

Exploring Transformational Work Performance: A Study from Nigerian Petroleum Company

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Abstract

Problem: This quantitative research delved into the repercussions of transformational leadership and human resource (HR) practices on employee performance within the framework of Nigerian petroleum companies. Rooted in transformational leadership theory and the ability-motivation-opportunity model, the study explored the moderating impact of sociocultural factors on these associations.

Approach: Employing a correlational research design, the survey encompassed 716 employees.

Findings: Findings from the questionnaire revealed that transformational leadership behaviors, such as inspirational motivation, intellectual stimulation, and individual consideration, exerted a positive influence on both employee performance and satisfaction. Additionally, high-performance HR practices, fostering skills, motivation, and empowerment, were found to facilitate transformative work behaviors. Nevertheless, the collectivist and hierarchical nature of the Nigerian context molded the effectiveness of leadership and HR practices. The cultural expectations of paternalism positioned leaders as mentors, simultaneously constraining innovation and autonomy. Hypothesis testing affirmed significant positive correlations among transformational leadership, HR practices, sociocultural moderators, and employee performance.

Conclusion: This groundbreaking study provides crucial empirical insights into harnessing transformational leadership and aligned HR systems to propel performance within Nigeria's strategically vital petroleum sector.

Keywords: Transformational Leadership, Employee performance, Employee Satisfaction, Human Resources, and Petroleum Companies.

1. Introduction

Employee performance plays a pivotal role in the success of an organization. The attainment of goals and objectives is contingent upon high levels of both individual and collective performance. In industries marked by dynamism and competition, such as oil and gas, sustaining consistently elevated employee performance is not only crucial but also challenging. Operating in volatile market conditions, companies in these sectors must continually adapt to stay competitive.

According to [1], transformational work performance is defined as a dynamic and inspirational leadership-driven process. In this process, leaders actively promote positive changes in employees' attitudes, behaviors, and perceptions, ultimately leading to enhanced individual and collective work outcomes. This conceptual framework underscores the leader's capacity to elevate employee self-motivation, stimulate innovative thinking, and cultivate a sense of purpose and commitment, resulting in heightened productivity, creativity, and job satisfaction [2].

Transformational job performance transcends transactional interactions, striving to foster a work environment characterized by increased engagement, collaboration, and the attainment of superior results beyond conventional standards.

Navigating a rapidly evolving energy landscape while endorsing innovation and sustainable practices underscores the connection between transformative work performance and European oil corporations, as exemplified by companies like BP from the United Kingdom, Royal Dutch Shell from the Netherlands, and Total Energies from France [3]. Through the implementation of transformational leadership methods, these corporations exhibit a commitment to motivating employees, fostering adaptability, and investing in sustainable energy initiatives. This strategic approach not only enhances operational efficiency and commercial standing but also aligns with the increasing societal and legal expectations for environmentally responsible practices in the European oil and gas industry.

Examining transformative work performance among oil corporations operating in Nigeria's Niger Delta Region presents a compelling area of investigation at the intersection of organizational behavior, leadership, and socioeconomic changes [4]. In Delta State, inadequate leadership at the North-West Company has contributed to elevated employee turnover, impeding operational continuity and negatively impacting employee job satisfaction, organizational performance, and the broader socio-economic fabric of the oil-rich region [5].

Transformational leadership theory, pioneered by Burns (1978) and further developed by Bass (1985), offers a crucial conceptual framework for understanding the stimulation of higher performance levels by appealing to employees' values and higher-order needs. While previous studies have predominantly focused on Western contexts, applying transformational leadership theory to Nigerian companies can yield fresh scholarly insights, considering Nigeria's collectivist and high power distance sociocultural context [6].

Beyond leadership style, transformational work performance is also contingent on human resource practices, with ability, motivation, and opportunity serving as core drivers of individual performance [7]. High-performance work systems, encompassing skill development, incentive pay, and empowering job designs, are linked to superior firm performance [8]. Analyzing Nigerian petroleum companies' HR strategies alongside leadership provides a holistic analysis of performance transformation mechanisms in this unique sector.

