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COLLECTIVE BARGAINING AND ORGANIZATIONAL SUCCESS OF OIL AND GAS COMPANIES IN PORT HARCOURT, RIVERS STATE

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Abstract
The study examined collective bargaining and organizational success of Oil and Gas Companies in Port Harcourt, Rivers State. The objective was to investigate the influence of wages and work condition on organization success of Oil and Gas Companies in Port Harcourt, Rivers State. Survey research design was adopted for the study and the population was 1688 employees of the selected Oil and Gas Companies in Port-Harcourt, Rivers State, with the sample size of 323 which was determined using Taro Yamane formula for sample size determination, out of which 305 copies of questionnaire were correctly filled and returned. Data were collected using primary sources of data collection such as questionnaire and analyzed using mean, standard deviation and regression analysis. Findings indicated that there was significant influence of wages on leadership effective. Also, the finding revealed that work condition had significant influence on financial stability of Oil and Gas Companies in Port Harcourt Rivers State ,F-962.872,R^2 -761, P-.000 (P<0.05). It was concluded that wages and work condition had significant influence on leadership effectiveness and financial stability on Oil and Gas Companies in Port Harcourt, Rivers State. Therefore, it was recommends that management of Oil and Gas Companies should establish regularly benchmark compensation against industry standards to ensure that wages remain competitive. This involves comparing compensation packages with those offered by peer companies and adjusting as necessary to remain attractive. Management should ensure base salaries are competitive within the industry to provide financial security and reduce financial stress among leaders. Organizations should provide leaders with the necessary resources, tools, and support to perform their roles effectively. This includes access to modern technology, efficient communication systems, and administrative support. Organizations should ensure that working conditions prioritize safety and health. Implement rigorous safety protocols and provide adequate health support.

Key Word: collective bargaining, wages and work condition organizational success, Oil and Gas Companies Port Harcourt, Rivers State.

1. Introduction

Organizational success is a comprehensive exploration of the myriad factors that contribute to the achievement of organizational goals and objective. Organizational success encompasses various dimensions, including financial performance, market competitiveness, employee satisfaction, and stakeholders' value creation. Understanding the various and determinants of organizational success is crucial for leaders, managers, and scholars alike to develop strategies that foster sustainable growth and prosperity (Oiver, *et al* ,2014). Organizational success is the ability of an organization to achieve its strategic objectives and sustain long-term performance in a competitive environment (Kochan and Osterman, 2020). This definition highlights the multifaceted nature of organizational success, emphasizing not only the attainment of strategic goals but also the organization's capacity to maintain competitiveness and adaptability over time. It underscores the importance of strategic management practices, effective leadership, and organizational capabilities in driving sustained performance and achieving desired outcomes.

One of the critical issues in understanding organizational success lies in leadership. Effective leadership is pivotal in steering an organization towards its objectives, but poor leadership can result in discord, lack of vision alignment, and reduced employee morale. Leadership challenges can manifest in different forms, including conflicts between strategic goals and operational execution, inadequate communication channels or insufficient adaptation to changing market demands. Addressing these issues requires a nuances understanding of leadership dynamics and their influence on organizational success.(Freeman & Lazear ,2019)

Furthermore, external challenges pose additional hurdles to organizational success. These can range from economic downturns affecting financial stability to regulatory changes impacting operational success. Globalization and technological advancements introduce new opportunities but also heighten competition and demand for adaptability. Organization must navigate these external pressures while maintaining operational efficiency and customer satisfaction. Thus, financial stability emerges as both an outcome and a prerequisite for successful collective bargaining, while unions advocate for better wages and benefits, they also recognize the importance of ensuring the organization's financial health. Negotiating agreements that balance the interests of employees with the fiscal realities of the organization is essential for long-term stability and growth (Oiver, *et al*,2014)

However, the influence of unions on organizational success has been the subject of debate and controversy in most developing countries, particularly in Nigeria. Collective bargaining is a critical exploration of the intricate interplay between labour negotiation and the overall success of an organization. It is a cornerstone of industrial relations, involves negotiations between employees' representations and management to establish terms and conditions of employment. Understanding its dynamic and implications is essential for comprehending how it shapes various aspects of organizational success. Through collective bargaining, workers gain a stronger voice in shaping their working conditions and ensuring fair treatment, while employers can establish consistent and productive labour relations. It is a fundamental aspect of labour law and democracy, as it allows workers to come together and collectively advocate for their interests in the workplace. Additionally, collective bargaining can contribute to greater stability by providing a structured framework for resolving disputes and addressing grievances (Bamber, Lansbury., Wailes, & Wright ,2019).

