

Gender and Barriers to Women's Management Career
Development in the Nigerian Oil and Gas Industry

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This research was undertaken under the auspices of
the University of Wales Trinity Saint David

Submitted in partial fulfilment for the award of the
degree of Doctor of Philosophy Business, Finance and
Management

University of Wales

2021

DECLARATION

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed Kehinde (Itohan) Denev..... (candidate)

Date 10/01/2021.....

STATEMENT 1

This thesis is the result of my own investigations, except where otherwise stated. Where correction services have been used the extent and nature of the correction is clearly marked in a footnote(s). Other sources are acknowledged by footnotes giving explicit references. A bibliography is appended.

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STATEMENT 2

I hereby give consent for my thesis, if accepted, to be available for deposit in the University's digital repository.

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Dedication

I dedicate this thesis, firstly to the Almighty God my heavenly Father.

Secondly, to my dearly beloved father Late Engr. (Dcn) Joshua D.I. Eboigbe.

Thirdly, to my darling and beloved twin brother Late Engr. Nosayaba Taiwo Eboigbe.

Fourthly, to my dearly beloved mother in-law Late Mrs Margaritka Deneva.

For all their enormous sacrifices, continuous support, love, care, provisions, advice, encouragement and standing with me during my years of study.

May all your precious souls continue to rest in peace in the bosom of the Lord Jesus until we meet again in glory.
Amen.

Abstract

This study focuses on determining the barriers that the women working in the Nigerian oil and gas industry may encounter when trying to progress their careers to positions of management within the sector. This issue is an under-researched area in Nigeria's oil and gas sector, and this research proposes to fill this gap in the literature and form a platform for further research into this subject area. The study consisted of the use of quantitative research methodology and qualitative research methodology. Data collection techniques adopted were semi-structured questionnaires complemented by face-to-face and group interviews respectively; methodology leading to triangulation. Participants were both males and females in the industry, within management and non-management levels in different departments of selected Nigerian multinational oil and gas companies, as well as Nigerian oil and gas servicing contractor companies. The results of this research study indicate that the organisational culture of the Nigerian oil and gas industry, its criteria for management promotions, the country's national culture, and the expectations from woman within the family set up, stand as barriers to women's management career development in the Nigerian oil and gas industry. Pseudonyms of respondents have been provided to present the findings of this study.

Acknowledgement

My profound gratitude goes to God Almighty, whose Grace has seen me through my academic pursuit.

I deeply appreciate my lovely parents: Late Engr. (Dcn) Joshua D.I. Eboigbe and (Dcns) Mrs Grace G. Eboigbe for their numerous sacrifices, continuous prayers, immense moral and financial support, and continuous encouragements in times of struggle and difficulties, and the golden opportunity they have given to me to further my education to doctorate level. Rest in Peace the World's Greatest Daddy in the Lord's bosom. God Almighty immeasurably bless and generously prosper you, my sweet mother!!! I am deeply, deeply grateful!!!

I deeply appreciate and thank my darling partner Mr Ivaylo Denev, his loving and caring parents: Mr Dencho Denev and Late Mrs Margaritka Deneva for all their enormous sacrifices, continuous support, love, care, provision, advice, encouragement and standing with me during my years of study. I am utterly, utterly grateful!!! Continue to rest in peace Margaritka. God Almighty richly bless you my love Ivaylo and your wonderful dad Denchov!!! I am deeply, deeply grateful!!!

My appreciation goes to all my uncles, aunties, brothers, sisters, cousins and entire family, for their love, prayers, vast support in their unique ways that kept me going. God richly bless you all!!!

I deeply appreciate my Director of Studies and Supervisors', Dr Michael Reynolds and Dr Terfot Ngwana, for all of their huge support, painstakingly, listening to my much rambling, and providing excellent advice, giving a picture to my vague idea and helping me to develop this piece of work with their professional advice, giving me great encouragement and strength to complete this Thesis. Thank you for your assistance.

I am deeply grateful to Tina Ukutegbe of Shell Petroleum Development Corporation, Warri, Nigeria for her massive support during the fieldwork of this study.

My gratitude goes to Simon Saville, Vice President Communications Production Shell International, The Hague Area, Netherlands, for his support in obtaining data from the Netherlands for this research.

Special thanks to all the management and staff of the various Nigerian Multinational Oil and Gas companies and Nigerian Contractor Oil and gas companies that participated in this research; without their involvement, this thesis would not have been completed.

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Chapter 1 – Introduction and Background to the Study

1.0 Introduction

This study arose from a portrayal of women and leadership in the media, the historical perception of women either contested or accepted by women, men and the society on the issues of gender, leadership, career progression of women and barriers to career advancements that women might experience in the place of employment. This study focuses on the Nigerian context and on its most important sector, its oil and gas industry. It explores the position of women in the Nigerian oil and gas industry, evaluating the career advancements of the women compared to their male counterparts within the sector. It looks at the place of gender, its role in women's leadership aspirations and positions, as well as the different challenges that women may or may not encounter in their career development pursuit to management and senior management positions in the Nigerian oil and gas industry. It has been argued that the empowerment of women will lead to important contributions to the economy as workers and entrepreneurs as postulated by Okoyeuzu, Obiamaka & Onwumere (2012, p. 16) as well as Tijani-Adenle (2016, 396). Although, women in other parts of the world experience some forms of gender barriers, the case of the Nigerian women stems

from several strands within its social norms, family values and national cultures. These factors all combined may influence the career prospects and leadership aspirations of the women. An indication can be highlighted from the perception of women leaders in the Nigerian media, as postulated by Tijani-Adenle (2016), that:

“The ability of women to acquire and retain leadership positions, as well as the propensity for women to seek those positions, has been adversely affected by narrow, and often negative, media portrayals” (P. 396)

This, however, as indicated above is not an isolated problem as it suggests a combination of other factors that jointly stand as obstacles to women’s career development to management levels in all sectors of employment in Nigeria.

Hence, little is expressed of their professional achievements and aspirations, as the contents of the Nigerian media about women managers and leaders according to Tijani-Adenle (2016), *“focus more on their private lives than on their contributions to the society”* (p. 397). Women’s rightful positioning both economically and politically, as indicated by Okoye et al. (2012, p. 19), is vital to the growth of a country’s economy. Therefore, tackling the possible numerous challenges that women in the Nigerian context

may experience in career advancement and attaining leadership positions will enhance the empowerment of women to duly contribute their anticipated quota to enriching the country's economy. Hence, the purpose of this study is to explore the challenges that women in the Nigerian oil and gas industry may experience while progressing their careers to management positions within the sector and make recommendations on tackling the challenges.

This chapter covers the background and content of this research study. it discusses the context in which this research was conducted, beginning with a background on Nigeria, its oil and gas industry, economy, the rationale of the study research aim and objectives, research questions and hypothesis a summary of methodologies adopted, and an outline of the chapters of the thesis.

1.1 Background of Nigeria, its Oil and Gas Industry, Economy and Legislation as it affects women's Career Development

This section covers the background of Nigeria, its oil and gas industry and the Nigerian economy. The discussion begins with a brief overview of Nigeria's geographical location, tribal and cultural composition, followed by a

brief history of its oil and gas industry, employees within the industry and Nigeria's economy.

1.1.1 Nigeria: A Brief Overview of its Geographical Location, Tribal and Cultural Composition & its adverse effects on the Women

Nigeria gained her independence from Great Britain in the year 1960, it is located in West Africa, neighbouring the Gulf of Guinea and also between Cameroon and Benin, expressed by CIA, WORLD FACTBOOK (2018). Nigeria is Africa's most populous nation in sub-Saharan Africa, presented by Gender in Nigeria report (2012). According to Onyejeli (2010, p.1), it is the world's 8th most populated country and a member of the Commonwealth of Nations. Nigeria has a population estimated at over 190 million stated by CIA, WORLD FACTBOOK (2018), also as postulated by Ekhaton (2015, p. 285), the women consist of almost half the total population.

Nigeria comprises of 389 ethnic groups spread within its 36 states and its federal capital territory, with a diverse ethnic combination, with three major ethnic groups, which are Hausa/Fulani in the Northern part of the country, Yoruba in the Western part and Igbo in the Eastern part of Nigeria as expressed by Gender in Nigeria report (2012). The most

populous and politically influential of these ethnic groups are: Hausa and Fulani 29%, Yoruba 21%, Igbo (Ibo) 18%, Ijaw 10%, Kanuri 4%, Ibibio 3.5%, Tiv 2.5% presented by CIA, WORLD FACTBOOK (2018). Nigeria's official language is English, with persons of different language backgrounds communicating in the common language of English, although knowledge of two or more Nigerian languages is widespread as indicated by Onyejeli (2010), specified by CIA, WORLD FACTBOOK (2018) and stated Gender in Nigeria report (2012).

The North-Eastern and North-Western parts of the country are predominantly Muslims while the Southern part of the country are predominantly Christians as expressed in the Gender in Nigeria report (2012, p. 5-6). Also, points to the country's values being dominated and shaped by traditional, Christian and Islamic religions. These values as indicated by some authors are permeated with patriarchal practices not only in these religions of the country but also within its economic and political spheres as postulated by Nnam, Arua & Otu (2018), indicated by Chigbu (2019b) and expressed by Ekhator (2015). Gender divide is still prevalent in Africa and predominant in regions with patriarchal practices as postulated by Nnam, Arua & Otu (2018), of which Nigeria is one of these countries as indicated by Ekhator (2015). In these cultures, the man is

established as the head of the household, while women are not allowed access to land ownership expressed by Chigbu (2019a). Also, ethnic diversity within many states of Nigeria is due to migrations of people within states; minorities from one State to another are regarded as “*non-indigenes*” leading to the denial of admittance to political services, assets and representation with the States that they have settled as indicated by Gender in Nigeria report (2012, p. 5-6). However, many of the ethnic groups trace descent, inheritance and identity through a male line under a patrilineal kinship system. This equally has economic and social implications of women’s position in Nigeria. However, economic prosperity and power are not distributed evenly among the different ethnic groups as postulated by Gender in Nigeria report (2012). Although, this is the case for most ethnic groups in Nigeria, some authors have expressed that women in all parts of Nigeria continue to experience gender discrimination against them due to its patriarchal practices in culture, religion, politics and economic spheres indicated by Chigbu (2019a), postulated by Ehator (2015) and suggested by Nnam, Arua & Otu (2018).

Although, the women make up nearly half Nigeria’s population, they are treated differently in comparison to the men, with the women discriminated against on the basis of

gender inequality, even in positions of management and decision-making as postulated by Kolade and Kehinde (2013, p. 89). The levels of discrimination against women in the country differs from region to region, with the northern part as the highest consisting of the Hausa/Fulani ethnic groups, that discriminates against women's academic and economic empowerment with the use of traditional and sharia laws; While, the Southern part with traditional and religious laws, identified by Gender in Nigeria report (2012). This is an aspect that is equally explored in this study, in relation to the career advancement of women in the Nigerian oil and gas industry.

1.1.2 The Nigerian Oil and Gas Industry: A Brief History

Nigeria is Africa's largest oil producing nation and the tenth largest oil producing nation in the world, according to CIA, World Factbook (2012). The oil and gas industry in Nigeria has been vibrant since the year 1956, when the Shell Group discovered crude oil. According the KPMG NIGERIA (2014, p. 5), the industry was largely dominated by multinational organisations until the early 1990s when Nigerian companies began to venture into the sector. Onyejeli (2010, p. 1) expressed that Nigeria, a crude oil producing nation is one of the world's largest producers with barrels per day of 2.1 million, it equally holds a large

number of gas reserves, natural resources, and a private oil and gas sector that is dynamic as well as vast lands of agriculture.

The development of the Nigerian oil and gas industry has stretched to more than a hundred years with many challenges encountered and subdued by the major international oil companies (IOCs). According to Arong & Ikechukwu (2013, p. 120), the search for oil was pioneered by the German-owned Nigerian Bitumen Company in 1908. Initially, several wells were drilled without success. Following this setback, the search was discontinued and was not resumed until 1937 when Shell Petroleum Company and British Petroleum Company (BP) were given concessions by the British government to explore for oil in Nigeria. The need to shift to Nigeria as an oil exploration and production base was in part necessitated by the Suez Canal crisis which was at its early stage. There was a general feeling among exploration companies that avoiding transportation through the Suez Canal carried a premium political value.

1.1.2.1 Segments of Nigeria's Oil and Gas Industry

The oil and gas industry in Nigeria is divided into two segments – the “*upstream sector*” which deals with the exploration and production processes, as shown here in figure 1.1, while the

Figure 1.1: A Nigerian Deep Sea Drilling Rig Platform



“*downstream sector*” is concerned with crude oil refining for domestic use according to Arong & Ikechukwu (2013, p. 120). Equally, KPMG Nigeria (2014, p. 5) expressed that a third segment is the services sector. However, the midstream sector is included usually in the downstream but measure is in progress to separate both sectors. This midstream segment involves the processing, marketing, storage and the transportation of gas, crude oil, liquefied natural gas and gas-to Liquids.

1.1.3 The Nigerian Economy

Nigeria's economy is petroleum-based, and has been from the late 1950s up till date according to Ihua (2010, p. 3). Oil accounts for 25% of Nigeria's GDP, as stated by The Nigerian High Commission (2018). The government is reliant heavily “*on the capital-intensive oil sector*” according to Onyejeli (2010, p. 1), providing for 80% of

government budgetary revenue and 95% of foreign exchange earnings, equally expressed by KPMG NIGERIA (2014, p. 5). The Nigerian economy being largely oil-based, neglecting other aspects of the economy has been in ominous straits as indicated by Dike (2014, p. 1). The oil-rich Nigerian economy, which has been strangled by political instability, corruption, and poor macroeconomic management, according to Ihua, (2010) and Onyejeli, (2010), is undergoing substantial reform under a new civilian administration equally postulated by CIA, WORLD FACTBOOK (2018). The former military rulers of the country failed to diversify the economy away from over-dependence on the capital-intensive oil sector, and the largely subsistent agricultural sector has not kept up with rapid population growth, and Nigeria, once a large net exporter of food, must now import it.

According to Arong & Ikechukwu (2013, p. 120), the lifeblood of Nigeria's economy, the survival of the nation and its revenues is largely dependent on the oil and gas industry. As such, one way of optimisation in the economy would be to ascertain efficiency through the most effective use of human capital in the sector. However, as it stands, a balanced gender distribution is lacking in the industry as the number of women to men are few. According to Chigbu (2015, p. 335), there is the argument that women's

contribution in Nigeria's economic development is ever more crucial. Consequently, the need for an equitable representation of women in this significant sector to the Nigerian economy cannot be over emphasised. However, in order for the women to be able to make the needed contributions, there is the necessity for them to be part of the leadership. According to Alberta oil (2015), women bring a different set of skills to the boardroom, as such their place in leadership is vital to increasing development in the oil and gas industry. Although, the importance of women in leadership positions is being argued as essential to economic development, Nigeria still has a low number of women representation in positions of management and decision-making resulting from gender inequality, as indicated by Kolade & Kehinde (2013, p. 89), in different sectors of its economy. Hence, the purpose of this research, which is to explore gender barriers and other challenges that hinder the progression of women's careers to management and senior management positions in the Nigerian oil and gas industry.

1.2 Statement of the Problem

Over the years, there has been a number of research work on the barriers to the advancement of women in the business world ranging from misperceptions and stereotypes concerning the abilities of women and their commitment to

corporate careers in the long-term. The glass ceiling, according to Madichie (2009), is *“the invisible barrier that blocks women from the most senior positions in the corporate world”* (p. 51). It tends to stand as obstacles to women’s career progression to positions of management. A list of these barriers without regards to historical margins or geographical locations are the lack of readiness to take the risk of placing a woman in a position of authority, expresses Madichie (2011, p. 216), in communications channel, with women facing sexual harassment in some cases, inequalities in pay, and not including women in informal networks as. The role of women’s contribution to national development is increasingly indispensable in Nigeria as indicated by Chigbu (2015, p. 335). Although, women are actively involved in the economic development of Nigeria, their activities receive the least recognition due to its gender imbalance and cultural discriminatory practices, as further expressed by Chigbu (2015, p. 335); as such, women’s potential development remains largely untapped as a result of cultural gender discrimination.

Women have steadily moved over recent decades towards professions, occupations and even management jobs that were reserved previously for men as postulated by Kolade & Kehinde (2013, p. 80). Women in the past three decades have been encouraged to move into traditionally male-

dominated occupations, with the oil and gas industry recruiting women into the industry. According to Kolade & Kehinde (2013, p. 80), in Nigeria, the increase in the number of women in both traditional occupations such as teaching, nursing, pharmacy, banking, trading, and etc. has continued to progress, as well as non-traditional professions like contractors, architects, builders, project managers, mechanics.

However, regardless of the acceptance of this development, some authors have indicated that women in Nigeria, occupying top managerial positions are few in male-oriented industries like mining, aviation, oil and gas, banking, manufacturing, telecommunication and construction as expressed by Kolade and Kehinde (2013), indicated by Madichie (2011) and postulated by Adeyemi et al., (2006). Women still continue to suffer barriers to management and senior management position in these traditionally male occupations in Nigerian as gender inequality is still prevalent in Nigeria as expressed by Okoyeuzu, et al. (2012, p. 16), as well as other countries like the UK construction stated in Worrall et al. (2008, p. 31) and Worrall (2012, P. 6), Australian construction industries by the work of French & Strachan (2015, p. 227), as well as the Asian context. Bahadir & Bahadir (2020, p. 426) postulates that women's marginalisation in Nigeria is

common in almost every aspect of its economy. Ugwuzor (2014, p. 36) indicated that the poor economic development in Nigeria is as a result of gender inequality, a view supported by Bahadir & Bahadir (2020, p. 436). Nigerian organisations have become increasingly profit driven as pointed by Ukachukwu & Iheriohanma (2013, p. 33), and so centres on training employees for the job while ignoring the main issues of diversity at work. Although, Nigerian women have progressed in educational and professional achievements, Oyewunmi (2013, p. 324) suggests that they still continue to face obstacles in attaining full integration in the workplace. In general, a great deal needs to be done in the promotion of non-discrimination and equality in workplaces in Nigeria, this is as highlighted by Oyewunmi (2013, p. 340).

It is claimed that diversity is being practiced by these oil and gas companies in Nigeria, however, study conducted on diversity initiatives by Sharp et al. (2012, p. 557), for women engineers in male-dominated organisations, indicated that the women were afraid of increased marginalization as those women who advocated for diversity experienced backlash and stigma from the managers, this was equally mentioned by Williams, et al (2014, p. 445). Although, diversity is being practiced, the oil and gas women in the study of Williams, et al., (2014, p.

468), indicated that there were problems with the programs as women experienced preferential hiring and promotion practices against its core principles.

Although, the oil and gas industry has equally undergone changes with the increasing number of women entering the industry. Authors have equally expressed an increase in the number of women in other male-dominated industries, such as construction in the UK by Worrall et al. (2008, p. 31-36) and Worrall (2012, p. 6-12), in Nigeria by Adeyemi et al. (2006) and in Australia by French & Strachan (2015, p. 227). However, these authors have indicated that the experiences of the women still remain the same with having difficulties in advancing their career to management and senior management positions in these male-dominated industries. These difficulties point to the issues of gender inequality that women working in male dominated industries encounter as this divide is still prevalent in male dominated industries such as the Nigerian oil and gas sector. This issue is one of the barriers to the career development of women in Nigeria's oil and gas industry that this study seeks to explore and equally identify other barriers that may be prevalent in obstructing the progression of the women's careers to management and leadership positions.

Earlier study into the involvement of women in the oil and gas industries in Norway, Canada and Australia, suggests that the women encounter barriers to their management career development. Thus, pointing to the masculine organisational cultures as one of the factors that instigate these experiences for the women. Equally, studies in the construction industry in the United Kingdom by Worrall (2008, p. 31-36) and Worrall (2012, p. 6-12), as well as studies on Nigeria's construction by Adeyemi et al. (2006) and Australia's construction, indicate that the masculine organisational culture of this industry acted as obstacles to the promotion of women to management positions in the industry. Hence, this study, seeks to explore the issue of the organisational culture within the Nigerian oil and gas industry and how it may or may not affect the management career advancement of its women.

African women, although gain access to managerial positions like their male counterparts, but face greater problems when they do as indicated by Madichie (2011, p. 216). Some other authors also stated that in Nigeria, like other developing nations, the percentage of women in decision-making positions and management is small indicated by Kolade & Kehinde (2013), postulated by Madichie (2011) and expressed by Okoyeuzu, Obiamaka & Onwumere (2012). According to CIA, WORLD

FACKBOOK (2018), women constitute almost 50% of the Nigerian population, therefore, their role in economic and national development cannot be overemphasised.

The Nigerian oil and gas industry accepting women into its sector is a step forward with regards to its prevailing patriarchal values. However, it is important to explore the gender inequalities currently existing in its sector, and how it and other barriers may stand against women's career advancement to positions of senior management and other leadership positions in the industry. Hence, this study sets out to identify the issues of gender and other barriers to women's management career development in the Nigerian oil and gas sector. This industry is important to the nation as it accounts for over 90% of its foreign exchange earnings, with 25% of its GDP, and over 80% of government revenue equally from the oil produced by the nation, highlighted by Nigerian High Commission London (2012) website, KPMG NIGERIA (2014) and Onyejeli (2010). Hence, this industry was selected by the researcher for this study to identify the possible barriers that women in the sector may encounter, seeing that both the women in the nation and its oil and gas industry are vital to the economic growth of Nigeria.

The situation of the Nigerian economy is one that women have to supplement the earnings of their husbands and parents as a result, their contributions to the economy of the country cannot be ignored. Hence, exploring the barriers to women's management career development in the Nigerian oil and gas industry, would be an immense contribution to the women in the sector, other women anticipating a career in the industry, a benefit to the nation, seeing that its economy is heavily dependent on its oil and gas industry, in order to ensure the full contribution of the women in the industry and to the economy at large.

1.3 Significance of the Research Study

Place of women in Nigeria is a significant position, as they constitute almost half the nation's population stated by CIA, WORLD FACTBOOK (2018), , and so their uninterrupted contribution to the economy cannot be unheeded. The aim of this research is to critically evaluate the implications of gender and barriers to women's management career in the Nigerian oil and gas industry, being a traditionally male-dominated occupation. Although, literature exists on women's career development in Canada's oil and gas industry as indicated by McGrath & Marinelli (2012) and other authors, highlighting the challenges of women in developing their careers in this industry, revealing barriers to management career

development of women in the industry. Equally, there are existing literature on the obstacles to women's career progression in other male-dominated occupations such as the construction industry in the United Kingdom, studies conducted by a number of authors Worrall et al (2008), Worrall (2010) and Worrall et al (2012), as well as study on the construction industry in Nigeria by Adeyemi et al (2006) and the hurdles affecting women's career advancement in the industry. There is yet no literature on women's management career development in the Nigerian oil and gas industry, to highlight the barriers and the challenges that the women experience in the sector.

However, there is the tendency that these women in Nigeria's oil and gas industry may encounter challenges and barriers also, when progressing their careers, in this traditionally male-dominated occupation. Hence, this research sets out to explore the potential barriers and challenges to women's management career development in the Nigerian oil and gas, in order to fill this gap in literature, as none exists in this field of study to highlight the possible challenges and barriers faced by the women in the industry and to contribute to the body of knowledge.

1.4 Rationale of Study

The researcher was propelled to embark on this journey because of the importance of Nigerian women to its economy, given their proportion in the total population consisting of almost 50% as postulated by Ekhaton (2015, p. 285), and their role in developing the Nigerian economy, if given the full capacity of engaging in their economic contributions. However, for the purpose of this study, the researcher focuses on the women working within the Nigerian oil and gas sector, with the understanding of the significance of this industry to Nigeria's economy as stated by Nigeria High Commission London (2012) and how vital an inclusive integration of gender balance in the sector would enhance the economic growth and development of the industry and the Nigerian economy. Hence, investigating the issues of women's representation in management in the Nigerian oil and gas industry would be of great importance to the companies within the sector, to enhance the full benefit of their total human resources applying diversity and inclusion, which may result in an increase in the number of women in the industry and in management.

In Nigeria, like other developing nations, the percentage of women in decision-making positions and management is small Kolade & Kehinde (2013, p. 89). However, with

existing literature on women's career progression in the oil and gas industry McGrath & Marinelli (2012) and other authors, all pointing to the issue of masculine organisational cultures among other barriers to women's career development in management. As such, the researcher based this study on exploring whether these barriers could be applicable to women's career advancements in Nigeria's oil and gas sector, and took a step further to explore the role of Nigeria's national culture on the women's management career progression in the industry, being in the Nigerian context, to ascertain if it could constitute an obstacle to their professional advancement, in order to contribute to the body of knowledge and to fill this gap in literature concerning the barriers that affect the management career development of women in the Nigerian oil and gas industry.

This research study bears significance to managers in the Nigerian oil and gas industry, the Nigerian economy at large, due to its heavy dependence on its oil and gas sector. Policy makers in Nigeria, managers in other oil and gas industries globally and other researchers. As existing literature within Nigeria's oil and gas sector are centred on oil spillage, kidnapping, corporate social responsibility, environmental damages to oil host communities, history of its oil and gas industry and the reliance of its economy on the sector.

1.5 Research Aim

The research aim of this study is to critically evaluate the implications of gender and other barriers to women's management career development in the Nigerian oil and gas industry.

1.6 Research Objectives

Women in employment in Nigeria encounter a number of challenges as women do not enjoy the same opportunities as men (Ekhaton, 2015). These factors of discrimination experienced by Nigerian women are on the basis of their gender due to the patriarchal values and practices in the country's culture and societal norms. This study focuses on the women workforce in the Nigerian oil and gas industry, with comparison to their male counterparts. The significance of this sector to Nigerian is the purpose the researcher chose this industry as it is vital to the country's economy. There is a gap in the literature on women working in this sector, hence the researcher seeks to explore possible barriers that might hinder the career progression of women in the industry to positions of management. However, another aspect of this sector to evaluate is the impact of this sector on the career progression of its women to positions of management, being a traditionally male oriented industry, in the Nigerian context.

Hence, this study seeks to fill this gap in the literature by exploring the place of gender, its influence on women's management career development in Nigeria's oil and gas sector. Examine the role of the organisational culture of the industry in preventing or promoting women's progression to management positions, the extent to which Nigeria's culture and societal approval hinder or promote the career advancement of women in this sector and other barriers that may or may not obstruct the career advancement of the women in the industry. Thus, to explore the aim of this study, the objectives of this research are outlined below:

- 1) To identify criteria for entry into the Nigerian oil and gas industry for both women and men, and determine barriers (if any) to enter the industry;
- 2) To examine the criteria for general and management career development for both men and women in the Nigerian oil and gas industry, and identify (if any) its barriers to women's management career development in the industry;
- 3) To examine the extent to which organisational culture in the Nigerian oil and gas industry and the national culture stand as barriers to women's management career development;

4) To assess the consequences of socio-economic and political spheres within the Nigerian context and their possible, hindrances to women attaining and maintaining senior management and leadership positions in the Nigerian oil and gas industry.

1.7 Research Questions and Hypothesis

The questions for this research were formed on the basis of exploring the research subject matter on the gender effects on the management career progression of Nigerian women in its oil and gas sector and other factors that may stand as barriers to the women's career advancements. The research questions were constructed from the literature review and the theoretical framework as discussed in chapter 2. This is to fill the gap in the literature and form a platform for other researchers for further study into career development of Nigeria's oil and gas sector female workforce. Below is the outline of the questions of this research, followed by the hypothesis of this study:

1.7.1 Research Questions Outlined

1. What barriers (if any) affect women, compared to men, when entering the Nigerian oil and gas sector?
2. What limitations are there in current criteria for general and management promotion in the Nigerian oil and gas industry

that do not adequately support women's personal and professional career development requirements, compared to the men?

3. What factors within the organisational culture of the Nigerian oil and gas industry and its national culture may enhance potential barriers to women's general and managerial career advancement?
4. What are the ramifications of the Nigerian socio-economic and political context (s) on the possible barriers to women's career progression to senior management and leadership positions within Nigeria's oil and gas sector?

1.7.2 Research Hypothesis Outlined

The hypothesis is set to explore significant aspects of the quantitative data collected to identify significant differences in attaining leadership and management positions in the Nigerian oil and gas industry for women compare to the men in the industry. These questions explore two main segments of this study: There are two hypotheses to be tested and these questions are explored in the hypotheses below:

- 1) What differences exists in the management styles of the women managers compared to the men managers?

- (i) Null hypothesis (H_0): that there exists no significant differences in the management styles of women managers compared to men managers in the Nigerian oil and gas sector.
- (ii) Alternative hypothesis (H_1): that there exists significant differences in the management styles of women managers compared to men managers in the Nigerian oil and gas sector.

2) What differences exists in management and leadership promotions for women compared to men in Nigeria's socio-economic, political, cultural and personal circumstances within its oil and gas sector?

- (i) Null hypothesis (H_0): There will be no significant differences in the management and leadership promotions for women compared to men with regards to constraints from cultural, geographical, personal circumstances in Nigeria's oil and gas sector.
- (ii) Alternative hypothesis (H_1): There will be significant differences in the management and leadership promotions for women compared to men with regards to constraints from cultural, geographical, personal circumstances in Nigeria's oil and gas sector.

1.8 Summary of Methodologies Adopted

The overriding philosophy adopted for this research is an interpretivist perspective, from an epistemological position of constructionism as it indicates that “*knowledge are human constructions*” (Dawson, 2013, p. 8), which has an interrelationship with interpretivism perspective (Dawson, 2013, p. 7). Hence, adopting this standpoint will enable the research into gender and barriers to women’s career development into general and managerial positions in the Nigerian oil and gas sector, with an interpretation from the viewpoint of the persons within the industry. Ontology in a research study is governed by questions of how individuals see the social world and the nature of reality (Dybjer, et al., 2012, p. 60), and the ontological standpoint adopted for this study is constructionism. The fundamental ontological assumption of this research is characterised by the indication that gender and culture exist in the workplace. The ontological position adopted for this research is constructionism and on the basis of the postulation of Thomas (2013, p. 119), option (a), which indicates that the social world can be seen as “‘*simple variables*’ or ‘*interaction among people*’ or both” (Thomas, 2013, p. 119). Thus, exploring the research subject matter from both angles influenced the epistemological standpoint of this study to explore the interaction among the people within the Nigerian oil and gas industry from a constructionist position

and an interpretivist perspective, leading to an inductive approach to the research, adopting both a quantitative and a qualitative research strategy, employing a mixed methodology to conduct the study. The view of exploring the research issue as simple variables. This ontological position led to adopting a mixed method of data collection and analysis, with the data collection technique of employing interviews and questionnaires. The cross-sectional study design was adopted for this research study as it involves data collection within a precise time period. The details of the methodologies adopted for this research study with justifications are discussed in chapter 3 of this thesis.

1.9 Outline of Thesis Chapters

This thesis examines the barriers to women's management career development in the Nigerian oil and gas industry. There are six chapters in this thesis which are as follows:

Chapter 1 presents an overview of the study while introducing the rationale for examining women's management careers in the Nigerian oil and gas sector and argues that women are underrepresented in management in the industry. Also, highlighted is how the oil and gas sector has embraced women involvement for some time and

further indicates the rationale, aim, objectives and research questions of the study.

Chapter 2 is a literature review on the barriers affecting women's career development to management positions in the Nigerian context. It begins with gender balance issues in Nigeria, its legislation regarding the issue and the possible adverse effects that the women may encounter in their career advancements. This is followed by family life, the geographical region covering Nigeria's national culture, and societal norms exploring their effects on the professional career progression of the women and the possible obstacles they may cause to the women's career development.

Chapter 3 is an overview of the research methodology for this study. It discusses the methodology adopted for the collection of the qualitative data of this research and the supplementary quantitative data of this study. This includes the analysis adopted and justification for the choice of methodology. It covers the fieldwork processes for data collection and analysis.

Chapter 4 displays the results from the data collection processes for this study with a discussion on the analysis of

the results from both the quantitative and qualitative segments of the research data collection. It discusses the findings from the questionnaires and from the face-to-face interviews and group interviews in the light of existent literature and argues as it pertains to the career development of women in the Nigerian oil and gas industry. Chapter 5 discusses the identified themes from the quantitative and qualitative results of this research in relation to the objectives of the study. It equally shows how the research findings have been met and the research questions answered. Finally, Chapter 6 consists of the conclusions on the research findings, the researcher's contribution to knowledge from the research findings, suggestions for further research, scope of the research study, and the final section on conclusions and recommendations.

1.10 Conclusion/Contribution

The chapter has discussed an introduction of the oil and gas industry, known to be a previously traditionally male-dominated industry, which has now allowed women to work in the sector. A brief history of Nigeria, its economy and its oil and gas industry. The issue of the research problem was discussed, followed by the significance of this research study, this is further expanded in chapter 2, the literature review chapter. The rationale, research aim, objectives and questions were discussed briefly, details are

mentioned in chapter three of this research study. Also covered is the research design of this study displaying the different methodologies that were adopted for conducting this study, details are discussed in chapter 3.

This research work examined the barriers encountered by women in developing their careers to management and senior management career development in the Nigerian oil and gas industry. Although, the findings of previous scholars support the findings of this research, changes are yet to be made to enhance women's management career development in the oil and gas industry. This research study also fills the gap in literature on the barriers of women's career development to managerial positions in the Nigerian oil and gas industry. This study also makes recommendations, seeing that women in the oil and gas industry have joined the industry to progress their careers to management positions but are still faced with barriers. Hence, the researcher has taken on this task to examine the situation, identify the barriers women experience in order to be able to contribute to the body of knowledge.

Chapter 2 – Gender and Barriers to Women’s Management Career Development in the Nigerian Oil and Gas Industry: A Literature Review

2.0 Introduction

This chapter sets out to explore the concepts of gender inequality, women’s career development and factors that influence women’s management promotion with a focus on the Nigerian oil and gas industry, a traditionally male-dominated occupation. This is done through a review of the literature to provide conceptual explanation and perspective to analyse this research construct. This chapter is divided into five sections, it begins with section one on career development, management and women’s leadership. It explores gender and leadership roles as it is perceived in management and how gender stereotypes match with perceived managerial qualities and career development of women and factors that influence their promotion. This is followed by section two on the Nigerian legislation and discrimination against women’s economic empowerment, followed by section three on family life and women’s career development. Section four is on national culture and women’s career advancement, which focuses on Nigeria, the country where the research was conducted. with a look into organisational culture, national culture, socio-economic and political influence on women’s career progression in the sector. Organisational change management is examined in relation to change management

for women's career improvement. Equally discussed are feminist theories, competing values framework and finally the conceptual framework of this research. In order to explore the issues of gender and barriers to the management career progression of women in the Nigerian oil and gas industry. Finally, the last section of this chapter is the conclusion.

2.1 Career Development, Gender, Management Careers and Leadership – Gender Type, Leadership Styles

This section discusses career development, management career progression of women and men, leadership and styles of leadership in relation to gender type in management. Women in employment and their career progression. Workplace environment and factors that influence women's promotion. It begins with career and career development in the next subsection.

2.1.1 Career and Career Development

Career, although, in the past was not considered a complex term with no much importance as it is regarded today, however, a job in the past to an employee was for a life long term. According to Nadarajah, et al., (2012, p. 107) career *“is a multifaceted concept which is ideas of progression and development both at work and at a personal level it embraces ideas about lifelong learning as well as skill*

development.”. Hence, this may explain why models on career development described career path progression as a linear movement, involving individuals moving in an ordered, predicted manner in related jobs as postulated by Egbuta (2018), with each job providing a greater financial remuneration and prestige.

Career development as defined by Nadarajah, et al., (2012, p. 107) *“is the ongoing acquisition or process of skills and knowledge, including job mastery and professional development, coupled with career planning activities.”* According to Egbuta (2018), career development is one of the factors that influence employee loyalty to the organisation as it promises a higher position and better remuneration as indicated by.

Career development in the light of the traditional masculine career development models, presents employees who prefer a working atmosphere of support, encouragement and camaraderie as people with little if any career ambition, as postulated by Nadarajah, et al., (2012), suggesting that the idea of a co-operative enterprise replaces that of winners and losers. The next section discusses female career development. as weak, suggesting that

2.1.2 Female Career Development

Female career development as defined by Egbuta (2018, p. 12) is *“a woman’s lifelong process involving the development of attitudes, values and capacities that lead to future occupational choices”*. Career development programs within organisations encourages progression for its workforce.

However, this subject has proven to be a concern for the human resource management as differences between women and men have been a key controversy argues Egbuta (2018). The need to promote women to positions of leadership has become eminent as a result of workplace gender inequality argues Smith & Suby-Long (2019). According to Chapple & Humphrey (2014) European countries like France and Italy hold compulsory quota set for women in positions of leadership to occupy; while U.K. and Australia have in their best practice for corporate governance quota recommendations of directorship positions for women. A finding equally indicated by McGrath & Marinelli (2012) and other authors, on the need for gender diversity in corporate governance, with European countries setting quotas to improve female representation on corporate boards for better governance and organisational performance.

2.1.3 Leadership – Styles and Management

Leadership is a fundamental aspect of an organisation's overall performance as postulated by Karam & Tasmin (2020). It is essential for successful outcomes in organisations as this is agreed by scholars and practitioners alike indicated by Farler & Haan (2021). According to Northouse (2019, p. 5) leadership is defined as “*a process whereby an individual influences a group of individuals to achieve a common goal*”. However, Karam & Tasmin (2020) argues that leadership style of management is an essential factor in the overall operations of organisations and its direct influence on employees. Further suggesting that the leadership style adopted would always impact its workforce and the organisations performances as a whole. Thus, impacting employees job satisfaction and career progression in the workplace. Hence, the next subsection discusses styles of leadership.

2.1.3.1 Leadership Styles of Management

There are various styles of leadership in management. According to Olayisade & Awolusi (2021), these leadership styles include: bureaucratic, autocratic, laissez faire, transactional, transformational and charismatic. The following subsections discusses the different leadership

styles explored in this study in evaluating the leadership styles of the Nigerian oil and gas industry.