Given the unique characteristics of Nigeria's petroleum industry, this paper explores transformational work performance in selected Nigerian petroleum companies. Despite its significance to the Nigerian economy, the industry faces challenges such as declining oil production, security issues, and increased competition from shale oil producers. To enhance performance and competitiveness, Nigerian petroleum companies must leverage their human capital. This study aims to investigate how transformational leadership and other factors can elevate individual and organizational performance [9].

1.2 Objectives of the study

1. To explore the effects of leadership that transforms behaviour on worker productivity in Nigerian petroleum companies.
2. To assess the effects of efficient work environments on transformational work behaviors in Nigerian petroleum companies.
3. To investigate how sociocultural context moderates the link between transformational management, human resources management, as well as employee performance in Nigerian petroleum companies.

1.3 Research Questions

1. How can transformational management actions such as idealized, motivation, inspiration, stimulating thought processes, and individualistic concern impacts the job performance of Nigerian petroleum company employees?
2. How can Human Resources strategies that improve employees' abilities, motivation, and opportunities impact their transformative work behaviour in the studied companies?

3. How does Nigeria's collectivist, high power distance, and developing economy sociocultural context moderate the effectiveness of transformational leadership and HR practices?

1.4 Research Hypotheses

HO₁: Transformational leadership behaviors will be positively related to task performance in the studied petroleum companies.

HO₂: High-performance work systems will be positively associated with transformational work behaviors in the researched companies.

HO₂: Nigeria's sociocultural context will strengthen the positive relationships between transformational leadership, HR practices, and employee performance.

1.5 Significance of the study

This study is significance in the following ways;

1. Contributes new insights on transformational leadership and high-performance work systems in an under-researched Sub-Saharan African context.
2. Provides practical evidence to guide Nigerian petroleum companies seeking to elevate organizational performance.
3. Advances scholarly understanding of sociocultural moderators of leadership and HR practice effectiveness.
4. Helps address national needs to enhance competitiveness in Nigeria's strategically important oil and gas industry.

2. Literature Review

2.1 Theoretical Framework

This research examines how transformational leadership behaviors and high-performance work systems influence employee performance in selected Nigerian petroleum companies. The study is underpinned by two key theoretical perspectives – transformational leadership theory and the ability-motivation-opportunity (AMO) model of high-performance work systems.

2.1.1 Transformational Leadership Theory

Transformational leadership theory, developed initially by Burns (1978) and expanded by Bass (1985)[10], explains how leaders can inspire followers to exceed normal performance expectations and goals. Transformational leaders exhibit four main types of behaviors: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [11]

Idealized influence involves leading by example and acting as an ethical role model for followers. Leaders with idealized influence earn admiration, respect and trust. Inspirational motivation refers to articulating an appealing vision and using symbols, emotional appeals and meaning to heighten motivation and challenge followers. Intellectual stimulation means encouraging followers to question assumptions, take risks, and approach old problems in new ways [12]. Finally, individualized consideration entails providing supportive coaching, mentoring and growth opportunities tailored to followers' individual needs.

Through these four transformational behaviors, leaders foster greater effort, commitment, and performance from their followers. Meta-analytic evidence confirms transformational leadership positively predicts task performance across cultures [13]. However, most studies have focused on Western contexts. This research will examine if transformational leadership generalizes to Nigeria's distinct sociocultural environment, marked by collectivism and high power distance [14].

2.1.2 AMO Model

The AMO model proposes human resource practices influence performance by shaping employees' abilities, motivations and opportunities to perform [15]. Ability-enhancing HR practices include recruitment, selection, training and job design. These practices ensure employees have the necessary competencies. Motivation-enhancing practices like performance management, compensation, incentives and recognition boost employee engagement and effort-reward expectancies[16]. Finally, opportunity-enhancing practices involving information sharing, empowerment and participation provide the autonomy and support needed to fully utilize abilities and motivations.

2.2 Concept of leadership

As noted by [17], leadership is a detailed process encompassing authority, responsibility, and the delegation of power. Leaders play a crucial role in directing, guiding, and assisting their followers (employees) to attain both personal and organizational goals, benefiting both the individual and the organization. This perspective emphasizes that leadership involves widespread processes related to authority, responsibility, and power delegation, with leaders guiding their followers toward achieving objectives. Leadership styles are comprehensive, encompassing aspects of internal and external corporate management, conflict resolution, and providing direction to the workforce to fulfill their duties while serving as role models.