Wages stand as one of the fundamental aspects influenced by collective bargaining. The negotiation process often centers on salary scales, bonuses, and other monetary benefits, aiming to strike a balance that satisfies both parties. Research suggests that effective collective bargaining can leads to fairer compensation structures, fostering employee satisfaction and motivation while maintaining financial viability for the organization (Payscale ,2021)

Working condition represent other critical dimension shaped by collective bargaining. The encompasses factors such as hours of work, safety standard, and workplace amenities. By negotiating improved working conditions, including health and safety protocols, unions can contribute to a healthier and more productive workplace which in turn enhances organizational performance and reduces turnover rates.(Payscale ,2021)

In the dynamic landscape of modern business environments, achieving sustained organizational success remains formidable challenges. Organization across industries is confronted with multifaceted hurdles ranging from fierce global competitive and rapid technological advancement to evolving consumer demands and shifting regulating landscape. These factors collectively influence an organization ability to innovate, adapt and thrive. Consequently, understanding precise factors that introduce organizational success become crucial for leaders or managers striving to navigate, those complexities effectively. Effective leadership is important in navigating an organization towards its objectives, but despite the benefit of effective leadership in driving organizational success and ensuring employee financial stability, poor leadership still persist which may result in discord, lack of vision alignment, and reduced employee morale. Leadership challenges can noticeable in different forms, including conflicts between strategic goals and operational execution, inadequate communication channels or insufficient adaptation to changing market demands

Organization is likely to evolve in response to socio-economic trends, technological advancements and shifting workforce demographics. Organizations that proactively engage in transparent and inclusive collective bargaining process are better positioned to attract and retain talent, mitigating risk and align labor relations with specific objective and improve organization sucess. By leveraging collective bargaining as a tool for fostering trust, equity and operational efficiency, organizations can sustainably enhance their success and contribute to broader societal well-being.

Also, available literature clearly indicated that studies have been conducted on collective bargaining and organization success in Oil and Gas Companies but to the best knowledge of the researcher, studies carried out using the dimensions of collective bargaining such as wages and working conditions in one model to evaluate organizational success and its indications seen to be few in management literature. Therefore, this study designed to bridge the gap in management literature with the view of contributing to knowledge. Therefore, this study sought to examine collective bargaining and organizational success of Oil and Gas Companies in Port Harcourt, Rivers State.

The main objective of this study is to examine collective bargaining and organizational success of Oil and Gas Companies in Port Harcourt, Rivers State. They specific objectives are to:

i. Investigate the influence of wages on leadership effectiveness of Oil and Gas Companies in Port Harcourt, Rivers State.

ii. Examine the influence of working condition on leadership effectiveness of Oil and Gas Companies in Port Harcourt, Rivers State.

2. Literature Review

2.1 Conceptual Definitions

2.1.1 Collective Bargaining

Collective bargaining is a fundamental process in labor relations, crucial for negotiating terms and conditions of employment between employers and trade unions representing workers. It serves as a cornerstone of industrial democracy, enabling workers to have a collective voice in determining their working conditions, wages, benefits, and other workplace policies. In recent years, collective bargaining has evolved to address contemporary challenges such as globalization, technological advancements, and shifts in workforce demographics Afonso., Barros & Silva ,2019; Payscale ,2021) .

2.1.2 Concept of Wages

Wages play a crucial role in shaping employee motivation, satisfaction, and overall organizational success. Fair and competitive compensation not only attracts talented individuals but also enhances their commitment and performance within the organization. Recent research highlights the intricate relationship between wages and leadership effectiveness, underscoring how compensation strategies can impact leadership dynamics and organizational outcomes. Studies from the past few years emphasize the importance of equitable pay structures in supporting leadership effectiveness. Payscale (2021) suggests that leaders who perceive their compensation as fair and aligned with their responsibilities are more likely to demonstrate higher levels of engagement and commitment to organizational goals. This correlation underscores the role of wages in shaping leaders' attitudes and behaviors within their roles.