2.1.3.1.1 Democratic and Transformational Style of Leadership

Democratic style of leadership is centred on leaders and followers' collaboration, and information share is carried out with followers who are part of decision making as indicated by Olayisade & Awolusi (2021). It is often referred to as direct opposite of the autocratic style of leadership. This style of leadership allows creativity and innovation of the organisation or team members encouraged by participative leadership suggested by some authors Iqbal, Anwar & Haider (2015) and postulated by Dalluay & Jalagat (2016). This leadership style is best suited for organisations with teams of members with unique skillsets and perspective as indicated by Olayisade & Awolusi (2021). An example is the construction companies like the oil and gas industry, as these organisations thrive on creativity, innovation, team cohesion and improved decision making.

Transformational leadership style is centred on building follower-leader relationship trust and motivation in followers as postulated by Raes, et al., (2013). According to Olayisade & Awolusi (2021), this form of leadership

gives inspiration to followers for improving performance with a focus on the needs and wants of the business and its members' personal concerns. Some earlier studies revealed positive significant relationship of transformational, laissez faire and transactional styles of leadership to productivity of employees.

Similarly, other studies suggest the importance in the relationship between leadership styles and employees' performance. Thus, indicating that an organisation's success or failure relies on the leaders and the style of leadership practiced by them. Hence, this study explores the management style of leadership adopted by the Nigerian oil and gas industry to examine its effects on employees' relationship with management and how it impacts employees' career development in the sector.

2.1.3.1.2 Autocratic and Transactional Style of Leadership

Transactional style of leadership is based on the system of reward and punishment for followers' motivation and establishing of responsibilities and roles as defined by Olayisade & Awolusi (2021). However, previous study on leadership style and organisational culture on employees revealed that the transactional style of leadership proved to be positive with significant relationship leading to

employee productivity. Hence, this style of leadership is explored in this study in relation to employee career progression, organisation culture and leadership styles in operation with the Nigerian oil and gas industry.

Autocratic style of leadership focuses on task completion, power is concentrated in the leader's hands for decisions, directions and tasks assigning as postulated by Olayisade & Awolusi (2021). However, some study indicated that there was negative outcome in the relationship between employees and the autocratic leadership styles. This study seeks to explore whether this leadership style is practiced in the Nigerian oil and gas industry.

2.1.3.1.3 Laissez-Faire Style of Leadership

Olayisade & Awolusi (2021) postulates that the laissez-Faire leadership style is characterised by minimal involvement of the leadership and common in organisations with highly experienced teams. Findings from the study by some scholars suggested some form of positive relationship between laissez faire leadership style and employee productivity. This study seeks to explore if the style of leadership is practiced in the Nigerian oil and gas industry and its effects on employees' career development.

2.1.4 Gender in Management and Leadership Styles

Gender inequality in directors of board of management in corporations is perceived as a “*systematic problem*” argues Pasaribu (2017, p. 148). Developed countries have set quotas for the numbers of females represented on boards of directors to be increased to promote gender diversity as postulated by Chapple & Humphrey (2014), as well as McGrath & Marinelli (2012) and other authors, to increase the range of talents reaching a wider spectrum, better organisational performance and leadership management. Although, there are different types of leadership styles, Olayisade & Awolusi (2021, p. 50) suggests that the leadership style practiced by organisations are influenced by the organisational culture, prevailing circumstances, the desired goals and objectives, team dynamics and preference of individual. Linstead et al., (2009, p. 114) argues that gender and management are interrelated, that “*the embodied nature of managerial work, management as performed by gendered subjects*” as male or female have established consequences for managerial and organisational practices.

Although, gender in management approach posits that women and men socialise differently and therefore manage differently, Linstead et al. (2009, p. 115), suggests that researchers in this field have focused on “*identifying the*

key characteristics of ‘masculine’ and ‘feminine’” styles of management. These key characteristics are discussed in the next two subsections.

2.1.4.1 Femininity in Management and Leadership Styles

The leadership styles of women leaders point repeatedly to organisational culture and precise outcomes of performances argues some scholars. Equally, other authors postulate that women leaders exhibit different traits and leadership styles in different organisational environment, indicating that women are perceived as more autocratic and assertive in male-dominated environment.

However, some scholars suggest that female leaders main reason for change from transformational leadership to autocratic occasionally was due to masculine subordinates’ attitudes and workplace environment.

2.1.4.2 Masculinity in Management and Leadership Styles

According to Linstead et al., (2009, p. 115), the transactional leadership management style was adopted by the men in her research, laying emphasis on “the principle of exchange in management”, for work well done or work badly done. The men relied on “their position authority”

which is “the status conferred upon them by the organisation”, “in order to manage others” (Linstead et al., 2009, p. 115). However, some scholars’ postulates that leadership styles are associated with the masculine or feminine gender as organisational culture and leadership are associated with one or the other. Hence this study seeks to explore the leadership style within the Nigerian oil and gas industry and explore how it can affect the promotion of women in the sector.

2.2 Nigerian Legislation and Discrimination against Women

This section covers literature on Nigerian legislation and how it affects women’s career development in the workplace. It begins with the gender inequality issues in Nigeria, followed by the Nigerian legal system, absence of gender equality law in Nigeria and the Nigerian labour law.

2.1.1 Gender inequality issues in Nigeria

In Nigeria, women continue to experience gender inequality, lacking opportunities and still form underclass (Gender in Nigeria report, 2012). Although women have moved steadily into traditionally male professions for more than 30 years, their access to leadership and management positions have been met with resistance (Kolade & Kehinde, 2013). It has been argued that the 21st Century

future of Nigeria is not its oil but its youths, with the assumption that if investments are made on women and girls, the enhancement of future educated, healthier generations that would be empowered to contribute to its economic growth and development is sure (Gender in Nigeria report, 2012).

Gender discrimination is prevalent in Nigerian society and its cultures (Chigbu, 2019a). Although class, education, kinship, ethnicity, religion and marital status play a role in elaborating the effect of gender inequality in all Nigerian women (Ekhaton, 2015) The division geographically between the North predominantly Muslims and predominantly Christian South is a central dimension of gender inequality struggle (Gender in Nigeria report, 2012; Chigbu, 2019b) in Nigeria.

Another aspect of inequality that is prominent in Nigeria is the indigenous divide birthed by ethnic diversity within many states, which is due to migrations of people within different States in the country. Here minorities from one State to another are regarded as “*non-indigenes*” leading to the denial of admittance to political services, assets and representation with the States that they have settled (Gender in Nigeria report, 2012, p.5-6). However, many of the ethnic groups trace descent, inheritance and identity

through a male line under a patrilineal kinship system, this equally has economic and social implications of women's position in Nigeria with the men empowered to rule over the women (Chigbu, 2019a). As patriarchy is at the core of its socio-cultural practices. Consequently, economic prosperity and power are not distributed evenly among the different ethnic groups (Gender in Nigeria report, 2012). However, for the purpose of this research, emphasises would be laid on just the women, and how they continue to face gender discrimination in Nigeria, supported by its legal system which enforces discrimination against women. The next section discusses this matter.

2.1.2 Nigerian Legal System – Sex discrimination legislation

Nigeria operates a pluralist legal system where the English common law, statutory law, customary law and Islamic (Sharia) law determine justice in the country (Ekhtator, 2015, p. 285). Women, however, are a long way away from equality with men under Nigerian laws. The pluralist legal system in Nigeria discriminates against women in many ways, as they experience numerous challenges (Ekhtator, 2015, p. 285) in the provisions of the laws. In the south of Nigeria, customary law is predominant while in the North Islamic law is widespread and discriminates especially against women in many ways, as interpreted in its provisions. The pluralist law has various problems linked

with protection, promotion, and women's human rights fulfilment in Nigeria; the reasons for the rationales women in Nigeria persistently undergo discriminations, argues Ekhaton (2015) and UN committee of CEDAW (2004 - 2008).

These problems carry on primarily for the reason that the government of Nigeria has consequently avoided its responsibility to domesticate Convention on Elimination of all Forms of Discrimination against Women (CEDAW). This, however, has resulted in the chief challenges to the operation of CEDAW in Nigeria (UN committee of CEDAW, 2004 -2008). Women's employment into Federal Civil Service or Foreign Service and other forms of employment is not aimed at gender balance but on federal character basis where preference is given only to people according to their ethnicity and state of origin to be considered for employment notwithstanding the gender whether male or female (UN committee of CEDAW, 2004 -2008; Gender in Nigeria report, 2012). Specifically, consideration is only given to people's ethnicity and state of origin before they are employed, despite whether they are males or females.

The system of federal character has disfavoured the women as they are persistently low in terms of their representation

in Foreign Service and other employment. Also, the participation of women in international organisations equally experiences the same luck as there are also no particular processes to advance the participation of women in employment (UN committee of CEDAW, 2004 -2008). All other means of discrimination against women include:

- Rights to social and economic welfare
- Education and training rights
- Participation in political and decision making processes rights
- Marriage, separation, divorce and women's property rights
- Harmful practices, culture and discrimination against women elimination
- Access to equal protection under the law and justice
- Inheritance right, etc.

The complications prompted by means of the operation of the pluralist systems of Laws in Nigeria are largely clear in the marriage and family law, labour laws all repeatedly have conflicting and discriminatory provisions that reinforce male supremacy over women and perpetuate patriarchy in its provisions. This is all seen in the lack of gender equality legislation in Nigeria, this is discussed in the next section.

2.1.3 Absence of Gender Equality Law – Nigeria

Women continue to suffer discrimination and challenges in many ways as a result of the Nigerian legal system that disfavours the women as expressed in the previous section (Ekhaton, 2015, p. 285). As a result, the women are persistently low in terms of their representation in Foreign Service and other employment. Also, the participation of women in international organisations equally experiences the same luck as there are also no particular processes to advance the participation of women in employment (UN committee of CEDAW, 2004 -2008; Ekhaton, 2015, p. 285).

On 16th March 2016, the Gender and Equal Opportunity Bill was passed to the Nigerian Senate (the legislative body of the country), a proposed bill based on the elimination of “all forms of discrimination” against women. The Senate disapproved this bill on a number of grounds: some lawmakers expressed that – *“the Gender and Equal Opportunity Bill is not compatible with Nigerian culture and religious beliefs”* (BBC News, 2016). The Human Rights Activists, angered by the Senate’s refusal of the bill indicated that the establishment of this bill would have promoted the equality of women in marriage, education and inheritance.

This act of the lawmakers in the case of gender inequality against the Nigerian women is shocking, as it would have been assumed that it would be influenced by globalization and the 21st-century innovations to change its discriminatory act against women. However, this is not the case as women still struggle in matters of social and political positions of authority. However, this fight against gender inequality for women is not peculiar to Nigeria alone, as it is seen in other African countries with similar national cultures and patriarchal values that perpetuate gender discrimination against women, which is also common in Asian, Middle Eastern Arab countries.

The absence of gender equality is a dilemma that continues to weigh on the career progression economically and politically of the Nigerian women and their family lives, as they continue to suffer gender inequality discriminations in all spheres of life. However, the question is: *“how can this issue of gender discrimination against women in Nigeria be tackled?”* This is a vital question, as the place of women in Nigeria cannot be overemphasised. Women make almost half the population of the country and substitute the income of their husbands or fathers and so their economic contribution cannot be ignored. Consequently, the Nigerian economy hinges heavily on its oil and gas sector, and as a result of both the importance of women’s economic

empowerment in Nigeria and its oil and gas industry, is the purpose of this research study, to evaluate the issues and impact of gender and other barriers that women encounter in career development to management and senior management positions within the Nigeria oil and gas sector, in the face of gender discrimination. Hence, this research study is significant to women in the Nigerian oil and gas industry, the management of the different Nigerian oil and gas companies and well as Nigerian oil and gas servicing contractor companies and the Nigerian lawmakers to ensure that discrimination against women is eliminated.

The above has always been the case, due to the absence of the Nigerian National Gender Equality Law to legislate against areas of gender inequality in the country. As such, the Nigerian women still face numerous challenges and gender discrimination in every area of their livelihood (Ekhtor, 2015) – in family life, economic and political status. These problems carry on primarily for the reason that the government of Nigeria has avoided its responsibility to domesticate UN Convention on Elimination of all Forms of Discrimination Against Women (CEDAW) (Ekhtor, 2015; BBC News, 2016), as indicated in the Nigerian Senate over women's equal opportunity bill (BBC News, 2016).

2.1.4 The Nigerian Labour Law

The laws in Nigeria discriminates against the women, and these laws include its Labour Act, Customary law, Sharia law, including several sections of its constitutional provisions (Pambazuka News, 2010). However, some Nigerian Labour law that discriminates against women highlighted by Ekhaton (2015, p. 286) are stated below:

1) Labour Act Section 34(1), states that:

“men who are employed in the public service in Nigeria are permitted to be accompanied to their place ‘by such members of his family (not exceeding two wives and such of his children as are under the age of sixteen years) as he wishes to take with him” (Ekhaton, 2015, p. 286).

This Labour Act accords men in employment the privilege of being accompanied by their wives to stations of posting including as many children as they desire to take with them as long as they are under 16 years of age. This Act is not the same for women in employment. Instead, a different Labour Act is issued which discriminates against the women as displayed in the Labour Act Section 56(1), below:

2) Labour Act Section 56(1), states that:

“women are prevented from engaging in any underground work in any mine. Furthermore, women are denied the opportunity of being accompanied by their spouses to their place of employment or posting in the service” (Ekhaton, 2015, p. 286).

The relevance of these laws to this research study emphasises the discrimination against women working in the Mining and Quarrying sector of the country’s economy of which the Nigerian oil and gas industry is a part of; and as such, this Act stands as a ready barrier to the progress of women’s careers to management positions in the sector. This is seen in an important criterion that is needed for management career progression in the Nigerian oil and gas industry which is ‘high mobility’ – in this case, the candidates’ males or females are expected to be ready to move to deep-sea oil rig platforms or other cities where the company has stations of operation or even to foreign countries where they are needed to provide their services.

In this case, under the Nigerian Labour Act Section 56(1), a married woman in the sector is not permitted to take her husband and children with her to her work station that requires her to move cities or even countries to fulfil her economic duties. While the Nigerian Labour Act Section 34(1), permits the married man to be accompanied by his

wife (wives) and children to his posting station whether moving to different cities or countries. This issue to women's management career development in the Nigerian oil and gas industry is one of the barriers that women in Nigeria have to encounter among other barriers to their career advancement in the sector.

2.2 Family Life and Women's Career Development

It has been debated that work-life balance policies are influenced by the organisational culture as some scholars suggests that it controls how employees can benefit from the rules. Nigeria's unique institutional context and sociocultural pressures on the women workforce both structures and foster challenges for women employees (Nwagbara, 2020b). Work-life balance is a vital issue to both employees and their employers alike; as a result, "*a desired balance between*" work and family will lead to job satisfaction, productivity, employee performance and commitment to the organisation (Adisa, et al., 2016, p. 416). Hence, this study seeks to explore the work-life balance of women in the Nigerian oil and gas sector from these above-mentioned factors that may challenge the ability of the women workforce to balance their work and life (Nwagbara, 2020b). Discussed in this section are the different work and family challenges that women encounter in their professional career development.

2.2.1 Authority of Husbands – Nigerian Context

The authority of husbands in Nigeria, according to The Lawyers Chronicle (2014), “*Article 7 of the Protocol to the Charter on Human and Peoples Rights on the Rights of Women in Africa*” – makes provision for equal rights within and after the marriage to be enjoyed by both parties, but in reality, this is not the situation as the men remain the head of the house and determine the rights and positions of the wife, who as long as she remains married to him can use their property but once divorced, all her rights are withdrawn; Nigeria’s Customary and Islamic laws are yet to be influenced by this Protocol (Pambazuka News, 2010). The political position of women in the Nigerian society remains one of the world’s lowest and stands at less than 35% which the country’s gender policy indicates (The Lawyers Chronicle, 2014). The woman in the Nigerian culture is considered a property of her husband, and as a result, she is unable to inherit his property (The Lawyers Chronicle, 2014; Pambazuka News, 2010).

The discrimination against women was highly widespread in early societies like Athens, Rome, Africa, other countries and sadly still very much in operation in the Nigerian cultures with women and children being treated as properties and the women in “*the vulnerable groups*

subjected to discrimination in Nigeria” (Ekhtator, 2015, p. 286).

2.2.2 Women’s Career and Starting a Family

The continuous employment for women after starting a family is essential for the career advancement of the women (Fagan & Norman, 2012, p. 546). There is an increase in the need for dual-earners (Egbuta, 2018, p. 455) and so the work-life balance policies that cater effectively for the needs of the women to ensure their continuity in employment after childbirth is vital for increased finance in the home, which subsequently increases the contribution of the women to the economy. However, work-life balance is yet to gather its “much needed” attention in Africa as very little has been done in Sub-Saharan African countries (Egbuta, 2018, p. 454) like Nigeria. Hence, being able to balance work and life responsibilities promotes women’s economic contribution (Adisa, et al., 2016, p. 415), and women’s career development.

2.2.3 Maternity Leave – Nigerian Context

It has been argued that maternity leave is required for the full recovery of women after childbirth. In the case of Nigeria, maternity leave within the workplace is uneven, as it shows a gap between practice and law, revealing that some women benefit more than others depending on their

position in the company (Paul Ogunyomi, cited by The Lawyers Chronicle, 2014).

In the UK, maternity leave was extended by the then Labour government in the 1990s and paid paternity leave was introduced equally by the government, including flexible working hours to enable childcare and other responsibilities, to balance work-family for the women and men (Fagan & Norman, 2012, p. 545). Although statutory maternity leave was introduced in 1979 in the UK, expansion was little concerning childcare services until the 1990s.

Maternity leave of 9 months after childbirth was introduced in UK employment (Fagan & Norman, 2012, p. 545). However, this is not the case for Nigerian women, as mothers are given just 3 months of maternity leave in comparison to 9 months in the UK. Equally, paternal leave is given to their partners or husbands, which is not practiced in Nigeria. This is a practice worth emulating by the Nigerian government to ensure the full recovery of mothers after childbirth and proper care for their newborn babies. This eventually, will ensure the return of mothers to their paid employment and their desire for career development at work. As women in Nigeria similar to British women “*are*

well-represented in different professions in addition to their primary roles as homemakers” (Adisa, et al., 2016, p. 415).

2.2.4 Women’s career – Childcare

The issue of work-life balance has been acknowledged as a key problem for working mothers (Adisa, et al., 2016, p. 414). Returning to employment after childbirth is argued to be beneficial to the career progression of women in the UK (Fagan & Norman, 2012, p. 546). Women in Nigeria, as well as Britain, continue in paid employment with the aim of providing sufficient funds for their families (Adisa, et al., 2016, p. 415).

2.2.5 Women’s career – Home maintenance

Women in employment are faced with the task constantly of combining both domestic responsibilities and their jobs (Fagan & Norman, 2012, p. 545). It has been debated that women who are mothers in the workplace with family responsibility may face greater work-life balance challenges in comparison to their male counterparts, as *“managing work and family responsibilities remains the most significant challenge that confronts female employees”* (Adisa, et al., 2016, p. 415). An attempt in the UK, to assist with the family responsibilities of working mothers was the introduction of part-time employment (Fagan & Norman, 2012, p. 546). It is worth introducing

flexible working hours in the Nigerian employment system to aid working mother with their family responsibilities by emulating the UK, through introducing part-time work in employment.

2.3 National Culture and Women's Career Advancement

This section centers on the geographical region, Nigeria, on which this research study was conducted. It discusses the national culture of Nigeria and then aspects of the culture that stands as barriers to the career advancement of women in the workplace.

2.3.1 National Cultures - Nigeria

National culture is composed of a national level phenomenon that distinguishes the varied behaviour characteristics of people from different nationalities as postulated by Driouchi, et al., (2020) and other authors. National cultures guide the values, norms and expectations of a country which in turn hinders or encourages actions of organisations as indicated by Prince, et al., (2020). However, Hofstede's (2011), cultural dimensions' theory indicates that culture consists of six dimensions namely – long term orientation, power distance, uncertainty avoidance, masculinity, individualism and indulgence (p. 8).

These dimensions have since been adopted by other authors in exploring the relationships between gender and culture, including the influence of culture on gender decision making. Thus, indicating that risk-taking and the ability to avoid uncertainty indulgence are affected by these dimensions, as postulated by Hofstede (2011), Driouchi, et al., (2020) and other authors. As, Hofstede's national cultural model has broadly been acknowledged by several authors like Driouchi, et al., (2020) and other authors.

However, some academics assert different views on the findings of Hofstede (2011), postulating contrary suggestions concerning elements of Hofstede's cultural dimensions' model. While, other authors have explored the dimensions of culture beyond Hofstede's approach. Kirkman et al., (2006), suggested three main recommendations as indicated by Beugelsdijk, et al., (2017), that it should expression that culture matters, the extent to which it matters and the difference between effects of culture and effects of country. This research seeks to explore if culture matters in the career progression of women in Nigeria's oil and gas industry, how much it matters and its effects on their progression to management and senior management positions in the sector. As such, other characteristics of national cultures that influence the

social distinctions between women and men and how these characteristics impact negatively or positively on the economic empowerment of women and their career progression within the labour market is explored. Hence, Hofstede's cultural dimensions' model was not adopted as the study seeks to explore beyond these cultural dimensions.

The Nigerian cultural perspectives portray its women as inferior to men and weak and the men regarded as the head of the home. The correlation of Person-culture fit as postulated by some scholars, relate to the similarity of an individual's beliefs, values and personality to those surrounding them. However, due to the differences in gender social norm, values and experiences, women are anticipated to be less overly confident, more opposing to risks and ambiguity than men as indicated by Driouchi, et al., (2020) and other authors. Previous studies have expressed that a person's susceptibility to take risks is subjective to their national cultures which equally affects their moral of making decisions as postulated by some scholars. Thus, having a positive or negative impact on a business or an individual's career choices as indicted by (Miska, et al., 2018). Therefore, leading to women and men continuing to follow economic activities considered appropriate for their social roles. In this study of women's

management career development in the Nigerian oil and gas industry, the researcher seeks to explore the place of the Nigerian national culture in influencing the career progression of these women. Another aspect of this study is to explore women's individual decision making in the area of pursuing a management career in the sector and how these decisions are influenced by their socio-cultural norms. The next section discusses the patriarchal norms within Nigeria's national culture and its impact on the career development of its women.

2.3.2 Nigeria's Patriarchal Society

The Nigerian society is permeated with patriarchal values which are perpetuated by its culture, religion, polity and economy (Nnam, et al., 2018; Ekhaton, 2015; Chigbu, 2019b). Women have been discriminated against and continue to be as a result of its inherent patriarchal practices in both social and economic spheres of the country with the men being at advantage (Ekhaton, 2015; Nnam, et al., 2018; Chigbu, 2019a). In gender unequal cultures predominant in Africa, the discrimination against women extends to impeding their access to land ownership due to its patriarchal practices (Chigbu, 2019a).

Identifying patriarchy as the core hindrance to women's economic and social empowerment in developing nations

(Chigbu, 2019a; Nnam, et al., 2018). Some scholars have expressed that the patriarchal mentality must be shunned to promote gender equality, a critical feature to the rights of women (Djurfeldt, et al., 2018; Chimhowu, 2019; Brownson, 2016; Alexander & Welzel, 2015; Chigbu, 2015; Carter, 2015). Hence, this research explores the effects of the patriarchal practices in Nigeria on the career advancement of its women, focusing on the career progression of women in the Nigerian oil and gas industry.

2.3.3 Societal Gender Stereotypes

A society's national cultural values are the framework of its established acceptable behaviours and decisions. Social gender systems, its norms and other aspects beginning the shaping of individuals at infant stages with the gender socialisation beginning in the family unit and contested or reinforced by teachers, peers, faith leaders and media exposure. It has been argued that the cultures of society where superiority is ascribed to one gender above the other as postulated by Ekhaton (2015), "*expose the sex that is considered to be inferior to various forms of discrimination*" (p. 285). The Nigerian societal norms promote gender stereotypes being permeated with patriarchal values encourages gender discrimination by men against women (Ekhaton, 2015; Nnam, et al., 2018; Chigbu, 2019a). Women in Nigerian society are perceived

as weak and seen as inferior to men Ekhaton, 2015; The Lawyers Chronicle, 2014). The societal expectations for women in Nigeria are the gendered roles of child care and managing the home. However, authors like Okoyeuzu, Obiamaka & Onwumere (2012), Tijani-Adenle (2016) and other scholars suggests that women's economic empowerment in Nigerian could enhance significant contributions to its economy.

Women's ability to aspire, acquire and retain positions of leadership in Nigeria has been negatively affected by the portrayals of the media, with little coverage of their professional aspirations, achievements and contributions to society but heavily focused on their private lives as indicated by Tijani-Adenle (2016). As much emphasis is laid on women's successful marriages than their careers, women who are single beyond the societal conventionally marriage age are considered a misnomer in Nigeria as postulated by Ntoimo & Isiugo-Abanihe (2014). The women are expected to be submissive to the men even in employment and are perceived as aggressive and over-ambitious when they aspire for management and leadership positions and continue to face gender stereotypes in all spheres of life as indicated by The Lawyers Chronicle (2014), as expressed by Ekhaton (2015) and other scholars. An acceptable norm in the Nigerian society (as in other

similar patriarchal societies in the African context as postulated by Chigbu (2019a), Asia, and the Middle Eastern Arab nations. This study seeks to explore how the Nigerian societal gender stereotype has impacted on the management career progression of the women in the Nigerian oil and gas industry. To highlight the barriers that women may encounter in their career development in the sector and add to the body of knowledge.

2.3.4 Women's Subordination to Men

In Africa's Sub-Sahara region, women's assets compared to that of the men are few, with women's assets mostly non-income-producing like cups and pans (Oladokun, et al., 2018; Kagotho, 2015). Nigeria's gender inequality against women in its patriarchal norms have made land ownership for women a struggle (Chigbu, 2019a; Chigbu, 2015; Ablo, 2015). Also, a woman may use her savings to start a small business but the decision making regarding the business is reliant on her husband who is legally authorised to do so (Kagotho, 2015; Oladokun, et al., 2018). In Nigeria, patriarchy does not operate in the family alone but is in operation in all institutions and structures of the country, which promotes inequality and the control of women by men (Chigbu, 2019a). The oppression and subordination of women is an essential nature of the female and male identity embedded in the Nigerian culture (Para-Mallam, 2010).

The women are subordinate to all men irrespective of their age or educational status as this is socially acceptable in Nigeria, with women assumed the weaker sex and inferior to men (Ekhaton, 2015, p. 285; Pambazuka News, 2010; The Lawyers Chronicle, 2014). Nigeria still lacks the expected result for equal access and opportunities for females and males in economic, political and social spheres as expressed by Okoyeuzo, Obiamaka & Onwumere (2012). The importance of women in Nigerian society is still tied to their husbands and families as expressed by Tijani-Adenle (2016), as highlighted in chapter 1. Women continue to experience discrimination against them in the labour divisions, entitlements, resources, power and rights between females and males that remain gender-biased in Nigeria as postulated by The Lawyers Chronicle (2014). Hence this research set out to explore the issue of gender and other barriers against women's management career progression in the Nigerian oil and gas industry. This is based on exploring the effects of the Nigerian culture and the effects of the organisational culture within the sector and their impact on the women's career advancement, to fill this gap in the literature.

2.3.5 Nigerian Management Model

The management style adopted by an organisation is a vital factor that enhances or retard the commitment and interests

of the organisation's personnel as indicated by Ogunola, Kalejaiye & Abrifor (2013). The leadership style of an organisation has an important and positive influence on the culture of the organisation (Hosseini, et al., 2020; Sudha, et al., 2016), as it defines its characteristics. Organisational cultures have interrelations with the national culture of the context in which it operates (Beugelsdijk, et al., 2017). As such, there is the tendency of a mirror effect of the country's culture reflected in the industry's culture. In the case of Nigeria, the context of this study, understanding the characteristics of the national culture reflects the form of management practices within the context. The Nigerian national culture is embedded in patriarchal practices as postulated by Chigbu (2019a), expressed by Nnam, Arua & Otu (2018) and indicated by Ekhaton (2015), with leadership associated with masculine characters and the exhibition of confidence, strength, being adventurous and competitiveness seen as traits of leadership styles for senior management. This study seeks to evaluate the management style of the Nigerian oil and gas industry and how it affects the career progression of the women in the sector.

2.4 The Oil and Gas Industry's Culture and Women's Career Progression

This section focuses on the company sector of this research study, the oil and gas industry; beginning with the organisational culture of the sector and the different aspects

of the industry's culture that stand as barriers to the career development of the women in the sector to management and senior management positions.

2.4.1 Organisational Culture

Organisational culture is defined as *“a complex entity of values, beliefs, behaviour norm, meanings and practices shared by personnel with an establishment”* (Al Saifi, 2015, p. 167). These norms and values practised within an organisation give them their identity (Knein, et al., 2020; Schneider & Barbera, 2014), new members are taught these basic patterns of assumptions as the correct way to think, perceive and feel concerning internal integration and external problems (Turker & Altuntas, 2015). Although individuals display environmental constraints based on societal values of national cultures (Ehrhart, 2014), they are faced with the task of displaying the established behaviour norms and values of their organisation. Some researchers have indicated that the values of national cultures are interrelated to workplace behaviours attitudes and other outcomes of an organisation (Beugelsdijk, et al., 2017). Organisational culture influences intensely the capacity of employees to use work-life balance policies (Adisa, et al., 2016); their study on female doctors in Nigeria revealed that long working hours due to shift work pattern, lack of support from colleagues, supervisors and managers,

organisational expectations and the need to be present at work exacerbated their challenges of balancing both work and life (Mushfiqur, et al., 2018). Although industries shape organisational practices within their sectors with specific emphasis on employment relations and practices of human resource management, these relations still lead to challenges of work-life balance for women and even more challenging for Nigerian women workers due to its context (Nwagbara, 2020b). Hence, this research seeks to explore the organisational culture of the Nigerian oil and gas industry to evaluate how it affects the career progression of the women in the sector, as well as how it influences their work-life balance in the industry.

2.4.2 Masculine Cultures

Organisational cultures are recognised repeatedly as gendered structured, this is seen in the work segregation, status inequality, income, individual images of gender and the culture it operates (French & Strachan, 2015, p. 229). Traditionally, masculinity is related to competitiveness and goal-achievement, to independence and instrumentality (Azar, 2013, p. 503). The organisational culture in the oil and gas industry exhibits masculinity and is reflected in the perception of individual images of gender, as the women in the sector are faced with coping with this structure (McGrath & Marinelli, 2012). The theoretical foundations

in the masculine construct according to Azar (2013, p. 503-504) are power, machismo, or the desire for power and control, adventure and high-risk behaviours (Azar, 2013, p. 503-504). Women experience differential treatment within the prevailing male-dominated work culture, which includes isolation, sexual harassment, limited female role models and monitoring access (Kolade & Kehinde, 2013, p. 82). This prevailing masculine culture has been seen as a form of barrier against the career advancement of women in the oil and gas industry as well as other similar male-dominated sectors like construction industry (Worrall 2010; French & Strachan, 2015, p. 229; Kolade & Kehinde, 2013). The masculine traits exhibited in these masculine cultures as described by Azar (2013, p. 504) are thus:

(i) Power, in this case, refers to *“muscled masculine body”* and *“the rationalisation of feelings and above all the rejection of any vulnerable emotional expression”*; (ii) Machismo – *“the desire for power and control”* is considered *“as one of the central components in the definition of masculinity”*; and (iii) Adventure and high-risk behaviour attributed to *“men’s pursuit of outdoorsy experiences can be ascribed to gender roles”, the “notion of courage”...“which is oriented toward achievement”* (Azar, 2013, p. 503-504).

Women working in the oil and gas industry and other sectors with masculine cultures have been faced severally with the decision to adopt or attempt to change the status quo. However, this struggle in many ways negatively affects women's career progression in a male-dominated sector. Hence, this research study seeks to explore the barriers that women in the Nigerian oil and gas industry encounter in their career progression to management and senior management positions.

2.4.3 Lack of Acceptance

In the Nigerian workplace, sex discrimination is still prevalent. Paul Ogunyomi remarked that women in Nigeria are still faced with the predicament of:

“a woman being treated less favourably than a man on the grounds of sex or indirectly by conditions...which are detrimental to women” (Paul Ogunyomi, in The Lawyers Chronicle, 2014).

Women in the male-dominated industry feel isolation in the workplace (Kolade & Kehinde, 2013, pp. 81-82). This resulting from lack of acceptance of women in male-oriented sectors, even though they have been provided with the opportunity of working in these industries. However,

this unfriendly attitude and lack of acceptance of women in male-dominated occupation could lead to a barrier in women's career development and lead to an increase in their turnover.

2.4.4 Gender Stereotypes

“‘Stereotypes’ are particular types of knowledge or thinking that link group membership to certain traits” (Wilson, 2014, p. 174); She also defined stereotype as “the general inclination to place a person in categories according to some easily and quickly identifiable characteristics, such as age, sex, ethnic membership, nationality, or occupation, and then to attribute to that person those qualities believed to be typical of members of that category” (Wilson, 2014, p. 175). Also, an essential feature of stereotypes is that they are offensive and negative (Wilson, 2014, p. 175). “People oversimplify their experience by selectively attending to certain features of information and then forming categories, concepts, and generalisations with which to deal with the vast quantities of information available” (Wilson, 2014, p. 175).

2.4.5 Inflexible hours

The oil and gas industry's strict work regime is another obstacle to the career advancement of women in the sector. Women with family responsibility as a result of the

inflexible working conditions are faced with work and family challenges and as such until there is a desired work-family balance, women are faced with barriers to their career advancement postulates French & Strachan (2015, p. 229-230). This is important to both the employees and their employers, as effective work-life balance results in job satisfaction as indicated by Adisa, et al. (2016, p. 416), and promotes the retention of women in the industry.

2.4.6 High mobility

High mobility in the oil and gas industry is one of the main criteria for management career development. This involves the candidate, whether male or female to be readily available to relocate internationally to another country (cross-posting) where their service is needed or to move to another city or required to go at any time mandatory to off-shore deep-sea oil rig platform. This high mobility has been discovered to be a barrier to the career advancement for women working in Canada's oil and gas industry. However, besides this issue standing as a barrier to women in the oil and gas sector, the Nigerian Labour Act Section 56(1), makes it even worse for the women as discussed previously, as it does not allow married women in the oil and gas industry the opportunity of her husband and children joining her to relocate to her service posting, while the

Nigerian Labour Act Section 34(1), allows the men to move with their wives and children (Ekhaton, 2015, p. 286).

2.4.7 Harassment

The masculine culture within traditionally male-dominated industries provides the opportunity for sexual harassment as women in the sector are faced with this issue among other barriers (Kolade & Kehinde, 2013, p. 82). Study of Worrall (2012), on women in UK construction, indicated that one of the barriers the women encounter is harassment, an indication of the masculine culture in the sector (Worrall 2010, p. 10). Consequently, women in the oil and gas industry in Norway equally suffered harassment as one of the barriers experienced by the women in the industry (Burke, et al., 2008, p. 138). Harassment in most cases is difficult to address as it involves the issue of power (Kolade & Kehinde, 2013, p. 82). It is in some cases possible that an organisation's culture or the general atmosphere within an organisation can support harassment, as the masculine culture in the oil and gas industry seemed to be a breeding ground for harassment against women (Burke, et al., 2008, p. 138), as women in the oil and gas sector are subject to this form of behaviour.

2.5 Gender Literature and Women in the oil and gas industry

This section covers gender literature on women in male-dominated sectors, gender barriers to women in employment, gender and leadership management traits, women in the oil and gas industry, women in the construction industry, a similar sector to the oil and gas industry, management career development, feminist theories, the conceptual framework of this research study and change management, as the research aims to propose suggestions to improve the career advancement of women in the Nigerian oil and gas industry.

2.5.1 Gender barriers – women in employment

This section discusses gender barriers and women in employment. It begins with the gender barriers to women's economic contribution in Nigeria, followed by the importance of the Nigerian women to its economy.

2.5.1.1 Gender Barriers to Women's Economic Contribution in Nigeria

One of the most significant objectives of economic development in developing countries is the increasing number of the integration of women in the workplace into the economy indicated by Adisa, et al., (2016, p. 455). The participation of women in the labour market has enhanced women's relative economic positions and an overall

increase in the efficiency of the country's economy indicated by Gender in Nigeria report (2012, p. 14). However, women's participation in the labour market remains lower than that of their male counterparts expressed by Abraham, et al., (2017, p. 1490). Although the number of women in traditionally male-oriented industries has increased, women are still treated unfairly in the workplace, continue to experience blocked career progression to senior management positions in spite of their contribution to the workforce and the economy postulated by Navarro-Astor, et al., (2017, p. 201). These blocked career progressions to senior management that women experience in the oil and gas industry and other male-dominated sectors suggest the effect of the "glass ceiling" in place. A barrier that is impermeable and invisible that hinders women's career progression into senior management positions as postulated by some authors. Women, however, continue to experience gender discrimination also in areas of the differential pay gap between them and their male counterparts among other career development barriers expressed Kolade & Kehinde (2013, p. 86). However, for this study, the researcher focuses only on women's management career development in the oil and gas industry in Nigeria and not on the differential pay gap between the women in the industry and their male colleagues.

In Nigeria, like other developing nations, the percentage of women in decision-making and management positions is small indicated Abraham, et al., (2017, p. 1490). Women constitute almost 50% of the Nigerian population indicated by Ekhaton (2015, p. 285) and therefore, their role in economic and national development cannot be overemphasised, as it has been argued that women in management bring a different skill to the management as postulated by Alberta Oil (2015). However, women are still under-represented in management and senior management positions in the Nigerian public and private sectors of economic employment, regardless of their ratio in the Nigerian population and their importance to the Nigerian economy stated by Gender in Nigeria report (2012, p. 20).

