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**NEXUS BETWEEN TRANSFORMATIONAL LEADERSHIP AND WORKERS PRODUCTIVITY IN
OIL COMPANIES IN RIVERS STATE**

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Abstract

The study examined the influence of transformational leadership style on workers' productivity in oil companies in Rivers State. The study used five (5) International Oil Companies (IOCs) operating in Rivers State. Primary data via the use of well-structured research questionnaires served as the main tools of data collection. 111 questionnaires were issued but 100 were retrieved and analyzed using multiple regression technique. To ensure that the research instrument is well fitted and reliable, we subjected the research instrument to normality test and Cronbach's alpha tests. The normality test reported that the target variables are within the acceptable region of +1 to -1. Meanwhile, the Cronbach's alpha test with an average value of 0.933 affirmed that the research instrument is consistent and internally reliability. From the result of analysis, the multiple regression showed that transformational leadership style, exhibited positive significant influence on workers' productivity. Premised on this, the study concluded that optimal transformational style enhances organizational performance (effectiveness) and it is hereby recommended that oil companies in Rivers State should employ transformational leadership style as a means of enhancing workers' productivity.

Introduction

Effective leadership is an essential condition for an organization to operate smoothly, effectively and productively around the world, and the petroleum and gas organisations. Leadership is a company process and depends on the role of some people in a model or relation in a group. Leadership plays a crucial role in an organization, making strategies, policies, vision

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and mission, facilitating innovation and setting goals and methods for the effectiveness and efficiency of the organizational objectives and directing and coordinating efforts and organizing undertakings (Xu & Wang, 2008).

Top quality leadership is essential to achieve the mission and vision along with coping with the changes occurring in the external environment (Harris, et al., 2007). In current times, many companies are facing problems related to unethical practices, high labour turnover, poor financial performance, etc. This may be due to the lack of effective leadership. The main aim of many companies is to accomplish its stated objectives; hence, there is a need of effective leaders for coordinating and motivating the employees (Vigoda-Gadot, 2012). Unfortunately, some companies do not take account of the leadership style adopted by their managers. Corporations, they say, are organized not merely to achieve efficiencies that cannot be realized through arms-length exchanges; to the contrary, they are legal persons in their own right, and they act in the firm's (rather than simply the shareholders') best interests. Employees, customers, suppliers, neighbours, governments, and NGOs can be and are affected by what the company does. In that sense, they clearly have a "stake" in the company, and managers know this.

A review of previous research of leadership shows that leadership and organisational performance literature has gone through a range of important stages of development. Early research on leadership, were many times considered as "trait" studies on leadership, and these studies concentrated on finding the personality traits which typified leaders perceived as effective (Mahoney et al., 1960). Trait theories assume that effective leaders are "born" and that they have certain inborn abilities which distinguish them from non-leaders. However, the problem with tagging and validating these abilities led to widespread criticism of this trait approach, signalling the emergence of "style" and "behavioural" approaches to leadership (Stodgill, 1948). Style and behavioural theorists shifted the emphasis away from the abilities of the leader to the behaviour and style the leader adopted (Likert, 1961). The principal conclusion of these studies appears to be that leaders who adopt democratic or participative styles are more effective.

In this sense, these early studies are focused on identifying the "one best way of leading". Similarly to trait theories, the major weakness of style and behavioural theories is that they ignore the important role which situational factors play in determining the effectiveness of individual leaders (Mullins, 1999). It is this limitation that gives rise to the „situational“ and “contingency” theories of leadership (for example, Fiedler, 1967; House, 1971; Vroom and Yetton, 1974) which shift the emphasis away from „the one best way to lead“ to context-sensitive leadership. Although each study emphasizes the importance of different factors, the general tenet of the situational and contingency perspectives is that leadership effectiveness is dependent on the leader's diagnosis and understanding of situational factors, followed by the adoption of the appropriate style to deal with each circumstance. However, in an apparent return to the "one best way of leadership", recent studies on leadership have contrasted "transactional" leadership with „transformational“ leadership (Ogbonna & Harris, 2002). Transactional leaders are said to be "instrumental" and frequently focus on exchange relationship with their subordinates (Bass & Avolio, 1993). In contrast, transformational leaders

are argued to be visionary and enthusiastic, with an inherent ability to motivate subordinates (Howell & Avolio, 1993).

Although the brief summary above indicates that research into leadership has gone through periods of scepticism, recent interest has focused on the importance of the leadership role to the success of organizations. Fiedler (1996), one of the most respected researchers on leadership, has provided a recent treatise on the importance of leadership by arguing that the effectiveness of a leader is a major determinant of the success or failure of a group, organization, or even an entire country. Indeed, it has been argued that one way in which organizations have sought to cope with the increasing volatility and turbulence of the external environment is by training and developing leaders and equipping them with the skills to cope (Hennessey, 1998).

These claims are based on the assumption of a direct link between leadership and organizational performance. This assumption requires critical review. Moreover, leadership has long been seen as a key factor in organizational effectiveness, but interest in public sector leadership has increased over recent decades. An interest in transforming the public sector by learning from the business world contributed to this interest, as leadership was seen as one of the key elements that made private companies more effective than the public sector was perceived to be. An interest in learning from the private sector, where leadership has long been seen as an important element in business performance, is therefore a contributing factor in the blossoming of leadership in the context of the public sector (Murphy et al., 2006). For the sake of clarity, this article shall focus on nexus between transformational leadership and workers' productivity in oil companies in Rivers State.