2.1.3 Working Conditions

Working conditions significantly impact organizational success by influencing employee productivity, satisfaction, and overall well-being. Positive working conditions encompass various factors such as physical safety, job security, work-life balance, supportive management, and opportunities for professional development. Research underscores the critical link between favorable working conditions and organizational performance, highlighting the benefits of creating a conducive work environment for employees.

2.1.4 Organizational success

Organizational success is multifaceted, encompassing various factors that contribute to sustained performance, growth, and achievement of strategic objectives. Recent research highlights key elements that organizations must cultivate to thrive in competitive environments and achieve long-term success. Leadership plays a crucial role in driving organizational success. Effective leaders articulate a compelling vision, inspire and motivate teams, and make strategic decisions that align with organizational goals. Available literature emphasizes that leadership effectiveness correlates strongly with organizational performance, as leaders set the tone for culture, innovation, and execution within their teams (Deloitte (2021).

2.2 Theoretical Framework

Strength in Number Theory

The theory of strength in Number was propound by John T. Dunlop in 1958.Strength in numbers theory posits that collective action, such as collective bargaining through trade unions, can significantly influence organizational success by empowering employees, improving working conditions, and enhancing overall performance. Collective bargaining allows workers to negotiate as a unified force with employers, advocating for fair wages, benefits, and workplace policies. Research and empirical evidence underscore several ways in which collective bargaining contributes to organizational success.

Moreover, collective bargaining contributes to organizational success by addressing workplace issues and promoting a safer and healthier work environment. Unions often advocate for improved health and safety standards, job security measures, and work-life balance initiatives through collective bargaining agreements. This proactive approach not only enhances employee well-being but also reduces absenteeism, turnover, and associated costs for the organization (Freeman & Medoff, 2021).

The "strength in numbers" theory, as applied to collective bargaining and organizational success, underscores the principle that individuals achieve greater influence and bargaining power when they act collectively rather than individually. This concept is particularly relevant in labor relations, where collective bargaining allows workers to negotiate terms and conditions of employment collectively through their trade unions, thereby exerting significant leverage in discussions with employers. Dunlop's theory of industrial relations emphasizes the role of collective bargaining as a mechanism for balancing power between labor and management

2.3 Empirical Review

Bamber, Lansbury Wailes, and Wright (2019) examined International and Comparative Employment Relations: Globalization and Changein International employment relations. The objective was to evaluate the effect of collective bargaining on influences organizational success across different countries and industries. Comparative analysis method was adopted using case studies and surveys to examine collective bargaining practices and their impact on organizational outcomes. The Research Design adopted wasMulti-country, multi-industry comparative research.. Data were Analyzed using qualitative analysis of case studies and quantitative analysis of survey data. Findings indicated that Collective bargaining positively influences organizational success by enhancing employee satisfaction, improving labor relations, and aligning organizational goals with employee interests

Freeman and Lazear (2019) investigated an Economic Analysis of Works Councils in Labor economics and industrial relations. The objective wasto analyze the economic impact of works councils, a form of collective bargaining, on organizational performance and employee outcomes. The methodology adopted was: Econometric analysis of firm-level data to examine the relationship between works councils and various organizational metrics. Research Design used was quantitative analysis using firm-level data from multiple industries and countries. Method of Data Analysis used was Econometric techniques such as regression analysis. Findings indicated that Works councils contribute positively to organizational success by improving productivity, reducing turnover rates, and fostering cooperative labor-management relations.

Heyes and Weston.(2018) examined the impact of collective bargaining on management practices: evidence from the US and UK" **.** The Objectives was to assess how collective bargaining influences management practices and organizational success in the United States and the United Kingdom. Comparative case study analysis and surveys were used to examine the relationship between bargaining structures, management practices, and organizational outcomes. The Research Design adopted was Cross-country comparative research with case studies and surveys. Data were Analyzed using qualitative case study analysis and quantitative survey analysis. Findings revealed that effective collective bargaining structures enhance organizational success by promoting strategic management practices, improving employee engagement, and aligning organizational objectives with workforce capabilities. Kochan and Osterman.(2020) examined the Mutual Gains Enterprise: Forging a Winning Partnership Among Labor, Management, and Government The objective was to explore the concept of mutual gains bargaining and its impact on organizational success, focusing on collaborative approaches to labor relations. The methodology adopted was Case study analysis and interviews with stakeholders to examine the implementation and outcomes of mutual gains bargaining. Research Design was qualitative research with case studies from various industries.. Data were analyzed using qualitative analysis of interviews and case study narratives. Findings showed that Mutual gains bargaining promotes organizational success by fostering trust, cooperation, and innovation between labor and management, leading to improved productivity and sustainable competitive advantage.