A report on two public sectors in Nigeria displayed in Gender in Nigeria report (2012), revealed that the Nigerian public sector is equally not void of gender discrimination. A report on the Nigerian National Parliament representation by year and gender in the public sector by National Bureau of Statistics (2021) expressed that the legislative arm of the country's government is equally not void of gender discrimination. This report unveiled the gender inequality in top positions in the two selected houses – the houses of Senate and Representatives. The result showed the gender

disparity of males to females: in the Houses of Senate and Representatives the results showed that the percentage of men compared to women was 97.2% : 2.8% from 1999-2003 in Senate and a ratio of 92.7% : 7.3 % from 2015-2019. While in House of Representatives the ration of the percentage of men to women was 96.7% : 3.3% from 1999-2003 and 93.6% : 6.4% from 2015-2019. Although, the number of females in both the selected principal offices have changed to more than twice their representation in the past 10 years, there is still more work to be done to close the gender gap to promote gender diversity in Niger's legislative government offices. The report uncovered this gender disparity covering a period from 1999-2019. The purpose of this report is to show another sector within Nigeria where gender discrimination in a senior management and leadership position is very evident, as the ratio of women to men is small. Table 2.1 below shows the lack of gender equality in top positions in two of the Nigeria's legislative government representatives.

Table 2.1: Nigeria's National Parliament Representation by Year and Gender between 1999-2019

Legislator	1999-2003		2003-2007		2007-2011		2011-2015		2015-2019		2019-	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
SENATE												
Male	106	97.2	106	97.2	100	91.7	102	93.6	101	92.7	102	93.6
Female	3	2.8	3	2.8	9	8.3	7	6.4	8	7.3	7	6.4
Total	109	100	109	100	109	100	109	100	109	100	109	100
HOUSE OF REPS.												
Male	348	96.7	339	94.2	335	93.1	336	93.3	337	93.6	338	93.9
Female	12	3.3	21	5.8	25	6.9	24	6.7	23	6.4	22	6.1
Total	360	100	360	100	360	100	360	100	360	100	360	100
BOTH HOUSES												
Male	454	96.8	445	94.9	435	92.8	438	93.4	438	93.4	440	93.8
Female	15	3.2	24	5.1	34	7.2	31	6.6	31	6.6	29	6.2
Total	469	100	469	100	469	100	469	100	469	100	469	100

Source: National Bureau of Statistics (2021, p. 49)

The report as shown in table 2.1, above, equally suggests that there would be a decrease in the number of women in both legislative offices. Thus, projecting a decrease in women's representation in the House of Senate from 7.3% in 2015-2019 to 6.4% in 2019 – subsequent years. Equally, projecting a similar decrease of women in the House of Representative from 6.4% in 2015-2019 to 6.1% in 2019 – and following years ahead.

Women continue to struggle in Nigeria for equal opportunities for a livelihood in access to finance, decent employment and ownership of land as postulated by Gender in Nigeria report (2012, p. 18). This indicates a form of discrimination based on gender as women within the same age group as their male counterparts do not receive the same

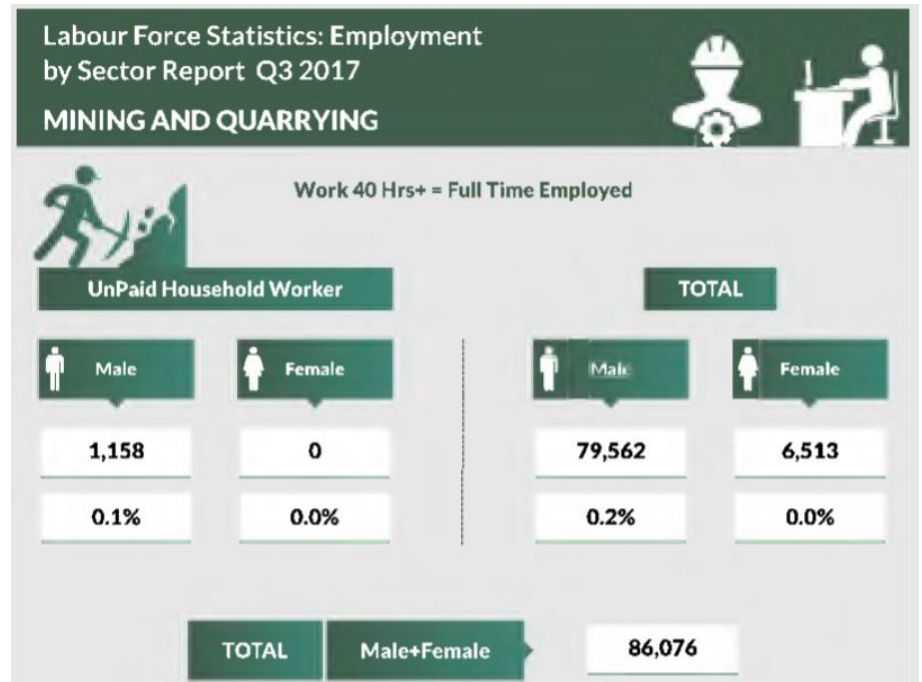
employment opportunities. The next section discusses the employment rate of women and men in the Nigerian oil and gas industry.

2.5.1.2 Employment in the Nigerian Oil and Gas Sector

In Nigeria, unemployment stands to be one of the most critical problems encountered by the nation expressed by the National Bureau of Statistics (2018). The Nigerian oil and gas industry is argued to hold *“the key to solving over fifty percent of Nigeria’s unemployment problems”* the issue is that the companies prefer to employ foreign expatriates rather than employing local experts as postulated by IHUA (2010, p. 8). This is a form of discrimination against locals which has been researched but not a centre of focus for this research study. Another challenge is that multinational oil companies poach employees from Nigerian oil servicing companies who have developed with employees with Millions of Naira to be very competent on the job, only to move to Shell, Chevron or Schlumberger (IHUA, 2010, p. 8).

According to National Bureau of Statistics (2018), the year 2017, shows a reduction in the number of persons employed under the Mining and Quarrying sector as shown in figure 2.1, below:

Figure 2.2: Labour Force Statistics: Employment by Sector Report Q3 2017: Mining and Quarrying



Source: (National Bureau of Statistics, 2018, p. 70)

Figure 2.1, above displays the total number of persons employed in the Mining and Quarrying sector, with the Nigerian oil and gas industry included in this sector, with a total of 86,076 of which women employed are 6,513 compared to the employed men of 79,562 National Bureau of Statistics (2018, p. 70) of which the statistics are women 7.6% and men 92.4%, equally emphasising the low number of females in the sector compared to the men.

Although, the representation of women in the Nigerian oil and gas industry has seen an increase from 4,184 in the year 2009 as shown in Table 2.1 above, to 6,513 in the year

2017. Figure 2.1 above, indicate that the number of women in the sector compared to the men is still small with a decrease in the percentage of women from 19.2% table 2.2 to 7.6% in figure 2.1, in comparison to their male counterparts. This points to the under-representation of women in the industry being a predominantly male-oriented sector and suggests that more needs to be done in further enhancing the slow increase of women, to ensure a significant representation of women in the industry.

2.5.1.3 Importance of Nigerian Women to its Economy

Women in Nigeria make up nearly half of the population of Nigerian indicated by Ekhaton (2015, p. 285), as a result, their contribution to the economy through the workplace is highly valuable, as women in Nigeria substitute the income of their fathers or husbands or in most cases both indicated Okoyeuzu, et al., (2012, p. 16) and Tijani-Adenle (2016, p. 396). Also, because of the importance of the Nigerian oil and gas industry to its economy, with the Nigerian economy heavily reliant on its oil and gas industry postulated by IHUA 92010, p. 3) which accounts for over 90% of its foreign exchange earnings, 25% GDP and over 80% of governmental revenue as stated by Nigeria High Commission London (2012), the importance of the career development of the women in the Nigerian oil and gas industry cannot be ignored.

Hence, investigating the issues of women's under representation in management in the Nigerian oil and gas industry is of great importance to the researcher; as contributing to knowledge in this area of research would not only enhance women's management career development in the Nigerian oil and gas industry, increasing the number of the representation of women in management in the Nigerian oil and gas industry but will enable women to make beneficial contributions in the industry while in management positions that would enhance the industry's competitive advantage in the global market; and also, be of benefit to the Nigerian economy as a whole. The gender inequality that women in Nigeria face points to the culture of the nation, which is discussed under section two of this chapter and effects on the women. This is followed by a review of literature on organisational culture and how it is influenced by the culture of a nation.

2.5.3 Women in oil and gas industry – Canada's & Australia's Sectors

This section discusses previous literature on the barriers encountered by women in the oil and gas industries in both Canada's and Australia's oil and gas sectors, bordering on the experiences of the women. of this research study are used to compare the experiences of women in the Nigerian

oil and gas industry and these women from these two oil and gas sectors to identify common global barriers.

The common barriers to women's career development in the oil and gas sector in the countries of Australia and Canada indicates common international barriers that stand against women's career progression in the industry worldwide. These include masculine cultures, inflexible working conditions, long working hours and finally recruitment and selection process. These barriers can be further classified into two main sections which are: organisational culture barriers, and recruitment and selection barriers. This in actual fact hold significance to this research study as it bears implications for the oil and gas industry globally. Hence, this research work seeks to identify common international barriers women face in career advancement in the oil and gas industry in both developed and developing countries. In order to achieve this goal, the barriers gathered from the findings of this research study on women in the Nigerian oil and gas industry, are compared with those from Canada and Australia to determine common international barriers relating to women in the Nigerian oil and gas industry and other women working in the same sector in other countries.

Worrall et al (2008), in their paper on Organisational culture: progression and retention barriers to women in the UK construction industry, equally expressed organisational culture as one of the barriers women encounter in progressing their careers in the UK construction industry. Also, Worrall (2010 & 2012), expressed how the organisational cultures in male-dominated occupation (using the UK Construction industry as an example), acted as a barrier to women's career development in the UK construction industry.

There is a pattern of organisational cultures standing as barriers to women's career advancements in the traditionally male-dominated industries as discussed above: with the oil and gas industries as indicated by McGrath & Marinelli (2012) and other authors. The construction sectors as postulated by Worrall, 2010 & 2012); both exhibiting this common barrier to the career progression of the women within both industries. This intricately points to the need for a change in the organisational cultures within both sectors. However, focusing on the oil and gas industry and the barriers to the career advancement of women who work in the sector as highlighted in the previous discussions, to meet the research aim and objectives of this study, indicates that a change in the organisational culture

of the industry, with an example of the Nigerian oil and gas sector, would lead to a reduction in the barriers faced by the women in their career development. The next section discusses change management and organisational change.

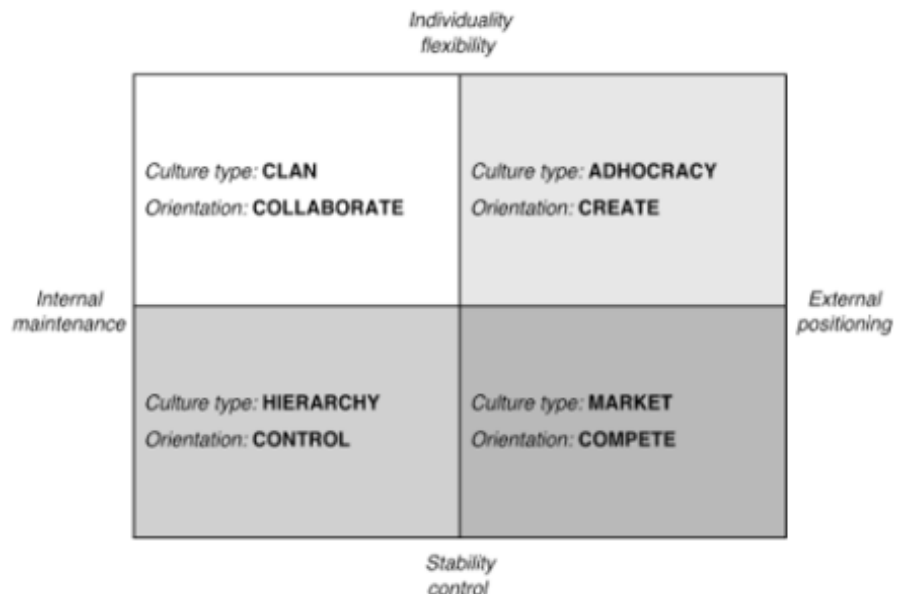
2.5.6.3 Competing Values Framework

The evaluation of an organisation to understand its values, life and potentials is not an easy task. According to Cameron et al., (2014, p. 5-6), organisations differ in terms of their operations and presented a framework – the Competing Values Framework that show the various characteristics of organisational cultures in an extremely clear manner, with flexibility maintained in the analysis and interpretation, which enables leaders within an organisation to understand the structure of value of an organisation and how they in manners unexpected can create value for the organisation.

This framework has been argued to be one of the 40 most important business frameworks, and applied to organisations for improving their value creation and effectiveness argues Cameron, et al., (2014, p. 6). The Competing Values Framework as a model has been used by researcher as well as practitioners for over 30 years to evaluate different aspects within an organisation; these include: organisational cultures, leadership, corporate

strategy, communication, value outcomes, employee selection, human resources practices and quality as indicated by Cameron, et al., (2014, p. 5-6). The application of this framework was done in the evaluation of organisational culture in a similar male-dominated industry Worrall (2010, 2012), as it describes clearly the operational organisational cultures of different sectors. The Competing Values Framework model is shown in figure 2.2, below:

Figure 2.3: The Competing Values Framework Core Dimensions



Source: Cameron et al., (2014, p. 8)

The competing value framework as postulated by Cameron, et al., (2014, p. 8), and displayed in figure 2.2 above, is made up of two main dimensions that display the ‘competing values’ that occurs in all organisations, the demonstration of flexibility and adaptability as oppose to stability and control, these two dimensions comprises of four quadrants, each cluster representing a distinct organisational culture criteria – indicated by Cameron, et al., (2014, p. 10-12), which represent different ends of the evaluation spectrum, labelled as ‘Clan’, ‘Adhocracy’, ‘Market’, and ‘Hierarchy’.

‘Clan’ based organisations possess many characteristics that are similar to familial based networks, whereby agreement, equality and open communications strengthen both organisational loyalties and promote a ‘sense of

belonging'. Their focus is internal in their integration with the same values on openness to discretion and flexibility as postulated by Cameron, et al., (2014) and Worrall (2012).

'Adhocracy' based organisational cultures are readily adaptable and flexible in response to changing external conditions. These organisations operate in high risk and high competitive environments. These organisations, managerial roles, employee roles work spaces, including other leadership roles, working spaces and tasks change constantly to meet the demands of their clients indicated by Cameron, et al., (2014) and Worrall (2012).

'Hierarchical' based organisations lay emphases on operating within stable external environments, having an internal focus promoting integration indicated by Cameron, et al., (2014). In these organisations, a large part of their administration is governed by Bureaucracy, through guiding principles in relation to leadership, control structures and authority, equally postulated by Worrall (2012).

'Market' base organisations set their focus on stability and control. According to Worrall et al. (2008), these organisations liaise closely with both their suppliers and

customers to help maintain their competitive edge. According to Cameron, et al., (2014), leadership in these organisations have “a sterner control and authority ethos that focuses upon obtaining niches in the market and an established consumer base in order to hit high target levels”.

Although, this framework cannot be regarded as a theory of everything that can be adopted universally, one of its four dimensions hold resemblance to the description of the operational organisational cultural environment of the Nigerian oil and gas industry. Hence, the researcher has chosen the Competing Values Framework by Cameron, et al., (2014, p. 8), to describe the nature of Nigeria’s oil and gas sector organisational culture and propose changes to its organisational culture in order to promote the career advancement of the women in the Nigerian oil and gas industry.

2.5.7 Feminist theories

This section discusses the different feminist theories that have been considered and adopted from which to view this research study.

2.5.7.1 Labour Market Segmentation Theory

Labour market comprises workers seeking paid employment and employers in the hunt to fill vacancies. This theory highlights the labour market segmentation and their outcomes regarding inequalities in the society and economy (Rubbers, 2020). It can be likened to a competition arena, where workers in search of jobs enter the arena and employers in search of workers enter the same arena. It examines the relationship between employment, inequality, in the labour market institutions (Bair, 2020). The term competition means that no individual firm can set a wage that is out of line with the competitive market wage (Mense-Petermann, 2020). Although competitive forces operate in the labour market to an extent, there are still limits to competition between firms and employees. However, the policies that employers adopt are influenced by the characteristics of whom they seek in their workforce to a great extent; these might either be long-term employment security with career development or casual forms of employment or temporary work indicated by Beardwell & Claydon (2010, p. 122).

Labour market segmentation in the Nigerian oil and gas industry is an industry that is heavily dependent on casual forms of employment postulated by KPMG NIGERIA (2014); which offers its employees temporary work. The

industry is highly fragmented with the multinationals as the major players and sub-contractor companies who supply labour on casual forms of employment to the oil companies and other materials for the oil and gas operations indicates Arong & Ikechukwu (2013). The researcher, understanding the labour segmentation of the Nigerian oil and gas industry, with the majority of the workforce been employed temporarily on casual forms of employment, and the minority on long-term employment with job security and career development opportunities available to them. As a result, the researcher narrowed the research population to the long-term employees and the contractor employees that have transferred from temporary work to long-term from the contractor's companies to be employed directly by the main oil companies.

2.5.7.2 Patriarchy

Patriarchy in itself as an explanatory concept is not without its critics. A gender theory that highlights the discrimination of the male against the female. Some authors argue that gender dominance and the patriarchal concept is not enough to address the various domains of gender inequalities postulates Ozyegin (2018). In Africa, patriarchal practices encourage male power that is synonymous with fatherhood and the eldest male parent

held absolute power in his household as argued by Achandi, et al., (2018), Chigbu (2019b) and Bayisenge, et al., (2014).

Arong and Ikechukwu (2013), indicate that women of colour have different labour market experiences from their white counterparts and expressed that the site of oppression may be different, with family as a possible source of solidarity and resistance to oppression for women of colour. In Nigeria, women continue to be discriminated against in both economic and social sphere with men being at advantage due to its patriarchal practices as postulated by Nnam, Arua & Otu (2018), Ekhator (2015) and Chigbu (2019a). However, while acknowledging the criticisms to this theory, it is relevant to this research to explore the gender inequalities in the Nigerian societal and economic spheres due to patriarchy explore how the women within the Nigerian oil and gas industry may encounter challenges to their career progression as a result of its patriarchal values.

2.5.8.3 Radical Feminism

Radical feminism views women's sexuality and their heterosexual relations in particular as the basis of male dominance, a system of sex-class oppression and heterosexuality role in maintaining this system argues Duriesmith & Meger (2020). Its analysis focuses on the

mechanisms of the subjugation of women in the labour market as well as the power relations and interaction level with regards to women's position in the workplace. In nutshell, men are seen as responsible for the oppression of women. The radical feminists view the system of male dominance over women as both personal and social, pointing out micro-level questions like who should do the housework as a part of patriarchal relations. And also that male violence, particularly sexual violence, has received significant attention as a means of women's subordination. Although, radical feminism is sceptical about the notion of equality as postulated by Bartlett (2017), emphasising women's differences from men indicates that women's equal standing must be accepted as women's expression of freedom as women and not preserved as a suggestion that women can be just like men.

2.5.8.4 Post-structural Feminism

Poststructuralist feminism has moved attention away from the material, and its concern with economics, labour market and the sexual division of labour and has turned its attention towards culture and emphasis on symbolisation, representation, discourse and text suggests Hull (2020). This feminist school of thought stands prominent in explaining the workplace culture, its effects on the workforce and how it is perceived by the workforce as

indicated by Aston (2016). However, to the researcher, this theory is another vital strand to lay this research work on as it addresses the workplace culture, hence the researcher adopted this theory in addition to the dual systems theory and radical feminism in explaining the gender and barriers to women's management career development in the Nigerian oil and gas industry.

Poststructuralists see language as the means whereby our sense of ourselves is constructed and therefore it is crucial in the construction of gender. Another way in which post-structuralism has impacted on feminist theory is in moving away from the search for grand theory or meta-narratives which explain all aspects of women's subordination. Current theorisation is more likely to produce theories specific to time and place rather than seeking universal explanations.

Another influence of post-structuralism is a change in emphasis from the image of woman as universally oppressed by patriarchy to a more pluralistic concept of patriarchy relations, providing for non-uniform and even contradictory relations between men and women. In post-structuralism, power is seen as a continuous site of struggle and resistance where negotiation, renegotiation, subversion, power shifts and transformations take place

following Foucault's theory as indicated by Baxter (2016). Whereas, structuralism feminist theorisation has presented women as oppressed, poststructuralist feminism presents a more optimistic alternative, identifying multiple forms of resistance in everyday life.

Some theories have been reviewed in this section to explain women's labour market subordination. While none on its own is regarded as totally satisfactory, for reasons identified in explaining each philosophy. This research work will consider the use of three of these theories combined for the explanation of women's labour market subordination. The first of the theories is the dual system's theory which combines the labour market segmentation theory and patriarchy because of the usefulness of capitalism and patriarchy combined as they focus on women; as the labour market segmentation theory focuses on the general labour market structure, division in worker privileges giving rise to exploitation and discouraging unity among workers; while patriarchy expresses as it were the various experiences of women dominated by men and male power in employment, family, social and political environments. The second is Radical feminist analysis because it offers explanations on the daily work interaction and how man power is displayed as it exploits women's sexuality in particular, and lastly, the third is

Poststructuralist feminism as it emphasises culture; this is because it gives preference to culture, haven moved attention away from the material, and its concern with the sexual division of labour, labour market, and economics, and turning its attention towards culture, with emphasis on representation, text, discourse and symbolisation as argued by Benschop & Verloo (2016). The researcher believes that by adding this school of thought to the theories underpinning this research, will do justice to this research work as it would have covered all relevant areas of this research work; seeing that this research is about women's career development in the Nigerian oil and gas industry, therefore addressing its organisational cultural impact on the career development of women in the Nigerian oil and gas industry from the post-structural perspective is of great importance.

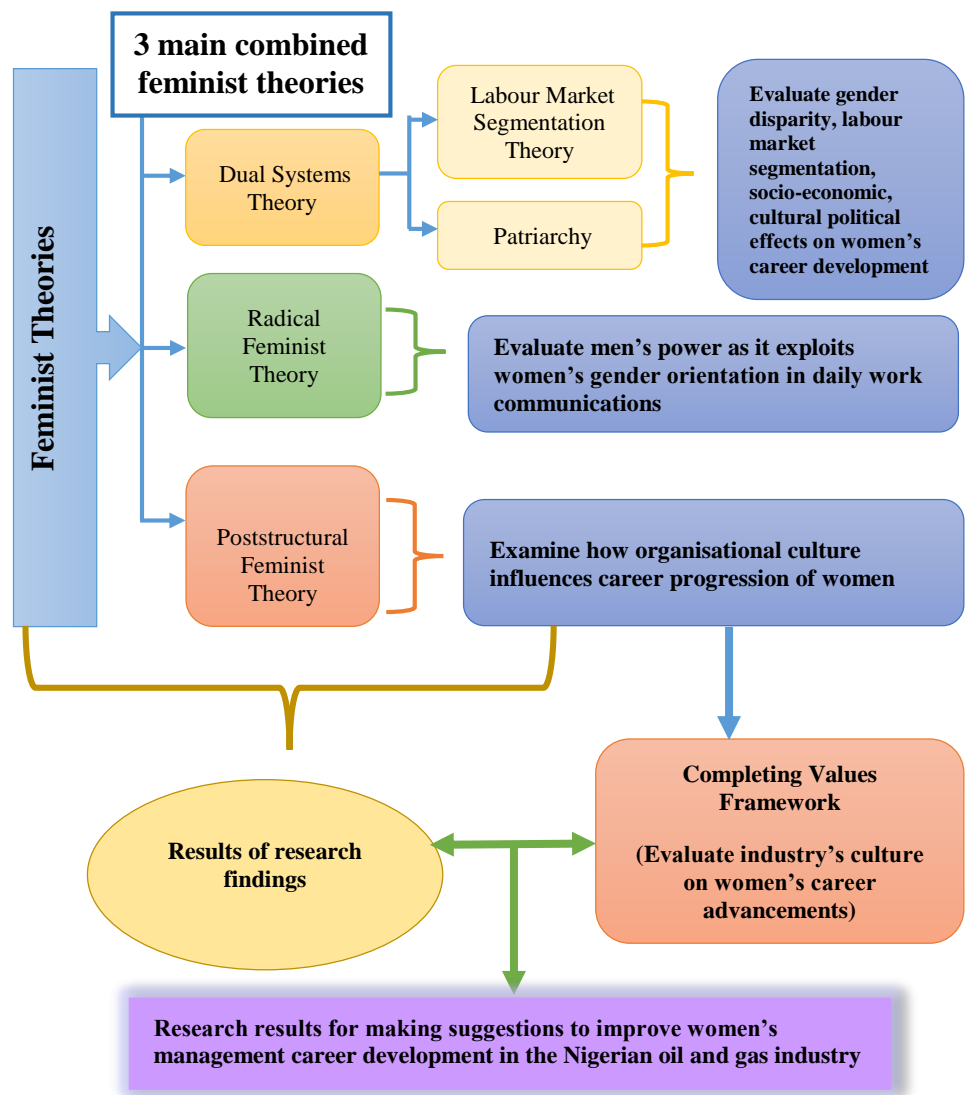
On these three strands of theories combined does this research stand, to explain women's subordination, labour market discrimination in the workplace, as well as examining the barriers to women's management career progression in the oil and gas industry, focusing on Nigerian as its context. The country's culture in terms of patriarchy is examined and how it affects women's career development, the industries organisational culture in the light of post-structural feminism is examined and how it

stands as a barrier to women's career progression, the labour market segmentation and how women experience the glass ceiling in advancing their careers to senior management positions in the context of the Nigerian oil and gas industry and radical feminist as it expresses how man power is displayed as it exploits women's sexuality daily in their interaction in the workplace and how these serves as barriers to women's career progression and especially in traditionally male-dominated industries like the oil and gas industry. Hence, the researcher adopted these three theories: the dual systems theory, radical feminism and Poststructuralist feminism in explaining the gender and barriers to women's management career development in the Nigerian oil and gas industry.

2.5.8 Conceptual framework

The combination of these two theoretical frameworks for this thesis is described as shown in figure 2.3 below:

Figure 2.4: Conceptual Framework



The theoretical framework that underpins this research, as shown in figure 2.3 above, enhances the aim of this study to examine women's management career development in the Nigerian oil and gas industry. This is done from a combination of two theoretical frameworks. The first theoretical framework, being a combination of three feminists' theories, consisting of the dual systems theory (a combination of labour market segmentation theory and patriarchy), in explaining the substandard position in which women are placed in the labour market, including the origins of the inequality in the labour market through

patriarchy. Radical feminism and post-structural feminism which covers the sexuality of women and organisational culture as they affect women's career development.

The second theoretical framework is the competing values framework by Cameron, et al., (2014), adopted to evaluate the organisational culture of the Nigerian oil and gas industry. to explore how the industry's culture affects the management career development of women in the sector. The researcher chose to adopt the competing value framework to explain the organisational culture of the oil and gas industry as it is more widely used and covers the various workplace cultures more than other authors and have been employed in a similarly male-dominated industry (the UK's construction industry) by Worrall et al., 2008; Worrall, 2012.

These three strands of feminist theories (dual systems theory, radical feminism and Poststructural feminism), combined does this research depend on. To explain women's subordination, labour market discrimination in the workplace. The labour market segmentation is employed to examine the barriers to women's management career progression in the Nigerian oil and gas industry. The country's culture is examined in terms of patriarchy and how it affects women's career development. The industry's

organisational culture in the light of post-structural feminism is examined and how it stands as a barrier to women's career progression. Radical feminist as it expresses how man power is displayed as it exploits women's sexuality daily in their interaction in the workplace and how these serves as barriers to women's career progression and especially in traditionally male dominated industries like the oil and gas industry.

The combination of both frameworks: the three combined feminist theories and Cameron, et al., (2014), competing value framework was considered suitable by the researcher to make recommendations. The first framework to examine the experiences of the women regarding gender inequality from the various feminist theories and how it relates to the women in the Nigerian oil and gas industry and the challenges they may encounter in progressing their careers to senior management positions in the sector. The second, the competing value framework of Cameron, et al., (2014), was chosen among other frameworks as it provides a better platform for the researcher to evaluate the Nigerian oil and gas industry's culture to address areas of the culture that seem unfriendly to the women in the industry and equally standing as a barrier to their career development to management positions in the sector.

Hence, the purpose of combining these theoretical frameworks to enable the researcher to make recommendations with guiding principles that would enhance gender equality and the accomplishment of women entering and developing their careers to management positions in the Nigerian oil and gas industry.

2.6 Conclusion

This chapter covered the Nigerian legislation, how it affects women's career development, discrimination against women, Labour market segmentation, women in the oil and gas industry and the construction sector a similar male dominated industry, the family and work-life balance barrier to women in the workplace in Nigeria, the Nigerian culture, organisational culture and how they affect women's career progression feminist theories and, change management, organisational change and the conceptual framework of this research study. The next chapter discusses the research methodologies adopted for this research study.

Chapter 3 – Research Methodology

3.0 Introduction

The previous chapter examined the literature on women in employment, women's career development, women in management, women in the oil and gas industry, organisational culture, national culture and career development. This chapter sets out to discuss the research aim, objectives and research questions, concerning the research topic of: gender and barriers to women's management career development in the Nigerian oil and gas industry. It equally discusses the philosophical assumptions of this study, in the light of the ontological and epistemological perspectives adopted, their influence on the philosophical standpoint and methodology adopted for this research with justifications. Also, data collection techniques with practical fieldwork for conducting this research are discussed as well as the research data analysis techniques adopted. A brief overview of the pilot study for this man research are discussed and a summary of the pilot study results are included in this chapter.

3.1 Rationale of Research Study

The rationale of this study is to examine the impacts of gender disparity on women's senior management and leadership progressions in the Nigerian oil and gas industry. This is on the basis of the sector being a traditionally male-oriented sector which have recently incorporated women

into its workforce. Previous studies on women working in the oil and gas industry have pointed to the issues of gender divide and highlighted the masculine organisational culture within the sector to have a negative impact on its women's career advancements. In the Nigerian literature, there is a lack of study on gender barriers to women's management career advancements in Nigeria's oil and gas industry. Hence, this study seeks to explore the place of gender disparity and its negative or positive influence in hindering or promoting women's management career development in this sector as well as the impact of the organisational culture of the industry on women's career progression. This is to ascertain if the barriers to career advancement experienced by women in the oil and gas industry in Canada and Australia are replicated among the Nigerian women in this same sector, so as to fill this gap in the Nigerian literature. This research aims to equally explore the criteria for entry into the Nigerian oil and gas industry, as well as its general and management promotion criteria to ascertain if there are any possible obstacles to women's management promotion in the sector. Nigeria, the context of this study, on the other hand is a country permeated by patriarchal values in its socio-economic and political practices, where the father and eldest male is assumed the head of the family unit, with women not allowed to own landed property, its political systems and media portraying women's domestic success rather than their professional successes and aspirations for

leadership positions. Hence, this study seeks to go further by exploring the consequences of these aspects of the Nigerian socio-economic and political spheres and their possible barriers to women's career progression to senior management and leadership positions in this industry. These are other barriers that women may encounter when they attempt to develop their careers in general and to managerial positions within Nigeria's oil and gas industry. The purpose of conducting this study is to enable the researcher to contribute to the body of knowledge in this field and to fill this gap in the literature on women's management career development in the Nigerian oil and gas industry. Although there is extant literature in developed countries such as the United Kingdom, Canada and Norway on women's career development in the oil and gas industry, there seem to be none at the moment on women's career development to management in the Nigerian oil and gas industry. Hence, the researcher focused her study on the career progression of women in Nigeria's oil and gas sector, to determine the barriers that the women in the industry may encounter in their career advancement pursuits to management and senior management levels in the sector based on extant literature from the United Kingdom, Canada and Norway of women within the same industry.

Although, other literature exists on women's career development in the construction industry, a similar male-dominated occupation as the oil and gas sector, with studies on UK construction sector by Worrall et al (2008, p. 31.40), Worrall (2010, p.268-281) and Nigeria's construction industry by Adeymi et al (2006). These studies like the work on women in the oil and gas industry in Canada and Australia by McGrath & Marnelli (2012) and other scholars, with all pointing to the issue of masculine organisational cultures among other barriers to women's career advancement to management in male-dominated industries. The issue specific to women in Nigeria's oil and gas sector has not yet been researched. Hence, this study takes into account the context of Nigeria, the business environment of the sector and the place of its socio-cultural influence on businesses within the industry and how they may negatively or positively affect the career development of the women working in the Nigerian oil and gas industry.

It is important to mention that there are other areas of the Nigerian oil and gas industry that have been researched which includes: oil spillages by the Nigerian oil and gas multinational oil companies, their corporate social responsibilities, their types of employment within the industry, the history of the Nigerian oil and gas industry, but none specifically on the women in the sector and none

on their career development within the industry. Hence, the researcher believes that researching into the career advancement of women in the Nigerian oil and gas sector and the barriers that they may encounter in their career progression, would benefit the women in the industry, enable the sector to understand these barriers that the women may face and tackle them, to enjoy the full contribution of the women in the sector, to benefit from its full human resources.

Equally, this research would benefit the nation's economy at large, as women consist of about 50% of the working population in Nigeria. Although the women in the industry do not constitute 50% of Nigeria's population, the emphasis of this point is to show how important the place of the woman is, in terms of women's contribution to the economy's growth, as their continued employment in the country sustains the growth of the economy. Seeing that Nigeria's economy is heavily dependent on its oil and gas industry, the sustainability of women's employment in this sector is vital, considering the importance of their economic contribution to the nation's economic growth and the significance of this industry to the country's overall economy. Hence, the rationale for this study.

3.2 Aim of Research Study

This research aims to explore the impacts of gender and barriers to women's management career development in the Nigerian oil and gas industry. The researcher chose to focus on the oil and gas industry in Nigeria because of its significance to the Nigerian economy. The Nigerian oil and gas industry accounts for 95% of its foreign exchange earnings, 20% of its GDP, and around 65% of its budgetary revenues. Nigeria's oil sector "is now of overwhelming importance to the point of over-dependence as postulated by Nigerian High Commission London (2015). Therefore, to the researcher, exploring the barriers to women's management career development in the Nigerian oil and gas sector would be an immense contribution to women in Nigeria oil and gas industry, encouraging them to move to higher heights in management in developing their career in the Nigerian oil and gas sector. This is important as it would enable the utilisation of the women's full potentials that would benefit the industry and enhance its competitive advantage in the global market. The encouragement of more women into management and senior management levels would bring about new innovations proposed by women's contribution.

Therefore, if the women in the Nigerian oil and gas sector can break through this glass ceiling and move into

management and senior management levels, this will encourage more women interested in pursuing a career in the Nigerian oil and gas industry to join the sector as a sure career progression path would be available to them. This also would encourage more women to mentor the same sex as this seems to be lacking in the industry at the moment. This equally stands as a barrier, as indicated in this research findings, as some of the women participants indicated as a gender issue in the sector (see results in chapter 4). Hence, the researcher aims to highlight the impacts of gender and barriers to women's management career development in the Nigerian oil and gas industry and make some recommendations.

3.3 Objectives of Research Study

In almost all parts of the Nigerian society, it is a common occurrence that women do not enjoy the same privileges as their male counterparts. As a result, there are a variety of constraints on women and their capabilities in upgrading their careers to management and senior management positions in employment, because of gender stereotypes Omar and Ogenyi (2004, p.360-373). Hence, it became imperative to the researcher to embark on this journey to examine the gender challenges and other barriers that women may encounter in their career progression to management and senior management levels in the Nigerian

oil and gas industry; bearing in mind the significance of this sector to the Nigerian economy at large as indicated by OECD (2015, p. 18) and the importance of the Nigerian women to its economy being almost half the Nigerian population as postulated by OECD (2010, p. 254). Hence, to be able to identify the challenges and barriers that might be peculiar to women in the Nigerian oil and gas sector compared to women in the industry in other countries like Canada and Norway and other barriers that might be common to women in the sector globally that might hinder their career development to management and senior management levels is vital. As this would fill this gap in the literature and contribute to the body of knowledge concerning the possible barriers to women's management career development in the Nigerian oil and gas industry. Therefore, to achieve the aim of this research, the following objectives were undertaken:

3.3.1 Objectives of Research Outlined

- 1) To identify criteria for entry into the Nigerian oil and gas industry for both women and men, and determine barriers (if any) to enter the industry;
- 2) To examine the criteria for general and management career development for both men and women in the Nigerian oil and gas industry, and identify (if any) its

barriers to women's management career development in the industry;

3) To examine the extent to which organisational culture in the Nigerian oil and gas industry and the national culture stand as barriers to women's management career development;

4) To assess the consequences of socio-economic and political spheres within the Nigerian context and their possible, hindrances to women attaining and maintaining senior management and leadership positions in the Nigerian oil and gas industry.

3.4 Research Questions and Hypothesis of Study

The research questions for this study were constructed based on the literature review and theoretical framework delineated in chapter two of this thesis. The questions were set out to explore the research subject: on the impacts of gender and barriers to women's management career development in the Nigerian oil and gas industry. This was done to be able to bridge this gap in the literature and create a platform for other researchers to build on regarding the career advancement of women in the Nigerian oil and gas sector. Below are outlined the research questions:

3.4.1 Research Questions Outlined

1. What barriers (if any) affect women, compared to men, when entering the Nigerian oil and gas sector?
2. What limitations are there in current criteria for general and management promotion in the Nigerian oil and gas industry that do not adequately support women's personal and professional career development requirements, compared to the men?
3. What factors within the organisational culture of the Nigerian oil and gas industry and its national culture may enhance potential barriers to women's general and managerial career advancement?
4. What are the ramifications of the Nigerian socio-economic and political context (s) on the possible barriers to women's career progression to senior management and leadership positions within Nigeria's oil and gas sector?

3.4.2 Research Hypothesis Outlined

This research sets out to explore the following hypothesis for significant aspects within the quantitative data collected to identify significant differences in attaining leadership and management positions in the Nigerian oil and gas industry for women compare to the men in the industry. The two questions and hypotheses to be tested are as follows:

1) What differences exists in the management styles of the women managers compared to the men managers?

- (i) Null hypothesis (H_0): that there exists no significant differences in the management styles of women managers compared to men managers in the Nigerian oil and gas sector.
- (ii) Alternative hypothesis (H_1): that there exists significant differences in the management styles of women managers compared to men managers in the Nigerian oil and gas sector.

2) What differences exists in management and leadership promotions for women compared to men in Nigeria's socio-economic, political, cultural and personal circumstances within its oil and gas sector?

