two variables (0.749990) is statistically significant; thus the null hypothesis is rejected in this study. Leadership manpower development policy is nucleus of the development of the oil sector. Manpower development and growth of the sector move towards the same direction at very significant proportions.

H₀₂: The construct leading to the information in table 4.7 is the relationship between Leadership employee motivational policy and the development of oil sector in Nigeria. It is observed from the table that the correlation of leadership motivational policy and output of the sector (0.819232) is statistically significant considering its low probability value 0.0029 thereby leading to the rejection of the null hypothesis. Thus employee motivation and oil sector growth and development move hand-in-hand at significant proportions.

Conclusion and Recommendations

The conclusion of this study is drawn from the outcome of the relevant hypotheses. Leadership style is doubt crucial to the development of the oil sector in Nigeria. The arguments in this study are that leadership style in any organization including the players in the oil sector in Nigeria is central to manpower development and employees motivation. The study corroborates this arguments as it established positive significant relational value between oil sector development, manpower development and employee motivation. Abiola (2012), Nwadukwu and Court (2012) found significant positive relationship between leadership style and organizational effectiveness. Leadership style through manpower development and employee motivation has positive fixed cross-sectional effects on developments in the oil sector. According to Chan (2003), Meyer, Allen and Smith (2003), the main reason for attracting employees to remain with their respective organization is material needs.

This study underscored the centrality of leadership and the styles adopted routinely in the oil sector. It therefore follows from this assertion that leadership in the industry must ensure tranquility and peace in order to effectively coordinate the human and material resources that will guarantee the development of the sector. The quagmire in the industry where leaders are constantly linked to inappropriate financial indiscipline does not support the functional assumption of leadership in the industry. There is the need for leadership articulation focusing on manpower development through skill acquisition and commensurate staff motivation in the sector.

Suggestion for Further Studies

Leadership styles differ in different industrial sectors and corporate organizations. This study was restricted to the oil sector in Nigeria, using primary data. One of the methodological flaws of the study is the absence of secondary data, representing activities in the oil sub-sector. However, future studies can be conducted using times series, and a longitudinal approach in the

manufacturing sector which is a real sector for the Nigerian economy. Such future studies can be designed to determine the impact of leadership styles on development in the manufacturing sub-sector.

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Section B: Employee Manpower Leadership policy and Development in the Oil Sector

	ITEM	SA	A	NS	D	SA
I	Manpower development is crucial to sector growth and development in any economy					
II	Manpower development is embraced in the Nigerian oil sector					
III	Management staffer are often times sent on managerial skill acquisition in terms of modern leadership procedures relevant to the oil sector					
IV	Non-management staffers, especially the technical ones are often times sent for technical skill in innovation relevant to the oil sector					
V	Training and retraining of staffers are crucial to managerial effectiveness and efficiency					
VI	Manpower development leads to expansion in business horizon in the oil sector					
VII	Leadership policy aimed at manpower development is critical to overall performance of the oil sector in terms of output expansion.					

Section C: Employee Leadership Motivational Policy and Development in the Oil Sector

	ITEM	SA	A	NS	D	SA
I	Leadership style is crucial to employee motivation					
II	Employee motivation induces workers job performance					
III	Available leadership policy in the Nigerian oil sector encourages employee motivation					
IV	Employees in the Nigerian oil sector exhibit high job performance due to available motivational policies in the sector					
V	Employee motivation policy is crucial to organizational development and performance					
VI	Employee job performance encourages organizational development and performance					
VII	Employee motivational policy and job performance induces output expansion in the Nigeria's oil sector					

Appendix II

Table 4.1: Employee Manpower Leadership policy and Development in the Oil Sector

	SA (5)	A (4)	NS (3)	D (2)	SD (1)	TOTAL	MEAN
I	388(5)=1940	112(4)=448	8(3)=24	0	0	2214	4.36
II	484(5)=2420	24(4)=96	0	0	0	2496	4.93
III	404(5)=2020	92(4)=368	0	0	0	2388	4.70
IV	408(5)=2040	84(4)=336	16(3)=48	0	0	2424	4.77
V	264(5)=1320	244(4)=976	0	0	0	2296	4.52
VI	487(5)=2435	21(4)=84	0	0	0	2519	4.96
VII	341(5)=1705	160(4)=640	7(3)=21	0	0	2366	4.69
							32.93

Weighted mean score = $32.93/7=4.70$

Table 4.1: Employee Manpower Leadership policy and Development in the Oil Sector

	SA (5)	A (4)	NS (3)	D (2)	SD (1)	TOTAL	MEAN
I	380(5)=152 0	108(4)=43 2	20(3)=60	0	0	2012	3.95
II	396(5)=198 0	84(4)=336	28(3)=84	0	0	2400	4.72
III	484(5)=242 0	24(4)=96	0	0	0	2516	4.95
IV	464(5)=232 0	16(4)=64	28(3)=84	0	0	2468	4.86
V	476(5)=238 9	32(4)=18	0	0	0	2407	4.74
VI	81(5)=405	412(4)=16 48	15(3)=45	0	0	2098	4.13
VII	281(5)=140 5	225(4)=90 0	2(3)=6	0	0	2311	4.55
							31.90