Statement of the Problem

The global oil and gas industry had a rocky start to 2020 as well as 2021, having been hit by several challenges – the most significant of which is the effect of the COVID-19 pandemic on crude oil demand and the sharp decline in crude oil prices. Hence, an organization that has no good leadership is like a ship on the high sea without a captain. Resources both man and material will be bound to be wasted despite scare nature. If organization leaders are developed, economic development and growth in unending controversy as to the transferability of management principle and theories, Gonzales and Macmillan (2003) given the fact that most widely dispersed management theories and techniques are based on western ideology and value systems, their uncritical transfer to developing countries has in many ways contributed to organizational inefficiency and ineffectiveness (Kanungo & laeger, 1999). In management, there is a consensus approach to leadership is not appropriate leadership style adopted should depend on the values and personality of the leader the subordinate and the organization culture. The challenges of the study are to unearthed the role of culture in shaping the leadership styles in the oil and gas industry.

The importance of employee satisfaction in the corporate world cannot be over emphasized especially at this era of uncertainty where there is intense competition and unhealthy rivalry among organizations. For any organization to achieve its objectives there must be mutual interaction between organizational leaders (managers) and their followers (subordinates). In terms of employees' effectiveness and productivity the leadership style that characterizes the interaction between leaders (managers) and their followers (subordinates) is very crucial. Employees are the workforce of any organization and are responsible for the day to day activities required to achieve the desired objective of any firm. As Eskildsen and Nussler

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(2000) put it, employee satisfaction is impacted by the employees' perception of their job and the organization for which they work for. Employees' perception of leadership behaviour is an important predictor of employee job satisfaction and commitment (Jaskyte, 2004).

The leadership style that characterised any organization is capable of influencing to a great extent the level of employee performance in that organization. The style of a leader can either motivate an employee to increase his or her level of performance or discourage employee, which in return can cause decrease in their level of performance or even lead to high turnover rate. According to Schyns & Sanders (2007), the sources of employee job dissatisfaction include salary inadequacy, conflicting job demands emanating from leadership style and absence of promotion prospects. For the purpose of efficiency and effectiveness, result oriented leadership style, one that contributes positively to employees' satisfaction and brings about better employee performances, effectiveness and productivity is clearly desirable (Turner & Muller, 2005). Several scholars are of the opinion that leadership research needs to pay more attention on the "fundamental" issues, such as influence processes that characterize leader-follower interaction (Bass, 1990; Hollander & Offermann, 1990; Yukl, 1989). The issues raised herein are the motivation for this research seeking to examine the nexus between transformational leadership and workers' productivity in oil companies in Rivers State.

Objective of the Study

The aim of this study is to examine the relationship between transformational leadership and productivity in oil companies in Rivers State.

Research Question

What is the relationship between transformational leadership and Productivity in Oil Companies in Rivers State?

Hypothesis

H₀₁: There is no significant relationship between transformational leadership and Productivity.

Significance of the Study Researchers

The research result would provide empirical literature basis for further studies on leadership styles and organisational performance in other states in Nigeria. Furthermore, this study expands available knowledge on the perception of leadership styles and their effect on culture as well as organisational performance of oil and gas companies previous studies may have explored.

Researchers who may be interested in similar area of study would find it a useful reference material for conceptual and theoretical literature review, even background to their study. The limitations of this study provide ground for further research on the topic.

Policy makers

The recommendations in the study would also help management of private indigenous oil and gas companies to identify leadership styles necessary to improve performance in their companies. The findings of this thesis will also provide valuable insights into how to interpret and design leadership within a humanistic context. Thus, with the knowledge from this study, those responsible for management in humanistic organizations will be able to take the

necessary measures to create an environment, in which humanistic leadership can be realized fully.

Definition of Terms Transformational Leadership

Is defined as the ability to get people to want to change, to improve, and to be led. It involves gauging associates' motives, satisfying their needs, and valuing them (Northouse 2001).

Productivity

This is the state or quality of being productive. It is measured in terms of the rate off output per unit of input.

Conceptual Model

Taking into account the preceding section, the researcher has adapted the research model of Zehira, Ertosunb, Zehir, and Müceldili (2011) as guide to this study and it is presented below.