- (iii) Null hypothesis (H_0): There will be no significant differences in the management and leadership promotions for women compared to men with regards to constraints from cultural, geographical, personal circumstances in Nigeria's oil and gas sector.
- (iv) Alternative hypothesis (H_1): There will be significant differences in the management and leadership promotions for women compared to men with regards to constraints from cultural,

geographical, personal circumstances in Nigeria's oil and gas sector.

3.5 The Research Objectives link to Research Questions and Key Literature Influence

This section discusses the research objectives link to the research questions, as well as the research objectives link to the research questionnaires and the interview questions. It also discusses the influence of key literatures on the questions of the interviews and the questionnaires.

3.5.1 Research Objectives link to Research Questions

This section displays the research objectives and their links to the research questions all stemming from the research aim as shown in table 3.1 below.

Table 3.2: The Research Plan

Research Aim The aim of this research is to critically evaluate the implications of gender and other barriers to women's management career development in the Nigerian oil and gas industry.	
Research Objectives 1. To identify criteria for entry into the Nigerian oil and gas industry for both women and men, and determine barriers (if any) to enter the industry;	Research Questions 1. What barriers (if any) affect women, compared to men, when entering the Nigerian oil and gas sector?

2. To examine the criteria for general and management career development for both men and women in the Nigerian oil and gas industry, and identify (if any) its barriers to women's management career development in the industry;	2. What limitations are there in current criteria for general and management promotion in the Nigerian oil and gas industry that do not adequately support women's personal and professional career development requirements, compared to the men?
3. To examine the extent to which organisational culture in the Nigerian oil and gas industry stands as a barrier to women's management career development;	3. What factors within the organisational culture of the Nigerian oil and gas industry and its national culture may enhance potential barriers to women's general and managerial career advancement?
4. To assess the consequences of socio-economic and political spheres within the Nigerian context and their possible , hindrances to women attaining and maintaining senior management and leadership	4. What are the ramifications of the Nigerian socio-economic and political context (s) on the possible barriers to women's career progression to senior management and leadership

positions in the Nigerian oil and gas industry.	positions within Nigeria's oil and gas sector?
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Table 3.1 above, displays the map of this research. Also, a further link between the research objectives and the questionnaires and interview questions are displayed in tables 3.2 and 3.3 respectively with subsequent discussions in the next subsections, to meet the aim of this study and answer the research questions.

3.5.2 Questionnaires – Link to Research Objectives

The questionnaires of this research study were designed with careful consideration by the researcher to meet the research objectives of this study. The sections of the questionnaires and how they fit the research objectives are shown in table 3.2, below.

Table 3.3: Research Objectives and how they fit with the Questionnaires

S/N	Research Objectives (Obj.)	Questionnaires Sections (Q sec) & Link to Research Objectives
1	Obj. 1	Q sec 1
2	Obj. 2	Q sec 2 & 3
3	Obj. 3	Q sec 4, 5 & 6(a)(i)
4	Obj. 4	Q sec 6(a)(ii) & 6(a)(iii)
5	Further research	Q sec 7

Table 3.2 above, displays the research objectives and how the questionnaires link to the research objectives of this study. This is discussed below, followed by an outlined according to headings of the research objectives and the titles of the questionnaire sections they fit.

Section (1) of the questionnaire was designed to identify the entry criteria into the industry for both women and men, so as to ascertain any entry barriers into the sector (if any) on the bases of gender differences, and equally to achieve objective (1), of the research study. Hence, section (1), of the questionnaires fit with objective (1), of this research project.

The section (2) of the questionnaires was designed to focus on the career development in general within the Nigerian oil and gas sector; the purpose for this was to ascertain the criteria for career progression in general within the industry. Also, section (3), of the questionnaire centred on criteria for management career development of both women and men in the Nigerian oil and gas industry. This section was included in the questionnaire to gather data from the participants on how employees in this sector progress their careers to management and senior management positions in the industry and equally determine the criteria for management career development in the sector. As a result,

sections (2) and (3) of the questionnaires were designed to meet objective (2) of this study.

The objective (3), of this research study, fits with the questionnaire sections (4), (5) and (6)(i), of the questionnaires. Section (4), of the questionnaire is on organisational culture, this was asked, to understand the organisational culture of the Nigerian oil and gas industry, to evaluate how career advancement in the sector is influenced by the industry's organisational culture, to meet part of objective (3). The section (5), is on leadership style of management within the sector, to ascertain the management style of women and men in management in the sector, so as to achieve part of objective (3). The section (6), is on barriers to women's management career development in the Nigerian oil and gas industry, this being the core of this study, to understand the barriers that women might face when progressing their careers to management and senior management within the sector. Part (a) or section (6)(i), is designed to ask the opinion of the participants on whether the organisational culture of the Nigerian oil and gas industry stands as a barrier to the career advancement of women in the sector, and this section is the complete part that meets objective (3) of this study.

Objective (4) of this research matches with questionnaire section (6)(ii) and (6ii). Finally, the questionnaire section (7), was included, in order to explore the opinion of the participants' in relation to the perception they hold of their future in the Nigerian oil and gas sector and their knowledge of the sustainability of the industry, taking into account climate change and renewable energy in the sector for the foreseeable future.

3.5.3 Interviews – Link to Research Objectives

The research objectives equally link the interview questions of this research study. It covers all aspects of the research objectives, and the questions have been designed to be similar to the questions of the questionnaires; this was done to enable triangulation of the results. Table 3.3, below shows the link of research objectives and interviews conducted for data collection.

Table 3.4: Research Objectives and Links to Interview Questions

Research Objectives	Methods	Relationship to Interview Questions
1) To identify criteria for entry into the Nigerian oil and gas industry for both women and men, and	Interviews: (Face-to-face and group)	Question was dealt with and analysed under the questionnaires part of data collection due to schedules for the interviews.

determine barriers (if any) to enter the industry		
2) To examine the criteria for general and management career development for both men and women in the Nigerian oil and gas industry, and identify (if any) its barriers to women's management career development in the industry	Interviews: (Face-to-face and group)	<p>1. What are the criteria for general career development in the oil and gas industry?</p> <p>2. Are the following essential requirements for management career development in the oil and gas industry?</p> <ul style="list-style-type: none"> -High mobility -Field experience -Ability to exercise authority over oil and gas operations -Level of qualification -Length of time in oil and gas industry -Length of time with the company -Other (please explain) <hr/> <p>3. Is the process the same for women's career development in management in the oil and gas industry?</p> <p>4. Do women in the oil and gas industry act differently in their style of behaviour in comparison to their male counterparts?</p>
3) To examine the extent to which organisational culture in the Nigerian oil and gas industry and the national culture stand as barriers to women's management career development	Interviews: (Face-to-face and group)	<p>5. What do you suppose might be a barrier to women developing their career to management positions in the oil and gas industry as oppose to the men?</p> <p>5(a). Organisational culture?</p>

4) To assess the consequences of socio-economic and political spheres within the Nigerian context and their possible, hindrances to women attaining and maintaining senior management and leadership positions in the Nigerian oil and gas industry	Interviews: (Face-to-face and group)	5(b). The Nigerian culture? 5(c). Starting a family?
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Table 3.3, above displays the research objectives and its links to the interview data collection techniques of this research study. It equally shows the forms of interviews conducted and the participants from the different companies within the Nigerian oil and gas industry who participated. However, details of the different forms of interview data collection adopted for this study with justification of choice are discussed later in this chapter. The next section leads to the research process, covering the different epistemological and ontological standpoints, available to the researcher, research approach, strategies and methodologies accessible to the researcher, the chosen methodologies and philosophical standpoints adopted by the researcher for this study with the justification of choices made.

3.5.4 Key Literature Influence on Questionnaires and Interview Questions

There are a number of literatures that influenced the design of the questionnaires and the interview questions. These are: the work of Bako & Syed (2018), on women being marginalised in promotion within male dominated industries. The aspects of barriers to women's career progression in the Canadian and Australian oil and gas industry, indicating the organisational culture disadvantages the women as indicated by McGrath & Marnelli (2012) and other authors. Also, the Nigerian culture being permeated by patriarchal values and discrimination against women socially and economically Ekhaton (2015, p. 285); Pambazuka News (2010); The Lawyers Chronicles (2014); Okoyeuzu, Obiamaka & Onwumere (2012, p. 16); Tijani-Adenle (2016). As a result, these key questions were asked to explore the issue of the Nigerian culture possibly being a barrier to women's career progression in its oil and gas sector. Equally, the work of Fagan & Norman (2012, p. 546), on starting a family as a form of barrier to women in employment, is explored in this study.

3.6 Research Design

This section discusses the research design of this study. It begins with discussions on the ontological and epistemological positions and the adopted perspectives of

each for this research. Also, discussed is their influence on the philosophical standpoint and methodology adopted as well as the approach taken for this research.

3.6.1 Philosophical Assumptions of this Research

According to Creswell (2014, p. 16), the philosophical assumptions that underpin research whether qualitative or quantitative commences with ascertaining its place in the overall study process. The most valuable property of philosophy in research as expressed by Cazeaux (2017, p. 5), states that it *“is the attention it pays to the concepts and images used in thoughts, especially the thinking that prompts us to distinguish one thing from another”*. This aspect underpins the thought concepts of the researcher on which way to conduct the study.

This research seeks to explore the issue of gender and other potential barriers that might hinder the career advancement of women to management and senior management positions in the Nigerian oil and gas sector. As such, in attempting to answer the research questions and hypothesis outlines above in – sections 3.4.1 and 3.4.2; Deciding the appropriate research philosophy that is suitable for this study, is a vital aspect of the entire research project. Thomas (2013, p. 118), postulates that research philosophy in the

social sciences consists of two main stands: ontology and epistemology.

On the other hand, Creswell (2013, p. 19-21), indicates that there are four philosophical assumptions, the two aforementioned and two additional beliefs: axiological (role of values in research) and methodology (the process of research) with ontology as “*nature of research*” and epistemology as “*what counts as knowledge and how knowledge claims are justified*”. However, Bell, Bryman and Harley (2019, p. 25), suggests that philosophy in social sciences expresses its assumptions in three shares: Ontology being “*our understanding of reality*”, epistemology which is “*our understanding of how we can know reality*” and methodology or research strategy comprising “*our understanding of the best way to research our ontological and epistemological assumptions*”.

For the purpose of this study, the researcher adopted the philosophical assumptions postulated by Bell, Bryman and Harley (2019, p. 25), as backdrop to determine the philosophical standpoint that underpinned this research. As they summed it up in three segments – the ontological assumptions, epistemological perspective and methodology of this research. These are discussed in the subsequent subsections of this chapter 3.

3.6.1.1 The Ontological Position

Ontology “*is concerned with theorizing about the nature of reality; the assumptions we make about what it means for something to exist.*” according to Bell, Bryman and Harley (2019, p.26). Also, Thomas (2013, p. 119), states that “*ontology concern the kinds of things that we assume to exist in the world, and how those things should be viewed and studied*”. For the researcher, understanding that ontology marks the beginning of all research study, theorizing nature of reality, what exists and how things should be viewed and studied, is a vital aspect of the entire study. This is so, as her chosen ontological standpoint would define the pathway of the research into understanding the reality surrounding career development for women to management and senior management levels in the Nigerian oil and gas industry; exploring how gender (being a predominantly male occupation) and other barriers may hinder the career progression of the women in the sector. The question of which ontological assumption to adopt is important to this study as this will also influence her epistemological standpoint and methodology for this research.

The essential aspect of the questions that ontology, in studying the social world poses is central to the entire

research process. Bell, Bryman and Harley (2019, p. 26), postulates that the ontological position to consider in researching the social world is: whether we seek to understand the study matter as “*existing objectively* (objectivist ontology) or are they “*made real by the activities of humans and the meanings observers attach to them* (constructionist ontology)”. However, Thomas (2013, p. 119), indicates that ontology in the study of the social world poses the following questions:

a) “*Is the social world in which we are interested best seen as comprising simple variables, or matters such as the interaction among people? Or both?*”

b) “*Should we start our inquiries with theories of social behaviour or should we aim to develop our own theories as we progress?*”.

In the case of the study of the Nigerian oil and gas industry, centring on the implications of gender and barriers that may affect women’s management career development in the sector, would throw light on some possible hindrances that the women may encounter. It would also identify the obstacles that may restrict their career progressions in the industry. As a result, an understanding of the different ontological assumptions as stated above by Bell, Bryman and Harley (2019, p. 26) and Thomas (2013, p.119), would lead to the best research design for capturing reality most

effectively in this case. Also, this would inform the different positions of paradigms from which the researcher can adopt an epistemological position and the most appropriate methodology for conducting the study.

From the above ontological assumptions, the question of whether we seek to understand studying the social world as *“made real by the activities of humans and the meanings observers attach to them (constructionist ontology)”* as postulated by Bell, Bryman and Harley (2019, p. 26); fits more appropriately with the objectives of this study to explore the issue of gender and other barriers that may hinder the management career progression of women within the Nigerian oil and gas industry. As opposed to the social world ‘existing objectively’ (objectivist ontology). This is to understand the reality of this subject matter from the viewpoint and meaning the employees within the sector attached to it. Hence, the researcher adopts the constructionist ontology for this study.

Subsequently, from the postulation of Thomas (2013, p. 119), of the questions posed by ontology in the study of the social world stated above, the researcher adopts option (a), which indicates thus: (a) *“Is the social world in which we are interested best seen as comprising simple variables or matters such as the interaction among people?” or both?*

This option (a) lends itself to a mixed method of research strategy when the researcher adopts using ‘both’ questions to explore the study. In the case of this study, the researcher adopted option (a), so that exploring the social world within the Nigerian oil and gas industry could be seen as “*comprising simple variables*” which allows the use of questionnaires to conduct this study and present the findings statistically.

Also, the second part of the option (a) that poses the question: “*Is the social world in which we are interested best seen as ... matters such as the interaction among people?*” according to Thomas (2013, p. 119), supports the postulation of Bell, Bryman and Harley (2019, p. 26) views of constructionist perspective adopted for this research. This choice equally allows the researcher to adopt the epistemological position of interpretivism, to explore the study from the meaning and viewpoints participants attached to the phenomenon within the research subject. It equally enables the researcher to employ the use of interviews in conducting the research. This study seeks to explore the effects of gender and other barriers that might hinder the management career progression of women within the Nigerian oil and gas industry. This option of studying this research topic from “*the interaction among people*”, will give the researcher the viewpoint of exploring

the social phenomenon surrounding the career advancement of the women within the sector from the interaction among the people in the industry, covering how career development is conducted, examining the procedures, criteria to identify challenges if any and explore their interpretations of the phenomenon under study. As such, adopting option (a) selecting ‘both’ lends itself to the choice of a mixed methodology of research strategy. Therefore, the ontological assumption adopted for this study is the constructionist ontology which led to the epistemological standpoint of being an interpretivist study, and the methodological position of mixed methods research strategy. Hence, the main method of data collection for this study is semi-structured interviews, complemented with semi-structured questionnaires. This is to allow triangulation of the results and to avoid the bias of using only one method of data collection.

An indication of capturing reality according to Bell, Bryman and Harley (2019, p. 26), is the study of ‘*culture and organisation*’, two social science most common terms, as they postulate that both are observable objects, considered in constructionism as made real by the understanding and actions of humans. While, objectivism indicates that social phenomenon is external to observers as postulated by Bell, Bryman and Harley (2019, p. 27). The

ontological assumption of this research adopts the constructionist position that both culture and organisation are entities of human construct, resulting from their actions and understanding. Thus, further indicating that within organisations, there exists gender; and that ‘gender exists’, characterises the fundamental ontological perspective of this research study.

Consequently, the issue of culture comes into perspective, that ‘culture exists’, both in organisations and the business environment in which they operate. Thus, in this context, it is the organisational culture of the Nigerian oil and gas industry and the Nigerian national culture and its socio-political norms. These ontological assumptions of this study underpin the epistemological perspective of this research. Therefore, given the foundation of how individuals behave, as a source of knowledge and epistemology, being concerned with the theory of knowledge, as postulated by Dawson (2013, p. 3) and Bell, Bryman and Harley (2019, p. 26). This study holds the assumption that knowledge is embedded in gender and culture. This leads to the question of “what paradigm would be useful in making this epistemological interpretation of accessing knowledge of the Nigerian oil and gas industry”? Is gender and culture (the context in which the sector operates) about exploring the implications of gender and other barriers which may

affect women's career progression in the industry, a means of accessing knowledge of this social world? As such, adopting the constructionist perspective gives the ability to access this knowledge rooted in exploring the views of the participants on the theory surrounding gender and culture and how these elements influence the management career progression of the women within the Nigerian oil and gas industry; and leads to the research approach of this study.

3.6.1.2 The Epistemological Position

According to Dawson (2013, p. 4), epistemology is *"concerned with the study of the nature of human knowledge and how it is acquired"*. Epistemology is *"the theory of knowledge"*, underpinned by ontology and allows answers to the questions of how our research should be conducted as postulated by Bell, Bryman and Harley (2019, p. 29) and Dawson (2013, p.3). Epistemological position in research is a vital aspect of the whole research process, as it influences the theoretical standpoint of the researcher, and governs the design of the entire research project as suggested by Dawson (2013, p. 3).

This involves the research design, methodologies, chosen research methods, data collection, adding to existing knowledge and the completion of the research study. From the ontological standpoint of constructionism adopted by

the researcher for this study, the epistemological assumption arising from this viewpoint is the interpretivist perspective. This position is one of the theoretical interrelationships of epistemology among other perspectives underpinned by the constructionist ontology, which includes: phenomenology, feminism, symbolic interactionism, critical inquiry and hermeneutics as indicated by Dawson (2013, P. 7).

Conversely, positivism as postulated by Bell, Bryman and Harley (2019, p. 30), is “*an epistemological position which is informed by an objectivist ontological position*” and holds that reality exists ‘objectively’ and ‘externally’. Supporting the views of Thomas (2013, p. 107) that “*the social world can be studied objectively*” and that natural science methods are appropriate for social science. The other theoretical interrelationship of epistemology underpinned by the ontological position of objectivism is post-positivism as indicated by Dawson (2013, p. 7).

The researcher, from these options, adopted the interpretivist perspective underpinned by the constructionist ontology to explore the research subject from the experiential knowledge of the participants of the study. So as to design the research, to enable the researcher meet the objectives of the study, answer the research

questions and contribute to the body of knowledge. This theoretical standpoint adopted by for this study is discussed in the next subsections with justification.

Consequently, from the ontological assumptions that gender exists within organisations and societies, as well as the culture within national context and organisations, the epistemological assumptions arising from these concepts is the knowledge that gender and culture exists in the Nigerian oil and gas industry. Equally, that humans in organisations are first related to on the basis of their gender, and then assigned rules for men which differ from those for the women. This points to the assumption that culture equally exists in organisations and nations alike, that governs the behaviours of individuals, their perceptions of themselves and in their interactions among others. As this hinges on exploring the challenges that gender and culture, with Nigeria's oil and gas sector, may bring to the career advancements of the women within the sector, with the interaction among the participants in perspective.

From a feminist perspective, there are the stands against the assigned rules for women that differ from that of men; and on this basis is the conceptual framework of this research study, founded on two main strands: (i) feminist theories to evaluate the implications of gender – in the origin of gender

inequality, labour market segmentation, women's sexuality and organisational cultures as it affects women's career development in the Nigerian oil and gas industry. This is considered together with the context of Nigeria's socio-economic and political spheres and how they influence women's career progression in this important sector to Nigeria's economy. The second part of this theoretical framework (ii) is the competing value framework by Cameron et al (2014, p. 8), to evaluate the operational organisational culture of the Nigerian oil and gas industry and what effects it might impact on the career advancement of the working women in the sector. This is further aligned with the focus on the research aim, objectives and research questions of this study to enable the researcher to contribute to the body of knowledge and fill this gap in the literature.

3.6.1.3 Research Philosophy – Adopted

According to Saunders et al. (2012, p. 83), philosophical assumptions in research consists of positivism, realism and interpretivism. Wilson (2013, p. 7, 9), suggests that these research philosophies are influenced by the ontological, epistemological and axiological stands of the researcher. While, Thomas (2013, p. 118), postulates that research philosophy in social sciences comprises two main stands ontology and epistemology. Saunders et al. (2019), indicates that the above three philosophical viewpoints are

mostly linked to epistemology and answers the questions of what and how in research. According to Thomas (2013, p. 120), “*ontology is about what you are looking at – the kind of events that exist in the social world*”. As postulated by Saunders et al. (2019), ontology consists of objectivism, constructionism and pragmatism. However, Dybjer, et al. (2012, p. 60), indicates that understanding the ontological perspective to adopt leads to the epistemological positions and appropriate methodologies to adopt for conducting the research.

Following the previous discussions on sections – 3.6.1.1 and 3.6.1.2 on ontology and epistemology respectively, the researcher’s ontological assumption for this study is constructionism and the epistemological stance for this research is interpretivism. Therefore, in order to display an understanding of how these philosophical assumptions shaped this study, more detailed explanation is required. Hence, the next two subsections hold discussions on the researcher’s philosophical assumptions adopted for this research with justifications of choice. It begins with the ontological assumption followed by the epistemological stance.

3.6.1.3.1 Constructionism

Constructionism indicates that knowledge is constructed and not discovered. According to Dawson (2013, p. 8), “*the only reality that we know is that which is expressed by human thought. Meaning and knowledge are human constructions.*”. For the researcher adopting this ontological standpoint is the best way to approach the research into gender and barriers to women’s management career development in the Nigerian oil and gas industry. This is because it suggests that the only reality we know is expressed by the thoughts of humans, and meaning and knowledge are the construction of humans. As such, the researcher seeks to understand the research subject from the viewpoint, experiential knowledge and meanings attached to these phenomena by the women and men within the Nigerian oil and gas industry on the career advancement of the women in the sector and the barriers that might be peculiar to the women as opposed to the men within this industry in Nigeria.

Hence, the researcher adopted the constructionist ontology to be able to explore the effects on gender disparity and other barriers that might hinder the career progression of women in Nigeria’s oil and gas industry aspiring promotions to management and leadership positions in the sector. To enable the researcher, meet the aims of the study

and answer the researcher questions and contribute to the body of knowledge as well as filling this gap in the literature.

3.6.1.3.2 Interpretivism

The philosophical positions of positivism and Interpretivism are discussed putting into consideration choice of the research philosophy adopted for this research work stating the justification of choice. According to Thomas (2013, p. 107), interpretivism is a paradigm which holds that *“knowledge is everywhere and is socially constructed, all kinds of information are valid and worthy of the name ‘knowledge’, even things ‘of the mind’”*. This epistemological standpoint of interpretivism is underpinned by the ontological perspective of constructionism in its theoretical interrelationship.

On the other hand, according to Bell, Bryman and Harley (2019, p.30), positivism is *“an epistemological position which is informed by an objectivist ontological position”*, and holds that reality exists ‘objectively’ and ‘externally’. Also, Thomas (2013, p. 107), indicates that positivism holds the opinion that *“the social world can be studied objectively”* with natural science methods appropriate for social science.

From the above epistemological standpoints, the researcher adopted the interpretivist perspective as it is underpinned by constructionist ontology already adopted by the researcher for this study. Also, this epistemological viewpoint enabled the researcher to explore participants' experiences and equally be involved in the study as indicated by Thomas (2013, p. 108). Thus, in this case of exploring the possible barriers that might hinder the career development of women in the Nigerian oil and gas industry moving to management and senior management positions, an understanding of the phenomenon from the viewpoint of the participants is vital to answering the research questions and meeting the objective of this study. Unlike the positivism epistemological perspective, which does not permit the researcher to be involved while conducting the research and participants' individual experiences are not considered as postulated by Thomas (2013, p. 107). However, for the researcher, seeking to comprehend the knowledge of the participants on the subject matter through their experiences is paramount to this study, as such the positivist perspective is not suitable for this study. Hence, the researcher adopted the interpretivist epistemological perspective as the research philosophical standpoint on which to build the structure of this study. This philosophical

perspective adopted influenced the choice of research approach discussed in the next subsections of this chapter.

3.6.1.4 Research Approach

According to Bernard (2013, p. 12), “*there are two great epistemological approaches in all research: induction and deduction.*”, with research methods repeatedly linked to these two main approaches. Riazi (2016, p. 140), indicates that deductive research approach involves a study from a general approach to a specific approach and often referred to as a “top-down” approach. Also, Bryman and Bell (2015, p. 37) postulates that it comprises a relationship amid theory and research, with a focus on the theory testing, with Patten & Newhart (2018, p. 22) suggesting that this theory testing is to ascertain whether the theories apply or need adjustments in different circumstances when conducting a study.

On the other hand, according to Trochim et al (2015, p. 22), the inductive approach involves the move from specific observations to broader generalisations and theories. This approach is often considered as the “bottom-up” approach, which is opposite of the deductive approach which is regarded as the “top-down” approach. The researcher in deciding on what approach to adopt for this research, considered the epistemological assumptions of

interpretivism adopted for this study. As such, the research approach of the two, that is underpinned by this assumption is the inductive approach. The choice of this approach for this research, is discussed in the next subsection with justification.

3.6.4.1.1 Inductive Approach

The definition of inductive approach according to Rose et al. (2015), states that:

“An Inductive research approach seeks to build theory on the basis of observations. Theory is therefore the outcome of the research. The process begins with data collection in response to a problem or question.”. (p. 78)

While, according to Pattern & Newhart (2018, p. 22), deductive approach planning to research, commences with the evaluation of theories already existent on a topic, by carrying out the application of those theories on different scenarios or new ones to ascertain whether the theories apply or need adjustments in different circumstances. This research into the issue of gender disparity and other barriers that might stand as obstacles to management and senior management career progression for women in Nigeria’s oil and gas sector, is an under researched area in Nigeria. As such, the deductive approach to research would not be

suitable for this study as there are no pre-existing theories in this area to test.

This inductive approach, however, is better suited for this research, as it sets out to develop theories as indicated by Rose et al (2015, p. 78) and Bryman and Bell (2015, 37), rather than begin with them. It starts with collecting data for a research question or problem to develop theories from the findings as postulated by Rose et al (2015, p. 78). It is flexible and supports changes during the research as indicated by Sekaran & Bougie (2016, p. 28), and gives the researcher opportunity to express participants' views accurately as postulated by Bryman and Bell (2015, p. 37). Also, using a bottom-top approach as indicated by Trochim et al (2015, p. 22), from a generalisation point to theory development as postulated by Rose et al (2015, p. 78).

Hence, the researcher adopted the inductive approach for this study. As adopting the inductive approach seems to be the better option of the two approaches. This is because the research subject area is under-researched in Nigeria's literature, and so no pre-existing theories on the research subject matter in this sector to test. Hence, adopting this approach enabled the researcher to develop theories from the findings of this study. This is because inductive approach starts with particular measures and observations,

then general models and commonalities are detected, accompanied by formulating exploratory hypotheses that would be examined in the research, which then leads to the development of general theories or conclusions in the end.

Following the research objectives of this study on gender implications and the barriers women may face in career progression to management in the Nigerian oil and gas industry, the researcher chose the inductive approach, as this approach enabled her to explore the research from the participants' viewpoint; as this is the appropriate choice for this study given the research epistemological perspective of interpretivism underpinned by the constructionist ontology adopted for this study which supports an inductive approach to exploring this research, to fulfil the research objectives and answer the research questions and fill this gap in the literature, equally adding to the body of knowledge.

3.7 Methodology

This section discusses the research methodology adopted for this study. It covers discussions on the research strategy, choice of research, time horizons, sampling techniques, data collection and analysis among other aspects of this study.

3.7.1 Research Strategy

Research strategy is interchangeably regarded as the design of the study and often indicated the general coordination of conducting the research as suggested by Bryman and Bell (2011, p. 26). Types of research strategy or design include ethnography, action research, case study e.t.c. According to Thomas (2013, p. 146), action research is employed by practitioners for being developing their practices. adopted for this study is the grounded theory research strategy.

3.7.1.1. Case Study Strategy

The researcher adopted the case study strategy for this study as it seemed suitable for this research. There are a number of definitions in explaining the concept. According to Creswell (2013, p. 98), “*case study research begins with the identification of a specific case*”. Thomas (2013, P. 150) postulates that it involves in-depth study of a case or a small set of cases. Also, Yin (2012, p. 4) expresses that it is

“an empirical enquiry about a contemporary phenomenon (e.g a case) set within its real-world context – especially when the boundaries between phenomenon and context are not clearly defined.”

The issue of the under representation of women in senior management and other leadership positions in Nigeria’s oil and gas industry is the “*specific case*” identified in this most important sector to Nigeria’s economy. Hence, this research purpose seeks to explore this phenomenon and

happenings around it. Thus, to identify the barriers (if any) that women might encounter in their career pursuit to management and leadership positions in the sector.

The rationale for adopting the case study strategy for this study replies on the objectives of this research to try to give explanation to the phenomenon within this sector posing the what and why questions. Also, focusing on understanding the phenomenon within its real-world context. The objectives of this research is to give insight into the implications gender, organisational culture, career development criteria and the Nigerian context, have on women's leadership and management career progression in their real-world context within this sector. Hence, the researcher adopted the case study strategy in order to achieve the objectives of this research.

This research applies the exploratory design of research to identify and present the barriers that might hinder leadership and management promotions for women in the Nigerian oil and gas industry. It takes the inductive approach with an attempt to develop theories in relation to the phenomenon under study. This research is guided by the conceptual framework and requires the inductive case study approach to provide an explanation of the impact of gender disparity, organisational and national culture, socio-

economic and political influences on women's management progression. Thus, basing the focus on Nigeria's oil and gas industry.

The case study research strategy can either be a single or multiple case study. According to Yin (2014, p. 4) case study research can be applied with the use of one or multiple exploratory samples on the same phenomenon of research. Creswell (2013, p. 99) argues that the case study is in three variables, the single, multiple and intrinsic case studies. Thus, emphasising that the multiple case involves exploring of a phenomenon using several cases within the bounded case. The single case on one case identified and the intrinsic on the particular selected issue. Hence, for the purpose of this study, the researcher chose the multiple case study strategy and adopted seven cases within the oil and gas sector, the study's bounded case. Three companies from the Nigerian oil and gas companies – Shell Petroleum Development Corporation (SPDC), Chevron Nigeria and Schlumberger Nigeria. Also, another three companies from Nigerian Contractor Oil and Gas Servicing companies. Finally, one oil and gas company from The Hague – Shell Petroleum Development Corporation (SPDC), in the Netherlands. Hence, adopting the multiple case study strategy is underpinned by the need for the researcher to explain the phenomenon surround barriers that might stand

against women's economic empowerment in their pursuit of leadership and management positions within Nigeria's oil and gas sector. The next section discusses access to organisation, issues and context of this research.

3.7.1.2 Access to Participant Organisations and Context of Research

Access to participant organisations is necessary for the researcher to be able to collect data from the study. According to Dawson (2013, p. 112) it "*involves a careful process of establishing contacts, meeting with people, establishing rapport and being accepted*". Negotiations to gain access to the participant Nigerian oil and gas organisations and the oil and gas company in the Netherlands were made first through emails, the followed by telephone conversations. In her email, the researcher introduced herself to the different organisations and explained her research.

The initial contacts were made during the pilot study of this research, to Nigerian oil and gas companies only, in a bid to test the pilot study questionnaires in preparation for the main research study. Also, at a later point while on fieldwork in Nigeria, the researcher met face-to-face with contact personnel, after gaining acceptance from previous rapport through emails and telephone conversations. The

research was conducted within the context of the Nigerian Oil and gas industry, where data was collected for this study. Cases selected were Chevron Nigeria, Schlumberger Nigeria, Shell Petroleum Development Corporation (SPDC) Nigeria and The Hague – with its expatriate employees in the Netherlands.

Equally, companies from Nigerian Contractor Oil and Gas Servicing companies were contacted for their views on the phenomenon being researched within Nigeria's oil and gas sector. The rationale for choosing the Nigerian context was to explore the issues of barriers that might hinder women's leadership and management promotions within its oil and gas sector. Thus, examining factors such as gender disparity, the culture of the organisation, the Nigerian cultural, socio-economic and political influences on women's career advancements are all explored in this study. This is an under researched area in Nigeria's literature, hence this study aims to fill this gap in the literature and add to the body of knowledge. Hence, purposive sampling was adopted to select participants for the study.

3.7.1.3 Initial Access and Preliminary Pilot Study

In order to conduct the pilot study for this research, communications were made by the researcher with the

contact persons in the different oil and gas companies in Nigeria. The selected locations of the pilot study were the cities of Warri and Port Harcourt. Communications were through email at first, to establish a rapport, then telephone conversations followed afterwards. The emails briefly explained the purpose of the research and aim to focus on the subject matter of “*gender inequality barriers that might hinder women’s career development in the Nigerian oil and gas industry*”, to try out a set of questions to probe the subject area before the main research.

Four companies were first approached, two of them multinational oil companies and two oil and gas servicing companies. The initial response was negative, as none of the companies contacted at that time wanted to take part in the pilot study, due to the phrase: “*gender inequality*” in the title of the study. Also, the researcher planned for the sample size of the pilot study to consist of 20 participants and women only. The data collection process was to send questionnaires to the women, being the subject matter of the study. The aim was to test the research questions through questionnaires data collection techniques in advance for the main research study.

The researcher encountered issues with this plan and made changes which proved to be productive, as positive

responses were received from three of the previously contacted companies, indicating their acceptance to participate in the pilot study. The details of these challenges are discussed in the next subsection. Three out of four of the previously contacted companies participated in the pilot study and were regarded as companies A, B and C.

Company A represented a multinational oil company in Warri, company B signified a multinational oil company in Port Harcourt and company C denoted an oil and gas servicing company in Escravos. The rationale for choosing these three specific locations is because these are the three main oil and gas exploration locations in the Niger Delta oil producing region in Nigeria. Although, there are other exploration locations within the Niger Delta region but the researcher chose these three, due to majority of the oil and gas companies in Nigeria being centred among these three. The sampling technique adopted for selecting the sample population was the non-probability sampling, using the purposive or judgement sampling technique for the selection of participants of both men and women working in the Nigerian oil and gas industry.

The planned sample size was then increased to 30 people, with 10 participants each, of a combination of men and women from companies A, B and C. The distribution of the

pilot study questionnaires was done electronically, through email attachments by the contact persons from companies A, B and C, respectively. However, the total number of returned questionnaires were 15, with 8 from company A, 4 from company B and 3 from company C. The details of pilot study questionnaire participants are shown in the questionnaire demography of the pilot study – section 3.13.2; The use of contact persons from these companies was for the data protection of their employees, the researcher was made to understand and this was accepted in order to comply with ethical consideration. SPSS software analysis tool and Microsoft Excel Spreadsheet were used to analyse the data collected.

3.7.1.4 Pilot study Issues and Outcome

Piloting a preliminary study of the main research was considered and conducted. However, the researcher encountered issues with the companies approached, as they declined to participate due to having problems with the phase in the title: “*gender inequality*” and “*women only*” study population. The researcher met with her supervisory team, and mentioned the difficulties she was encountering in trying to conduct the pilot study.

The outcome of the difficulties experienced by the researcher in trying to conduct the pilot study led to the

following changes been made to her research plans. Firstly, the title of the questionnaires was changed from: “*gender inequality barriers to women’s career development in the Nigerian oil and gas industry*” to “*Career development in the Nigerian oil and gas industry*”. This was done to remove the bias caused by the phrase “*gender inequality*”. Secondly, the participants of the study were no longer restricted to women only but was expanded to include men.

This action proved to be valuable as it gave the researcher the opportunity to gather the views of both the women and men in the sector on the research subject. Equally, exploring whether the men were aware of any barriers that might hinder women’s career growth in the industry. Thirdly, it gave rise to the pilot study becoming a comparative study of the possible challenges that women might face in their management career pursuit in comparison to the men in the industry.

Fourthly, the questions of the questionnaires were restructured to focus on general career advancements and management promotions for both women and men in the sector. Also, questions that centred on barriers that might obstruct women’s career progression in the industry was reduced from all sections of the questionnaires to just one section. In this section, only one question was asked, on

participants' opinion of what barriers affect women's career progression compared to the men in the industry. The questions of the questionnaires were a combination of semi-structured and open-ended questions. The semi-structured questions covered the areas gender, start of career and current position categorised into senior manager, manager, supervisor and non-management employees. The rest of the questions were open-ended to explore the research areas as it was under researched to gain general information on how to conduct the main research. These changes made proved to be productive, as positive responses were received from three of the previously contacted companies, indicating that they are happy to participate in the research study.

3.7.1.5 Sequential Approach

Sequential approach to research attempts to establish the essential steps of a study in advance, as this is vital for the success of this research study. Hence, the researcher conducted a preliminary pilot study of the main research. It is vital to have a plan for the main research with lessons from the preliminary pilot study. This led to a sequential approach to this research study being considered by the researcher. According to Maxwell (2013, p. 2), the sequential model has *"a prescribed starting point and goal and a specified order for performing the intermediate task."*

However, as part of the sequential approach of this research, the problems encountered during the pilot study, were considered and steps were taken to modify the research plan of the main study. The researcher encountered difficulties in the analysis of the open-ended questionnaires with SPSS analysis software as the process was time consuming and coding was demanding as responses had to be converted to strings to analyse on SPSS software. Thus, with most of the questions being open-ended responses it was challenging to form themes, as such Microsoft Excel as employed to analyse sections of the questionnaires that proved difficult with SPSS and so the researcher combined the use of both SPSS software and Microsoft Excel software for the analysis of the pilot study collected data.

Following the outcome of the challenges in analysing the pilot study open-ended questionnaires that the researcher experienced, she made a number of changes to the main research questionnaires. Firstly, the researcher changed the structure of the questionnaires for the main study from a combination of open-ended and semi-structured questions to “*semi-structured questionnaires only*”. Secondly, the researcher designed most of the questionnaires questions to comprise “*yes or no*” responses, some questions with ready options for participants to select from based on the

responses gathered from the pilot study. Also, a few open-ended questions were asked.

This modification to the questionnaire questions was based on the challenges in analysing the pilot study questionnaires and based on the feedback from one of the contact persons in one of the participant company who mentioned that the participants said the questionnaires were time consuming to complete and would have preferred them being *yes or no* responses and shorter length of questions. The researcher took these feedbacks on board together with challenges encountered with the analysing the pilot study questionnaire and made these changes for the main research to further explore the research subject.