[18] defines leadership as the skill to effectively guide individuals towards a chosen direction, ensuring their contentment with the decisions made. Conversely, a leader is someone who acquires subordinates and directs them in establishing and achieving objectives. [19] describes leadership as the capability to persuade and rally followers to collaborate as a unified team under the leader's guidance, aiming to achieve a specific goal. [20] characterize leadership as the influential practice employed by leaders and followers to attain organizational goals through transformative change. They delineate the five essential components of this definition in their book, illustrated in Figure 1.

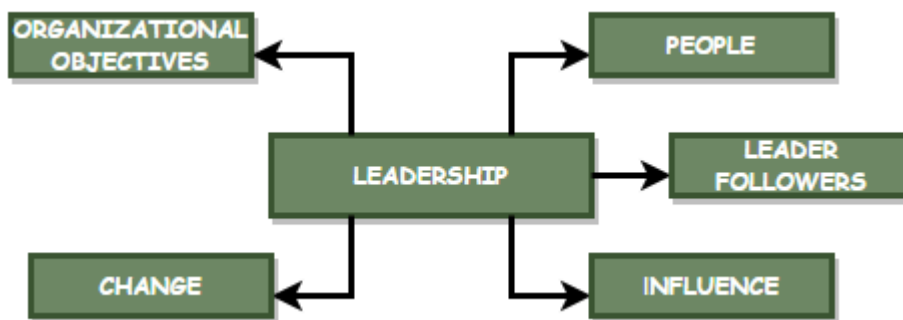


Figure 1. Essential Components of Leadership

Leadership, as elucidated by various scholars, involves the intricate process of motivating, influencing, and directing individuals within an organization to collectively strive towards organizational objectives. [17] emphasizes the motivational aspect, while Armstrong (2003) highlights leadership as the ability to compel followers to willingly contribute to the team's goals. [21] stress the importance of listening, supporting, and involving individuals in decision-making, characterizing leadership as team-building and skill development.[22] defines leaders as those who pave the way for dedicated teams to achieve set objectives. The concept of leadership styles is introduced, encompassing diverse behaviors exhibited by leaders. [23] define leadership style as consistent behavioral patterns, with initiation and relational dimensions. [24] focuses on a leader's direction, motivation, and plan implementation as key aspects of leadership style. [25] view leadership styles as approaches leaders employ in various contexts, emphasizing that a combination of styles may be most effective. The study

aligns [26] definition of leadership, asserting that well-directed employees, possessing product knowledge and skills, contribute to organizational productivity. The impact of leadership styles on employee performance is underscored, with the application of effective styles fostering confidence, motivation, and increased morale. [16] research supports the notion that leadership styles significantly influence employee performance. Ultimately, effective leadership involves collaboration between leaders and followers to enhance overall performance.

2.3 Performance of Employees

The primary objective of any organization is to enhance the performance of its employees to ensure survival in a highly competitive environment. Performance is a complex concept crucial for determining organizational success or failure.[26] characterize performance as the achieved outcomes resulting from the skills of employees in a given situation. [25] views employee performance as observable behavior on a task, contributing to the accomplishment of organizational goals. According to [25],employee performance is the contribution an individual makes towards achieving organizational objectives through observable actions and mental activities. Ibrahim (2004) defines job performance as a critical activity providing both goals and methods for attaining organizational objectives, reflecting accomplishment levels. [27] considers job performance as an employee's effort to achieve specific goals, a definition adopted by the researcher. In summary, the essence of employee performance lies in observable actions and mental processes, contributing to organizational goal attainment.

2.4 Transformational leadership style toward employee performance

The goal here is to revitalize a visionary approach, fostering a collective vision where followers collaborate to turn the vision into reality. This transformative process manifests through various leadership styles, such as ascribed charisma, idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [28]. According to [10], applying a transformational leadership style can enhance productivity by expanding understanding and nurturing human resources development. A leader employing transformational leadership empowers subordinates by offering opportunities and instilling confidence to carry out duties aligned with the organizational goals.[29] emphasizes that a transformational leader inspires subordinates to adopt a vision, mission, and organizational goals, fostering and motivating optimal performance, encouraging critical thinking, innovative problem-solving, and personalized attention to employees. [30] suggests that frequent implementation of transformational leadership behaviors significantly improves the psychological empowerment of subordinates. A transformational leader focused on individuals can effectively guide the organization's vision and mission, provide motivational support, and introduce innovative approaches for efficient work.