Godard (2018) investigated a critical Assessment of the High-Performance Paradigm" TheObjectives: wasto critically evaluate the relationship between high-performance work systems, including collective bargaining, and organizational success.A Literature review and meta-analysis of empirical studies to synthesize evidence on the impact of high-performance work practices on organizational outcomes. The Research Design adopted **was** systematic review and meta-analysis of existing research. Data were analyzed using Quantitative meta-analysis of empirical studies. Finding showed that high-performance work systems, including effective collective bargaining, contribute positively to organizational success by improving employee motivation, enhancing skills development, and fostering innovation.

3. Methodology

3.1 Research Design

The survey research design was used for this study. This was used because it would help the research to obtain first hand information and elicit response from the respondents and it was informed based on the objective of the study.The population of this study consisted of 1688 employees of Ardoval Plc, Total Nigeria and Capital Oil which were used for this study. It covered all the active staff that was currently working in the three Oil and Gas Companies as at the time this study was conducted. Ardoval Plc has 405 Staff, Total has 470 Staff and Capital Oil has 813 (Field Survey, 2024)The sample size of this study was 323 which was determined using Taro Yamane formular for sample size determination.The sample size of this study consisted 389 which were determined using of Taro Yamane formula for sample size determination. The sampling method adopted in this study was simple random technique. This was used to select the respondents without bias because it helped the respondents to be equally represented in the study.

3.2 Data and Sources

The data for this study were collected through primary information sources such as questionnaire which was administered to the respondents of the three Oil and Gas Companies used for this study at the point of duty.The instrument of this study was questionnaire which was designed in line with independent and the dependent of this study, It was rated using the modified 4 rating scale ranging from 4- strongly Agree(SA), 3 – Agree (A). 2- Disagree (D) and 1 – Strongly Disagree (SA

3.3 Model Specification

The following models were formulated to test the null hypotheses formulated for the study. The models stated that wages and working condition were the function of organizational success which measured by leadership effectiveness of Ardoval Plc, Total Nigeria and Capital Oil in Port Harcourt, Rivers State and it were given bellow as

Hypothesis I

$LE = f(W)$……………….(1)

$LE = X_0 + X_1W + e$……(2)

Where:

LE = Leadership Effectiveness

X_0 = Intercept

W = Wages

X_1 = Coefficient of the independent variable

e = Error term

Hypothesis 2

$LE = f(WC)$………….(3)

$LE = X_0 + X_1WC_1 + e$…….(4)

Where:

LE = Leadership Effectiveness

X_0 = Intercept

WC = Working Condition

X_1 = Coefficient of the independent variable

e. Error Term

3.4 Method of data Analysis

The simple linear regression analysis was adopted for the study. It would help the researcher to predict the interaction between the independent variables and the dependent variable. The R^2 was used to measure the level at which, employee participation, autonomy, competence can account for the variation in organizational success in Oil and Gas Companies in Port Harcourt, Rivers State. While the mean and standard deviation were used to analyzed the research questions.

4 Results and Discussion

4.1 Descriptive Statistics of Questionnaire

Table 1: Questionnaire Administrations

Companies	No. of questionnaire distributed	No. of questionnaire filled and returned
Ardoval Plc	77	70
Total Nigeria Plc	90	85
Capital Oil Plc	156	150
Total	323	305

Source: Field survey (2024)

The table 1 showed that seventy seven (77) copies of questionnaire were distributed to Ardoval Plc, but seventy copies (249) were filled and returned while ninety copies of questionnaire were distributed to Total Nigeria Plc, but eighty five copies of questionnaire were filled and returned. While one hundred and fifty five copies (156) were distributed to Capital Oil Plc but one hundred and fifty(150) copies were filled and returned. Therefore, three hundred and five 305 form the basis for this analysis. And showed 94% respond rate.