Thirdly, the pilot study adopted the non-probability sampling with the use of purposive or judgement sampling technique for selecting participants for the study. Men were included in the research sample population and converted the study to comparing the experiences of the women to the men. To explore career progression challenges that women might encounter in management promotions compared to the men in the sector. This technique was equally adopted in the main research, to ensure participants (women and men) with knowledge of the research area were selected.

Fourthly, contact persons from the participant companies were used to electronically distribute and return questionnaires via emails. This was to ensure anonymity of participants and for the data protection of their employees, this was adopted for the pilot study and the main research. The researcher accepted this process for ethical consideration. Another reason this choice was necessitated was due to requirements expected of the researcher to meet before being allowed on off-shore oil rig platforms in Escravos for data collection.

The researcher used the pilot study as preliminary research into the subject area to gather information and then conduct the main research with interviews only. However, when she contacted the different oil and gas companies of her intentions to interview participants on off-shore oil rig platforms, she was advised that she would attend a health and safety course for 2 weeks, and be a certified swimmer before she would be allowed on rig platforms, and these would be at her expense. Therefore, considering time available for field work and financial constraint, she discussed this issue with her supervisory team and the decision was made to conduct a mixed method research, employing both interviews and questionnaires for data collection. However, the choice of adopting a mixed

research method for the main research supports the researcher's philosophical standpoints of the researcher.

Interviews were conducted in on-shore offices in Warri and Port Harcourt and questionnaires were sent off-shore to oil rig platform in Escravos. Also, the **GSM Ethics Committee** was informed of this action and the rationale for this mixed methodology, please see Appendix 4 – Covering Note. These areas are the same three major oil and gas producing locations in the Niger Delta in Nigeria used for the pilot study which were also used for the main research. Fifthly, the questionnaire data collected in the pilot study were analysed using both SPSS software analysis tool and Microsoft Excel Spreadsheet. These two analysis tools were equally adopted in the main research for the data collected through questions. While data collected through interviews were analysed using the thematic coding analysis. The next section discusses the research methods adopted for the study with rationale of choice.

3.7.2 Research Methods

This section presents the research methods adopted for this study with the justification of the choice of methodology employed. The research methods chosen for this study were underpinned by philosophical perspectives of the researcher, the objectives of the research and the process of

implementing the study. The researcher adopted the use of mixed methods research sources of data collection, employing a combination of the quantitative and qualitative research methods, on the basis of the ontological and epistemological assumptions adopted for this research. The data collection techniques used were questionnaires for the quantitative aspect and interviews for the qualitative aspect of the research methods. The following subsections discusses the research methods choice adopted for this study with justification of choice.

3.7.2.1 Mixed Research Methods

The choice of research of a study is determined by the ontological and epistemological perspectives of the researcher, as these standpoints influences the research methods adopted for the study. This study seeks to explore the possible barriers that women in Nigeria's oil and gas sector may experience in their management career progression. These potential barriers are explored on the basis of the effects of gender disparity, and the socio-economic and political practices within the Nigerian context in this industry which may hinder the management and leadership prospects and advancements of its women.

Qualitative research strategy *"is a strategy that usually emphasizes words rather than quantification in the collection*

and analysis of data” as stated by Bryman & Bell (2015, p. 38). While A quantitative research strategy is a form of research that “*underlines quantification in the collection and analysis of data*” as expressed by Bryman & Bell (2015, p. 37). This form of strategy supports the constructionist epistemological and ontological perspectives, as well as the interpretivist standpoint in its theoretical interrelation to its epistemology. As an interpretivist study, based on this standpoint, the qualitative research strategy would seem a better alternative for the researcher to adopt for this study because of its philosophical position. However, the researcher has adopted both the qualitative and quantitative research strategies for this study, as combining both research strategies is the best way to conduct this study. This is based on the selected option to explore ontology in the Nigerian oil and gas industry concerning women’s management career progression in comparison to their male counterparts. This selected option as expressed by Thomas (2013), suggests that ontology in the social world can be studied from both “*the interaction among people*” and “*as comprising simple variables*” (P. 119). Therefore, exploring the research subject from both angles, that is:

- (i) “*The interaction among people*”, allows the researcher to evaluate how women and men are treated in the sector, in their general daily activities, how women’s management

career development is affected negatively or positively by the way employers and employees interact with one another. Also, what role does gender play in influencing women's management career advancement in the industry compared to men? Are there any challenges to this effect for women compared to men? This option points to the qualitative research strategy. It allows the researcher to examine this phenomenon from the viewpoint of the participants and interpret the happenings from their perspective. This is based on their experiences and how they interact among themselves within the Nigerian oil and gas industry. This study aims to explore the "issue of gender", covering the women working in the male-dominated Nigerian oil and gas industry, examining how they relate with other females and their male counterparts in the sector. Also examined is how these interactions among these people with gender in focus in the industry affect the career progression of the women to positions of management in the sector compared to their male co-workers. To identify what possible barriers resulting from the gender of the women, might stand as a hindrance to their career development compared to the men.

- (ii) "*As comprising simple variables*", the second option of exploring the realities within Nigeria's oil and gas sector is by statistically presenting the analysis of the career progression of women compared to men in the industry. This option the researcher adopted together with the former

leading the adopting of a mixed research strategy for this study. In order for the researcher to present the findings as comprising simple variable, with the use of semi-structured questionnaires with 'yes' or 'no' responses, to option to choose from and blank spaces for respondents to fill in their answers. The analysis of the data collected was presented as simple variables between women's and men's career advancements. It equally identified challenges to women's management career development in the sector.

The combination of both the qualitative research and quantitative research strategies enabled triangulation of this research results. It gives a clearer picture of the situation under study. This choice of mixed research strategy led to the research aim and objectives of this study is met. As such, both interviews (face-to-face and group interviews) and questionnaires were used to collect data for this study. Chapter 4, displays and discusses the results from both the questionnaires and interviews respectively.

3.7.2.2 Triangulation

Triangulation involves the viewing of the same thing from more than one perspective. This is the use of both the qualitative and quantitative data collection techniques combined for better understanding of the subject matter. Thus, for the purpose of this study, the researcher adopted

the combined use of the qualitative and quantitative data collection techniques. This allowed the researcher to triangulate the findings from the interviews and questionnaire results, to give her a better knowledge of the research subject - on the barriers that women in the Nigerian oil and gas industry might experience in their career development prospects to management and senior management positions.

This led to triangulation of the results and findings and enabled the researcher to view the same phenomenon from different perspectives and avoided the bias of the use of only one data collection technique. In this study, the researcher was able to gather responses of the various views of employees and managers, to improve accuracy (means of validation) and gain a fuller picture to enhance the completeness of the findings.

3.7.3 Time Horizons

Time horizons in research study are either longitudinal or cross-sectional. These time horizons relate to the period of time spent during the study for data collection and analysis of the research work (...). Longitudinal study involves repeated observation over long time periods of the same variables or population. These periods in most cases takes a number of years. While, the cross-sectional study is

regarded as the study of “*a group or groups at the same time – “as a snapshot”*” as indicated by Thomas (2013, p. 173), or “*one moment in time*” as postulated by Patten & Newhart (2018, p. 19). This type of time horizon involves the study of a small number of people, of a specific population group within a main group. Thus, the time horizon adopted by the researcher for this research is the cross-sectional study, this is discussed in the next subsection with justification of choice.

3.7.3.1 Cross-Sectional Study

The cross-sectional study design is regarded as “*...a snapshot of one moment in time*” as stated by Patten & Newhart (2018, p. 19) and Thomas (2013, P. 173) . It deals with the collection of data at a precise time of a specific population, usually a small minority of the main group as indicated by Bryman & Bell (2015, p. 62). Hence, the cross-sectional study time horizon was adopted for this research, as it is within a short time period which allows the researcher to take a snapshot of the situation being studied. Also, the researcher is able to plan the field work within the time scale available for data collection and analysis and within the financial resources available for the research field work.

Hence, this study time horizon

was adopted for this research as it enables the researcher to take a snapshot of the phenomenon surrounding the issue of gender disparity within Nigeria's oil and gas sector, and its effects on the management career progression of the women within the industry. Also, explore as a snapshot other barriers that might hinder the career procession of women to management and senior management in the Nigerian oil and gas industry. The cross-sectional time horizon allowed the researcher to focus on a small group of people within this specific population group, to explore the subject matter and develop a pattern of the encounters of the women in their management career progression in the sector.

The research field work was conducted within a short period of time. The researcher focused on participants from the off-shore and on-shore sections of the upstream and midstream segments respectively (small specific groups within the main group), of the Nigerian oil and gas industry. Data was collected from these different segments of the sector to provider a clearer picture of the situation under study within a precise period of time. Hence, the researcher adopted the cross-sectional study time horizon as it was relevant to conduct this research and it provided the researcher with the opportunity to plan the field work within the allocated time scale and financial availability.

The details of sampling techniques, data collection processes and data analysis for this research are discussed in the subsequent subsections in this chapter 3 of this thesis.

3.7.4 Sampling Techniques

According to Dawson (2013, p. 67), sampling techniques comprise:

“a set of individuals, groups or items selected from the research population for the purpose of analysis or hypothesis testing”.

These sampling techniques can either be probability or non-probability sampling. Probability sampling consists of a sampling technique where *“all people within the study population have a specifiable chance of being selected”* indicated by Dawson (2013, p. 67). This form of sampling is most suitable when the researcher hopes to generalise, give an explanation on the study’s entire population or make predictions. Probability sampling deals with a selection at random from a list of population. While, non-probability sampling technique is used to generalise findings and select relevant participants, as indicated by Dawson (2013, p. 68).

The researcher seeks to explore the issue of gender and other barriers that might obstruct women’s career

advancements in Nigeria's oil and gas industry from the view point of the participants within a short time period. As such, participants with relevant knowledge of the sector and career progression processes were selected as this seemed appropriate for the study. Hence, this study adopted the use of the non-probability sampling for both the quantitative and qualitative research methods of this study, in selecting the study population. The sub-section below discusses the non-probability sampling techniques adopted for this research with justifications of the researcher's choice.

3.7.4.1 Non-Probability Sampling

Non-probability sampling technique equally known as purposive is employed when the researcher intends to generalise findings and select relevant participants, as postulated by Dawson (2013, p. 68). The different sampling techniques under this method of sampling include: judgement sampling, quota sampling, snowball sampling and theoretical sampling as suggested by Dawson (2013, p. 68). The sampling techniques under the non-probability sampling adopted for this research are judgement sampling and snowballing sampling. These are discussed in the next two subsections below with justification of choice.

3.7.4.1.1 Judgement Sampling Technique

Judgement sampling technique also regarded as purposeful sampling method, “*relies on the judgement of the researcher for the selection of the sample*” as stated by Hinton & McMurray (2017, p. 19). It is conducted on the basis of selecting the participants on the level of their knowledge of the issue being researched. For the purpose of this study, non-probability sample type is selected, and its judgement sampling techniques is adopted as the main sampling technique for this study. The judgement sampling techniques was adopted for the selection of participants for the quantitative and qualitative data collection of this research.

This choice enabled the researcher to select participants with knowledge of the sector and their career progression processes to take part in the study. Thus, it allowed the researcher to identify and understand the place of gender and other barriers that might hinder women’s management career advancement in the Nigerian oil and gas industry, from participants’ viewpoints. The criteria for the selection of participants of this research are displayed and discussed this section under subsection – 3.7.4.3 and 3.7.4.3.1; Also, a second non-probability sampling technique called snowballing sampling technique was employed during the fieldwork due to the cancellation of some previously

arranged face-to-face interviews. Hence, the researcher adopted the non-probability sampling with the use of both its judgement sampling and snowballing sampling techniques for this study. The latter is discussed in the next section with justification of choice.

3.7.4.1.2 Snowballing Sampling Technique

Snowballing sampling technique is a method for asking existing participants to ask their contacts and friends to join in a study as postulated by Hinton & McMurray (2017, p. 19). It is used for gathering research subjects through the identification of an initial subject who is used to provide the names of other actors. It is a useful methodology in research, especially in studies that respondents are few in number or a high degree of trust is required to initiate the contact (hard to reach/hard to involve population). Snowballing technique was adopted as it *“help encourage other cases to take part in the study”* as indicated by Wilson (2014, p. 214), to complement Judgement sampling method for gathering more participants for the interview data collected for this study.

When the researcher arrived Nigeria and begun the field for data collection, some participants became hard to reach for face-to-face interviews due to cancellations, see sections – 3.8.2.1.2 under group interviews and 3.12.3 under

limitations of interviews, for details. Hence, non-probability sampling was adopted for this study with its methods of judgement sampling technique and snowball sampling technique employed. These two techniques were used to select participants for the interviews. while, just the judgement sampling technique was used for the selection of participants for both the questionnaires and face-to-face interviews.

The approach to participant selection and criteria for selection are discussed in the next two subsequent subsections.

3.7.4.4 Approach to Participants Selection

The different participant companies within the Nigerian oil and gas industry and the oil and gas company in the Netherlands approached participants through their individual contact persons. This was due to the different companies' policy of protecting their employees' personal data. As this study is meant to keep participants anonymous, the researcher through ethical consideration accepted for company contact persons to approach participants. Hence, contact persons were used, with the understanding of the importance of the anonymity of the respondents and adhering to agreed ethical considerations with the participant companies. However, the researcher understood that judgement sampling techniques would be

applied in the selection of participants for the research. Therefore, in order for participants with relevant knowledge of the research subject to be selected, specific selection criteria (see subsection – 3.7.4.4.1) were provided by the researcher. This was done to guide contact persons in their selections of participants suitable for the study. This is shown below in the next subsection.

3.7.4.4.1 Participants – Selection Criteria

The researcher made sure to specify the sample population to each company contact persons so that they knew the relevant participants to select for the research. Selection criteria for this study included the following:

- ❖ A combination of female and male participants
- ❖ Length of time in the companies: between 0-41 years and above
- ❖ Level of position in the company – from management to non-management
- ❖ The segment of the industry: upstream and midstream segments of the Nigerian oil and gas sector and the oil and gas company in The Hague, in The Netherlands
- ❖ Participants should include: off-shore and on-shore employees within different departments in the specified segments of the industry.

The researcher indicated that the above list of selection criteria was used by the contact persons both in Nigeria and The Netherlands, to assist them in the selection of participants. This practice ensured that non-probability or purposive sampling was applied, with judgement sampling

technique used for choosing participants. Thus, participants that matched the above criteria were selected for the study, some to take part in the interviews and some others to receive questionnaires.

These criteria for selection was indicated by the researcher to select a sample population from its target population. Thus, participants within the chosen segments of the oil and gas sector in Nigeria and The Netherlands were selected. The distribution and return of the questionnaires to the respondents were done via email by each company contact persons. These company contact persons then returned the completed questionnaires to the researcher, for the data protection of their employees.

3.7.4.5 Sample Size

The study population was selected from the upstream and midstream segments of the Nigerian oil and gas industry, and an oil and gas company in the Netherlands. The location of the city in the Netherlands is The Hague and the setting in Nigeria covered three main geographical locations within the Niger-Delta oil and gas producing region of Nigeria. These geographical areas were: Warri City, Port Harcourt City and Escravos (off-shore) locations. The direct employees of the three main multinational oil companies

that participated within these three locations where around five hundred.

While the larger numbers of workforce were contractor staff in the sector working in oil servicing companies. These are smaller organisations with seasonal contract jobs obtained from these multinational oil companies and they are far more in numbers than the multinational oil companies. Their employees put together are in thousands. However, from the three that participated the total is around three hundred. Hence, the sample size of all the companies that participated in this study is more than eight hundred. Table 3.4 below, is a summary of the sample size for this study.

Table 3.5: Summary of Sample Size for Data Collection Processes

* Sample Population Size = 70 Questionnaire - Participants: (Male 57 & 13 females);	* Sample Population Size = 49 Interviews - Participants: (Face-to-face 25 & group 24);						
Distribution to On-shore staff: <ul style="list-style-type: none"> - Sent via email to company contact persons (HR managers & personnel) - Sent to participants by contact persons via: internal company emails Returned: <ul style="list-style-type: none"> - Sent back via email to contact persons - Returned back to me via email in group of files by contact persons 	- Face-to-face: Conducted in their individual offices Total participants: <table> <tr> <td>Males</td> <td>19</td> </tr> <tr> <td>Females</td> <td><u>6</u></td> </tr> <tr> <td></td> <td><u>25</u></td> </tr> </table>	Males	19	Females	<u>6</u>		<u>25</u>
Males	19						
Females	<u>6</u>						
	<u>25</u>						
Distribution to Off-shore staff: <ul style="list-style-type: none"> - Sent via email to company contact persons (HR managers & personnel), - Questionnaires were downloaded & distributed by hand via contact persons to participants Returned: <ul style="list-style-type: none"> - Sent back by hand to contact persons - Returned questionnaires were scanned and sent back to me via email in group of files by contact persons 	- Group interviews were: Conducted in company's general multipurpose room Total participants: <table> <tr> <td>Females</td> <td>7</td> </tr> <tr> <td>Males</td> <td><u>17</u></td> </tr> <tr> <td></td> <td><u>24</u></td> </tr> </table> - Comprising: 8 participants each in 3 groups	Females	7	Males	<u>17</u>		<u>24</u>
Females	7						
Males	<u>17</u>						
	<u>24</u>						
Distribution to SPDC Netherland: <ul style="list-style-type: none"> - Sent via email to company contact persons (Vice President of Communications, SPDC Norway), - Sent to participants by contact persons via: internal company emails Returned: <ul style="list-style-type: none"> - Sent back via email to contact persons - Returned back to me via email in group of files by contact persons 	* Sample Population Size Interviews = 49 * Sample Population Size Questionnaire = 70 * Total Population size for research = <u>119</u>						

The next two subsections discuss the sample sizes adopted for the quantitative and qualitative data collection processes of this research.

3.7.4.5.1 Sample Size - Questionnaires

In quantitative research, 10% or less response rate of the total population of the research is expected from the use of questionnaires as indicated in Collis & Hussey (2014), with planned statistical analysis. The returned questionnaires were 70 in total, which is less than 10% of the total population. The researcher for the purpose of this study adopted the quantitative data collection of less than 10% of the total population and accepted the questionnaires returned as sufficient on this basis. The sampling technique

adopted for participants' selection was purposive sampling. According to Dawson (2013, p. 67), it is the selection of a set individuals from the research population for analysis purposes. Its judgement sampling technique was used for the distribution of the questionnaires. The processes of distribution and return of the questionnaires are displayed and discussed in subsection – 3.8.1.1.2 of this chapter. Table 3.5, displays the questionnaire demographic.

Table 3.6: Questionnaire Demographics

		N	Marginal Percentage
Gender	MALE	57	81.4%
	FEMALE	13	18.6%
Current_Place_of_Work	Chevron	11	15.7%
	Nig Oil & Gas Contra	9	12.9%
	Schumberger	8	11.4%
	Shell	40	57.1%
	Shell (Netherlands)	2	2.9%
Years_in_Industry	0 - 10yrs	11	15.7%
	11 - 20yrs	6	8.6%
	21 - 30yrs	22	31.4%
	31 - 40yrs	24	34.3%
	41yrs – more	7	10.0%
Educational_Level_at_Career_	As a Trainee	8	11.4%
Start_in_Oil\$Gas_Industry	Polytechnic graduate	18	25.7%
	Secondary School leaver	9	12.9%
	B.Sc. / B.Engr. graduate	13	18.6%
	Masters Degree graduate	15	21.4%
	PhD graduate	7	10.0%
Valid		70	100.0%
Missing		0	
Total		70	
Subpopulation		46 ^a	

a. The dependent variable has only one value observed in 42 (91.3%) subpopulations.

The above table 3.5, displays the questionnaire demographic for this study. The next subsection discusses the sample size for the interview participants.

3.7.4.5.2 Sample Size – Interviews

On the other hand, in qualitative research sampling, the sample size differs, based on the collected data, taking into account the level of similarity of collected data and its

increases to the point where no new discovery is made in the course of study as suggested by Thomas (2013). This enables the researcher to determine the research size. This puts the researcher in the position to establish when to stop data collection based on the reoccurrence of similar results and little or no new results are collected. In this qualitative segment of this study, the purposive sampling was also adopted for the selection of participants for the interviews.

As postulated by Dawson (2013, p. 67), purposive sampling enables the selection of a group of individuals from the research population for analysis. Its judgement sampling technique was used for face-to-face interview participants' selection. The researcher's selection criteria were employed by company contact persons as guide for selection. However, the researcher encountered some huddles while on fieldwork, with some face-to-face interviews being cancelled (see subsection – 3.12.3 limitations of interviews).

As a result, the researcher employed another purposive sampling technique – the snowballing sampling techniques to try and fill up the few cancelled pre-scheduled face-to-face interviews. The researcher asked some interviewees if they knew friends and colleagues who were interested in joining the study. This action proved positive as 3 sets of 8

participants joined in the study as a group for the group interviews. Two of the three sets were conducted in Warri City and one set in Port Harcourt, Nigeria.

Pseudonyms were used to represent interviewees. Quotations of interviewees verbatim responses were entered on a list and integrated in sections of the findings chapter to add emphasis to particular points (see chapter 4). Table 3.6 below, displays the demographics of the interview participants with their quotes entered verbatim as displayed on the list.

Table 3.7: Demographics of Interview Participants

S/N	Participant's Gender	Pseudonyms	Positions	Responses
1	Female	Angelina	Non-management employee	<i>When you come on site, the atmosphere spurs you to move like the men.... in a regimented way....everything has to be in order....you cannot help but want to behave like them...I mean, the men, to be in unison with them....the environment just gets you into that mood of wanting to show that you have 'power' to handle your station, show that you are in control, following all orders from A - Z without questioning them, or making changes or suggestions</i>
2	Male	Joshua	Senior Manager (Drilling)	<i>It is a problem for the women because (a) they have to come out of their comfort zone just to act like men which they are not, (b) unknown to the system it has been made a norm to select the women who behave like the men and follow the status quo and (c) it is a barrier to the women who do not fit into this criterion."...Most of the women in the industry are single... some of them do not get married until they get to management levels...while some others say they do not want to get married....women managers find it hard to get married if they are single because men are intimidated by their success and they are also not the submissive type but very domineering...men run away from them....female managers are very caring and compassionate</i>
3	Male	James	Manager	<i>Most of the women in the industry are like men, I mean their roughness and hardness to power like the men... they are as energetic as the men and exercise power like the men when they work... they walk like the men, smart, strong, command and control on duties like the men...we call them tomboys... but not to their faces...oh yes it is still very much expected in the society for the woman to be submissive to the man</i>

4	Female	Olatitilayo	Non-management employee	<i>Yes, to survive I have to be a man in action at work...macho in character, act bold and fearless, ready to take any risk... because I want to earn the respect of my colleagues and bosses...women managers can lead they have the same attributes as men, they do the same jobs, the women have their capacity and the men have their capacity too....in my company we practice what is called seniority in the system...this means the first person who signs the attendance register on starting first day with the company is senior to everybody else who starts the same day but signs the register after the person regardless of gender...women managers are always helping to bring the best out of you, not like the men managers that do not care as much</i>
5	Female	Elizabeth	Non-management employee	<i>Well, for me I don't think there is anything wrong with the organisational culture. I just come to work to do my job...I want to join but as a woman...there is no room for me...I would like to apply for management positions when there is a vacancy as this is my desire but I cannot see myself coping with the demands, seeing I have a family</i>
6	Female	Rosaline	Supervisor	<i>I mean before you chose to join the industry, you already know it's a man's world, so all you need to do is adapt!...in my class at university we were only 4 girls in my engineering course while the rest were boys, each of us girls had our group of guys we moved with as friends and most girls being in the company of guys tend to become tomboys...even at work now some still behave like men</i>
7	Female	Samantha	Non-management employee	<i>actually, you have to behave like a man to have your way....for me, I wear a different hat when I come to work and a different one at home....that is how I get by...My responsibilities at home with my family are challenging coupled with my job and so thinking about pursuing management positions is the least on my mind</i>
8	Male	Isaiah	Manager	<i>The women that have worked under me are very serious with their jobs and conscientious...yes, even more dedicated than the men I would say... well I think it's to demonstrate their value...In the oil and gas industry, promotion of employees is through the ranking process...women managers are kind and friendly and they help with building relationships on the job...we need change in this industry the key is more women managers, they have the capacity to bring this new order of improvement</i>
9	Female	Abosede	Non-management employee	<i>I feel unaccepted in the group.... mostly, when people are needed for special tasks, I am always ignored.... I worry.... because most times these special tasks adds to your personal accomplishments that can aid your prospects of being selected for promotion...Ever since I started working in this my new department, my manager has made several sexual advances towards me...I feel very uncomfortable at work and I dread coming everyday</i>
10	Female	Gabriella	Non-management employee	<i>In my manager's opinion this job is not a place for women and does not hide his feels towards me....the way my manager treats me....he makes me feel uncomfortable and as if I am not one of them...even if the woman is older than the man she is normally considered lower than him in status when it comes to respect in public places, she is always given second place to him</i>
11	Female	Tinuola	Non-management employee	<i>I work twice as hard as my male colleagues.... just to prove I can do the job...yes in our company this seniority in the system is by date and time you start, if a person comes 1 minute or 1 hour before the next person, the one who is ahead in the first attendance is the senior and when it is time for promotion, the person who came first is selected...promotion is by ranking</i>
12	Male	William	Non-management employee	<i>The women in the industry are very hard working...they go the extra mile...female managers in my organisation are difficult to approach, the moment you come close it's as if they are ready for a fight</i>

13	Male	Daniel	Non-management employee	<i>My manager still believes that this is no place for a woman. My manager still believes that this is no place for a woman...In selection time...my manager will always select a male over a female to present to top management for promotion....most of the women managers in my company are friendly and kind but some of them are not friendly at all in fact when you go to them is like an enemy has come</i>
14	Male	Malachi	Non-management employee	<i>well, some managers think that the women should be in the kitchen and with the children at home and not here</i>
15	Female	Dorin	Non-management employee	<i>I joined the industry as I saw it as a career path...but I am beginning to doubt if I made the right choice as moving up the ladder of promotion is proving tough...I apply as I hope to reach top management some day in this industry but each time a male is favoured over me...My priority is my children and husband before work...I am on call for my family as I work for any emergencies....so I cannot apply for management position as I cannot handle the pressure of the job and work</i>
16	Female	Cheryl	Non-management employee	<i>During promotion time a male gets chosen over me</i>
17	Female	Idowu	Non-management employee	<i>Promotion in this industry is by the grace of God...With most people supported by someone in top...it is hard for you to stand a chance when you do not have anyone there...only God can help you in this case...women managers are very compassionate and friendly and they encourage you to give your opinion on matters concerning work</i>
18	Male	Taiwo	Non-management employee	<i>In this industry, promotion is by who you know...Promotion is by the person you know in top management...the women managers in our company always create forum for employees to contribute, that's one way they are different from the men managers....I believe women have a lot to contribute as managers, they have a unique way of managing and bringing people together</i>
19	Female	Marisa	Non-management employee	<i>Sometimes I wish we were more in number so we could have ours...I struggle with balancing my work and the maintenance of my home...it's not easy for me as I not only manage my home, I also care for my parents</i>
20	Female	Julian	Non-management employee	<i>I do not have a problem with that...all my children are grown ups now and they can manage without me not being there to care for them</i>
21	Male	Osama	Manager	<i>The criteria for management promotion are the same for both men and women...we practice gender equality here in the oil and gas industry....female managers show compassion in the workplace unlike most male manager who are not compassionate</i>
22	Male	Ivaylo	Manager	<i>I sometimes feel sorry for the married women in the industry...they always give their best but managing the home and work often gets in the way for them...women managers are like tomboys...smiles... you must show these masculine attributes to be selected...I think if more women are allowed into managerial positions things will change for the better</i>
23	Male	Ikponmwuosa	Senior Manager	<i>Most of the single women who join the industry stay unmarried until they get to managerial positions before they think about it...as a woman you have to show that you can manage like a man, that is why most of the women managers act like men</i>
24	Male	Oritseweyimi	Senior Manager	<i>To succeed in the industry and become a senior manager, high mobility is one of the needed criteria...you should be ready to move when there is the need for your expertise and knowledge in handling a drilling situation</i>
25	Male	Masoje	Senior Manager	<i>As a matter of fact, some women in the industry remain single until they reach management positions...to avoid any family obstacles</i>

26	Male	Jason	Senior Supervisor	<i>For women to work in this concern, it is a venture that is very challenging. Reason being that, there are some unpalatable happens that bring challenges to women while trying to take up appointments in offices of any kind in the industries...some unpalatable happens that bring challenges to women while trying to take up appointments in offices of any kind in the industries....The issues of harassment, lack of respect for women, pregnancy and maternity leave, jealous husbands, high mobility issues...If when the woman is attractive looking though educated and qualified for a job, men or bosses that would want to befriend her, hence some will introduce women to either replace them or employ them outright.</i>
27	Male	Alfred	Manager	<i>Christian women would not mortgage their marriages for that kind of dirty game...in families the education of the male child is paramount to the female children, we still practice the man as the head of the home that is our custom</i>
28	Male	Brian	Non-management employee	<i>Some highly placed women with corrupt characters, may choose to be going out with younger men to satisfy her lust</i>
29	Male	Matthias	Manager	<i>Women in the industry always have some men making open sexual suggestive approaches towards them...it is common</i>
30	Male	Marcus	Manager	<i>Given the Nigerian situation where the man is the head of the house, it would be difficult to give his approval to the wife to pursue a management career of this magnitude and would be an obstacle...The management career in the Nigerian oil and gas industry is one that comes with its demands, being a senior manager in the industry would mean high mobility, being able to make a journey to oil rig platforms on deep sea with short or no notice at all depending on the urgency of the job on site</i>
31	Male	Julius	Manager	<i>Women in the industry that are married find it hard to cope with the family and work...the husband will definitely be a barrier to the woman's management career because of the demands at management levels</i>
32	Male	Abraham	Manager	<i>One of my female employees came to work one day in tears...I asked her what the problem was and she said she had just broken up with her fiancé... and that they had a quarrel over the new higher position she was planning to apply for... she said his exact words were: 'to choose between him and her intended promotion at work'... so she chose her career and said that was it for her that she will never marry</i>
33	Male	Osaro	Manager	<i>The female managers manage differently from us...they are compassionate, caring, understanding and handle things differently from we men</i>
34	Male	Leke	Senior Manager	<i>Most married women in management levels in the industry have already had their children and their children are already grownups...times have changed and the woman should be seen as equal to the man but no...for some traditional men, the man is superior to the woman and it should stay that way</i>
35	Male	Israel	Manager	<i>When women go on maternity leave and are back, they are transferred to administrative units for some time before returning to their main duties...and in most cases, they eventually remain there...in administration...some women even stay back in administration after returning from maternity leave</i>
36	Male	David	Senior Manager	<i>When the women resume from maternity leave they are put in administration as they are not yet strong enough to resume their normal duties</i>
37	Male	Mike	Supervisor	<i>When my wife gives birth I celebrate, drinking with friends and family... this is what is expected of a man in my culture...leadership is for the men, they have authority, power, command respect and have the ruggedness required for these positions...women do not have that manly character to manage</i>
38	Male	Samson	Non-management employee	<i>A man needs to work and earn money to take care of the home and put food on the table...not to be with his wife and their new born baby at home</i>

39	Male	Elijah	Non-management employee	<i>Being with my wife when she gives birth is not my duty as a man and the head of the home...that's the duty of my mother-in-law</i>
40	Male	Solomon	Non-management employee	<i>I do not have to worry about that...as is the tradition, my in-laws and my extended family come to our house to help...and some even live with us until my wife can cope with baby on her own</i>
41	Male	Godspower	Non-management employee	<i>My wife moves to her father's house when she is nearly due to give birth and stays there until the baby is a bit grown and she can do with less help</i>
42	Male	Drake	Non-management employee	<i>It is a normal thing for nearly every Nigerian home to have at least a house-help and a nanny...my presence is not needed to help with the baby</i>
43	Male	Jack	Supervisor	<i>Only a man who is weak would seek for paternity leave when the wife delivers a baby...the man is the head of the home any time any day and for me the woman's place is to care for the home</i>
44	Male	Abel	Manager	<i>In my opinion, the family comes first with the women before their jobs....I may be old fashioned but correct me if I am wrong women do not fit into this environment, it is a place for mena man's duty is to take charge of his home, his word is authority and the wife's duty is to submit to her husband as he is head over the woman and household....men in this society are seen as adventurous, risk takers, bold with authority and power to take control, that's a true leader...</i>
45	Male	Frank	Manager	<i>The women see their families as paramount to the job...it is either the husband is sick today or her child is running temperature or she needs to take the child to the dentist</i>
46	Male	Silas	HR Manager	<p><i>candidates for management promotions must meet certain criteria before they are considered, these are their –</i></p> <ul style="list-style-type: none"> <i>* Level of Qualification (Must have a university degree)</i> <i>* Field experience</i> <i>* Length of time in the oil and gas industry</i> <i>* Length of time with the company</i> <i>* Appraisal (Performance on the job)</i> <i>* High mobility (To be ready to move at any given time)</i> <i>* Ability to exercise Authority over oil and gas operations</i>
47	Male	Samuel	HR Manager	<p><i>the criteria for general career progression is different from that of management career progression, for general promotion, candidates are selected based on:</i></p> <ul style="list-style-type: none"> <i>* Appraisal (individual performance on the job)</i> <i>* Length of time with the organisation</i> <i>* Individual working experience in the industry</i> <i>* The ability to meet organisational goals and objectives</i> <i>* Individual Qualifications (not mandatory at general level)</i>
48	Male	Osakpanma	Middle Manager (Logistics)	<p><i>The ranking system is how promotion is done in this industry, I believe this organisation chat will help you understand better how we progress in the contractor companies...yes there is a difference compared to the main oil and gas companies...we look at the following before considering an applicant for promotion, their:</i></p> <ul style="list-style-type: none"> <i>* Appraisal (on the job performance)</i> <i>* By rank (This means that promotion in the Nigerian oil and gas industry is in levels)</i> <i>* Qualifications</i> <i>* Experience</i> <i>* Community relations (in the case of an employee from the 40% host community)</i> <p><i>....community relations (in the case of an employee from the 40% host community), plays a vital role in the selection of candidates for management positions as this factor is taken into account</i></p>

49	Male	Nosayaba	Manager	<i>the woman can have a high ambition and career but it is the approval and go head of the man, her husband or father that can make that happen...the women who go for managerial positions are not viewed as nice in the society they are seen as competing with the men, ruthless and fierce and in most cases not considered as wife material...the management model in Nigeria is the masculine characteristics, feminine characteristics are not seen as managerial attributes.</i>
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From table 3.6 above, interview participants' responses were coded and from the codes themes were formed. The total number of interviewees in this research were 49, consisting of 25 face-to-face interviews and 24 group interviews. This is shown in table 3.7, below:

Table 3.8: Table of Interview Participants

Researched Oil and Gas Companies	Male Interviewees	Female Interviewees	Total Participants
Face-to-face Interviews			
Shell Petroleum Development Corporation Nigeria	9	3	12
Chevron Nigeria	5	0	5
Schlumberger Nigeria	5	3	8
Sub-Total	19	6	25
Group Interviews			
Nigerian Oil and Gas Contractors (Set 1)	4	4	8
Nigerian Oil and Gas Contractors (Set 2)	7	1	8
Nigerian Oil and Gas Contractors (Set 3)	6	2	8
Sub-Total	17	7	24
Combination of Face-to-face & Group Interviews			
Grand Total	36	13	49

The above table 3.7, displays the total number of interviewees of this research, with 25 face-to-face interviewees consisting of management and non-management staff and 3 sets of group interviews with 8 participants in each group, consisting of 3 managers and 7

members of their teams. The results of these qualitative research findings of this study are discussed in chapter 4 of this thesis.

3.8 Data Collection Techniques

This section discusses the mixed methods of data collection techniques that was adopted for this research. This enabled the researcher to gather data from the upstream and midstream sections of the Nigerian oil and gas industry, from both off-shore and on-shore workers, ranging from senior management staff through to non-management employees. Details of data collection processes for this study are discussed in the next subsections.

3.8.1 Quantitative Data Collection Techniques – Questionnaires

Quantitative data collection techniques comprise the use of questionnaires in collecting data for quantitative research. Questionnaires produce good results of data collection when the questions are standardised and the researcher can be confident that participants will interpret the questions the same way in the study. Types of questionnaires can be either self-administered or interview-administered questionnaires. The self-administered questionnaire types are questionnaires administered electronically using internet or intranet, or by post, or distributed by hand to

respondents. After completion, respondents return the questionnaires equally through the same means of distribution.

On the other hand, interview-administered questionnaires involve the interviewer reading out each question to the respondents as it is on the questionnaires. The interviewer then records respondents answers to each questions in the way they have answered it. These can also be administered using telephone and are called telephone questionnaires. For the purpose of this research the self-administered questionnaires type was adopted for this study and distribution of the questionnaires were done electronically through internet and intranet means. The details of questionnaire distribution and return are discussed in chapter 4 of this thesis.

3.8.1.1 Questionnaires

The quantitative data collection method adopted for this research study in order to complement the qualitative data collection method for this research to enable triangulation was the questionnaire data collection technique. The type of questionnaire adopted for this study was the self-administered questionnaire, which were designed in two different forms: semi-structured questionnaires with options of answers to choose from, to be distributed to non-

management employees on off-shore to fill and return; while the second is a semi-structured questionnaire designed with interview questions with no pre-suggested answers to be distributed to the management staff on off-shore Nigerian oil rig platforms to fill and return. This distinction was done to differentiate the opinions of management staff from non-management employees. The second interview questionnaires were designed similar to the first questionnaire to enable easy analysis of the collected data by the researcher.

Also, the researcher, decided on these two types of questionnaires during the planning process towards the field work, as she was advised by contact persons from the Nigerian oil companies that she would need to attend safety course to be allowed to go off-shore on oil rig platform and she would have to fund it. The researcher, then designed the questionnaires this way, so that they could be distributed via email to off-shore participants, in order to save time for collecting data and funds for the research work. However, before she implemented this plan, she presented it to the Research Committee with her reasons and this letter can be found in appendix 4, of this thesis. Details of questionnaire structure and how they fit with the research objectives are discussed here below after the discussion on the preliminary data – pilot study questionnaires. Also, demographic

characteristics, sampling techniques, study population, sample size, analysis of qualitative and quantitative data are subsequently discussed here in this section of the thesis.