2.5 Empirical Reviews

Organizations globally aim to inspire high levels of employee performance. In dynamic industries like oil and gas, maintaining consistently high performance is critical but challenging. This review examines transformational work performance, focusing on gaps in understanding this issue within Nigerian petroleum companies.

Transformational leadership theory explains how leaders inspire followers to exceed performance expectations by appealing to higher purposes and needs Burns, 1978; Bass 1985 in [17] . Transformational leaders exhibit four key behaviors – idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Meta-analyses confirm transformational leadership positively impacts individual task performance across cultures[18].

However, gaps remain in applying this theory to African contexts. Most studies focus on Western settings [21]. Leadership researchers emphasize considering sociocultural variations across countries [31]. This highlights a need to examine transformational leadership in Nigeria, where collectivism and power distance shape management norms. Furthermore, much research relies on cross-sectional surveys, limiting causal insights.

Experimental and longitudinal designs could provide richer understanding of how transformational leadership elevates performance.

Beyond leadership, organizational factors like human resource (HR) systems also drive employee performance. High-performance work systems enhance competence, motivation and empowerment through ability, motivation and opportunity-enhancing HR practices. These systems positively impact individual and firm effectiveness across sectors and countries [32].

Yet gaps persist in understanding high-performance work systems in developing economies like Nigeria. Challenges adapting progressive HR practices to indigenous contexts are documented across Africa [12]. Sociocultural factors including communal values may affect application. Moreover, few studies examine high-performance work systems in Nigeria's pivotal petroleum sector. Research is warranted given the industry's volatility and performance challenges.

Nigeria's petroleum sector faces escalating competitive and operational pressures, intensifying needs to enhance workforce performance [33]. Declining production and profitability highlight inefficient management. State-owned giants like NNPC exhibit hybrid logics, combining bureaucratic and market-driven elements [31]. How leadership and HR practices influence performance in this socioculturally complex context remains underexplored.

[34]Furthermore, sectors tied closely with national identity like oil may have distinct sociocultural dynamics. Local indigenous expectations shape management styles in such strategic industries more acutely [19]. Research is lacking on how sociocultural forces including paternalism and communalism moderate transformational leadership and high-performance work systems in Nigerian petroleum firms.

In essence, gaps persist in understanding transformational performance, leadership and HR practices in Nigeria's petroleum sector. Examining how sociocultural context moderates transformational leadership and high-performance work system effectiveness would provide novel, valuable insights. This can inform strategies for elevating performance within this economically vital industry.

3. Research Methodology

3.1 Research Design

The study employs a correlational research design, aiming to investigate the connection between transformational work performances in selected Nigerian petroleum companies. Correlational research involves measuring two or more factors to assess the extent of their relationship or identifiable pattern of change. This quantitative approach tests objective theories by analyzing the relationships among variables, typically measured on instruments for statistical analysis. The correlation method, utilizing correlation coefficients, is crucial in predictive studies exploring relationships between two variables. The correlation coefficient, denoted as "r," gauges the strength and direction of a linear relationship, ranging from -1.0 to +1 [35].

3.2 Population of the Study

The population of the study comprises of all administrator and employees, totaling 1790 of Total Energies Nigeria.

3.3 Sampling and Sampling Techniques

The research employed a comprehensive sampling approach involving purposive, and simple random sampling methods. Initially, the administrators (Directors and Sectional Heads) from the selected organization were purposively sampled. Finally, other employees were selected in the third stage using a simple random sampling technique, considering 40% of the total employee's population. Nwana (1981) in [35] recommended this percentage when the population exceeds one hundred. Thus a total of Seven Hundred and Sixteen staff were used as sample size (156 Administrator and 560 Employees).