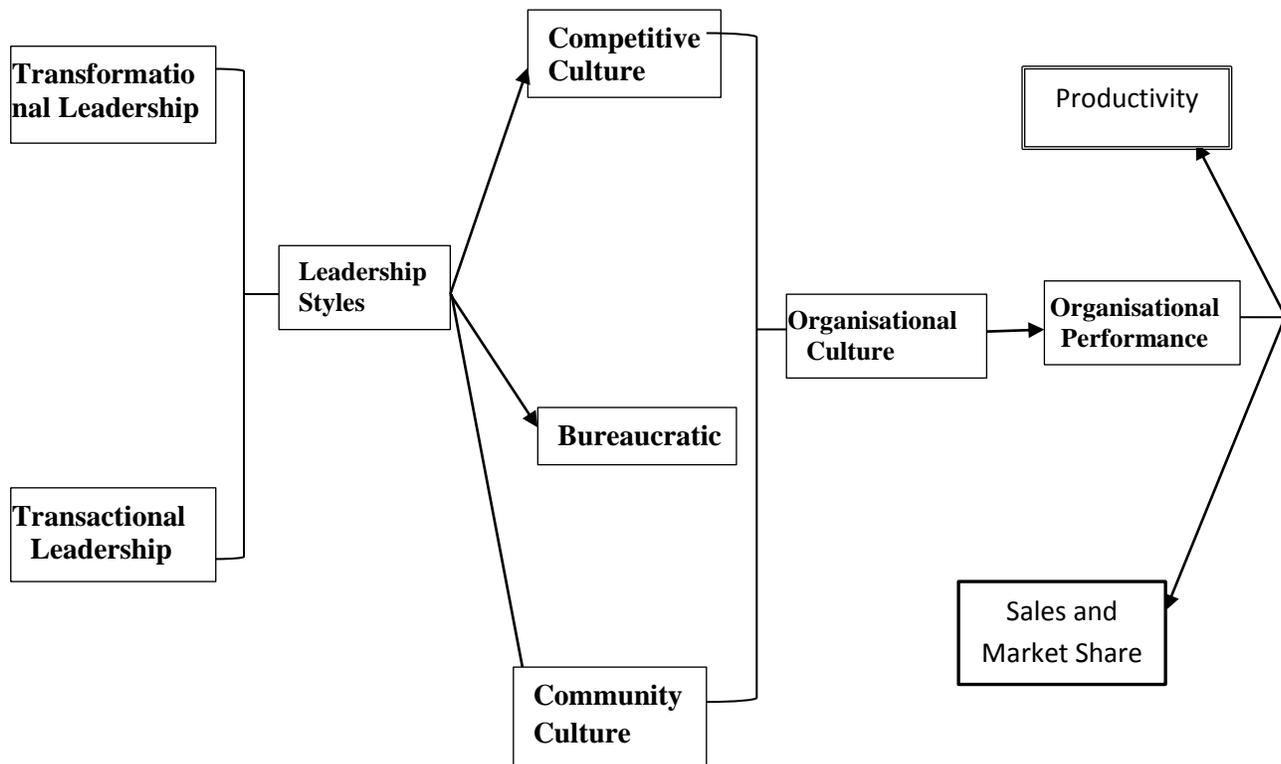


Figure 2.1 Research Model

Examination of this Conceptual Model reveals that there many other factors that can influence workers' productivity, however, the present article shall concentrate on the nexus between transformational leadership and workers' productivity in oil companies in Rivers State.

Theoretical Framework

There are as many views of leadership as there are characteristic that distinguish leaders from non-leaders. While most research today has shifted from traditional trait or personality-based theories to a situation or contingent theory, which dictates that the situation in which leadership is exercised is

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determined by the leadership skills and characteristics of the leader (Avolio, Walumbwa, & Weber, 2009), all contemporary theories can fall under one of the following three perspectives: leadership as a process or relationship, leadership as a combination of traits or personality characteristics, or leadership as certain behaviours or, as they are more commonly referred to, leadership skills. In the more dominant theories of leadership, there exists the notion that, at least to some degree, leadership is a *process* that involves *influence* with a *group* of people toward the realization of *goals* (Wolinski, 2010).

Charry (2012), noting that scholarly interest in leadership increased significantly during the early part of the twentieth century, identified eight major leadership theories. While the earlier of these focused on the qualities that distinguish leaders from followers, later theories looked at other variables including situational factors and skill levels. Although new theories are emerging all of the time, most can be classified as one of Charry's eight major types:

Transformational leadership theory

Transformational leadership theory also known as relationship theory states that there is a connection between exceptional leaders and their followers (Shamir et al., 1993). Such leaders transform followers' needs, values, and preferences from self-interest goals to collective-interest goals. Furthermore, they are more likely to engage followers in being committed to these goals, willing to make personal sacrifices for the interest of collective goals, and eventually perform beyond the call of duty. In these theories, leadership is the process by which a person *engages* with others and is able to "create a connection" those results in increased motivation and morality in both followers and leaders. Relationship theories are often likened to charismatic leadership theories in which leaders with certain qualities, such as confidence, extroversion, and clearly stated values, are seen as best able to motivate followers (Lamb, 2013).

Prior studies support the positive relationship between transformational leadership and members' task performance and helping behaviour (e.g., Chun et al., 2016; Dust et al., 2014; G. Wang et al., 2011; W. Zhu et al., 2013).

In view of the fact that influence in organizations is considered a fundamental route to promote alignment of corporate strategic goals and the actions of those striving to achieve them, the talent to convert employees into engaged agents has long been viewed as one of the skills essential to highly effective organizational leaders (e.g. Teal, 1998). Transformational Leadership Theory has been proposed with this focus (Lowe & Gardner, 2000) and has undergirded a number of scientific studies, becoming a leading stream of inquiry in the international literature (Antonakis, 2012; Gardner, Lowe, Moss, Mahoney, & Cogliser, 2010).

Several investigations in the US-EU contexts have ratified the ability of transformational leaders to influence employees' attitudes and behaviors (e.g. Gardner et al., 2010; Judge & Piccolo, 2004; Lowe, Kreocke, & Sivasubramaniam, 1996). Nevertheless, the mechanisms by which these leaders exert their influence is yet to be fully understood (Kark, Shamir, & Chen, 2003; Piccolo & Colquitt, 2006).

The major proposition of the transformational leadership theory is the leader's ability to motivate the followers to accomplish more than what the followers planned to accomplish (Krishnan, 2005).

Douglas McGregor Theory X and Theory Y

The theoretical review for the independent variable (transactional leadership style) of this study is based on Douglas McGregor Theory X. McGregor was the first full time professor of psychology at MIT

University. In 1960, he identified and developed this renowned Theory X and Theory Y in his book *Human Side of Enterprise*. These theory Y and theory X are theories of human motivation that have been used for human resources management; they describe two very different attitudes toward workforce motivation and based upon Maslow's hierarchy of needs.

Theory X McGregor's Theory X states that the workers should be constantly watched and directed on required task, that management needs to coerce and control employees, it assumes that an average worker does not like work, always wants to avoid responsibilities at all time, and work performance is motivated by either money, position or punishment.

Theory X believes in adoption of regulations that are designed to enforce compliance, that average person have no ambition, dislikes responsibility, and prefer to be a follower rather than a leader, resist change, selfish and, therefore, does not have organizational commitment. Theory X could be likened to transactional leadership style which shows a pessimistic view of employee's nature in workplace.