3.8.1.1.1 Questionnaire Structure

There were 24 questions on the whole in the questionnaires, excluding the area to indicate the participants' gender and current place of work, to specify which companies they were working with at the time of the study. According to Ng & Coakes (2014, p. 95), when designing a questionnaire:

“The first step is to lay out the objectives of the investigation. This should be as specific, clear-cut and unambiguous as possible. Consider whether you are looking for opinions and attitudes or factual characteristics or behaviours – or a combination of the two”.

The researcher, before designing the structure of the questionnaire of this study, laid out clearly the research objectives of this study, and then through careful consideration composed the survey questions, and the form in which participants should respond, as indicated above by Ng & Coakes (2014, p. 95). She designed the questionnaires to ensure that the objectives of this study are achieved and also in a way that participants' responses would employ both opinions and attitudes, and factual characteristics for

the questionnaire outcome. Table 3.8, below displays the structure of the study questionnaires.

Table 3.9: Questionnaire Structure

S/N	Questionnaire Structure	Description
1	Gender	To ascertain gender of respondents
2	Current place of work	To indicate participants' companies
3	Section 1	Personal employment history
4	Section 2	General Career Development in the oil and gas industry
5	Section 3	Criteria for management career development in the Nigerian oil and gas industry
6	Section 4	Organisational culture
7	Section 5	Leadership style of management
8	Section 6	Barriers to women's management career development
9	Section 7	The future: relating to the participants' career in the Nigerian oil and gas industry and the sustainability of the sector, climate change and move towards renewable energy in the industry in the near future.

Table 3.8, above displays the entire structure of the questionnaire of this study and reasons for the choice of questions of the research questionnaires. The questions were a combination of open-ended and closed-ended questions (see appendix 6 and appendix 7). The semi-structured nature of the questionnaires was intended to

provide a definite guide but also to allow some space for respondents to be able to reply in their own words as indicated by Saunders et al (2009, p. 318).

The questionnaires started with personal data of the participants. It began with the respondents' genders, followed by the question of participants' current place of work, to indicate which company they worked for. This preceded the first session of the questionnaire, which contained questions on the participants' personal employment history. Although, this choice of questionnaire structure, with the questions starting with the personal data of participants is a different approach to the questionnaire protocol, however, this was done based on the postulation of Dawson (2013), that:

“There is no one right way to go about designing and administering a questionnaire in the social sciences. This is because there are different approaches that depend on your epistemological and methodological standpoint, research question, aims and objectives” (p. 107)

Hence, vital to the successful design of the questionnaires is underpinned by the understanding of the importance of collecting data to meet the research objectives, aim and answering the research questions. Also considering the epistemological and methodological standpoints of this

study. As such, the researcher designed the questionnaire to begin with personal employment history of respondents, in order to gather information on how each participant started their career in the Nigerian oil and gas industry. Also, taken into account is the genders of the participants, as the study aims to explore women's career development to positions of management in the Nigerian oil and gas industry.

The questionnaire of this study was design to collected data on the participant's individual gender, companies, personal employment history, covering length of time with their individual companies, educational qualification at time of entry into the company/ Nigerian oil and gas sector. This was done in order to gather information on the classification of participants' responses of the questionnaires and also to collect data for the objective one of this study, to examine the entry requirements into the Nigerian oil and gas industry. The other sections dealt with data for the different stages of career development, barriers that might affect women's career advancements in the sector to positions of management, leadership management styles of women and men managers to highlight benefits of both management teams, the future and sustainability of the industry. Below is a discussion on how the questionnaires fit with the research objectives of this study.

3.8.1.1.2 Administration of Questionnaires – Distribution and Return

In standard practice, questionnaires can “*be read out by interviewers (either face-to-face or by phone) or sent to respondents for them to complete themselves; they may be sent by post or email or may be presented online*” as stated by Thomas (2013, p. 207). In the case of this research study, the latter was the option presented to the researcher by the organisations under study. The distribution and return of the questionnaires to and from the respondents, was through emails by company contact persons as discussed in chapter 3, the previous chapter. Fairness of the survey was based on trustworthiness and authenticity of the results.

Also, selection of participants was done by company contact persons, based on the researcher’s selection criteria specifications list, as stated in the previous section – 3.7.4.4.1 of this chapter, which she presented to the contact persons of each participant organisation, to use when choosing respondents for both questionnaire and interview participants. The fashion in which the questionnaires of this research study were distributed to the respondents and returned back to the researcher from the respondents are shown below in figure 3.1: the questionnaire distribution and return flow chart.

Figure 3.5: Questionnaire Distribution and Return Flow Chart

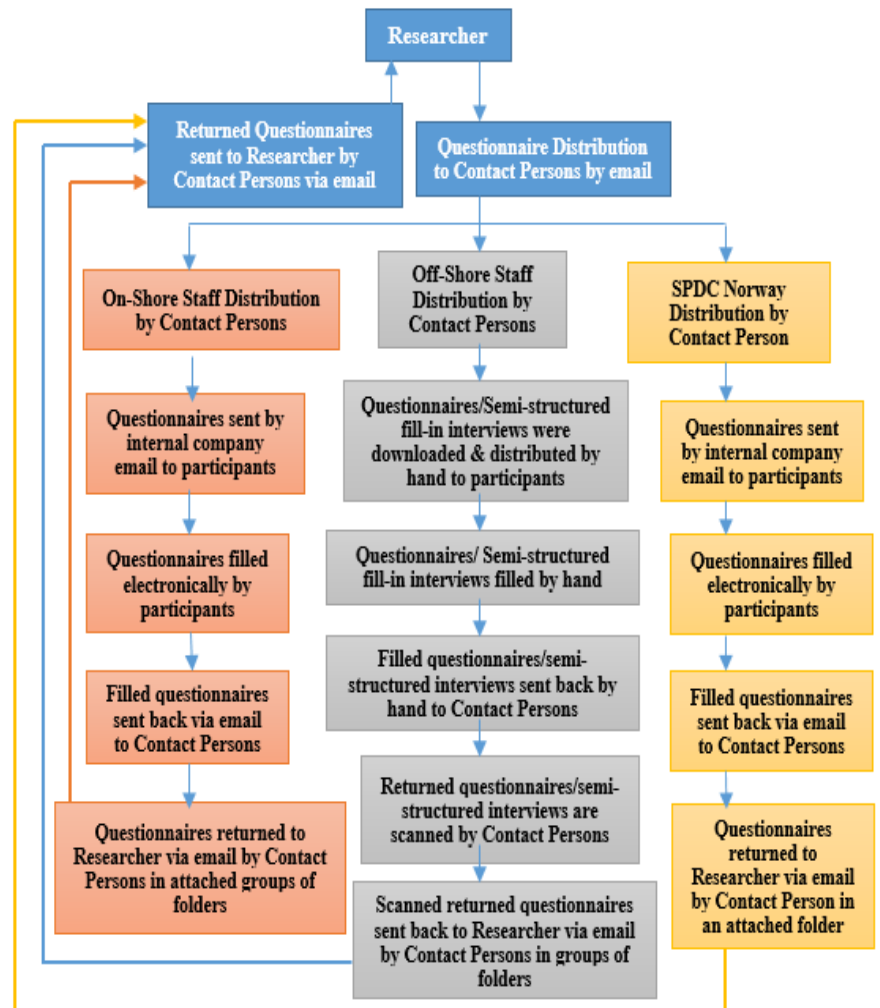


Figure 3.1, above shows the questionnaire distribution and return flow.

The implications of using Heads of Department as a means of distributing and collecting the questionnaires was for data protection of participants.

It is vital to note that two versions of questionnaires were distributed; one was semi-structured questionnaires for on-shore staff and off-shore staff (see appendix 6), while the other was semi-structured fill-in interviews questionnaires with similar questions to the questionnaires (see appendix 7), for off-shore management staff to fill-in and return.

The purpose for the use of these two types of questionnaires, designing one as interview administered questionnaires similar to the questionnaires was to differentiate the questionnaires to be given to the management staff off-shore from the non-management off-shore staff. The interview administered questionnaires were administered to the management staff off-shore to ensure they have the opportunity to answer the interview questions and answer extensively to obtain their views in the research matter. As this was the intentions of the researcher's initially, which were to interview management staff only and distribute questionnaires to non-management staff. This plan was actually achieved with the off-shore research participants, with questionnaires distributed to non-

management employees and semi-structured fill-in interview questionnaires distributed to management staff.

However, this was not the case with the on-shore participants. The plans for the data collection for the on-shore staff was not as straight forward as the off-shore data collection. The researcher, equally intended to conduct face-to-face interviews with management staff on-shore in the company's environment, and then distribute questionnaires to non-management on-shore employees. In practice, this could not be achieved due to a reduction in the number of participants and as such, both management and non-management staff were interviewed in sets of face-to-face and group interviews; and questionnaires distributed to both management and non-management on-shore staff.

3.8.1.1.3 Implications of using Contact Persons

The implication of using Heads of Department as a means of distributing and returning of the questionnaires was for data protection purposes. The researcher was advised by the Heads of Department, that they could not provide her with the contact details of their employees for her to send the questionnaires to them herself and have them return the questionnaires back to her, for the sake of the data protection of their employees. An occurrence with a respondent as expressed above, indicated to the researcher

that through the use of the Heads of Department was the way the companies were to ensure the anonymity of their employees as stated to her.

In assessing the risk of the use of the Heads of Department as contact persons for data collection, it seemed problematic at first to the researcher, as she recognises the risk associated with sensor. However, the promise by the Heads of Department to her that they understand that this study is confidential and would keep it that way, gave her assurance and so she took their word for it and it is their responsibility to ensure that this is kept. Consequently, considering the fact that these are busy people, as such, they would not go into interfering with the data collected, as they are less likely to do so. Hence, in this case, the justification of using Heads of Department (contact persons), as the means of questionnaire distribution and return for this research study is based on trustworthiness and authenticity, as it equally enhances the anonymity of the participants of the research study.

3.8.2 Qualitative Data Collection Techniques – Interviews

This section discusses the qualitative data collection techniques adopted for this research. It discusses the

interview processes conducted for collecting data for this study.

3.8.2.1 Interviews

The Collection of qualitative data for this research was done through semi-structured face-to-face interviews and group interviews. Face-to-face interviews were conducted and these were complemented by group interviews that were conducted as a backup measure for scheduled face-to-face interviews that were cancelled due to participants either being off on duty leave or time-off, or voluntary decline from the study, which the researcher encountered during field work data collection, details as discussed in section – 3.7.43 above. These interviews were conducted with the use of an interview guide. The length of time spent in conducting these interview sessions were 30 to 45 minutes and 1 hour; the average time 40 minutes. Notes of interviews were taken during the interview sessions. The researcher then read and re-read the notes taken during the interviews and focus groups organised, and then grouped similar statements together forming codes of common words and phrases, forming themes that were related. The coding process started after the completion of the initial interviews, these were done using Microsoft Word in grouping similar statements together to form themes and then coded the common words. The interview questions

were revised and then more questions added to the interview questions to guide the interviews, as common themes noted from previous interviews in the coding exercise, suggested those areas needed probing. The researcher conducted this research adopting the interpretivist perspective.

The researcher adopted the use of the semi-structured interview method of data collection because the interviewer is at liberty to include additional interview questions to explore the research question and objectives, depending on the nature of the events within the particular researched organisation as indicated by Saunders et al (2009). The researcher in this case holds a list of questions and themes to work through, and may omit some questions from each interview, in a specific organisational context in relation to the research topic as postulated by Saunders et al (2009). So that the researcher is able to control the interview and obtain guided responses in line with the research questions and objectives. Consequently, understanding the link between the research objectives of this research study to the interview questions is vital to this study; hence the next section below discusses this aspect of the research.

The benefit of the semi-structured interview is that it enables the researcher or interviewer to hold a list of

questions and themes to work through. The interviewer omits or adds questions from one interview to another, in specific organisational context in relation to the research topic and flow of conversation. Hence, this research adopted the use of semi-structured face-to-face interviews and group interviews for the collection of the qualitative data of this study.

3.8.2.1.1 Face-to-Face Interviews

The researcher has chosen to adopt the use of the face-to-face semi-structured interview method of data collection as it ‘generates the richest data and often uncovers surprising evidence’. This data collection method was adopted to gain understanding of the situation from the view point of the participants.

Organisational structures were given to the researcher, to present a picture of the career development within the organisation and standard for the sector.

3.8.2.1.2 Group Interviews

Group interviews provide a helpful way of interviewing a large number of participants that would not be possible through one-to-one interviews. This interview method is used to create a balance between persuading participants to

loosen up and instigating the participants' comments as indicated by Saunders et al (2009). The use of this method may help to establish the credibility of a research study where attempt is made to overcome issues of bias associated with interview in general as suggested by Saunders et al (2009). Some authors postulate that focus group and group interviews are one and the same thing, while some others express that they are two different forms of interviews. A focus group interview is focused on "*a particular issue, product, service or topic by encouraging discussion among participants and the sharing of perceptions*" as stated by Saunders et al (2016, p. 420).

On the other hand, group interview is slightly different from the focus group interview. In this case, the interviewer, according to Saunders et al., (2016, p. 419), ensures "*that all participants have the opportunity to state their points of view in answer to your questions, and to record the resulting data*". This is the prominent difference between group interviews and focus group. However, based on the epistemological stance of the study being interpretivism, the researcher adopted the group interviews to complement the face-to-face interviews. This is to enable the researcher to collect qualitative data for the study and interpret the findings from the viewpoints of the participants on the research subject.

The group interviews consisted of a manager in each session and his team members. The presence of managers sitting in, in the different group interviews had both negative and positive implications. The negative implication of having the managers in the group interviews is discussed under the limitations of this study in section 3.12. On the other hand, the positive implications of the presence of the managers in the group interviews can be seen in two categories:

(a) The presence of the managers made it possible for the researcher to collect data from each group as, she could not have done so without the manager's permission, who arranged for all members of their teams to meet her together at the scheduled time. These group interviews were not pre-scheduled like some of the face-to-face interviews but were an alternative scheduled interviews to make up for some of the cancelled pre-scheduled face-to-face interviews.

(b) The presence of the managers was a plus to the research outcome as the researcher needed responses from both management and non-management staff. This was easy with the group interviews as it comprised both management and non-management members of staff of the participant companies.

3.9 Data Analysis Procedures

This segment covers a discussion on the analysis of both the qualitative and quantitative data collected for this study. The analyses of the research data from both the questionnaires and interviews were done differently. This is discussed below.

3.9.1 Quantitative – Data Analysis

This section discusses the tools used for the quantitative data analysis of the collected quantitative data of this research.

3.9.1.1 SPSS Software and Microsoft Excel

The analysis of the quantitative data collected was done with the use of two software programs. SPSS and Microsoft Excel, were used for the questionnaire analysis. Questionnaire responses provided by participants were coded and transcribed into a summary of data and then analysed with SPSS version 15 - 24 and Microsoft Excel Spreadsheet. The results were used to produce tables, graphs, charts and statistical data to interpret the collected data. The results are displayed and discussed in chapter 5 of this thesis.

SPSS data analysis software was used to first analyse the data collected and then later Microsoft Excel Spreadsheet was employed. Microsoft Excel was used where SPSS could not be used to analyse the data in response to the required results to meet the research objectives. When the research analysis started, SPSS version 15 was used but as the analysis progressed, the versions were periodically updated through to version 24, by the time the analysis was completed. Further analysis was made, this involved introducing gender splits into presenting analysis of its men and women to give it a better picture of the process of career development in the Nigerian oil and gas industry.

The open ended questions were analysed in SPSS using string and abbreviating the words. Also, in cases where SPSS could not be used to obtain both gender split and percentages, the Microsoft Excel Spreadsheet was used for the analysis. This was to present a clearer understanding of the results (see chapter 4).

3.9.2 Qualitative – Data Analysis

Qualitative data analysis follows an interpretive approach of existence of things and nature being made real by human activities as postulated by Chowdhury (2015, p. 1135). An exercise based on the investigator's perspective of the phenomenon being researched from the understanding of

interpreting the data collected. Notes were taken during the data collection through semi-structured face-to-face and group interviews as participants did not want to be recorded (see limitations of interviews – in section 3.12.3). After the exercise, the researcher read and re-read the notes, from which codes were formed and then transcribed unto Microsoft Word document. Common themes were then identified and grouped under different categories to collate responses that are similar and then analysed, this was achieved using the thematic coding process discussed in the next subsection of this chapter 3. The results were used to form charts and tables to express the relationship between the variables explaining emergent themes from conducted interviews.

The researcher initially intended to use Nvivo for data analysis but could not afford to purchase the software. She downloaded a free trial version from the internet which did not work. Hence, the software was not used and the data was manually analysed. However, analysing the data manually through thematic coding process enabled the researcher to retain close connection with the data collected in the analysis and interpretation stages. Thus, enabling the researcher to stay in line with her ontological and epistemological perspectives of interpreting the findings in

the participants' viewpoint. The next subsection discusses the data coding process for this research.

3.9.2.1 Thematic Coding Analysis

According to Chowdhury (2015, p. 1136), qualitative analysis involves interpreting collected data *“through identification, coding, sorting and sifting of themes and texts leading to significant findings that can contribute to knowledge”*. In qualitative research, coding process enables the researcher to capture the data's every aspect. Theron (2015, p. 4), postulates that coding is a process that involves the reduction of collected data, a descriptive structure which the researcher develops to understand basic content and elements of the data collected. Cassell & Cunliffe (2017) indicates that coding is a continuous process of text indexing with codes and then themes that produces patterns within the data which begins to emerge. Braun & Clarke (2013), suggests that in qualitative data analysis the thematic coding is the basic tool for the identifying and analysing of patterns within the collected data. Other forms of data coding include content coding, narrative coding, grounded theory, e.t.c. For the purpose of this research, considering the different coding methods, the thematic coding was most suitable for this study. Hence, the researcher adopted the thematic coding process for this

research. The next subsection discusses this coding method employed for this study.

3.9.2.1.1 Thematic Data Coding Process

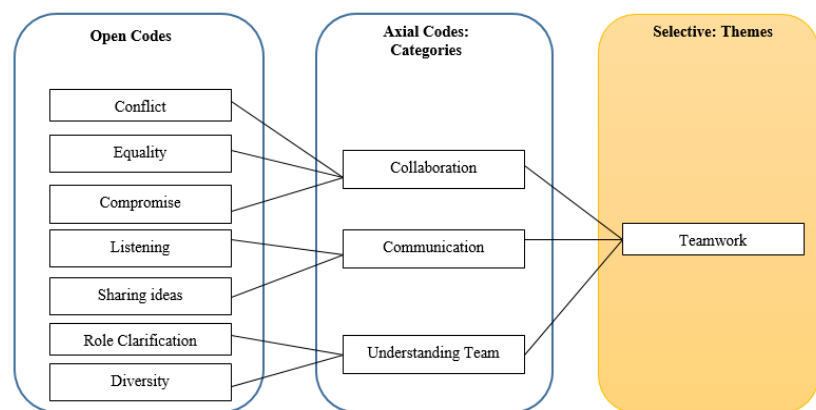
Thematic coding analysis, according to Cassell & Cunliffe (2017), focuses on the identifying, organising and interpreting of textual data into themes. Also, King & Brooks (2017), indicates that thematic coding involves two processes – one dealing with defining themes and the other with organising themes into structures which represents conceptual relationships. This analysis method enabled the researcher to comprehend and deduce views of participants on the study's phenomenon. The researcher read the notes taken during the interviews and reread them again and again with detailed look at the information.

This was done to provide the researcher with a general pattern of the data collected and to identify issues with significance. Thus, through identification, coding and forming themes, the researcher was able to understand and analyse the responses of the participants, taking into account their experiences. This, gave confidence to the researcher that the collection of data, coding and analysis is on the right track and allowed her to stay within her ontological and epistemological standpoint of findings

being interpreted in the viewpoints of participants’. Hence, thematic coding was adopted by the researcher.

According to Williams & Moser (2019, p. 53), open coding captures thematic fragments within the data collected. This enables key integrated categories to be formed with the use of axial coding which then are refined further in selective coding to a unique theme. This thematic coding process is displayed in figure 3.2, below.

Figure 3.6: Coding – ‘Open Codes to Selective Theme’



Williams & Moser (2019, p. 53)

From figure 3.2 above, as indicated by Williams & Moser (2019, p. 53), the researcher adopted this coding process for this study and followed this approach in the analysis of the qualitative data collected from both the face-to-face and group interviews of this study. In the coding process, the researcher followed the process as shown above in figure 3.2. In this method, a sample of the data coding process for

this study using responses of a participant is displayed in details in figure 4.81, under subsection 4.2.2.1 in chapter 4. In this process words were highlighted by the researcher, as well as participant's response phrases that give explanation and meanings to participants' experiences as they pertain to the study phenomenon. After which thematic fragments from the data were captured in the open coding section, from which key categories identified were set out in the axial coding section. These were further refined under the selective coding unit for the interpretation of the responses of participants' in relation to the study. Hence, the researcher adopted the thematic coding analysis as it enabled her to maintain her ontological stands of constructionism that knowledge is constructed by humans and the meanings they attach to it. Equally, upholding her epistemological perspective of interpretivism, to interpret the phenomenon under study in the viewpoint of the participants of this research.

3.9.3 Primary and Secondary Sources of Data

Sources of research data required for this research study was gathered through primary and secondary sources of data. Sources of research data is a vital aspect of any study it *"is required for validity of a survey research study."* as stated by Ng & Coakes (2014, p. 90). This is because after the problem of the research has been established, collecting

the data for the research is the next step in explaining the phenomenon under study as indicated by Hoffmann (2017, p. 44). Secondary sources of data to use includes: textbooks, electronic databases, academic journals, conference report, computer and access to the internet as postulated by Collis & Hussey (2014, p. 196).

Also, accessing electronic databases would need the use of keys words relating to the research question and research objectives when searching on the internet. Primary source of data is the data a researcher collects from original source as postulated by Hoffmann (2017, p. 44), which are data collected from the researcher's survey, interviews or questionnaires as indicated by Arora & Mahankale (2013, p.105). Researchers who prefer the collection of primary data for a study believes that the best way to contribute to knowledge is through the collection of new data as postulated by Thyer (2010, p. 168).

This the research agrees to, because gaining original first-hand information from participants of the Nigerian oil and gas industry through questionnaires and interviews on the subject matter of gender and barriers to women's management career development in the Nigerian oil and gas sector, would enable the researcher to contribute to the body of knowledge, filling this gap in the Nigerian literature. The

primary sources of data for this research was collected from original source as suggested by Hoffmann (2017, p. 44), which are data collected through questionnaires, interview administered questionnaires as indicated by Arora & Mahankale (2013, p. 105), and Face-to-face interviews and group interviews to gather data for this study.

While secondary sources of data used for this research were electronic databases, textbooks, academic journals, access to computer and the internet, in gathering secondary data for this research.

3.10 Reliability and Validity

In research, attention must be given to two important aspects of constructing the measurement instruments. These measurement instruments are reliability and validity as indicated by Collis & Hussey (2014). According to Bryman & Bell (2015, p. 49), reliability is concerned with the prospects of a study to be repeated. It *“refers to the extent to which a research instrument such as test will give the same result on different occasions”* as stated by Thomas (2013, p. 138). While, validity involves the integrity of the conclusions made from a study as postulated by Bryman & Bell (2015, p. 50). It is *“the extent to which the research findings accurately reflect the phenomena under study”* as stated by Collis & Hussey (2014, p. 130). The value of

applying reliability and validity are regarded as benchmarks to qualitative and quantitative research.

In quantitative research, reliability and validity of a measurement instrument used in analysis enables the overall accuracy and precision of the measurement of the concept as postulated by Collis & Hussey (2014). Equally giving understanding into the level at which a measurement instrument meets the aim of the research, further indicated by Collis & Hussey (2014).

While, in qualitative research, the reliability and validity is based on trustworthiness that the findings are credible, confirmable, transferable and dependable as indicated by Tappen (2011, p. 153). Also, the ability to eliminate all forms of threats to the study when conducting the research and also acknowledge the available threats to one's research in one's planning process and in discussing the findings of the research as postulated by Thomas (2013).

3.11 Ethical Consideration

Ethics is applicable in every situation, they are “*moral principles and values that influence the way researchers conduct their research activities*” as stated by Ghauri et al (2020, p. 25). Ethical consideration for the design of this

research was shaped by the Ethical Guidelines and Code of Conduct outlines by the GSM Ethical Committee for students undertaking research in PhD (see Appendix 1). For this research the Ethical approval was obtained from the GSM Ethical Committee to commence the research (see Appendix 2).

The research subject, consent of the participants (see Appendix 5) and their anonymity before conducting the research were considered as participants cannot be forced to answer questions as indicated by Ghauri et al (2020, p. 27). Equally, the security of the data collected, company environment for conducting research and its risks were considered in carrying out the study (see Appendix 4).

Consent forms were handed out to organisations under study containing the researcher's identity, research information, participant's contribution explained, addressing the confidentiality of collected data as suggested by Miller et al (2012, p. 4) and Ghauri et al (2020, p. 27), with consent obtained from participants (see Appendix 5).

3.12 Limitations of Study

Research of this magnitude is not without its limitations. Firstly, the main limitation to the study was the time limit allocated to the research work, which was a short period;

hence cross-sectional study design was adopted for the study. secondly, challenges were incurred in the cost of preparing and conducting the research, which included transportation cost to the different companies in different geographical locations within Nigeria to arrange (in some cases re-schedule interviews, which were previously arranged face-to-face interviews that were cancelled) and conduct actual sessions of interviews. Cost of return trip abroad to conduct the research. The limitations of this study are discussed here below:

3.12.1 Limitations of Data Collection Methods

The use of mixed methods of data collection for this study by adopting both qualitative and quantitative data collection methods was not without challenges. The researcher encountered a number of challenges in obtaining data for this research work from both the quantitative data collection method (questionnaire and interview questionnaires) and the qualitative data collection methods (face-to-face interviews and group interviews). The limitations encountered using the questionnaire and interviews are discussed below.

3.12.2 Limitations of Methods – Questionnaire

In the study field work, the distribution and return of questionnaires to and from participants was done with the

use of contact persons. This process seemed problematic to the researcher at first as she initially assessed the risk of contact persons distributing and returning the questionnaires. When she arrived Nigeria for data collection, she thought this practice in the pilot study of contact persons distributing and returning questionnaires was due to her being abroad in the United Kingdom and so while she is in Nigeria, she would be allowed to personally distribute the questionnaire and have respondents return directly back to her. However, this was not to be, but understanding that this is the manner in which the participants' organisations can protect the data of their staff, the researcher accepted the distribution and return process after being re-assured and promises made by the Heads of Department to maintain confidentiality and anonymity of respondents. She took their word for it based on trustworthiness and authenticity of the data. The researcher would have preferred to distribute her questionnaires herself, but for the special circumstances of the Nigerian oil and gas industry, she had to conduct her research the way she did it.

The 13 female questionnaire respondents in this survey of whom only 1 is a senior manager and 6 are of managerial / supervisory status as shown in table 4.12 in chapter 4, confirms the findings of the low number of women

represented in senior management positions in the oil and gas sector as expressed by earlier authors. The implications of having 13 female questionnaire respondents in the survey compared to their male counterparts shows the following:

- a) It reflects the small number of women represented in the Nigerian oil and gas industry. This confirms the statistics of the Nigerian national bureau of statistics (2010 and 2018, p. 70), displaying the low number of women compared to men in the Nigerian oil and gas sector.
- b) It does not place constraints on the validity and generalizability of the findings, rather it is a plus that the views of these women from senior management to supervisory levels in the sector was captured in the survey.
- c) It highlights that promotion in the industry is displayed in 2 patterns:
 - a) The vertical career progression, with some women moving upwards from supervisory to managerial positions, from non-managerial to managerial positions and 1 woman from managerial to senior management position in the sector. These met the aim of this study to understand the implications of gender and other barriers that affect the vertical career progression of women in the industry.
 - b) The other pattern of promotion highlighted was the horizontal career progression, with some women moving from managerial positions to supervisory positions and

from supervisory to managerial but from one department to a different department within the industry. This however, is a new pattern of promotion discovered in the findings that exists in the Nigerian oil and gas industry, which could suggest barriers to vertical career progression in these departments that encouraged the women moving to a different department where they think career progression is possible for them in the industry.

- d) The 13 women participate in the questionnaires reflects accurately the phenomenon within the Nigerian oil and gas sector of having small number of women compared to men (Nigerian National Statistics, 2018). Thus, based on Collis & Hussey (2014), this result validates the findings of this research, and the findings can be generalised.
- e) This low number of women in the survey can be related to the difficulties experienced in getting questionnaires distributed and returned. Section 3.8.1.1.2 above, discusses the difficulties experienced by the researcher in requesting for organisations to distribute questionnaires.

3.12.3 Limitations of Methods – Interviews

The limitations of the interviews occurred initially with the cancellation of some pre-booked face-to-face interview sessions. This challenge led to seeking for more interview participants while in Nigeria for data collection. The desperation for more interview participants led to the conducting of group interviews. These interviews consisted

of managers and their employees. The presence of managers being in the group interviews had both negative and positive impacts.

The negative implication is that their presence made some of the respondents nervous, hence some did not answer the questions. However, this was not the case for all respondents as some other participants answered the questions without fear of the presence of their managers. The positive implications of the managers being in the group is that they came to the group interviews with their employee or team members. The managers who participated in the group interviews, gave their permission and attended the interviews with some of their team members. These group interviews were organised to gather more interviewees due to some cancelled pre-scheduled face-to-face interviews.

The presence of the managers was a plus to the research outcome as the researcher needed responses from both management and non-management staff. This was easy with the group interviews comprising both management and non-management staff from the different companies that participated in the study.

Another limitation of the interviews is that participants did not want to be recorded during the interview sessions. This was due to a period of bad press the Nigerian multinational oil and gas companies were experiencing at the time of the field work. These issues included oil spillage scandals, kidnappings, corporate social responsibility, among others.

Equally, in the pilot study to the main research, the issue of gender inequality against women's career progression in the sector proved to be a sensitive subject. The researcher was faced with companies refusing to take part in the study based on the research subject. The researcher had discussions with her Supervisory team on the blocks experienced, which led to changes being made to the research subject. This was for data collection purposes by changing the research subject to Career Development in the sector and to include men in the study. These changes were presented to the GSM Ethical Committee and were approved. However, the changes proved to be positive as the research was able to conduct both the pilot study and main research with these changes.

3.12.4 Lessons Learnt from Methodology Adopted

The researcher has learnt how difficult it is to break new grounds in research and from the methodology. She has

learnt from the difficulties encountered in this study to choose only one method of data collection. This would be either quantitative or qualitative data collection method, if she were to do it differently. This would mean adopting either the questionnaire data collection technique or interview data collection technique.

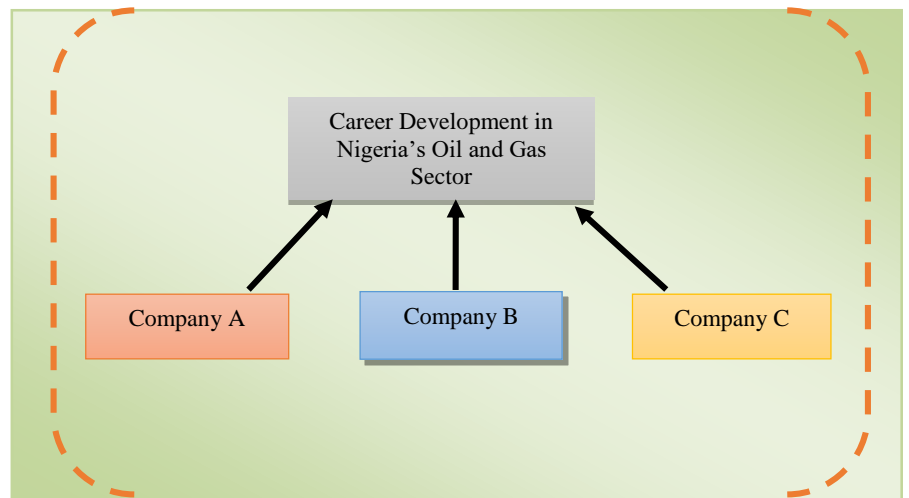
Also in the case of the oil and gas sector again, the sample population would either be on-shore oil and gas employees or off-shore oil and gas employees but never both. This is because the analysis of the different data collection techniques employed were time consuming and expensive and the researcher encountered numerous problems with the analysis before arriving at the results. However, the researcher would choose to adopt a qualitative research strategy, with an interpretivist perspective in terms of her epistemological standpoint and constructionism under ontology as the philosophical position.

Although, with the intentions to do things differently as stated above, the methodology of this research and its design was developed on the basis of the challenges encountered by the researcher during the processes of conducting the study. However, this mixed method strategy and data collection methods were the best way possible for the researcher to collect and analyse data for this study.

3.13 Pilot Study

The pilot study is a vital aspect of testing the data collection process in advance of the main research. As the preliminary data collected from the pilot study guided the formation of the data collection techniques adopted for the main research. Hence, the preliminary pilot study, informed the modification of the questions asked in the questionnaires as well as interviews in the main research study. Figure 3.3, below displays the participant companies of the pilot study.

Figure 3.7: Pilot Study Participant Companies



From figure 3.3, above, Companies A and B represented two multinational oil and gas companies located in Port Harcourt and Warri respectively. While, company C signified an oil and gas servicing company located in

Escravos. The rationale for the choice of these three specific locations is on the basis of them being major oil and gas exploration locations in the Niger Delta region of Nigeria, among other exploration locations. The sampling technique and sample population already discussed above in subsection – 3.7.1.2, that were adopted for the pilot study. Also, previously discussed were issues and outcome of pilot study that informed the structure and formation of the main study questionnaire and questions of both the interviews questionnaires.

The pilot study questionnaires were made up of 12 open ended questions covering participants personal profile, start of their careers in the Nigerian oil and gas industry, general career advancements in the sector and their individual opinion on the barriers that affect women's career development in the industry. The purpose for choosing open-ended questions is to provide the opportunity for the participants to answer the questions in their own words, and also to provide an understanding of areas to further probe in the main research study. This proved to be very productive as the data collected in the pilot study aided the preparation of the main research study questionnaires and interview questions. Hence, sequential approach to data collection for the research study was adopted in the pilot study stage, in order to gain insight into the career

advancement of women compared to men in the Nigerian oil and gas industry. The next section discusses the demographics of the pilot study, followed by the summary of the pilot study findings.

3.13.1 Pilot Study Demographics

The sample population was selected from three Nigerian oil and gas companies, indicated as companies A, B and C. participants were chosen based on the number of years they have spent in the industry and with their individual companies. This was done to ensure that the participants had enough experience in their organisations and the Nigerian oil and gas industry to be able to answer the research questions and for the validity and reliability of the research study. The demographics of the pilot study questionnaire respondents are shown below in table 3.9:

Table 3.10: Demography of Pilot Study Questionnaire Respondents

	Participants' Responses	Valid Percent
Gender:		
Male	10	67%
Female	5	33%
Total	15	100%
Companies:		
Company A	8	53%
Company B	4	27%
Company C	3	20%
Total	15	100%
Year in Organisation:		
0-5yrs	3	20%
6-10yrs	5	33%
11-15yrs	0	0%

16-20yrs	2	13%
21-25yrs	0	0%
26-30yrs	3	20%
31-35yrs	1	7%
36-more	1	7%
Total	15	100%

The above table 3.9, displays the demographics of the pilot study questionnaires. Revealing that 5 of the participants were women with a valid percent of 33% and the male respondents of the study were 10, with valid percent of 67%. This results shows a higher number of men to women in the sector, as the researcher requested for an equal distribution of male and female participants in the study. However, the results suggested that the number of women to men in the Nigerian oil and gas industry are small. This is further probed in the main research study. Details of the main research study questionnaire data collection findings are displayed and discussed in chapter 4 of this thesis. The number of years' participants have spent in the different organisations was asked and the results ranged from 0-5yrs – 36 and more years. The summary of the pilot study findings, are displayed in the next subsection.

3.13.2 Summary of Pilot Study Findings

A summary of some of the pilot study findings is listed below. The reason for selecting and displaying these findings is because they provide similar results in comparison with the main research findings; hence, they

have been highlighted here, as this is an indication that there is the need for change in the organisational culture of the Nigerian oil and gas industry. Below are the highlights of the summary of the pilot study findings:

1. Unequal gender representation in the Nigerian oil and gas sector

a) Males 67%

b) Females 33%

2. Gender equality is being practiced in entry employment into the industry

a) Males 100%

b) Females 100%

3. Consideration of barriers to women's career advancement in the Nigerian oil and gas sector:

a) Organisational culture 40%

b) Nigerian culture 33%

Starting a family 27%

This is a summary of the findings of the pilot study of this research work. The presentation of the quantitative and qualitative research findings of this main research study are displayed and discussed in chapters 4.

3.14 Conclusion

This chapter has examined and discussed the aim of the research, its objectives and questions of the research. It evaluated the ontological standpoint, epistemological standpoint and theoretical perspectives available to the researcher from which to research the topic of: gender and barriers to women's management career development in the Nigerian oil and gas industry. It then carefully considered the focus of this research and from which the ontological assumption that gender and culture exists, led to the ontological position of exploring the subject matter from the point of examining the interactions among the people within the Nigerian oil and gas industry, in relation to gender and culture, to interpret the happenings and equally explore the research issue with simple variables. This indicates an epistemological perspective that is geared towards how gender is constructed within the organisation, resulting in the researcher adopting the constructionism epistemological standpoint and its interrelated theoretical perspective, that is the interpretivist perspective, to be able to express the experiences of the participants of the research study from their view point. Consequently, the adopted research philosophy led to mixed method of data collection, with the use of semi-structured interviews and questionnaires. A cross-sectional research design frame was adopted for this study, due to the period of time

allocated for the research. Equally, discussed in this chapter were the sampling techniques, sample population, sample size, analysis of the data and the limitation of this study. Also, discussed was the practical steps (field work) taken by the researcher, in conducting this research and a display of the summary of the pilot study findings. The next chapter displays and discusses the results of this main study, with the quantitative results discussed first, followed by the qualitative findings of this research.