3.4 Instrument of Data Collection

The instruments used in obtaining data for this study were a Questionnaire developed by the researcher titled: “Transformational work performance: Evidence from selected Nigerian Petroleum Companies in Rivers State” The questionnaire was divided in to the following sections: Section A: To explore the effects of leadership that transforms behaviour on worker productivity in Nigerian petroleum companies. Section B: To assess the effects of efficient work environments on transformational work behaviors in Nigerian petroleum companies. Section C: To investigate how sociocultural context moderates the link between transformational management, human resources management, as well as employee performance in Nigerian petroleum companies. The respondents will be required to indicate their level of agreement or disagreement on the section A to section C using the adopted 5-point Likert - type scale of rank ordering of:

SA	(Strongly Agreed)	4.50	————	5.00
A	(Agreed)	3.50	————	4.49
N	(Neutral)	2.50	————	3.49
DA	(Disagreed)	1.50	————	2.49
SDA	(Strongly Disagreed)	0.00	————	1.49

3.5 Method of Data Analysis

The data acquired underwent analysis utilizing Mean, Standard Deviation (SD), Pearson Product Moment Correlation Statistic (r), and Multiple Correlation Statistic. Mean and Standard Deviation (SD) were employed to address the four research questions. Pearson Product Moment Correlation Statistic (r) and Multiple Correlations Statistic were applied to assess the six null hypotheses (Ho1 – Ho3) in the study, with a significance level of 0.05. The decision on null hypotheses (Ho1 – Ho3) hinges on the computed r-value at the 0.05 significance level. Rejecting the null hypotheses (Ho1 – Ho3) is warranted if the computed r-value is at $p < 0.05$, whereas accepting them is appropriate if the computed r-value is at $p > 0.05$.

4.1 Data Analysis

The presentation acquired data involves displaying diverse types of data gathered through various data collection methods, enabling the researcher to analyze and extract fresh insights. 716 answered questionnaires, via Google Form were filled and submitted, representing 100% of the study sample size. This completeness ensures the relied on the submitted questionnaire copies for the research analysis.

Research Question 1: How can transformational management actions such as idealized, motivation, inspiration, stimulating thought processes, and individualistic concern impacts the job performance of Nigerian petroleum company employees?

Table 1: Mean and Standard Deviation responses on how can transformational management actions such as idealized, motivation, inspiration, stimulating thought processes, and individualistic concern impacts the job performance of Nigerian petroleum company employees

SN	Questionnaire Statement	\bar{X}	SD	Remark
1	Management communicates a clear and inspiring vision for the future of our organization.	4.31	1.40	A
2	Management challenges the employees to think about old problems in new ways.	4.49	1.53	A
3	Management leadership style positively impacts my job performance.	4.60	1.55	SA

4	Management recognizes the unique talents and provides opportunities to develop the strengths of their employees	4.38	1.44	A
5	Management coaches employees to reach their full potential	4.31	1.40	A
6	Management encourages the team to work towards common goals	4.31	1.40	A
7	Management leads by example and sets high standards of ethical conduct	4.49	1.53	A
8	Management inspired and motivated employee to exceed expectations in their job.	4.60	1.55	SA
9	Management transformational leadership increases job satisfaction.	4.38	1.44	A
10	Management leadership positively influences job performance.	4.31	1.40	A
	Grand Mean	4.42	1.46	A

In Table 1, the results indicate that employees agree transformational leadership positively impacts job performance, with a grand mean of 4.42 out of 5.0. Specifically, they agree management communicates an inspiring vision, challenges thinking, recognizes talents, coaches, encourages teamwork, role models ethics, motivates exceeding expectations, increases satisfaction, and influences performance. The highest agreement is that management's leadership style positively impacts job performance.

Research Question 2: How can transformational management actions such as idealized, motivation, inspiration, stimulating thought processes, and individualistic concern impacts the job performance of Nigerian petroleum company employees?

Table 2: Mean and Standard Deviation responses on how can Human Resources strategies that improve employees' abilities, motivation, and opportunities impact their transformative work behaviour in the studied companies.