Literature Review

Leadership

Leadership style is viewed as a combination of different characteristics, traits and behaviours that are used by leaders for interacting with their subordinates (Mitonga-Monga & Coetzee, 2012). Mitonga-Monga and Coetzee (2012) consider leadership as the pattern associated with managerial behaviour, which is designed to integrate the organizational or personal interest and effects for achieving particular objectives.

Harris et al (2007) also postulated that leadership style can be defined as the kind of relationship that is used by an individual so as to make people work together for a common goal or objective. According to modern leadership styles, leadership styles can be categorized as follows: (1) transformational leadership style, (2) transactional leadership style, (3) culture based leadership, (4) charismatic leadership, and (5) visionary leadership (Harris, et al., 2007).

Leadership is a process whereby an individual influences a group of Individuals to achieve a common goal (Northouse, 2016). A leadership style is a leader's style of providing direction, implementing plans and motivating people. Many different leadership styles are exhibited by leaders in political, business or other fields. In their study on various leadership styles in large organizations, Nanjundeswaraswamy and Swamy (2014) concluded that leadership style, organizational commitment and work satisfaction are interrelated.

In the literature, leadership has been recognized as a vital focus in the field of organizational behaviour in which it is one of the dynamics effect during individual and organizational interactions (Obiwuru et al., 2011). Leadership undoubtedly has a major role in the outcome of any project in which all identified leadership styles have variable outcomes under different situations (Khan et al., 2012). Fry (2003) explains that leadership is a strategic tool to motivate the staff to enhance their potential growth and development.

Leadership, as Kotler (1990) argues, is more of establishing direction, aligning people, and motivating and inspiring others. Leadership is concerned with long-term outcomes and future goals of the organizations. Leadership is more about people and less about tasks. Leaders often put many of these skills and interests to good use but often to better effect because they focus on areas such as discovering solutions (not problems), managing changings, excelling in spite of organizational structure, and inspiring personnel to achieve their goals. Leaders achieve objectives through energized and excited subordinates who share their

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passion, vision, and direction. Good leaders feel comfortable challenging the status quo and finding efficient as well as long-term solutions to challenges (Uchenwamgbe, 2013). Good leaders develop through a never-ending process of self-analysis, and the utilization of education, training, and experience to improve.

The best leaders are continually working and studying to improve their leadership skills (Clharehbaghi & Mcmanus, 2003). Gil et al. (2005) present a different perspective. They view that both leaders and managers employ a mix of leadership and management behaviours appears much closer to reality so that they must combine the necessary skills to direct day-to-day affairs effectively (a role traditionally associated with management) while at the same time anticipating and managing change (leadership main role). This leads to a simple understanding that managers of contemporary and future organization cannot just rely on their management and technical skills which are usually referred to as hard skills (Koh & Low, 2008). They will have to be more conversant with soft or leadership skills. To be successful in the modern business world, managers will have to find a balance between their management and leadership abilities so that they can not only fulfill the performance criteria but also can create a harmony within their team to build successful and futuristic organizations.

This debate does not at all aim to prove that managers are not better than leaders or that only leadership qualities are the ultimate solution to modern business challenges. The authors argue that management alone is not an answer. Managers should tie the management with leadership so that they can enjoy the benefits of both worlds.

McCuen (1999) asserts that leadership consists of the knowledge and skills that the individual possesses and employs to persuade others to enthusiastically work toward the completion of the plan of action that the leader has established. According to Goffee and Jones (2000), effective leadership requires “being you with skill”. Thamhain (2004) takes a distinct stand and argues that effective team leaders are social architects who recognize the interaction of organizational and behavioural variables and can cultivate a climate of active participation, accountability and result-orientation. Leadership in organizations requires sophisticated skills in leadership, administration, organization, and technical expertise (Thor & Ogunlana, 2006).

Mullins (2007) argued that leadership is at its best when the vision is strategic, the voice persuasive and the results tangible. In the study of leadership, an exact definition is not essential but guiding concepts are needed. The concepts should be general enough to apply to many situations, but specific enough to have tangible implications for what we do.

Transformational leadership

Transformational theory suggests that effective leaders can generate and encourage an appropriate idea or image of the organisations. They are more goals and vision oriented leaders who seek to achieve their desired intentions to be fulfilled. According to Bryman (2007), the transformational leadership in the educational setting is more likely to sustain the educational system change. In relation to the leadership styles within the higher education settings, many academic leaders prefer transformational leadership (Lustik, 2008). The transformational leaders motivate their followers to be fully aware the importance of their tasks outcomes and induce them to exceed their own self-interest for the sake of the organisations by achieving

their higher needs (Obiwuru et al., 2011). One of the main elements of this type of leadership is transformational at its core which elevates both leaders and the followers (Thrash, 2009).

Avolio (2007) supports the theory that transformational leadership is morally inspiring, a quality that differentiates it from other leadership styles. As the overall of this theory dictates that the leaders must have the capability to respond to the demands in any circumstances (Northouse, 2007). Particularly, leaders who operate under this leadership must be aware of their environment surrounding, abilities of their employees, and to be flexible in their leadership approach (Bledsoe, 2008).

Organizational Performance

The measurement of organizational performance has undergone changes in relation to its measurement focus. From a uniquely financial perspective, it began to consider other nonfinancial perspectives, as well as to include a cause and effect relation between the operational dimension and the strategic dimension of organizations.

Based on this current view, Performance Prism presents itself as a performance measurement system alternative to be used by organizations, with its main focus being the stakeholders in its field of operation.