4.2 Data Analysis

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Wages	305	1.00	4.00	2.8295	.97861
Work Condition	305	1.00	4.00	2.6557	1.09552
LeadershipEffectiveness	305	1.00	4.00	2.5508	1.06602
Valid N (listwise)	305				

Sources: Field Survey (2024)

Table 2 show the descriptive statistics such as mean and standard deviation which describes the research questions established for this study. The results show the mean scores of 2.8295, and standard deviation of .97861 meaning that half of the respondent indicated that wages influence leadership effectiveness and financial stability. While working condition has the coefficients of 2.6557 and standard deviation of 1.09552 which implies that most of the respondents indicate that working condition influences leadership effectiveness and financial stability of Oil and Gas Companies in Port Harcourt Rivers State.. Also, leadership effectiveness yields the mean scores of 2.5508 with a little deviation of 1.06602 which means that over average of the respondents show that leadership effectiveness is a function of wages and working condition of Oil and Gas Companies in Port Harcourt Rives State. While financial stability has the mean value of 2.8426 with little deviation of 98750 which further revealed that most of the respondents indicate that financial stability is a function of wages and working condition of Oil and Gas Companies in Port Harcourt, Rivers State. Consequently, the minimum mean and the maximum mean yield the values of 1.00 and 4.00 which fall within the threshold of the acceptable region for effective statistical evaluation and description of variable and it s link with collective bargaining and organizational success in Oil and Gas companies in Rivers state, Port Harcourt.

4.3 Test of Hypotheses

H0[1]: There is no significant influence of wages on leadership effectiveness of Oil and Gas Companies in Port Harcourt, Rivers State.

Ho$_2$: There is no significant influence of working conditions on leadership effectiveness of Oil and Gas Companies in Port Harcourt, Rivers State.

Hypothesis 1

Table 3: The Simple Linear Regression Analysis on The Influence of Wages on leadership Effectiveness of Oil and Gas Companies in Port Court, Rivers State

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872[a]	.761	.760	.52209	1.547

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	262.872	1	262.872	964.404	.000[b]
	Residual	82.590	303	.273		
	Total	345.462	304			

Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.

1	(Constant)	-.138	.092		-1.505	.133
	Wages	.950	.031	.872	31.055	.000

Sources: Field Survey (2024)

Table 3 reveals the simple linear regression analysis of the influence of wages on leadership effectiveness of Oil and Gas Companies in Port Harcourt Rivers State. The results yield R2– value of .761, F-value of 964.872, Beta coefficients of .950, t- value of 31.055, and P-value of .000. This means that wages can account for 76.1% change in leadership effectiveness of Oil and Gas Companies in Port Harcourt Rivers State. The result is supported by Beta coefficients of .950 which means that 1 unit increase of wages will lead to 95.0% increase in leadership effectiveness of Oil and Gas companies in Port Harcourt, Rivers State. However, to measure the fit of the model, the F-statistics was computed and result yields the coefficients of 964.872 which means that the model is fit to evaluation the interaction between wages and leadership effectiveness. Also, the t-statistics of 31.055 clearly show the differences in the mean, which suggests that the result is positively correlated at the 0.05 confidence levels. Therefore, since the P-value of .000 lies below the alpha level of 0.05 in social sciences, it can be concluded that the null hypothesis which states that wages has no significant influence on leadership effectiveness is rejected and the alternative accepted, meaning that there is significant influence of wages on leadership effectiveness of Oil and Gas Companies in Port Harcourt Rivers State.

Table 4: the Simple Linear Regression Analysis on the Influence of Working Condition on leadership Effectiveness of Oil and Gas Companies in Port Court, Rivers State

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.895[a]	.801	.801	.47576	2.393

Model Fit

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	276.878	1	276.878	1223.234	.000[b]
	Residual	68.584	303	.226		
	Total	345.462	304			

Coefficients[a]

Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	T	Sig.
1	(Constant)	.237	.072		3.317	.001
	WorkCondition	.871	.025	.895	34.975	.000

Sources: Field Survey (2024)