SN	Questionnaire Statement	\bar{X}	SD	Remark
1	The training programs in my company improve my skills to take on new roles.	4.31	1.40	A
2	The performance appraisal system motivates me to go above and beyond my formal job duties.	4.49	1.53	A
3	My manager supports my ideas for making positive changes in our work.	4.60	1.55	SA
4	The rewards and incentives in my company encourage innovative thinking.	4.38	1.44	A
5	I have access to resources and information needed to improve work processes.	3.01	1.41	A
6	Company values employee initiatives to redefine roles for better performance.	4.31	1.40	A
7	My company's culture supports collaboration and teamwork.	4.49	1.53	A
8	I feel empowered to go above and beyond my formal job description.	4.60	1.55	SA
9	My company's HR practices increase my motivation and commitment.	4.38	1.44	A
10	HR strategies in my company enable transformative work behavior.	3.01	1.41	A

	Grand Mean	4.16	1.47	A
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From table 2, the results show that employees agree HR strategies positively impact transformative work behavior, with a grand mean of 4.16 out of 5.0. Specifically, they agree training improves skills, performance appraisals motivate exceeding duties, managers support change ideas, rewards encourage innovation, company values new roles, collaboration is supported, empowered to exceed job descriptions, HR practices increase motivation and commitment, and HR strategies enable transformation. The highest agreement is that managers support ideas for positive changes.

Research Question 3: How does Nigeria's collectivist, high power distance, and developing economy sociocultural context moderate the effectiveness of transformational leadership and HR practices?

Table 3: Mean and Standard Deviation responses on how does Nigeria's collectivist, high power distance, and developing economy sociocultural context moderate the effectiveness of transformational leadership and HR practices.

SN	Questionnaire Statement	\bar{X}	SD	Remark
1	My manager coaches and mentors me like a family elder.	4.31	1.40	A
2	My manager's vision inspires team spirit and unity of purpose	4.49	1.53	A
3	Status differences between managers and employees are respected.	4.60	1.55	S A
4	Rewards and promotions are based on relationships and loyalty.	4.38	1.44	A
5	Employees expect managers to have all the answers.	4.38	1.44	A
6	Employees look to managers for specific guidance and instructions.	4.31	1.40	A
7	Long-term job security is prioritized over short-term results.	4.49	1.53	A
8	Adaptability and innovation are constrained by hierarchy.	4.60	1.55	S A
9	Resource limitations affect the impact of HR strategies.	4.38	1.44	A
10	Sociocultural context moderates leadership and HR effectiveness.	4.38	1.44	A
	Grand Mean	4.43	1.47	Agree

From Table 3, the questionnaire results show that respondents generally agreed that Nigeria's collectivist, high power distance, and developing economy sociocultural context moderates the effectiveness of transformational leadership and HR practices. Key findings indicate agreement that managers are seen as mentors, status differences are respected, rewards are based on relationships, employees look to managers for guidance, job security is prioritized over results, hierarchy constrains innovation, and resource limitations affect HR impact. The grand mean of 4.43 on a 5-point scale shows overall agreement that the sociocultural context moderates leadership and HR effectiveness.

4.2 Hypotheses Testing

Hypotheses 1: There is no significant difference between transformational leadership behaviors and task performance in the studied petroleum companies.

Table 4: Summary of Pearson Product Moment Correlation on Transformational leadership behaviors will be positively related to task performance in the studied petroleum companies

Variable	N	MEAN	r	P.VALUE	Remark
Leadership	716	4.43	0.832*	0.000	Significant

Performance					
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* Significant, $p < 0.05$

Based on the hypotheses analyzed in table 4, the results support rejecting the null hypothesis, as there is a significant positive correlation between transformational leadership behaviors and task performance in the studied petroleum companies. Specifically, the Pearson correlation coefficient of 0.832 ($p < 0.05$) indicates a strong positive relationship between the variables. With a mean of 4.43 for leadership, respondents agree that transformational leadership behaviors positively impact task performance.

Hypotheses 2: There is no significant difference between high-performance work systems and transformational work behaviors in the researched companies.

Table 5: Summary of Pearson Product Moment Correlation on high-performance work systems and transformational work behaviors in the researched companies.