Measuring performance in the new context

For a long time, performance measurement was focused only on financial indicators, failing to address other perspectives influencing an organization's global performance. Eccles (1998) understands that not considering financial indicators as the basis for performance measurement and treating them solely as a single aspect in a broader array of indicators is a requirement for this current competitive environment.

For Simons and Dávila (2000, p. 73), "classic financial indicators for measuring performance, i.e. return on net assets, return on assets and return on sales, are useful, but are not specifically destined to reflect the company's quality of work when implementing strategies".

According to Corrêa and Caon (2002), traditional corporate performance measurement systems, in addition to focusing almost exclusively on financial indicators, did not support adequate decision making by the executives, since they did not adequately reflect the level in which the organization is being able or unable to reach meet strategic goals.

According to Miranda and Silva (2002), any action to be implemented in a company needs follow-up to know to what extent it is progressing regarding defined goals and which corrective actions should be adopted if required. According to these authors, companies need to valorise performance measurement for the following factors:

Controlling the company's operating activities;

Feeding employees' incentive systems; and Controlling planning.

Thus, performance measurement needs to be a part of the control process, involving strategic, tactic and operating levels, continuously assessing planning and actions implemented

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under different perspectives, such as clients, processes, collaborators, shareholders and other that can interfere with an organization's global performance, not solely contemplating the financial perspective.

The debate on the measurement of performance continues. Several studies focus on financial while others focus on non-financial performance. Studies which used traditional performance measurements were based on traditional accounting systems which were criticized for lack of objectivity, consistency and open to internal manipulations (Pun & White, 2005). Indeed in recent performance research, there has been a shift from exclusive use of financial performance measures to inclusion of non-financial performance measures. This approach is practically valuable and in line with the multidimensionality of performance construct. Hubbard (2009) argued that measuring performance play an important role in translating strategy into results. However, to Behn (2003), measuring performance is difficult especially when what has to be measured keeps changing and is multidimensional.

The need for organizations to align their performance measures with goals are well documented in literature. For instance, Miha et al. (2006) stated that one cannot measure organizational performance without taking organizational goals into consideration. The modern business environment demands a multi-goal orientation (Miha et al., 2006). Profit theory (Cyert & March, 1963) is no longer a valid measure of organizational performance and neither are other approaches that only take the interests of shareholders (owners) of a company into account (Miha et al.2006). Indeed, Agrell et al. (2002) state that 'although a profit maximizing behaviour may be induced by profit-sharing schemes, such contracts may easily lead to sub-optimal levels of organizational training, innovation, and knowledge transfer' (Agrell et al., 2002, p. 1). Today's business environment is characterized by the increasing importance and strength of various stakeholder groups.

The complexities of managing the organizations today require that managers analyse different dimensions of performance because performance itself is multidimensional. Performance measurements are not ends in themselves, but are useful tools through which managerial purposes are achieved. Kaplan (2001) outlined eight managerial purposes achieved through performance. He observed that performance is used in evaluation, control, motivation, promotion, celebration, learning and improvement of different processes. Therefore, no single performance measure is adequate in capturing all the eight performances uses hence the adoption multidimensional measures of performance defined by the balanced score card between adoption and multi-dimensional.

The balanced score card gives a holistic view of the organization by simultaneously looking at the four important perspectives of financial, market, internal processes, learning and growth. It is based on the stakeholder theory where a firm is seen as having responsibility to wider sets of stakeholders. Stakeholder theory considers the organization performance against

the expectations of variety of stakeholder groups with specific interests in the organization (Behn, 2003).

Lines (2004) argued that to ensure the long term survival and growth of a business there has to be a balance between the four performance perspectives.

Therefore, company survival depends on how well it can position itself based on the four perspectives and optimization of its efforts.

Methodology

Research Design

This study adopted a survey research design.

To quantify both independent and dependent variables a survey was carried out on a cross-section of senior managers, junior managers, supervisors and other employees of multinational oil companies in Rivers State who have good knowledge of the operations of oil and gas industry.

Population of the Study

The selected IOCs in this study include only those with either operational facility located in Rivers State or have an on-going project in the state, and they are:

- 1) Shell
- 2) ExxonMobil
- 3) Agip
- 4) Total Fin Elf

Source of IOCs list is Okorie (2005).

Sample and Sampling Techniques

The researchers employed a purposeful sampling technique which is a non-probability sampling technique to obtain the necessary set of data by ensuring managers and personnel with sufficient knowledge of leadership styles, and stakeholder expectations as well as their contributions are selected, and also ensuring a balanced mix of gender, length of service as well as age of the participants.

Sample Size Determination

His study's population is either too large or unknown for some IOCs, hence, the researchers adopted a purposeful sample of 100 personnel.

The distribution and the location of members of the sample are presented in Table 3.1 below.

Table 3.1: Distribution of the study sample across the major IOCs in Rivers State.

S/N	Respondents	Company	Location
1	30	Shell	Rumuobiakani, PH.
2	25	ExxonMobil	Bonny.
3	27	Agip	Mile 4, Ikwerre Road, Port Harcourt
4	29	Total Fina Elf	Obagi, Omoku, Ogba/Egbema/Ndoni L.G.A., Rivers State
Total	111		

Source: Researcher's Desk (2021).

Nature and Source of Data

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A non-parametric data was obtained from a primary source by adapting questionnaires designed by several authors for measuring people's perceptions of leadership styles of managers.

Data Collection Technique

The primary data were collected through the use of two hundred and fifty (250) copies of questionnaire distributed and gathered from managers and subordinates with sufficient knowledge of the activities and operations of IOCs in Nigeria.