Weighted mean score = $31.90/7=4.57$

Appendix III Demographic Analysis of Respondents

Table 41: Distribution of Respondents by Demographical Data

Response Variables	Response	% Response
Sex		
Male	312	61.1
Female	196	38.9
Total	508	100
Age		
Below 25 Years	60	11.8
26 - 35 Years	72	14.2
36 - 40 Years	188	37.0
41 - 45 Years	124	24.4
46 Years Plus	64	12.6
Total	508	100
Educational Qualification:		
OND/NCE/Diploma	80	15.7
BSC/BA/MED/HND	232	45.7
MSC/MA/MED/MBA	92	18.1
Professional(CIBN/ACCA/ACA/ACMA etc)	104	20.5
Total	508	100

Working Experience

1- 5 Years	124	24.4
Six (6) to Ten (10) Years	228	44.9
Eleven (11) to fifteen (15) Years	88	17.3
16+ Years	68	13.4
Total	508	100

Source: Field Survey, 2013

Appendix IV

Tables of Responses based on research questions.

Item	Response Variables						% Response					
	SA	A	NS	D	SD	TOT	SA	A	NS	D	SD	TOT
I	388	112	8	-	-	508	76.4	22.0	1.6	-	-	100
II	484	24	-	-	-	508	95.3	4.7	-	-	-	100
III	404	92	-	-	-	508	79.5	18.1	2.4	-	-	100
IV	408	84	16	-	-	508	80.3	16.5	3.2	-	-	100
V	264	244	-	-	-	508	52.0	48.0	-	-	-	100
VI	487	21	-	-	-	508	95.9	4.1	-	-	-	100
VII	341	160	7	-	-	508	67.1	31.5	1.4	-	-	100

Weighted Mean Score =4.70 (see appendix II)

*Source: Field Survey, 2013

Table 4.3: Employee Leadership Motivational Policy and Development in the Oil Sector

Item	Response Variables						% Response					
	SA	A	CS	D	SD	TOTAL	SA	A	CS	D	SD	TOTAL
I	380	108	20	-	-	508	74.8	21.3	3.9	-	-	100
II	396	84	28	-	-	508	78.0	16.5	5.5	-	-	100
III	484	24	-	-	-	508	95.3	4.7	-	-	-	100
IV	464	16	28	-	-	508	91.3	3.1	5.6	-	-	100
V	476	32	-	-	-	508	93.7	6.3	-	-	-	100
VI	81	412	15	-	-	508	15.9	81.1	3	-	-	100
VII	281	225	2	-	-	508	55.3	44.3	0.4	-	-	100

Weighted Mean Score =4.57 (see appendix II)

*Source: Field Survey, 2013

Appendix V

Oil Sector Output from 2003-2010 Gross Domestic Product (GDP)

Year	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Million	2,741,553.85	4,247,716.05	5,664,883.21	6,982,935.44	7,533,042.60	9,097,750.70	7,418,148.91	9,747,355.20	15275681.84	15004619.59
%Growth Rate	-	54.94	33.36	23.27	7.88	20.77	-18.46	31.40		

Dependent Variable: OILQ

Method: EGSL (Cross-section random effects)

Date: 14/14/14 Time: 05:31

Sample: 1 1016

Periods included: 2

Cross-sections included: 508

Total panel (unbalanced) observations: 1016

Wallace and Hussain estimator of component variances

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	3688039.	2477021.	1.488901	0.1702
OILQ(-1)	0.390051	0.927175	2.377061	0.0164

Effect specification

	S.D	Rho
Cross-section random effect	0.1760001	0.5021
Idiosyncratic random	0.152191	0.4931

Hausman Test for Autocorrelation

Correlated Random Effects – Hausman Test

Equation: OILQ

Test cross-section random effects

Test summary	Chi-Sq. Statistic	Chi Sq. d.f.	Prob.
Cross-section random	6.45058	8	0.1705

Computed with e-Views 7.0

Covariance Analysis: Ordinary
 Date: 14/14/14 Time: 08:09
 Sample: 2004 2012
 Included observations: 7

Correlation t-Statistic Probability Observations	LMP	OILQ	LMDP
LMP	1.000000 ----- ----- 7		
OILQ	0.749990 2.339224 0.0038 7	1.000000 ----- ----- 7	
LMDP	0.250350 0.578214 0.5882 7	0.819232 2.532550 0.0029 7	1.000000 ----- ----- 7

Dependent Variable: OILQ
 Method: Panel Least Squares
 Date: 14/14/14 Time: 05:18
 Sample: 1 1016
 Periods included: 2
 Crosssections included: 508
 Total panel (unbalanced) observations: 1016

Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	1991642.	1697657.	1.173171	0.2791
OILQ(-1)	0.917599	0.203019	4.519758	0.0027

Effects Specification

Cross -Section fixed (LOILSECD)

R-squared	0.744788	Mean dependent var	8996904.
Adjusted R -squared	0.708330	S.D. dependent var	3847688.
S.E. of regression	2078003.	Akaike info criterion	32.12484
Sum squared resid	3.02E+13	Schwarz criterion	32.16867
Log likelihood	-142.5618	Hannan -Quinn criter.	32.03026
F-statistic	20.42821	Durbin-Watson stat	2.193470
Prob(F -statistic)	0.002733		