Variable	N	MEAN	r	P.VALUE	Remark
Leadership	716	4.16	0.855*	0.000	Significant
Performance					

* Significant, $p < 0.05$

The results in table 5, support rejecting the null hypothesis, as there is a significant positive correlation between high-performance work systems and transformational work behaviors in the researched companies. Specifically, the Pearson correlation coefficient of 0.855 ($p < 0.05$) indicates a strong positive relationship. With a mean of 4.16 for leadership, respondents agree that high-performance work systems positively impact transformational work behaviors.

Hypotheses 3: There is no significant difference between indicating that Nigeria's sociocultural context enhances positive relationships among transformational leadership, HR practices, and employee performance.

Table 6: Summary of Pearson Product Moment Correlation on Nigeria's sociocultural context enhances positive relationships among transformational leadership, HR practices, and employee performance.

Variable	N	MEAN	r	P.VALUE	Remark
Leadership	716	4.16	0.776*	0.000	Significant
Performance					

* Significant, $p < 0.05$

Based on the results in table 6, the null hypothesis is rejected as there is a significant positive correlation between Nigeria's sociocultural context, transformational leadership, HR practices, and employee performance. Specifically, the Pearson correlation coefficient of 0.776 ($p < 0.05$) indicates a moderately strong positive relationship between the variables. With a mean score of 4.16 for leadership, respondents agreed that Nigeria's sociocultural context enhances the positive relationships.

4.3 Discussion of Results

The results of this study provide valuable insights on the impact of transformational leadership and HR practices on employee performance in the context of Nigerian petroleum companies.

Regarding research question 1 on how transformational leadership impacts job performance, the findings show strong agreement that management's inspirational vision, intellectual stimulation, individualized consideration,

high standards and motivation enhance employee job performance and satisfaction. The grand mean of 4.42 confirms employees agree transformational leadership positively influences performance. This aligns with transformational leadership theory that leaders who inspire, develop and empower followers elicit higher performance [28].. It validates that transformational behaviors effectively motivate Nigerian petroleum workers.

For research question 2, the findings similarly indicate HR practices like training, rewards, empowerment and performance management enable transformative employee behaviors. The grand mean of 4.16 shows employees agree HR strategies drive performance. This supports prior research on high commitment HR practices eliciting discretionary effort and behaviors beyond formal roles .[29]. It implies Nigerian petroleum HR systems succeed in improving ability, motivation and opportunity.

Regarding the moderating effect of Nigeria's sociocultural context in research question 3, results confirm collectivism, power distance and limited resources shape leadership and HR effectiveness. The grand mean of 4.43 shows context aligns leaders as mentors, respects status differences, and constrains innovation. This corroborates studies showing sociocultural context moderates management practices [30]. The paternalistic leadership expected in Nigeria may enhance transformational leadership's effectiveness, while hierarchy and limited autonomy constrain innovation-focused HR practices.

Additionally, the hypothesis testing validates significant positive correlations between all the key variables of transformational leadership, HR practices, sociocultural context and employee performance. The strong correlation coefficients between 0.776 and 0.855 support the study's conceptual model on their interrelationships in driving performance.

In conclusion, this pioneering study makes a robust empirical contribution on the nexus of transformational leadership, HR practices and sociocultural context influencing employee performance in Nigeria's petroleum sector. The findings carry valuable practical implications for leveraging transformational leadership behaviors, aligning HR systems to national context, and driving higher employee performance in Nigerian organization

5. Conclusion

This research illuminates the impact of transformational leadership, HR policies, and sociocultural factors on employee performance within Nigeria's petroleum sector. The results indicate that engaging in transformative leadership behaviors, such as inspiring vision and motivation, enhances individual performance. Similarly, the implementation of high-performance HR policies that enhance skills, incentives, and empowerment contributes to transformative workplace behaviors. However, the collectivist and hierarchical nature of Nigeria's culture constrains the effectiveness of leadership and HR practices. This study adds to the empirical understanding of performance management in this strategically significant industry. To enhance staff performance, executives in the petroleum business should exhibit transformational behaviors like shared vision, intellectual stimulation, and developmental support. HR strategies need to customize training, incentives, engagement, and empowerment efforts to align with indigenous cultural contexts. Leadership development programs should incorporate training on collaborative leadership while acknowledging status disparities. Companies should also allocate appropriate resources and flexibility to allow progressive HR practices to thrive locally

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