Table 4 indicates the simple linear regression analysis of the influence of working condition on leadership effectiveness of Oil and Gas Companies in Port Harcourt Rivers State. The results yield R2– value of .801, F-value of 1223.234, Beta coefficients of .871, t- value of 34.975, and P-value of .000. This means that working condition can account for 80.1% change in leadership effectiveness of Oil and Gas Companies in Port Harcourt Rivers State. The result is supported by Beta coefficients of .871 which means that 1 unit increase of working condition will lead to 87.1% increase in leadership effectiveness of Oil and Gas companies in Port Harcourt, Rivers State. However, to measure the fit of the model, the F-statistics was computed and result yields the coefficients of 1223.234 which indicate that the model is fit to evaluation the interaction between working condition and leadership effectiveness. Also, the t-statistics of 34.975 clearly show the differences in the mean, which suggests that the result is positively correlated at the 0.05 confidence levels. Therefore, since the P-value of .000 lies below the alpha level of 0.05 in social sciences, it can be affirmed that the null hypothesis which states that working condition has no significant influence on leadership effectiveness is rejected and the alternative accepted, meaning that there is significant influence of working condition on leadership effectiveness of Oil and Gas Companies in Port Harcourt Rivers State.

4.4 Discussion of Finding

The finding of hypothesis on indicated that wages has significant influence on leadership effectiveness of oil and Gas Companies in Port Harcourt in Rivers State. This means that association between wages and leadership effectiveness is significantly and positively correlated. The finding is supported by the work of Payscale (2021) whom indicated that leaders who perceive their compensation as fair and aligned with their responsibilities are more likely to demonstrate higher levels of engagement and commitment to organizational goals. This correlation underscores the role of wages in shaping leaders' attitudes and behaviors within their roles. The author further stated that competitive wages are crucial for attracting and retaining effective leaders. Oil and Gas Companies that offer competitive compensation packages can attract top leadership talent, enhancing their ability to drive innovation, manage change, and foster a positive organizational culture.

Furthermore, the finding of hypothesis two showed that working condition has significant influence on leadership effectiveness of Oil and Gas Companies in Port Harcourt Rivers state. The finding in line with the work Gallup (2021) whom highlights those organizations with high employee engagement levels experience lower turnover rates, higher profitability and greater customer loyalty, underscoring the link between workforce engagement and organizational success. Organizational success hinges on effective leadership, a strong organizational culture, innovation, strategic agility, operational excellence, and engaged talent. By cultivating these elements and adapting to changing market dynamics, organizations can enhance their competitive position, achieve sustainable growth, and create value for stakeholders. As the business landscape continues to evolve, organizations that prioritize these key factors will be better positioned to navigate challenges, capitalize on opportunities, and drive continued success in the future. Also, the finding is in line with the work of Smith, Johnson and Brown (2020) who discovered that favorable working conditions, such as supportive work environments and adequate resources, positively impact leadership effectiveness by fostering trust, communication, and employee engagement. Poor working conditions, on the other hand, can hinder leadership effectiveness by creating stress and dissatisfaction among leaders and their teams.s In addition, the finding is agreement the finding of Lee, Park, and Kim, (2019) who findings revealed that positive work environment quality, characterized by safety, cleanliness, and supportive organizational culture, enhances leadership effectiveness by promoting transformational leadership behaviors, employee motivation, and job satisfaction. Conversely, poor work environment quality is associated with transactional leadership behaviors and lower employee morale.

5. Conclusion and Recommendation

In line with the findings of this study, it was concluded that there is significant influence of wages on leadership effectiveness of Oil and Gas Companies in Port Harcourt, Rivers State. Also, wages significantly influence financial stability of Oil and Gas Companies in Port Harcourt, Rivers State. The finding further indicated that there is significant influence of working condition on leadership effectiveness of Oil and Gas Companies in Port Harcourt, Rivers State, which further suggested that the associations between the dimensions of collective bargaining are positively correlated with organizational success and its dimensions.

i The management of Oil and Gas should establish regularly benchmark compensation against industry standards to ensure that wages remain competitive. This involves comparing compensation packages with those offered by peer companies and adjusting as necessary to remain attractive

ii. Organizations should provide leaders with the necessary resources, tools, and support to perform their roles effectively. This includes access to modern technology, efficient communication systems, and administrative support. Well-equipped leaders can focus on strategic decision-making and team management.

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