Chapter 4 – Results and Analysis

4.0 Introduction

This chapter displays the results of this research with the first segment taking a descriptive analysis form of the study population. While the next segment evaluates the relationships between the study demographic, career progression within the sector of the Nigerian oil and gas industry, leadership and barriers that women might experience in their management career development in this industry. The chapter begins with the display of the results of the quantitative data collection part of this research. This is followed by the display of the findings from the qualitative data collection aspect of this study.

4.1 Quantitative Research Findings – Section A

Quantitative data collection techniques of this study adopted the use of questionnaires in collecting quantitative data for this research. The results are displayed and analysed below in this segment.

4.1.1 Demographics of Respondents

Demographics are important in explaining relationships between variables in research. In the case of the present study the demographics provide a conduit for gender differences of the respondents that participates in the survey in the Nigerian oil and gas industry, the different

companies, years of service of the respondents in the Nigerian oil and gas industry and level of education. The demographics of the questionnaire respondents are displayed in table 4.1 below.

Table 4.11: Questionnaire Demographics of Male and female Respondents

		N	Marginal Percentage
Gender	MALE	57	81.4%
	FEMALE	13	18.6%
Current_Place_of_Work	Chevron	11	15.7%
	Nig Oil & Gas Contra	9	12.9%
	Schumberger	8	11.4%
	Shell	40	57.1%
	Shell (Netherlands)	2	2.9%
Years_in_Industry	0 - 10yrs	11	15.7%
	11 - 20yrs	6	8.6%
	21 - 30yrs	22	31.4%
	31 - 40yrs	24	34.3%
	41yrs – more	7	10.0%
Educational_Level_at_Career_Start_in_Oil\$Gas_Industry	As a Trainee	8	11.4%
	Polytechnic graduate	18	25.7%
	Secondary School leaver	9	12.9%
	B.Sc. / B.Engr. graduate	13	18.6%
	Masters Degree graduate	15	21.4%
	PhD graduate	7	10.0%
Valid		70	100.0%
Missing		0	
Total		70	
Subpopulation		46 ^a	

a. The dependent variable has only one value observed in 42 (91.3%) subpopulations.

The result of table 4.1 above, displays the demographics participants for the questionnaires distributed. This segment begins with the analysis and discussion of the gender of the participants, followed by their current places of work,

crosstabulation of both genders and their responses to the different survey questions, standard deviation on determining length of time of women in the sector, being a traditionally male dominated sector. A t-test analysis is done to evaluate the findings on women's leadership strengths in the sector based on the research hypothesis of this study.

4.1.1.1 Gender of Participants

The statistics of the gender of the respondents that participated in the survey are displayed in table 4.2, below. This is for equity and fairness in the evaluation of the participants' responses. Thus, receiving responses from both genders is valuable to this research in understanding the implications of gender and barriers to women's career development to management in the Nigerian oil and gas sector.

Table 4.12: Gender of Participants

		Gender		Valid Percent	Cumulative Percent
		Frequency	Percent		
Valid	MALE	57	81.4	81.4	81.4
	FEMALE	13	18.6	18.6	100.0
	Total	70	100.0	100.0	

The frequency statistics as shown in table 4.2 above illustrates the differences in the gender of the respondents that took part in this survey. The results show that the total number of respondents were 70 participants with 57 of them males, with a valid percentage of 81.4% and 13 of them females, with valid percentage of 18.6%. This finding supports the Nigerian national bureau of statistics report on the number of employees in this sector being uneven with males being more than females in the Nigerian oil and gas sector as stated by the National Bureau of Statistics (2018). This highlights the argument that the oil and gas industry is still a largely male dominated sector even with women now accepted in the industry McGrath & Marinelli (2012) and other authors and Nigerian is no exception.

4.1.1.2 Current Place of Work

This section displays the survey participants' current place of work and specifics the numbers of respondents from each organisation. This result is presented in table 4.3 below.

Table 4.13: Current Place of Work

		Current Place of Work			Cumulative Percent
		Frequency	Percent	Valid Percent	
Valid	Chevron	11	15.7	15.7	15.7
	Nig Oil & Gas Contra	9	12.9	12.9	28.6
	Schlumberger	8	11.4	11.4	40.0
	Shell	40	57.1	57.1	97.1
	Shell (Netherlands)	2	2.9	2.9	100.0
	Total	70	100.0	100.0	

The result of table 4.3 above, displays the different participants and their current places of work at the time of the survey. The respondents were from five different oil and gas companies; four of them operating in Nigeria and one from the Netherlands with Nigerian expatriates. The participants' individual companies were: 11 of the respondents were from Chevron with valid percentage of 15.7%, a Nigerian Oil and Gas Contractor company had 9 participants with a valid percentage of 12.9%, Schlumberger respondents were 8 with valid percentage of 11.4%, Shell (Nigeria) had 40 participants with valid percentage of 57.1% and Shell (Netherlands) had 2 respondents with valid percentage of 2.9%.

Although, this is a frequency table of the general statistics of the participants and their companies, it is equally vital for the distinction of the participants according to their gender and current place of work. Hence, the following

section – 4.1.4, to analyse and discuss their gender differences.

4.1.1.3 Crosstabulation – Current Place of Work with Gender Split

The current place of work with gender split identifies the participants' gender differences together with their respective organisations. This is shown in table 4.4 below and the statistics were achieved through crosstabulation in SPSS; with this analytical tool in SPSS, the percentages are not included in the display of the result as indicated in table 4.4 below.

Table 4.14: Crosstabulation of Current Place of Work with Gender Split

Gender * Current_Place_of_Work Crosstabulation

Count

		Current Place of Work					Total
		Chevron	Nig Oil & Gas Contra	Schlumberger	Shell	Shell (Netherlands)	
Gender	MALE	11	7	7	32	0	57
	FEMALE	0	2	1	8	2	13
Total		11	9	8	40	2	70

From table 4.4 above, the results revealed that the participants from Chevron were all male respondents and eleven in total with no female participants, the participants from the Nigerian Oil and Gas Contractor companies was

seven males and two females, respondents from Schlumberger comprised of one female and seven males, Shell participants were eight females and thirty-two males and finally Shell (Netherlands) was two females and no male participants. The participants from Shell Nigeria responded significantly well, the number of both its male participants and female respondents were both the highest of the entire statistics.

This finding is particularly important in this survey, as the views of more than just one or two women are captured in the study. This result is evidence of trustworthiness and authenticity of this study. The analysis of the questionnaire participants' responses is analysed and discussed, using the questionnaires sections 1-7, in the following subsection – 4.1.2 below.

4.1.2 Non-demographics Distribution – Questionnaires

The non-demographics of the questionnaires or quantitative findings are analysed in this section in relation to the objectives of this research study. The respondents' ages were not requested on the questionnaires; this was to further ensure the anonymity of the participants at a glance but can be calculated from the length of service in the industry. The reporting of the results of the questionnaires are analysed and discussed under each subsequent sub-heading, which

are: sections – 1) personal employment history, 2) general career development in the oil and gas industry, 3) management career development, 4) organisational culture, 5) leadership style of management, 6) barriers to women's management career development and 7) the future. Although, some of the demographics data are analysed together with the non-demographics of the questionnaires, these are number of years in the Nigerian oil and gas industry and educational level at start of career in the Nigerian oil and gas sector. This was done to follow chronological order of the questionnaires.

4.1.2.1 Section 1 – Personal Employment History

This segment analyses and discusses section 1 of the questionnaires under the following questions: a) How did you start your career in the oil and gas industry? b) What was your job title when you joined the oil and gas industry? c) What interested you about joining the oil and gas industry? d) What is your job title in your current place of work? e) How long have you been in the industry? f) What is your most significant achievement since you joined the oil and gas industry? The purpose for this sub-section is to understand the career progression process within the Nigerian oil and gas industry, based on the results of the participants of the survey. Below are the analyses:

4.1.2.1.1 Question 1(a) – How did you start your career in the oil and gas industry?

This survey question is based on the general entry point of all the participants into their different companies in terms of their academics. Table 4.5 below displays the responses of the respondents to this questionnaire question:

Table 4.15: Distribution of Start of Career in Oil and Gas Industry

Start of Career in Oil and Gas Industry					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	As a Trainee	8	11.4	11.4	11.4
	Polytechnic graduate	18	25.7	25.7	37.1
	Secondary School leaver	9	12.9	12.9	50.0
	B.Sc. / B.Engr. graduate	13	18.6	18.6	68.6
	Masters Degree graduate	15	21.4	21.4	90.0
	PhD graduate	7	10.0	10.0	100.0
	Total	70	100.0	100.0	

The findings from table 4.5 above, suggests that there is no specific educational level of qualification required to join the Nigerian oil and gas industry. This is based on the different academic qualifications displayed in the results. However, the results indicate that the highest number of participants who joined the industry as a polytechnic graduate were 18, with a valid percent of 25.7%, suggesting that students from these institutions are most likely to pursue a career in the industry once they have graduated. This is followed by Masters degree graduates with a total of 15 participants, with a valid percent of 21.4%. This also

indicates that candidates with this level of degree are more likely to be granted employment than candidates with a lower level degree.

This is closely followed by 13 respondents with B.Sc./B.Engr. graduate degree level, with 18.6% as its valid percent. This equally suggests that candidates with this level of degree also stand a chance of been accepted to work in the industry. The following sections examines objective 1, with section – 4.1.2.1.1.1 displaying and analysing female participants’ responses, and section – 4.1.2.1.1.2 discussing and analysing the male responses to their joining the sector.

4.1.2.1.1.1 Female Respondents to Start of Career in Nigeria’s Oil and Gas Sector

This section displays the gender split of the results, focusing on the women respondents, their companies as well as their individual academic qualification at the start of their career in the industry. Table 4.6 below, shows the result.

Table 4.16: Female Respondents Start of Career in Nigerian Oil and Gas Industry

Start of Career in Nigerian Oil & Gas Sector	Female Responses	Percent	Valid Percent	Cumulative Percent
As a Trainee	1	8%	8%	8%
Polytechnic graduate	3	23%	23%	31%
Secondary school leaver	1	8%	8%	39%
B.Sc./B.Engr. graduate	4	31%	31%	70%
Masters degree graduate	2	15%	15%	85%
PhD graduate	2	15%	15%	100%
Total	13	100%	100%	

The results in table 4.6, above, shows that the highest number of female participants joined the industry as B.Sc./B.Engr. graduates, that is 4 of the 13 female respondents with a valid percent of 31%. This suggests that female candidates with this level of degree qualification are more likely to gain employment compared to others with lower degree in this industry. This is followed by 3 female respondents joining as polytechnic graduates with a valid percent of 23%, indicating that interested candidates have a chance of been accepted with this degree level to work in the Nigerian oil and gas sector. This result suggests that there might be more awareness of working in this sector within universities for women, as participants with B.Sc./B.Engr. degree level of qualification is the highest number of females who joined the Nigerian oil and gas sector.

4.1.2.1.1.2 Male Respondents to Start of Career in Nigeria's Oil and Gas Industry

This segment analyses the male participants in the questionnaire and the start of their careers, in relation to

their individual academic qualifications on entry into the industry. Table 4.7, below, shows the results.

Table 4.17: Male Respondents Start of Career in the Nigerian Oil and Gas industry

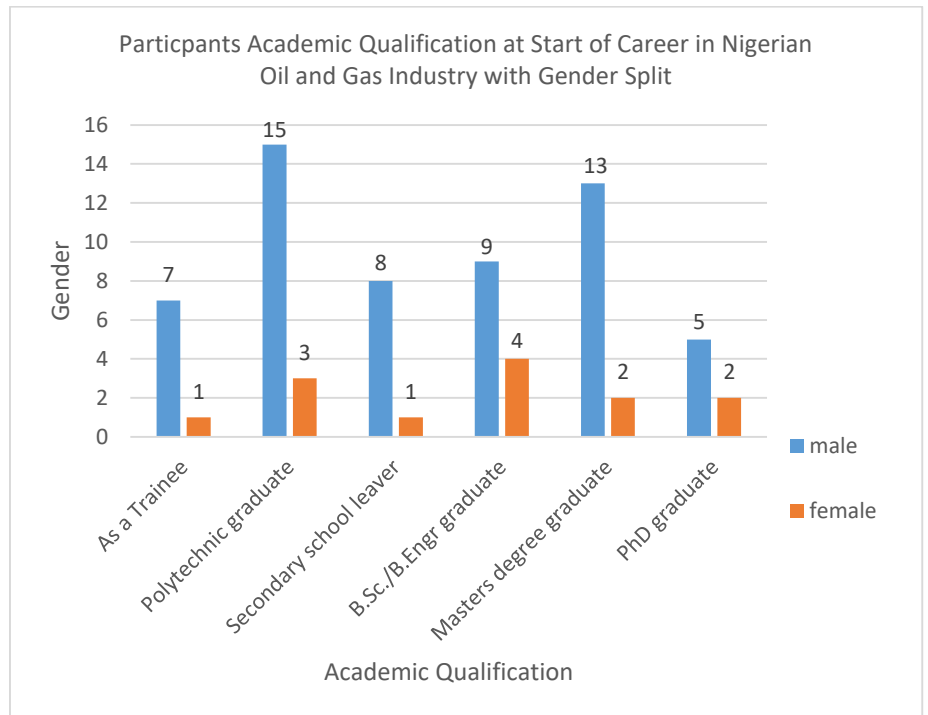
Start of Career in Nigerian Oil & Gas Sector	Male Responses	Percent	Valid Percent	Cumulative Percent
As a Trainee	7	12%	12%	12%
Polytechnic graduate	15	26%	26%	38%
Secondary school leaver	8	14%	14%	52%
B.Sc/B.Engr graduate	9	16%	16%	68%
Masters degree graduate	13	23%	23%	91%
PhD graduate	5	9%	9%	100%
Total	57	100%	100%	

The results as shown in table 4.7, above, displays the distribution of how the male participants started their careers in the Nigerian oil and gas industry. The highest number of male participants joined the industry as polytechnic graduates with 15 out of the 57 male respondents with valid percent of 26%. This indicates a different pattern of entry criteria for females compared to males entering the industry. This finding suggests that men are given entry advantage over the women at entry point into the sector. This is shown in the results of the highest number female respondents joined the sector as B.Sc./B. Engr. graduate. While the highest number of male participants' level of academic qualification at entry into the sector were polytechnic graduates, a lower form

academic qualification to B.Sc./B. Engr. degree. This suggests that more scrutiny is required for women compared to men entering the Nigerian oil and gas industry.

However, to further understand the significance of these results from the above tables 4.6 and 4.7, an analysis of participants' academic qualifications and their gender is drawn, so as to establish how each respondent based on their gender began their career in the Nigerian oil and gas industry. Figure 4.1 below displays the results:

Figure 4.8: Participants Gender and Academic Qualifications



The results from figure 4.1 above, show that the proportion of male respondents to females is higher in each case, confirming the statistics of the Nigerian National Bureau Statistics (2018, p. 70), that the number of women in the Nigerian oil and gas industry is smaller in comparison to the number of the men. Also, confirming the work of McGrath & Marinelli (2012) and other authors, of the low number of women in the oil and gas industries in Canada.

This finding supports the work of Chigbu (2015, p. 335), that women's potentials are largely untapped as a result of cultural gender discrimination in Nigeria as the women are not encouraged to pursue careers in predominantly male oriented occupations.

The findings also revealed that the male and female respondents who joined the sector as polytechnic graduates also produces a similar result with a ratio of 15 men to 3 women, B.Sc./B.Engr. graduates were a ratio of 9 males to 4 females, Masters degree graduates also displays a high ratio of 13 males to 2 females, and the ratio of PhD graduates was 5 males to 2 females.

Consequently, it is sufficient to say that from the results of both women and men based on educational level and gender at entry, the underlying issue is that although both women and men entered the Nigerian oil and gas industry in the same manner, there are differences in the way that both genders are considered for employment. That is, the finding suggests that women with a higher degree like B.Sc./B.Engr., PhD stand a better chance of being accepted for employment compared to women with lower level qualifications.

On the other hand, men with lower level degree such as polytechnic hold a better position of being employed in the Nigerian oil and gas industry before those with a higher degree are considered, as a higher degree like Masters come second to polytechnic graduates as indicated in the result.

The findings of this research suggests that women are being disadvantaged at entry point into the sector in comparison to men on the basis of both gender and educational qualification. This finding supports the work of William et. al., (2014, p. 468), that women are disadvantaged in hiring and promotion processes in male oriented occupations (like the oil and gas sector) in comparison to their male counterparts. This finding underpins the barrier of entry experienced by women starting a career in the Nigerian oil and gas industry compared to their male counterparts, which achieves the objective one of this research study.

4.1.2.1.2 Question 1(b) – What was your job title when you joined the oil and gas industry?

This section displays the results of question 1(b), on the job title of the respondents when they joined their companies in the oil and gas industry. A distribution of the crosstabulation of the job title of all participants at the beginning of their careers with their companies in the Nigerian oil, with gender split and their individual companies. Table 4.8, below shows the results.

Table 4.18: Crosstabulation of Respondents Job Title at Career Start in the Oil and Gas Sector with Company and Gender Split

Job_Title_@Career_Start_in_Oil\$Gas_Industry * Company * Gender

Crosstab

Count			Company					Total
Gender			Chevron	Nig Oil & Gas Contra	Schumberger	Shell	Shell (Netherlands)	
MALE	Job_Title_@Career_Start _in_Oil\$Gas_Industry	Manager	1	0	0	0		1
		Supervisor	4	5	4	14		27
		Oil and Gas employee	6	2	3	18		29
	Total		11	7	7	32		57
FEMALE	Job_Title_@Career_Start _in_Oil\$Gas_Industry	Manager		0	0	1	0	1
		Supervisor		2	1	3	0	6
		Oil and Gas employee		0	0	4	2	6
	Total			2	1	8	2	13
Total	Job_Title_@Career_Start _in_Oil\$Gas_Industry	Manager	1	0	0	1	0	2
		Supervisor	4	7	5	17	0	33
		Oil and Gas employee	6	2	3	22	2	35
	Total		11	9	8	40	2	70

Although, table 4.8 above, shows the distribution of the crosstabulation of respondents, the percentages of the participants under each job title cannot be determined with this SPSS analytical tool. As such, Microsoft Excel spreadsheet is used to create table 4.9 showing the female responses and table 4.10 displaying the male responses. The tables consist of gender split and job titles of respondents when they started their careers with their companies. This is displayed and discussed in the next two sections.

4.1.2.1.2.1 Female Respondents Job Title at Start of Career in Nigerian Oil and Gas Sector

The female respondents and their job titles when they joined their individual companies is displayed in table 4.9 below followed by a discussion on the results.

Table 4.19: Female Job Title at Start of Career in Nigerian Oil and Gas Sector

Job Title at Start of Career in Nigerian Oil & Gas Sector	Female Responses	Percent	Valid Percent	Cumulative percent
Manager	1	8%	8%	8%
Supervisor	6	46%	46%	54%
Oil and Gas employee	6	46%	46%	100%
Total	13	100%	100%	

The results of table 4.9 above, shows that 1 female respondent started her career in her company within the Nigerian oil and gas sector as a manager, with a valid percent of 8%. Also, 6 female respondents started their careers with their companies as supervisors, with a valid percent of 46%. While, the remaining 6 female participants joined their companies as non-management employees (regarded as oil and gas employees in the survey), with a valid percent each of 46%.

This finding shows that women can be employed as managers in the Nigerian oil and gas industry, supporting the work of McGrath & Marinelli (2012) and other authors. Supporting the Nigerian Bureau of Statistics (2018), that women work in the industry. Also, the finding points to the fact that for this to be the case, this female candidate would possess a very high level of academic qualification as established in the previous section – 4.1.2.1.1.2, equally supporting the work of William et. al., (2014, p. 468), of

preferential hiring and promotion procedures in operation in male dominated sectors like the oil and gas industry.

Consequently, supervisors and non-management staff were employed, indicating women being employed at different levels in their organisations. This is particularly vital to this research work as it captures the different stages of women within the survey from non-management to management positions and underpins the validity of this research to explore the barriers to the career development of women to management and senior management positions in the Nigerian oil and gas industry,

4.1.2.1.2.2 Male Respondents Job Title at Start of Career in Nigerian Oil and Gas Sector

This section displays, analyses and discusses the results of the male respondents of the questionnaires, and their job titles when they started their careers with their individual companies in the Nigerian oil and gas sector. Table 4.10, below shows the results:

Table 4.20: Male Respondents Job Title at the start of Career in Nigerian Oil and Gas Sector

Job Title at Start of Career in Nigerian Oil & Gas Sector	Male Responses	Percent	Valid Percent	Cumulative percent
Manager	1	2%	2%	2%
Supervisor	27	47%	47%	49%
Oil and Gas employee	29	51%	51%	100%
Total	57	100%	100%	

The results of table 4.10 above shows that 1 male respondent with a valid percent of 2% started his career with his company as a manager. Also, 27 respondents started their careers as supervisors in their companies within the Nigerian oil and gas sector, with a valid percent of 47%. The number of male respondents in this survey who started their careers in their companies as non-management employees (indicated as oil and gas employees in the survey), were 29 males with a valid percent of 51%.

This finding suggests that the respondent joining his company as a manager would hold a higher level of academic qualification as indicated in the previous section – 4.1.2.1.1.2, on academic qualification at entry point, and supports the work of William et. al., (2014, p. 468), of hiring and promotion in male dominated sectors being influenced by preferential treatment.

The result of more men entering the sector as non-management employees implies that men are encouraged to enter the sector early as displayed in previously in figure 4.1, supporting the work of Bako & Syed (2018, p. 426), of gender inequality in employment with men encouraged to join employment and women marginalised. It also supports

the findings of Ugwuzor (2014, p. 36), of the gender inequality in the workplace with more men being supported to work; and William et al., (2014, 468), of preferential hiring and promotion in the work, which would also explain more men being hired. Equally pointing to the high number of supervisors employed, supporting William et al., (2014, 468), on preferential hiring and promotion in the sector.

4.1.2.1.3 Section 1 –Question 1(c): What interested you about joining the oil and gas industry?

The question of what interested the respondents in joining the oil and gas industry was asked with multiple options to tick and these were: *i) As a Career, ii) A change of career, iii) Adventure, iv) Good pay, v) Job for life and vi) Industry's brand name*. This question was asked, as it has relevance to the participants' career development in the sector. The responses of both male and female participants are shown in table 4.11:

Table 4.21: Female and Male Responses to Interest in Joining Nigerian Oil and Gas Sector

Interest in Joining Nigerian Oil and Gas industry	Female Respondents	Male Respondents	Total Frequency	Percent	Valid Percent	Cumulative Percent
As a Career	13	11	24	34.3%	34.3%	34.3%
A change of career	3	9	12	17.1%	17.1%	51.4%
Adventure	1	2	3	4.3%	4.3%	55.7%
Good pay	1	14	15	21.4%	21.4%	77.1%
Job for life	0	6	6	8.6%	8.6%	85.7%
Industry brand name	2	8	10	14.3%	14.3%	100%
Total			70	100%	100%	

The findings as revealed in tables 4.11 above, shows that all 13 females in the survey selected joining their oil and gas companies as a career. This suggests that the women joined their companies to build a career in the Nigerian oil and gas sector, confirming the work of Sharp et al. (2012, p. 557), women engineers working in male dominated organisations. However, not all the men in the survey chose this option of joining the sector to build a career. Also, the results revealed that good pay for some men was their interest in joining the industry, which recorded the highest number of choice for the male participants. This confirms the work of Para-Mallam (2010, p. 459), that men's gender roles exerted by the Nigerian socio-culture norms is to provide for the family as the breadwinner. While, the 1 female who selected this option of good pay, suggests that women's contribution financially is important to their families and the Nigerian economy, confirming the work of Chigbu (2015, p. 335), that women's contribution to national economy has become indispensable.

This result specifies that all the respondents who selected job for life were males, indicating their interests in gaining a career that generates constant flow of finance, confirming the work of Para-Mallam (2010, p. 459), that the men in the Nigerian society and culture are expected to be generally the main source of income in their families. This leads to

the desire to secure a steady job which is most important to these men. Also interesting is that none of the female respondents chose this option as an interest.

The findings indicate that some female and male participants joined the sector with a desire for a change of career. Also, the finding on adventure revealed the desire for some participants both women and men to explore the venture of a career in this sector. The result revealed that some female and male respondents were drawn to their companies due to the company's brand name, suggesting that they regard it as a prestigious achievement. This is because of the importance of the sector to Nigeria's economy, confirming the work of Dike (2014, p. 1), that the Nigerian economy is based on its oil.

4.1.2.1.4 Section 1 – Question 1(d): What is your current job title in your current place of work?

This section displays, analyses and discusses the current job title of the male and female respondents' current positions in their organisations. It is categorised and analysed under the following: senior manager, manager, supervisor and non-management staff, in order to ascertain and compare the career progression of the women respondents to the men participants in the survey in simple variables, as previously done in section – 4.1.2.1.2, on participants' job title at start

of career with their companies. The next section discusses the female respondents' current positions in their companies.

4.1.2.1.4.1 Female Respondents' Current Job Titles

This section analysis and discusses the current job titles of the female respondents in the survey. Table 4.12, below shows the result of the female respondents' current positions in their companies.

Table 4.22: Current Job Title of Female Respondents

Current Job Title in the Nigerian Oil & Gas Sector	Female Responses	Percent	Valid Percent	Cumulative percent
Senior Manager	1	8%	8%	8%
Manager	6	46%	46%	54%
Supervisor	6	46%	46%	100%
Total	13	100%	100%	

Table 4.12, above shows the results of the current job title of the female respondents in the survey. 1 of the female participants progressed upwards to senior manager position, with a valid percent of 8%. Also, 6 female respondents showed a progression to the position of a manager, with valid percent of 46%, and the 6 remaining female participants moved to the positions of supervisor.

4.1.2.1.4.2 Female Respondents' Career Progression – A Comparison

This section discusses the female career progression by comparing the job title at start of the female respondents of when they joined their companies to their current job titles.

Table 4.13 below displays the results.

Table 4.23: Female Respondents Career Progression

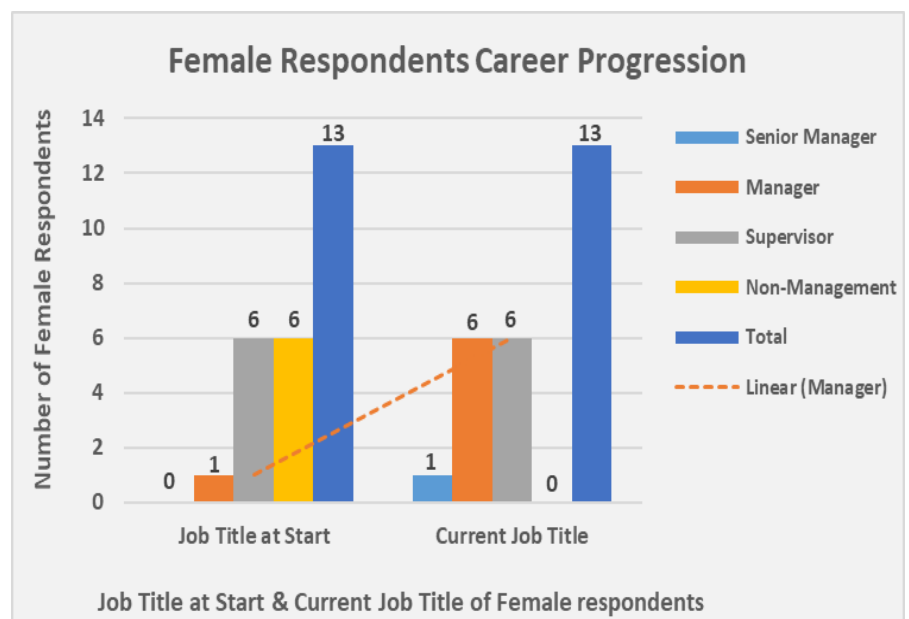
Female Respondents Career Progression	Job Title at Start	Current Job Title
Senior Manager	0	1
Manager	1	6
Supervisor	6	6
Non-Management	6	0
Total	13	13

Table 4.13 above show a slow career progression in a steady matter and seems as though the female participants have each gone a step up the next level on the career ladder. Rather, looking at the individual positions of the female respondents intently, the results further throw light on the findings of the phenomenon within promotion for women's career progression in the Nigerian oil and gas industry.

The 1 female respondent who showed a vertical career progression to senior manager is a PhD degree holder and joined her company as a manager. This result suggests a form of career progression by rank in the oil and gas

industry and also a form of discrimination against women at the career development stages to management and senior management positions in the Nigerian oil and gas industry on the basis of gender and academic qualifications. Confirming the work of Ugwuzor (2014, 36), of gender inequality, supports the work of Oyewunmi (2013, p. 324), of obstacles women in Nigeria face in the workplace and the work of Bako and Syed (2018, 426), on women being marginalised in male oriented occupations. This finding indicates that a female employee's level of academic qualification is directly linked to the level of managerial position that the employee is able to attain in the industry. Figure 4.2 shows the linear career progression of the female respondents

Figure 4.9: Female Respondents Career Progression



The findings revealed from this result of figure 4.2 concerning the 12 remaining respondents, 6 of managerial /supervisory status respectively, displayed 2 patterns of promotion: the vertical career progression and horizontal career progression which the female respondents experienced that are both in operation in the promotion process within the Nigerian oil and gas industry.

4.1.2.1.4.3 Male Respondents' Current Job Titles

This section analyses and discusses the current job titles of male respondents in the survey. Table 4.14 shows the results of the male respondents' current job titles in their companies.

Table 4.24: Current Job Title of Male Respondents

Current Job Title in the Nigerian Oil & Gas Sector	Male Responses	Percent	Valid Percent	Cumulative percent
Senior Manager	3	5%	5%	5%
Manager	21	37%	37%	42%
Supervisor	14	25%	25%	67%
Non-Management	19	33%	33%	100%
Total	57	100%	100%	

Table 4.14 above, displays the male respondents' current job titles with their companies. The results that 3 male respondents with valid percent of 5% moved up the

promotion rank to senior managers, 21 male respondents with valid percent of 37% moved up to manager level, while 14 male participants were supervisors with valid percent of 25% and 19 male participants were non-management employees.

The findings revealed a high number male participants' vertical career progression to manager and senior managers' positions within the industry, this was not the same for the women's career progression discussed in section – 4.1.2.1.4.1, indicating that women are marginalised in the sector confirming the work of Bako & Syed (2018, p. 426), and confirming the work of William et. al., (2014, p. 468), that preferential hiring and promotion exists in male dominated organisations that favour men over women. The next section is a comparison of the male respondents' career progression.

4.1.2.1.4.4 Male Respondents' Career Progression – A Comparison

This section compares the career progression of the male respondents from the start of their careers with their companies and their current positions to ascertain the rate of career progression. Table 4.15 shows the results.

Table 4.25: Male Respondents Career Progression

Male Respondents Career Progression	Job Title at Start	Current Job Title
Senior Manager	0	3
Manager	1	21
Supervisor	27	14
Non-Management	29	19
Total	57	57

The results from table 4.15 above, shows the career progression of the male participants from job title at start of career with their companies to their current job title displays vertical career progression, unlike the women's career progression above that was both vertical and horizontal career progression. This finding supports the work of William (2014, p. 468), indicating that preferential hiring and promotion in male oriented organisations favour the men over the women. Also, supporting the work of Ugwuzor (2014, p. 36), of gender inequality in the workplace that operates to the advantage of the Nigerian men against the women. Figure 4.3 below shows the linear progression of the men's career progression.

Figure 4.10: Male Respondents Career Progression – A Comparison

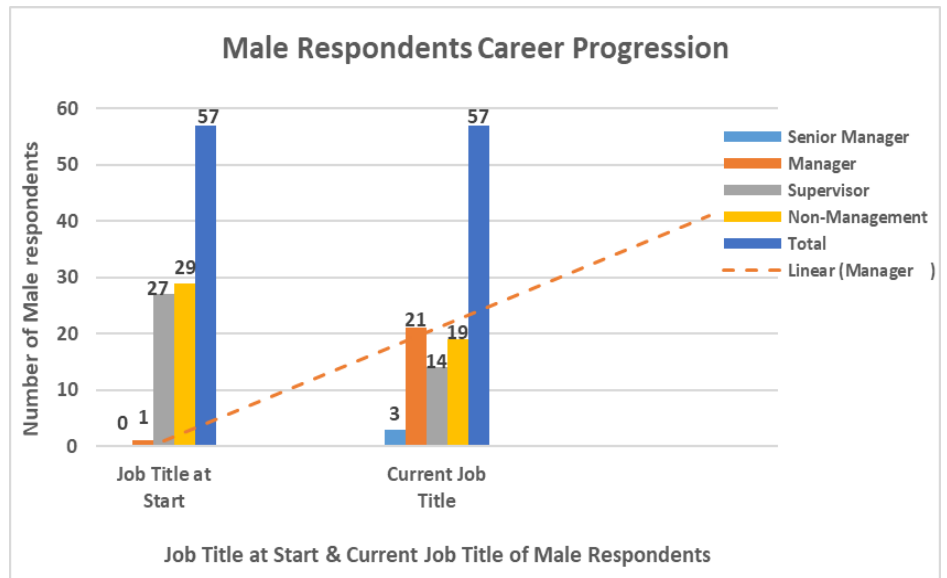


Figure 4.3 above, displays the linear progression of the career development of the male respondents in the survey, revealing a huge increase in the vertical career progression of the respondents with the highest increase of promotions seen at the manager level, which increase from 1 to 21, while supervisor level saw a decrease from 27 to 14, indicating vertical career progression for some of the respondents to manger level. Consequently, non-management employees decrease from 29 to 19 in current job title, suggesting vertical progression of career for these respondents to either supervisor or manager positions and 3 male respondents moving up the ladder of promotion to senior management positions from 0 at the starting point with none of the respondents joining at this level.

These findings suggest that promotion for the men in the Nigerian oil and gas industry follows a straight forward pattern of upward linear progression. Thus, indicating a vertical career progression at every level of the different ranks of promotion within the sector, which is not the case for the women in the industry. This finding supports the work of Ugwuzor (2014, p. 36), indicating gender inequality that favours men over women in the workplace. Also, supports William (2014, p. 468), specifying the preferential hiring and promotion in male oriented organisations that benefits the men over the women. Equally, supporting the work of Bako & Syed (2018, p. 426), of the marginalisation against women in male dominated occupations.

These findings fulfil the objectives 2 of this research study, indicating that gender inequality barriers exists in the career development of women in the Nigerian oil and gas industry as they try to progress their careers to management and senior management positions. While the men are favoured in their career development and enjoy upward career progression without obstacles in the sector.

4.1.2.1.5 Section 1 – Question 1(e): How long have you been in the Industry?

The participants of this survey were asked the question of: *‘how long have you been in the industry’*. This was done in order to reveal the number of years that each individual respondents’ have spent in the Nigerian oil and gas sector with their companies, as this would indicate their level of knowledge of this industry and the ability to provide relevant information on changes that have taken place in the sector over the years based on personal experiences for trustworthiness and authenticity and also, to aid the evaluation of the career progression of the respondents for the validation of the findings. Table 4.16, below shows the results.

Table 4.26: Years in the Nigerian Oil and Gas Industry

		Years_in_Industry			
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0 - 10yrs	11	15.7	15.7	15.7
	11 - 20yrs	6	8.6	8.6	24.3
	21 - 30yrs	22	31.4	31.4	55.7
	31 - 40yrs	24	34.3	34.3	90.0
	41yrs - more	7	10.0	10.0	100.0
	Total	70	100.0	100.0	

Table 4.16, above shows a frequency of the respondents and their number of years with their individual organisations. This is a demographics of the length of time in years that participants have spent in in their companies in the Nigerian oil and gas sector at the time of this research study. The next

sub-sections below analyses and discusses years of respondents services in the sector with gender split.

4.1.2.1.5.1 Female Respondents Years in Nigeria's Oil and Gas Industry

This section displays, analyses and discusses the number of years that the female participants have spent in their organisations in the Nigerian oil and gas industry at the time of this research. Table 4.17, below shows the results of the female respondents.

Table 4.27: Female Respondents Years in Nigeria's Oil and Gas Industry

Number of years in the Nigerian Oil and Gas Sector	Female Respondents	Valid percent	Cumulative percent
0-10yrs	2	15%	15%
11-20yrs	7	54%	69%
21-30yrs	4	31%	100%
31-40yrs	0	0%	
41yrs-more	0	0%	
Total	13	100%	

Table 4.17, above shows that 7 of the 13 females in the survey have been with their organisations for 11–20 years, with a valid percent of 54%. This result in a way points to the authenticity of the responses of some of the respondents who indicated that the organisational culture of the Nigerian oil and gas industry was changed about 20-25years ago to allow women to work in the sector; this issue is discussed

later. This also, is seen in the second highest number of females 4 respondents of the 13 participants with valid percent of 31%, have been in the sector for 21-30years, equally confirms that women started working in the industry between 20-25 years ago. The remaining 2 respondents have in with their companies for 0-10 years, with a valid percent of 15%. The significance of this result indicates that the length of years that these female participants have spent in the Nigerian oil and gas sector is vital to this research as their working experiences covers a period of time that reflects the beginning of when women were accepted to work in the Nigerian oil and gas industry and a period of time afterwards. This length of time is important as it shows different periods and changes that have occurred over the years in the sector and serve as a means of calculating the career progression of the women in the Nigerian oil and gas industry from which to analyse barriers to their career development of the women in the sector to address the research questions and achieve the objectives of this research study.

4.1.2.1.5.2 Male Respondents Years in Nigeria's Oil and Gas Industry

The section displays the number of years that the male participants of this research have spent in the Nigerian oil and gas industry. Table 4.18, below shows the result.