Measurement of variables

The study survey instrument consisted of four main sections answered by the same respondents and their immediate supervisors in their place of work.

Each demographic questionnaire contained 10 questions, which were multiple-choice questions that collected background information from the respondent. The intent was to collect and use this background data to determine if any patterns exist from various defining characteristics such as years of experience and highest degree earned.

For the transformational leadership styles (TRL), questionnaire, an extensive review of professional research and dissertation studies was conducted and several research academicians and professionals were consulted on the creation of appropriate questions for this present study. The scale used in this study was a 7 point-Likert scale of 1-strongly disagree, 2- disagree a little, 3-completely disagree, 4-not sure, 5-agree a little, 6-strongly agree.

A Likert scale presents respondents with a set of statements about a person, thing, or concept and then has them rate their agreement or disagreement with the statements on a numerical scale that is the same for all the statements (Whitley, 2000).

Independent Variable:

Transformational Leadership Style is the Independent Variable:

Dependent Variable: Organizational Performance

In this study, organisational performance or productivity is the Dependent Variable

Data Analysis Technique and Statistical Test

This study carried out a univariate analysis to examine the data, following the multiple regression method used in the research paper by Zehira et al. (2011) on leadership style and over organisational performance.

Reliability Test

There are two factors that a researcher must be familiar with when selecting proper scales for data collection, such as reliability (i.e., internal consistency of the scale) and construct validity (i.e., the accuracy of the measures). The reliability of a random error indicates how free it is (Pallant, 2010).

The testing reliability and internal consistency are two frequently used indicators for scale reliability. This study tested the reliability of the leadership perception using the internal consistency indicators. According to Pallant (2010), internal consistency is the degree to which the items that make up the scale are all measuring the same underlying attribute (that is, the extent to which the items 'hang together').

The most common statistic used in measuring internal consistency is Cronbach's coefficient alpha. It is the statistic commonly quoted by researchers in order to show that tests and scales that have been constructed or adopted for research projects are fit for purpose.

This statistic provides an indication of the average correlation among all of the items that make up the scale. Values range from 0 to 1, with higher values indicating greater reliability (Pallant, 2010). 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 ($\alpha < 0.5$).

Validity Test

The validity of the instruments developed by the researcher was done by the supervisor. The relevant criticisms, comments and inputs such as restructuring of items, inclusion of relevant items and general editorial work by the supervisor were taken into consideration in the final version of the instrument.

Results and Discussion

Description of the Sample

Although, a total of one hundred and eleven (111) questionnaires were administered to respondents, only hundred were retrieved. The hundred (100) retrieve questionnaires were used for the data analysis using statistical package for social science (SPSS). The demographic profiles of the respondents include sex, age, marital status, educational level, and experience as discussed below:

Sex Distribution of Respondents

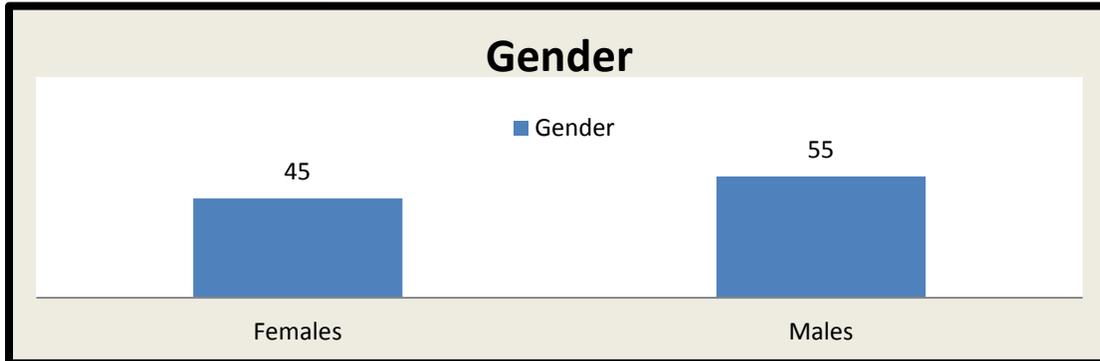
Table 4.1 below clearly revealed that 45% (n=45) of the respondents are females while 55% (n=55) of the respondents are males. This clearly revealed that majority of the focus group are males. This presupposes that generally, the margin between males and females is minimal. This implied that there was fairly equal representation of the male and female employees in the oil and gas industry

Table 1: Sex Distribution of Respondents

Gender	Frequency (F)	Valid Percentage (%)	Remarks
Females	45	45	Majority of the Respondents are Males
Males	55	55	
Grand Total	100	100	

Source: Field Study (2021)

Figure 1: Pictorial of Respondetns' Sex



Source: Field Study (2021)

Age Distribution of Respondents

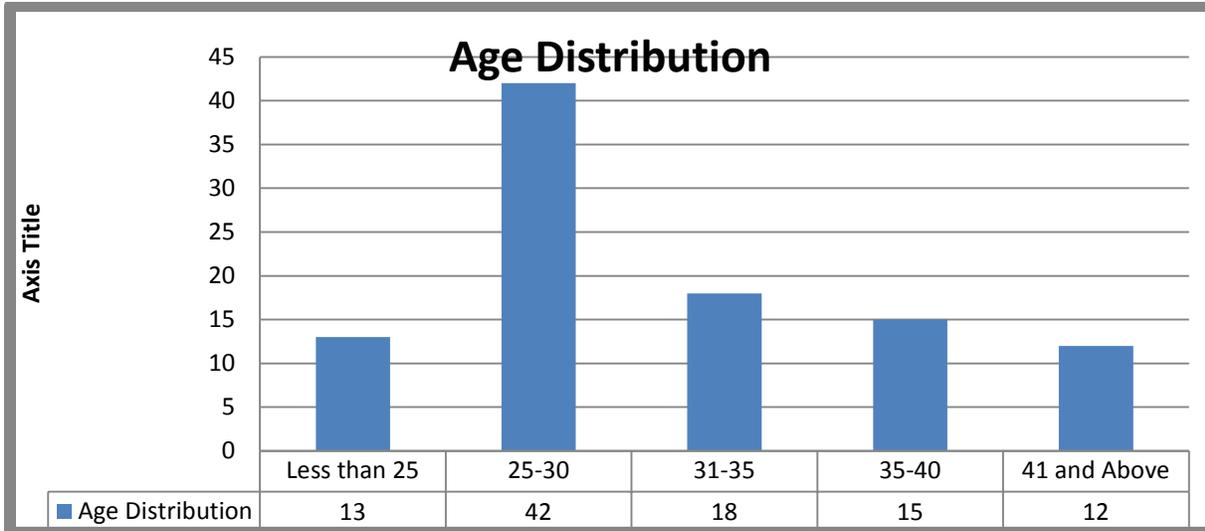
Table 2 accounted for the age distribution of the research respondents. Specifically, the field study revealed that 42(42%) were within the age range of 25-30 years, 18 (18%) were within the age range of 31-35, 15(15%) were within the age range of 35- 40 year, 13(13%) were within the age range of below 25 years while 12(12%) were 41 year and above which was represented by only 6 (7.5%). This suggest that the majority of the focus group were aged 25-30years

Table 2: Age Distribution of Respondents

Age Brackets	Frequency (F)	Percentage (%)
Less than 25	13	13
25-30	42	42
31-35	18	18
35-40	15	15
41 and Above	12	12
Total	100	100

Source: Field Study (2021)

Figure 2 Pictorial of Respondetns' Age Distribution



Source: Field Study (2021)

Respondents’ Educational Qualification

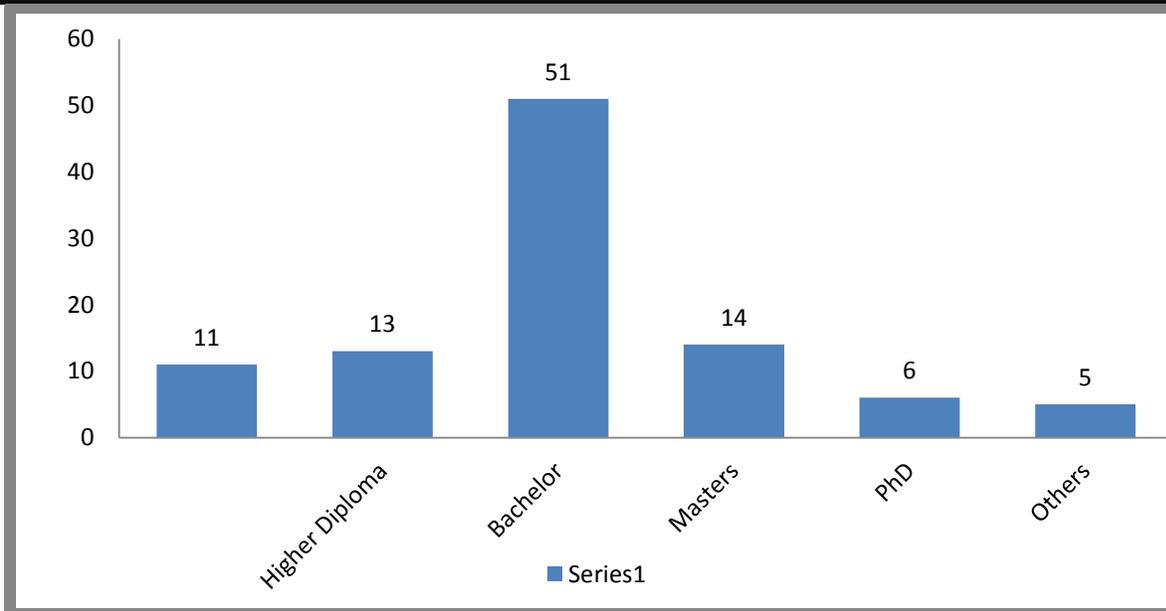
Table 4.3 presents the results of the sample distribution by education level. Results show that the majority of respondents 51 (51) are bachelor’s degree holders while masters holders are 14. Meanwhile, higher diploma holders are 13%. Furthermore, the diploma/certificates holders and PhD holders are 11% and 6% respectively while the least represented with only 5 (5%) accounted for those with other certificates. 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 3: Respondents’ Educational Qualification

Educational Qualifications	Frequency (F)	Percentage (%)
Certificate/Diploma	11	11
Higher Diploma	13	13
Bachelor	51	51
Masters	14	14
PhD	6	6
Others	5	5
Total	100	100

Source: Field Study (2021)

Figure 3: Pictorial of Respondetns’ Educational Qualification



Source: Field Study (2021)

Responses to Research Question

To answer the research questions and test the hypotheses stated for this study, the analysis of the data collected and results are therefore presented below:

Research Objective One: Transformational Leadership Style and Productivity

The first objective focuses on the relationship between transformation leadership styles and Productivity. Specifically, transformation leadership styles were sub-summed into four dimensions (idealized influence, inspirational motivation, intellectual simulation, and individual consideration) in relation to productivity the scale used in the statements was 1-strongly disagreed, 2-disagreed, 3-neutral, 4-agreed, 5-strongly agreed. The findings are represented in Table 4 below:

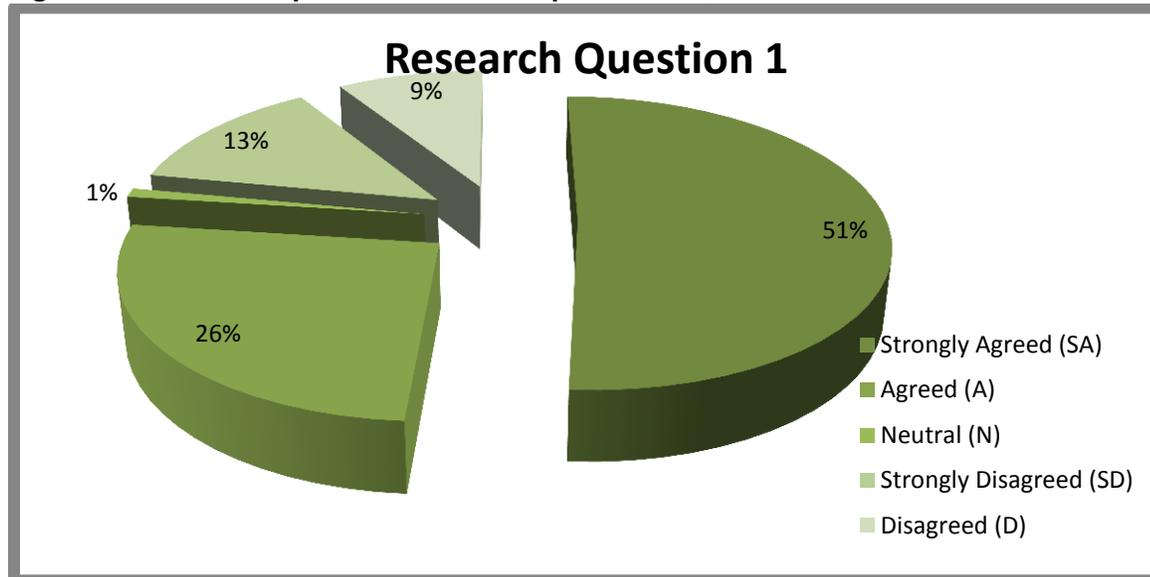
Table 4: Responses to Research Question 1

Responses	Frequency (F)	Percentage (%)
Strongly Agreed (SA)	51	51
Agreed (A)	26	26
Neutral (N)	1	1
Strongly Disagreed (SD)	13	13
Disagreed (D)	9	9
Grand Total	100	100

Source: Field Study (2021)

As revealed in Table 4 above, most of the respondents agreed that Transformational Leadership Style vis-à-vis idealized influence, inspirational motivation, intellectual simulation, and individual consideration enhances stakeholder satisfaction. More explicitly, the responses are presented in the pie chart below:

Figure 4: Pie Chart Representation of Responses to Question 1



Source: Field Study (2021)

Research Objective Two: Transformational Leadership Style and Sales and Market Share.

The second research objective focused on the correlation between transformation leadership styles and Sales and Market share. Specifically, transformation leadership styles were sub-summed into four dimensions (idealized influence, inspirational motivation, intellectual simulation, and individual consideration) in relation to Sales and Market share. The scale used in the statements was 1-strongly disagreed, 2-disagreed, 3-neutral, 4-agreed, 5-strongly agreed. The findings are represented in Table 5 below:

Test of Hypothesis

Hypothesis One (Transformational Leadership and Productivity)

Table 11a: Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.953 ^a	.909	.908	.43123	1.527

a. Predictors: (Constant), TROL

b. Dependent Variable: P

Table 11b: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.203	.133		-1.526	.130
	TROL	.991	.032	.953	31.240	.000

a. Dependent Variable: P

Source: Statistical Package for Social Sciences version 23.0 (2021)

NEXUS BETWEEN TRANSFORMATIONAL LEADERSHIP AND WORKERS PRODUCTIVITY.....

The coefficient of correlation “R” in table 5a above measures the relationship between the explained (dependent) variable and the explanatory (independent) variables. Therefore, the “R” value of (.953³) 95.3% indicates that, there is a very strong relationship between transformational leadership and Productivity

The table also reflects a value of .909 in respect to the coefficient of determination otherwise known as the R². The R² measures the percentage of the variation/change in Productivity can be jointly explained by transformational leadership. Put in another word, the R² is used to indicate the percentage (%) in which Productivity is determined by the transformational leadership. Thus, an R² value of .909 indicates that, transformational leadership accounts for 90.9% of the total variation in productivity while the remaining 9.1% (i.e. 100%-90.9%) of the variation could be explained or attributed to other independent variables not considered in this study. The implication of this result is that transformational leadership is very responsive to Productivity (P). This is why it accounts very high for the disparity.

The adjusted R² square which is more appropriate test for goodness of fit for multiple regressions is (.908) or 90.8. The adjusted R² square statistic provides better estimates of the true population value. Finally, the Durbin Watson is estimated at 1.527 which is approaching 2 indicates that the absence of auto-correlation.

Table 11c captured the Coefficient table. The table further accounted for the level of significance of the regressor (transformational leadership) in relation to Productivity. Apparently, it reported a p-value of 0.000. Since its p-value is less than 5% level of significance and greater than 95% confidence level, we rejected the null hypothesis one which states that “There is no significant relationship between transformational leadership and Productivity”. Instead we accepted the alternative hypothesis one which states that there is a significant relationship between transformational leadership and Productivity. This is adjudged from the fact that it estimated p-value (0.00) is less than 5%.

Conclusion and Recommendation

Based on the discussion of major findings, the conclusion obtained is that transformational leadership style has exhibited positive significant influence on Productivity and it is hereby recommended that it should be employed by oil companied in Rivers State to enhance workers’ productivity.

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