Table 4.28: Male Respondents Years in Nigeria's Oil and Gas Industry

Number of years in the Nigerian Oil and Gas Sector	Male Respondents	Valid percent	Cumulative percent
0-10yrs	8	14.0%	14.0%
11-20yrs	2	3.5%	17.5%
21-30yrs	18	31.6%	49.1%
31-40yrs	22	38.6%	87.7%
41yrs-more	7	12.3%	100%
Total	57	100%	

Table 4.18, above shows that 22 male participants have been working in the Nigerian oil and gas sector within 31-40yrs, with a valid percent of 38.6% which is the highest number compared to the others. This is an advantage for this research because the longer the length of time these male participants have spent working in the industry, the better knowledge they would have concerning how the industry works, which equally validates their responses. Next to the highest number of participants is 18 male respondents that have been in the industry between 21-30years, with valid percent of 31.6%; who are equally vital to this research based on the number of years spent in the industry, which would also present them with good knowledge of the industry and its procedures to aid our research findings and as a result validate our findings. This is followed by 8 participants, who have been in the Nigerian oil and gas sector between 0-10years, with valid percent of 14%. This group of respondents are subsequently vital to

the research as they would present knowledge of the recent practices in the industry. Next is 7 male respondents, with valid percent of 12.3%, between 41years-more in the industry. These participants are vital to the research, as they have been in the industry the longest and have a basic understanding of the industry's early years, how operations were conducted in relation to career development and have seen changes that have occurred in the industry, and as such be able to provide relevant information for this research study. The lowest frequency of participants in table 4.22, above, is 2 male participants, with valid percent of 3.5%, within 11-20years working experience in the sector. we are happy with having respondents within different working years in the industry, as this is an advantage to our research because it provides us with information that covers a wide range of working experiences in the sector and paint a vivid picture of the career advancement processes.

4.1.2.1.5.3 Female Participants' Average Number of Years Spent in Nigeria's Oil and Gas Sector

To obtain the average number of years that the female participants have spent in the Nigerian oil and gas sector, it is vital to calculate the mean. Due to the categories in years, it is important to find the midpoint in years, in order to calculate the mean. For the purpose of mean calculation, 41yrs-more has been converted to 41-50yrs. This is shown in table 4.19, below:

Table 4.29: Female Participants' Average Number of Years Spent in Nigeria's Oil and Gas Sector

Figure in Years	Figures Midpoint (x)	Frequency (f)	(fx)
0-10yrs	5	2	10
11-20yrs	15.5	7	108.5
21-30yrs	25.5	4	102
31-40yrs	35.5	0	0
41-50yrs	45.5	0	0
		13	220.5

Mean:

$$\bar{x} = \frac{\sum fx}{\sum f}$$

$$\bar{x} = \frac{\sum fx}{\sum f} = \frac{220.5}{13} = 16.96$$

Therefore, the mean of the number of years that the female respondents in this research have spent in the Nigerian oil and gas industry is 17 years approximately. This actually tallies with the responses of some of the male and female participants who indicated that the organisational culture of the Nigerian oil and gas industry was changed 20-25years ago to allow women to work in the industry, these results are displayed in questionnaire section 4(a), where the question was asked. The next section displays and discusses the number of years that the male participants have spent in the industry.

4.1.2.1.5.4 Male Participants' Average Number of Years Spent in Nigeria's Oil and Gas Sector

This section displays the calculation of the mean of the years the male respondents in this research have spent in the Nigerian oil and gas industry. Calculating the male respondent's average number of years spent in the Nigerian oil and gas sector, is important to our research, as it validates our findings based on the length of years these participants have worked in the industry. The midpoint in years, is obtained first before the mean is calculated. 41yrs-more is converted to 41-50yrs for the purpose of calculation. Table 4.20, below displays the results.

Table 4.30: Male Participants' Average Number of Years Spent in Nigeria's Oil and Gas Sector

Number of years in the Nigerian Oil and Gas Sector	Figures Midpoint (x)	Frequency (f)	(fx)
0-10yrs	5	8	40
11-20yrs	15.5	2	31
21-30yrs	25.5	18	459
31-40yrs	35.5	22	781
41-50yrs	45.5	7	318.5
		57	1,629.5

$$\bar{x} = \frac{\sum fx}{\sum f}$$

Mean:

$$\bar{x} = \frac{\sum fx}{\sum f} = \frac{1629.5}{57} = 28.6$$

The above result of the mean number of years of the male respondents in the Nigerian oil and gas industry who

participated in this research is approximately 29 years. This is a good average as it is over half the number of the years of the working in the industry presented to the participants in the questionnaires. This is equally excellent for this research as it covers an average period of working experience of the male participants and validates the findings based on the length of time the participants have been working in the industry and their personal knowledge of the sector.

4.1.2.1.6 Section 1 – Question 1(f): What is your most significant achievement since you joined the oil and gas industry?

The participants were asked the question of: ‘what is your most significant achievement since you joined the Nigerian oil and gas industry?’. This was a way to probe the working experience of the respondents in the survey, indicating progress made so far in the industry and denote any work satisfaction in the process. Tables 4.21 and 4.22, below shows the responses of the female and male participants respectively:

Table 4.31: Female Respondents Most Significant Achievements

Female Respondents - Most significant achievements since joining the oil and gas industry
Turning waste to wealth - drilling waste converted to kerbs used for walkway
Introduced a project-Milk run of materials from warehouse to the customers
Introduced the taxi service to reduce vehicular requirements
Administration of the first corporate contract in logistics and Invoice management during SAP implementation
Working in the oil and gas sector
Being able to breakthrough the huddles into my company

Table 4.21 above displays the significant achievements of some of the female respondents since joining the Nigerian oil and gas industry. Some female participants indicated that breaking through the barriers of entry into the companies they work for is their most significant achievements, while some indicated that being able to work in the oil and gas sector was their most significant achievements. A prominent achievement is that of a female respondent who turned drilling waste to wealth for her company, converting the waste to kerbs to make walkway. Another female introduced taxi services which translated into a reduction of the need for vehicles. Also, a female respondent was the first to administer corporate contract in logistics and invoice management for SAP implementation in her company. A project-milk run was introduced by one of the female respondents to her company, where materials from her company's warehouse was taken to their customers.

This findings of the significant achievements of the female respondents indicates that women bring special skills to their companies and the sector, thus confirming the findings of Alberta Oil (2015), of women’s unique skills needed in senior management positions in the sector. Also, the findings of the most significant achievements of the female respondents, supports the postulation of Ibbotson (2012, p. 107), on feminist characteristics that female managers possess which supports organisational development, which these female respondents have displayed to possess, which can greatly benefit their organisations if given the opportunity of career progression to senior management positions to make the most impact. Highlighting the unique female characteristics needed for senior management in the Nigerian oil and gas industry. Table 4.22 displays male respondents’ significant achievements.

Table 4.32: Male Respondents Most Significant Achievements

Male Respondents - Most significant achievements since joining the oil and gas industry
Saved a life from drowning with a crane
Successful roll out of a new work process and procedure in the company
Participated in a project to reduce the number of days required to Move and assemble a drilling rig equipment thus saving the company millions of Naira per rig
Good career
Achieving my position of service in my company
Transitioning from Oil Contractor Staff to becoming a Direct Oil & Gas employee of the company
Joining the oil and gas industry
Gaining a Job for life
Joining the company

Table 4.22 above, show the significant achievements of the male respondents in the survey. A significant achievement that stood out was that of a male respondent who used a crane to save a life from drowning. Also, a male respondent saved his company millions of naira per rig in a project he participated in to reduce the required number of days to move and assemble a drilling rig equipment. Some male participants indicated that moving from being an oil contractor employee to be employed directly by an oil and gas company was a significant milestone for them. Other common significant achievements of the male respondents were: having a good career, joining the oil and gas industry, gaining job for life, and joining their companies. A male respondent's significant achievement was the position of service that he had attained in his company and another male respondent's significant achievement was the

successful roll out in his company of a new work process and procedure.

This findings, suggests that men as well as women in the sector equally experience some forms of barriers at the point of entering the sector and also progressing within the industry. Therefore, fulfilling this research objectives 1 & 2, and research questions 1 & 2, indicating that women and men both experience entry barriers into the sector and promotion barriers.

4.1.2.2 Observations – As to Objective 2 (Questionnaire Section 2 – General Career Development)

Sections 2 of the questionnaires was based on the general career development in the Nigerian oil and gas industry. The questionnaire was designed this way to fit with objective 2, of this research study, as discussed in chapter 3 of this thesis. The following sub-sections below analysis each question displaying the responses of the participants in individual frequency tables in spss, which is then followed by different frequency tables produced with Microsoft Excel to display the gender split of the individual participants and percentages, to be able to analyse general career development for both men and women in the Nigerian oil and gas sector, in order to identify the barriers women experience compared to men in the industry.

4.1.2.2.1 Section 2 – Question 2(a): Does promotion in the oil and gas industry depend on employee’s performance appraisal?

The question of performance appraisal and if promotion was dependent on it, in the Nigerian oil and gas industry was asked and the results revealed the following as shown in table 4.23 below:

Table 4.33: Promotion Dependent on Performance Appraisal

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	44	63.0	63.0	63.0
	No	26	37.0	37.0	100.0
	Total	70	100.0	100.0	

The results from table 4.23, above, shows that the number of respondents that answered ‘yes’ to the question was 44 out of the total participants of 70 in the survey, with a valid percent of 63%, indicating that promotion in the Nigerian oil and gas industry is dependent on individual performance appraisal. On the other hand, 26 respondents out of the total 70 participants, with a valid percent of 37%, answered ‘no’ to the question that promotion does not depend on performance appraisal.

This result of 63% of the respondents indicating that promotion in the Nigerian oil and gas sector is by performance appraisal, reveals a pattern of progression in the industry's career development process. However, the divided answer to the question, with 37% of the participants indicating that promotion in the sector is not by performance appraisal, suggests that other issues or promotion criteria may actually contribute to or be responsible for the promotion of an individual in the industry. This finding of this research confirms the work of Egbuta (2018) that human resource management is set with the task arranging career development programs and pathways within organisations for their employees. Also, this finding supports Yulianti & Prameswari (2020) postulation that career development is a key challenging issue for human resource management as it is a vital factor for the influence of the organisation's employee loyalty.

Hence, it would be vital for this research to ascertain the other criteria for promotion beyond performance appraisal that is considered for career advancement in the Nigerian oil and gas industry. In order to probe the 'no' answer, the question of: 2(d) *'What are the criteria for promotion dependent on at your level of employment?'* was asked with options and to further probe this question, the option "(vi) other criteria" was attached with the following question of:

‘if yes to (vi), please explain’, with spaces provided for respondents to answer by giving reasons or indicating what these ‘other criteria’ for promotion may be in the sector. Details of these results are shown and discussed later in this sections.

The results of the male and female participants who responded ‘yes’ to the above question are shown and discussed in table 4.24, below; while table 4.25, below displays the female and male respondents who answered ‘no’ to the above question, revealing the gender split in both cases.

4.1.2.2.1.1 Questionnaire 2(a)(i) – ‘Yes’ Responses with Gender Split

The results of the female and male participants’ who responded ‘yes’ to promotion being dependent on performance appraisal is displayed in table 4.24, below with gender split, showing the number of women to men who responded ‘yes’ to the question:

Table 4.34: ‘Yes’ Responses to Promotion is dependent on Performance Appraisal

Yes' Responses to Promotion is dependent on Performance Appraisal	Frequency	Percent	Valid percent	Cumulative percent
Male respondents	39	89%	89%	89%
Female respondents	5	11%	11%	100%
Total	44	100%	100%	

From the above table 4.24, the number of female respondents who answered yes to the question was 5 out of the 44 participants in the survey who responded yes to the question, with a valid percent of 11%. While the number of male respondents who equally answered ‘yes’ to the question was 39, with a valid percent of 89% out of the total 44 participants who indicated that career advancement in the Nigerian oil and gas industry is dependent on performance appraisal. The next section below discusses the respondents who answered ‘no’ to the above question.

4.1.2.2.1.2 Questionnaire 2(a)(ii) – ‘No’ Responses with Gender Split

The results of the participants who answered ‘no’ to the questionnaire question of whether promotion in the Nigerian oil and gas industry was dependent on performance appraisal, is shown in table 4.25, below with gender split and then discussed.

Table 4.35: ‘No’ Responses to Promotion is dependent on Performance Appraisal

No' Responses to Promotion is dependent on Performance Appraisal	Frequency	Percent	Valid percent	Cumulative percent
Male respondents	18	69%	69%	69%
Female respondents	8	31%	31%	100%
Total	26	100%	100%	

From table 4.25, above, the results show that the number of male participants whose responses were ‘no’ is 18 out of the total number of 26 participants who responded to the ‘no’, with a valid percent of 69%; while the remaining 8 respondents out of the total 26 participants who answered ‘no’ to the question are females, with valid percent of 31%. This results suggests that the Nigerian oil and gas industry, although selects candidates for promotion based on employee performance appraisals, it also does not depend solely on this criterion for the career progression of its workforce but also on other criteria and these are discussed later in this chapter.

4.1.2.2.2 Questionnaire 2(b): How often are employee’s Performance appraisals carried out for promotion?

The question of how often employee’s performance appraisal was carried out for promotion was asked. Although, from the previous section, responses from respondents indicated that promotion in the oil and gas industry does not only depend on employee’s performance appraisal, it is equally vital to understand the procedure for promotion in the industry through this process. The results are shown in table 4.26 below.

Table 4.36: Distribution of the Frequency of Employee Appraisals Being Carried Out for Promotion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Is it monthly	0	0	0	0
	Is it 6 monthly	14	20	20	20
	Is it quarterly	0	0	0	20
	Is it annually	56	80	80	100
	Total	70	100	100	

The results of table 4.26, above, shows that 14 respondents out of the 70 participants, with valid percent of 20%, indicated that employees' performance appraisal is carried out for promotion every 6 months. While the remaining 56 participants of the total 70 respondents with valid percent of 80%, responded that employee appraisals are carried out annually for promotion.

This above report shows that the frequency of employees' performance appraisals being carried out for promotion varies between 6 monthly and annually. This indicates that an employee, being in a position of employment in the Nigerian oil and gas industry, would expect his or her performance appraisal at that position to be considered for promotion within 6 months to 12 months of being with the company. This finding confirms the work of Egbuta (2018) and Yulianti & Prameswari (2020), on human resource management being responsible for employees' career development in the organisations.

This finding suggests a good progression scale for employees in the industry, as the practice would encourage them to put in their best efforts on the job to meet the required work standards for promotion, knowing that there is a reward for their hard work. This finding supports the work of Yulianti & Prameswari (2020) that career development among other factors influences loyalty of employees and better remuneration promise. This process may also produce job satisfaction for the employee, when they receive their expected reward. With the frequency of when performance appraisal is carried out for employees' promotion established, it is vital to know at what stage or level of employment an employee is selected for promotion after joining the Nigerian oil and gas industry. This is shown in table 4.27 and discussed in the next section.

Table 4.37: Male and Female Responses to Employee Appraisals Being Carried Out for Promotion

How often are employee's performance appraisals carried out for promotion	Male Responses	Female Responses	Total	Percent	Valid percent	Cumulative percent
Is it 6 monthly	10	4	14	20%	20%	20%
Is it annually	47	9	56	80%	80%	100%
Total	57	13	70	100%	100%	

From table 4.27, above 56 of the respondents comprising 47 males and 9 females with a valid percent of 80%, indicated that employee performance appraisals for promotion are conducted annually, while the remaining 14 participants, a combination of 4 females and 10 males suggested that it is done every 6 monthly. The results of this findings suggests a yearly procedure where performance appraisal are conducted for the promotion of the employees. Although, the result suggests yearly appraisal of employees, it is equally important to know when an employee is selected for promotion after the probation period of joining the company. this is evaluated in the next session.

4.1.2.2.3 Question 2(c): At what level of employment is an oil and gas employee selected for promotion?

The career development of employees in the Nigerian oil and gas industry is a vital aspect of this research study. As a result, understanding the career progression processes within the sector cannot be overemphasised. Hence, the question of: “*at what level of employment is an oil and gas employee selected for promotion?*” was asked, in order to ascertain the level or stage of employment at which an employee has to be in the company before he or she can be selected for promotion. Table 4.28, below displays the results in spss, this is followed by gender split of the female

and male respondents in Microsoft excel, as crosstabulation in spss could not present gender split and percentages together.

Table 4.38: At what level of employment an employee is selected for promotion

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	At start of job	0	0	0	0
	After 6 months	0	0	0	0
	After 12 months	28	40	40	40
	After 2 years	28	40	40	80
	At any point of employment	0	0	0	80
	Other	14	20	20	100
	Total	70	100	100	

The results of this question as shown in table 4.28 above, revealed that 28 respondents out of the 70 participants, with a valid percent of 40%, indicated that once an employee has spent after 12 months with the company, he or she can be selected for promotion. Another 28 respondents out of the 70 participants, with a valid percent of 40%, indicated that an employee is selected for promotion after 2 years with the company. Finally, the remaining 14 respondents of the 70 participants, with valid percent of 20%, chose the option 'other'. The result shows equal split of 40% each of an employee being selected for promotion in the company after 12 months and after 2 years respectively, however, with the remaining 20% indicating 'other' as an option.

This research finding supports the work of Egbuta (2018), that of Yulianti & Prameswari (2020), and the work of Nadarajah, et al., (2012) that human resource management hold the responsibility of establishing processes for their employees' promotions and career development management.

The finding with 'other' selected points to the fact that there are exceptional cases in the Nigerian oil and gas industry, where a candidate or an employee can be selected for promotion beyond these 2 time frames or for specific other reasons. Tables 4.29 and 4.30, below shows the gender split of the female and male respondents respectively and the options they selected.

Table 4.39: Female Responses to the Level an Employee is Selected for Promotion

Level an Employee is Selected for Promotion	Female respondents	Percent	Valid Percent	cumulative percent
After 12 months	4	31%	31%	31%
After 2 years	6	46%	46%	77%
Other	3	23%	23%	100%
Total	13	100%	100%	

Table 4.29, above displays the responses of the female participants to the question of what level an employee has to be in the company in the oil and gas sector in Nigeria

before that employee can be considered for promotion. The results show that 4 female respondents out of the total 13 female participant, with a valid percent of 31%, indicated that after the employee has spent 12 months in the company, he or she can be selected as a candidate for promotion. 6 female respondents out of the total 13 female participants, with a valid percent of 46%, indicated that an employee can be selected for promotion only after they have spent 2 years with the company and the remaining 3 female respondents with a valid percent of 23%, selected the opinion 'other', which suggests another pattern to the selection of candidates beyond the previous 2 popular answers of which the highest of all 3 categories of answers to the question was after 2 years of being with a Nigerian oil and gas company. The responses of the male participants are displayed in table 4.30 below:

Table 4.40: Male Responses to the Level an Employee is Selected for Promotion

Level an Employee is Selected for Promotion	Male respondents	Percent	Valid Percent	cumulative percent
After 12 months	24	42%	42%	42%
After 2 years	22	39%	39%	81%
Other	11	19%	19%	100%
Total	57	100%	100%	

Table 4.30, above shows that 24 male participants with a valid percent of 42% from the total 57 respondents

specified that employees are selected as candidates for promotion after spending 12 months with a Nigerian oil and gas company. This opinion was not accepted by all, as 22 male respondents out of the 57 participants with a valid percent of 39%, answered that employees have to spend 2 years with the company and only after then would the employee be considered for selection to be promoted. 11 male respondents with a valid percent of 19%, the remaining respondents of the 57 male participants, selected the option: 'other'; suggesting that candidates are selected for promotion in the company on other reasons beyond being with the company for after 12 months or after 2 years.

However, of the 3 answer categories, the highest response rate for the male participants is 24 as shown above, suggesting that candidates are selected for promotion after 12 months with the company. On the other hand, the highest category response for the females is 6 as displayed above, indicating that employees are considered candidates for promotion once they have been with the oil and gas company in Nigeria after 2 years. The significance of the differences in the results of the highest male and female participants in this case, suggests that most women have to wait twice as much times as the men in the industry before they can be considered as candidates for promotion based on the results of this survey.

Also, in order to understand what the male and female participants meant by selecting the option ‘other’, the question of: “*if other, please specify*” was asked, with space provided for the respondents to give reasons. Table 4.31, below shows the results.

Table 4.41: Male and Female Responses to ‘Other’ – Level Employee is Selected for Promotion

Other' - Level of Employee is Selected for Promotion	Female respondents	Male respondents	Total	Percent	Valid Percent	cumulative percent
After 3 years	2	7	9	64%	64%	64%
Headroom in new job position	1	4	5	36%	36%	100%
Total	3	11	14	100%	100%	

Table 4.31, above shows 2 answer categories: i) After 3 years and ii) Headroom in new job position. The results show that the answers were not evenly distributed; this is because 9 participants out of the total 14 respondents who selected ‘other’, with a valid percent of 64%, indicated that after 3 years of employment with the company is when an employee is selected for promotion; and this number comprises of 2 female participants and 7 male respondents. On the other hand, the remaining 5 respondents out of the 14 participants with a valid percent of 36%, consisting of 1

female respondent and 4 male participants, indicated that there has to be headroom in new job position before an employee can be considered for promotion.

This results indicates that an employee has to be with the company for more than 3 years before he or she can be considered a candidate for promotion in the company. While the other category indicates that there has to be headroom in new job position. This finding confirms the postulation of Egbuta (2018), the work of Nadarajah, et al., (2012) and that of Yulianti & Prameswari (2020 that human resource management's task is to manage employees career progression.

This finding equally suggests that the position has to be available first at the top before candidates can then be considered for promotion in the company. This case also suggests a form of promotion by levels or stages where the position at the top level has to be vacant before promotion opportunity can arise. This finding supports the work of Nadarajah, et al., (2012), indicating that career development includes development of employees professionally, accompanied with activities relating to carer planning. Thus, suggesting stages in promotion are planned activities within one's career development.

4.1.2.2.4 Questionnaire 2(d) – What are the criteria for promotion dependent on at your level of employment?

To comprehend the promotion process in the Nigerian oil and gas industry, the question of “*What are the criteria for promotion dependent on at your level of employment?*” was asked, with the following multiple options to select from and these are: i) Length of time with the organisation, ii) Individual performance on the job, iii) Individual working experience in the industry, iv) The ability to meet organisational goals & objectives, v) Individual qualification, vi) Other. The responses of this question are based on the general criteria for promotion in the Nigerian oil and gas industry. The responses of the male and female participants for each option are displayed in tables 4.32-4.37, below and discussed. It begins with table 4.32:

Table 4.42: Male & Female Responses to General Criteria for Promotion in the Nigerian oil and Gas Industry

	General Criteria for Promotion:		
Yes' Responses of Female and Male Participants	i) Length of time with organisation	percent	cumulative percent
Female	4	7%	7%
Male	54	93%	100%
Total	58	100%	

Table 4.32, in gender split displays the results of the male and female responses on the criterion of ‘length of time with the organisation’. This finding shows 58 participants in total responded ‘yes’ to this option indicating that this criterion is essential for general promotion in the Nigerian oil and gas industry. 54 male respondents were with a percentage of 93%, and 4 female respondents with a percentage of 7%. This finding of this research shows the differences in promotion criteria for general promotion as it pertains to women and men alike in the industry.

The findings from the female respondents’ perspective through their responses were different in comparison to their male counterpart. 4 out of the total 13 female respondents selected this option as a criterion for general promotion. While, from the perspective of the male participants’ 54 out of the total 57 male respondents indicated ‘length of time with organisation’ as an important criterion for promotion. This finding suggests differential treatment to females a form of discrimination against them in general promotion in the Nigerian oil and gas industry. This finding confirms the work of Smith & Suby-Long (2019) postulating that workplace gender inequality stands as a barrier to the promotion of women. This research finding supports the argument of Egbuta (2018) on this subject shown to be a concern for the human resource

management as differences between women and men have been a key controversy. Thus, this finding indicates the need for the human resource management policies for promotion to be addressed, as this result shows some form of bias against women in the sector in general promotion. Table 4.33, below shows and discusses ‘individual performance on the job’.

Table 4.43: Male and Female Responses to Individual Performance on the Job

	General Criteria for Promotion:			
Yes' Responses of Female and Male Participants	ii) Individual performance on the job	percent	Valid percent	cumulative percent
Female	13	19%	19%	19%
Male	57	81%	81%	100%
Total	70	100%	100%	

The results of table 4.33, shows the responses of the female and male participants ‘yes’ response to individual performance on the job as a general promotion criterion. The findings as shown in the results revealed that all 70 participants responded ‘yes’ to this option. 13 female respondents out of the 70 participants with a valid percent of 19% who responded ‘yes’ are the total female participants and 57 respondents who also reacted selecting ‘yes’ with a valid present of 81% are the total male participants. This finding suggests a total of 100% response

to ‘individual performance on the job’ as a vital criterion for general promotion in the Nigerian oil and gas industry. This finding confirms the work of Egbuta (2018), the postulation of Nadarajah, et al., (2012) and as indicated by Yulianti & Prameswari (2020) on human resource management setting steps of progression for employee promotion. The next table 4.34 display results of individual working experience in the industry.

Table 4.44: Male and Female Responses to Individual Working Experience in the Industry

	General Criteria for Promotion:		
Yes' Responses of Female and Male Participants	iii) Individual working experience in the industry	percent	cumulative percent
Female	9	14%	14%
Male	57	86%	100%
Total	66	100%	

Table 4.34, reveals the results of the findings female and male responses with gender split on individual working experience in the industry. 9 females out of the combined 66 participants who responded ‘yes’, with a percentage of 14% and 57 males out of the joint 66 participants with a percentage of 86%, indicated that this criterion is required for general promotion in Nigeria’s oil and gas sector.

This finding suggests that ‘individual working experience in this industry is an important general promotion criterion,

with all 57 male participants and 9 out of the total 13 female respondents selected ‘yes’ to this option. This finding supports the work of Egbuta (2018) and that of Yulianti & Prameswari (2020) indicating that human resource management organise progression stages and criteria for employee promotion. Table 4.35 below shows the responses on the ability to meet organisational goals and objectives.

Table 4.45: Male and Female Responses to the Ability to meet organisational goals & Objectives

	General Criteria for Promotion:		
Yes' Responses of Female and Male Participants	iv) The ability to meet organisational goals & objectives	percent	cumulative percent
Female	8	12%	12%
Male	57	88%	100%
Total	65	100%	

Table 4.35, above shows the results of the findings that 8 female respondents out of the total 65 participants who selected ‘yes’ responses with a percentage of 12% and 57 males out of the total 65 ‘yes’ responses with a percentage of 88%, indicated that this criterion is important for general promotion. This finding revealed that all 57 male respondents of the survey indicating that ‘the ability to meet organisational goals and objectives’ is a vital criterion for general promotion in the Nigerian oil and gas industry.

However, 8 females of the total of 13 participants responded ‘yes’ to this criterion. The differences in the female and male responses of not all females agreeing to this criterion as very important suggests some form of discrimination against the women. As meeting goals and objectives of organisation are critical to promotion for employees, according to Yulianti & Prameswari (2020) and Egbuta (2018), on programs of career development in an organisation that encourages progression of their employees. This finding shows that this is not so for Nigeria’s oil and gas industry women and should be addressed as it may stand as a barrier to female promotion. The next subsection discusses the place of individual qualification in table 4.36 below.

Table 4.46: Male and Female Responses to Individual Qualification

	General Criteria for Promotion:		
Yes' Responses of Female and Male Participants	v) Individual qualification	percent	cumulative percent
Female	13	25%	25%
Male	38	75%	100%
Total	51	100%	

Table 4.36 above, shows that 13 females out of the 51 respondents with a percent of 25% and 38 males out of the 51 with a percent of 75% responded that ‘individual qualification’ is necessary for general promotion in the

Nigerian oil and gas industry. The results indicate that this is compulsory for female promotion but not mandatory for male promotion. This finding suggests a form of discrimination against female promotion in the Nigerian oil and gas industry. This finding confirms the work of Smith & Suby-Long (2019) that females experience gender inequality in the workplace which is a factor that affects promotion for women. This finding points to this criterion as a barrier that hinders promotion for women and needs to be examined. Table 4.37 shows responses for ‘other’ from female and male participants.

Table 4.47: Male and Female Responses to ‘Other’

	General Criteria for Promotion:		
Yes' Responses of Female and Male Participants	vi) Other	percent	cumulative percent
Female	10	38%	38%
Male	16	62%	100%
Total	26	100%	

Table 4.37, shows 16 males out of total 26 respondents who selected this option with a percent of 62% indicated that there are other factors that influence promotion in the industry. Similarly, 10 female participants out of total of the 26 respondents you chose this option with percentage of 38%, indicated other factors influence general promotion in the sector. This finding suggests that other factors beside

the written regulations for promotion exerts a prominent influence on general promotion. However, considering 10 females out of the total 13 indicted this as an important criterion and 16 males of the total 57 males suggests it is not important for men. This finding reveals some discrimination against women. Thus, this finding supports the work of William et. al., (2014, p. 468), that females experience discrimination in hiring and promotion in male dominated industries like the Nigerian oil and gas industry. This criterion is what addressing by the human resource management to encourages progression for its workforce as argued by Egbuta (2018) and the duty of the human resource management to plan career progression of employees as postulated by Nadarajah, et al., (2012). As Yulianti & Prameswari (2020), posits that career development motivates and influences employee loyalty to an organisation.

4.1.2.2.4.1 Questionnaire 2(d)(i) – Split Male and Female Responses to ‘Other’ criteria on which promotion is dependent on at your level of employment?

The other reasons on which promotion in the industry is dependent upon are listed below in table 4.38, displaying the split responses of both the male and female participants in split gender display together with the reasons they have indicated as the other criteria.

Table 4.48: Male and Female Respondents to Other Reasons Promotion is Dependent upon in the Nigerian Oil and Gas Industry

Other Promotion Criteria	Male Responses	Female Responses	Total	Percent	Valid percent	Cumulative percent
Grace of God	5	3	8	31%	31%	31%
Divine Favour	2	1	3	12%	12%	43%
Special Favours	3	2	5	19%	19%	62%
By Whom You Know at the Top	4	2	6	23%	23%	85%
Availability of Headroom for Promotion	2	2	4	15%	15%	100%
Total	16	10	26	100%	100%	

The results above in table 4.38, shows that 5 male respondents and 3 female participants, making a total of 8 respondents out of the 26 participants who indicated ‘other criteria’, with a valid percent of 31% referred to the ‘Grace of God’ as a reason on which career advancement in the industry can be achieved. This is followed by another reason indicated as ‘Divine Favour’ by 3 respondents out of the 26 participants with a valid percent of 12% of which 2 respondents are males and 1 female participant, who stated this as a criterion for promotion in the Nigerian oil and gas sector. Another criterion is term ‘Special Favours’ as indicated by 5 respondents out of the total 26 participants, with a valid percent 19%; comprising 3 male respondents and 2 female participants, stated this as a criterion for promotion. Also, 6 respondents out of the 26 participants with a valid percent of 23%, made up of 4 male respondents

and 2 female participants who stated that that criterion for promotion is 'By whom you know at the top'. Finally, 4 participants out of the total 26 respondents, with a valid percent of 15% indicated that 'Availability of headroom for promotion' is another criterion for consideration of candidates or employees for promotion; these participants were 2 female respondents and 2 male participants.

The above results all indicate that other reasons not officially mentioned as criteria for career development in the Nigerian oil and gas industry have a great impact on promotion in the sector. Grace of God, divine favour, special favour are peculiar favours indicated by participants in this survey as influences in the career development of employees in the sector. The issue of whom you know at the top, as a criterion by which one is selected for promotion in the industry suggests a problem in the career development process based on this case. The availability of headroom for promotion, indicated by respondents also suggests that unless there is vacancy at the top, there will be no promotion or career advancement for employees.

These results suggest that the 'other criteria' for promotion which was indicated by the male and female respondents in the survey, stands as 'a particular barrier' to the career development of both women and men in the Nigerian oil

and gas industry. This conclusion is made based upon the responses indicated by both women and men in the survey, as they mentioned that ‘promotion in the industry is dependent upon other reasons’ beyond the stated criteria for promotion. It is difficult to come out right to categorise these reasons as barriers to the career advancement of the men and women in the industry as they are not officially stated criteria for promotion in the sector. However, it is worth making a note that these reasons have in their own ways acted as barriers to the career advancement of both women and men in the Nigerian oil and gas industry.

4.1.2.2.5 Questionnaire 2(e) – How often are appraisals for promotion sent to Senior Management?

The need to understand how often appraisals are sent to senior management for promotion in the career advancement process in the Nigerian oil and gas industry is vital to this research study, as it gives a general timeline for career development process in the sector. Hence the question of: “how often are appraisals for promotion sent to senior management?” was asked in the questionnaire to comprehend this process. ‘Please specify’ was included as part of the question, so as to offer the respondents with the opportunity to answer the question in their own words without any list of options provided. The responses of the male and female participants showing the gender split of

this results are displayed and discussed in tables 4.39 and 4.40, respectively in the next two sections below.

4.1.2.2.5.1 Questionnaire 2(e)(i) – Male Responses to how often are appraisals for promotion sent to Senior Management?

The responses of the male participants on how often are appraisals for promotion are sent to senior management are displayed in table 4.39, below:

Table 4.49: Male Responses to Frequency of Appraisals been sent to Senior Management for Promotion

How often appraisals for promotion are sent to senior management	Male Responses	Percent	Valid percent	Cumulative percent
Once yearly	46	81%	81%	81%
Unspecified	11	19%	19%	100%
Total	57	100%	100%	

The results above in table 4.39, shows a high number of male respondents with 46 in number out of the total 57 male participants, with a valid percent of 81%, indicated that the frequency of times that appraisals is been taken to senior management for promotion is done ‘once yearly’. While the remaining 11 male respondents of the total 57 male participants with a valid percent of 19%, indicated that this process was ‘unspecified’. This result shows that once yearly is the stipulated time frame that appraisals are taken to senior management for promotion across the different companies within the Nigerian oil and gas industry based

on the popular responses of these participants in this survey. However, the fact that ‘unspecified’ was equally stated concerning the process, suggests that promotion can also take place outside speculated times within the sector and this is not peculiar to one oil company but to all companies in the Nigerian oil and gas industry, from the results of in this study.

4.1.2.2.5.2 Questionnaire 2(e)(ii) – Female Responses to how often are appraisals for promotion sent to Senior Management?

The female responses to the questionnaire question of how often appraisals for promotion are sent to senior management for consideration are shown in table 4.40, below:

Table 4.50: Female Responses to Frequency of appraisals been sent to Senior Management for Promotion

How often appraisals for promotion are sent to senior management	Female Responses	Percent	Valid percent	Cumulative percent
Annually	8	62%	62%	62%
As required	5	38%	38%	100%
Total	13	100%	100%	

From table 4.40, above, the responses of the female respondents equally indicated a high number with 8 female respondents out of the total 13 female participants with valid percent of 62%, stating ‘annually’ as how frequent the

appraisals for promotion are sent to senior management to be considered for promotion as procedure for the career development of employees in the company. However, the remaining 5 female participants of the total 13 female respondents with valid percent of 38%, indicated that appraisals for promotion are sent to senior management 'as required'.

The significance of these results whether 'once yearly' or 'annually' as indicated by the male and female participants above, suggests that the established time frame of how often senior management receive appraisals for promotion in the Nigerian oil and gas industry is on a yearly basis. Consequently, the responses of 'unspecified' and 'as required' indicated by the female and male respondents, points to the fact that the processes at which appraisals for promotion is sent to senior management can be done at any given time; which is not in line with the popular responses of the participants indicating that the established procedure is probably done annually. Comprehending this process is important to this research as it shows a pattern of career advancement in the sector.

Another aspect of the career development progression process that is equally vital to this study, is understanding how frequently training programmes to improve employee

performance are conducted, in order to be appraised, in preparation for career advancement of employees in the sector. This issue is discussed below in the next section.

4.1.2.2.6 Questionnaire 2(f) – How often are training programmes for improving employee performance implemented?

The frequency at which training programmes are organised to improve employee performance was asked with the question of: “*how often are training programmes for improving employee performance implements?*”, so as to determine how often the knowledge of employees’ are enhanced for the work they do within the industry. The results are shown in table 4.41 below and discussed.

Table 4.51: Frequency of Training Programme to Improve Employee Performance

Training_programmes_for_employee_performance					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Is it monthly	0	0.0	0.0	0.0
	Is it quarterly	0	0.0	0.0	0.0
	Is it 6 monthly	0	0.0	0.0	0.0
	Is it annually	49	70.0	70.0	70.0
	As required	21	30.0	30.0	100.0
	Total	70	100.0	100.0	

The results of table 4.41, above indicates that training programmes to improve employee performance on the job are carried out annually, with 49 of the respondents out of

the 70 participants, with a valid percent of 70%. On the other hand, the remaining 21 respondents, with a valid percent of 30%, indicated that training programmes in the sector are conducted as required. Both responses cut across all companies and gender differences. Hence, a table to reflect the gender split responses of the participants are shown in tables 4.42 and 4.43, below displaying both female and male responses respectively.

Table 4.52: Female Responses to Frequency of Training Programmes for Employees

Female Responses to Frequency of Training Programmes for Employees	Female respondents	Percent	Valid Percent	Cumulative Percent
Is it annually	7	54%	54%	54%
As required	6	46%	46%	100%
Total	13	100%	100%	

From table 4.42, above, the results of the female respondents' show that 7 of the female respondents out of the total 13 female participants specified in their answer to the question that the frequency of training programmes to improve employee performance on the job is done annually, with a valid percent of 54%. While 6 respondents, the remaining of the 13 female participants stated that training programmes are conducted as required, with a valid percent

of 46%. The significance of this result with more women with 54% suggests that the frequency of training programmes being conducted in the Nigerian oil and gas industry for the improvement of their employees is on an annual basis. However, the fact that the results equally indicated by 46% of the women suggests that training is done as required, similarly suggests that employee training performance can be conducted depending on when it is required to develop their employees. The responses of the men in the survey to this question are shown in table 4.43, below:

Table 4.53: Male Responses to Frequency of Training Programmes for Employees

Male Responses to Frequency of Training Programmes for Employees	Male respondents	Percent	Valid Percent	Cumulative Percent
Is it annually	42	74%	74%	74%
As required	15	26%	26%	100%
Total	57	100%	100%	

From table 4.43, above the results of the male responses were some worth similar to the female responses, with the respondents split between two options: annually and as required, and more respondents indicating ‘annually’ compared to ‘as required’. 42 male participants out of the 57 male respondents with a valid percent of 74%, specified that training programmes to improve employee performance is conducted annually, while the remaining 15

male respondents out of the 57 male participants, with a valid percent of 26%, indicated that training programmes on the other hand, are conducted as required.

The significance of the results of both male and female participants of this research suggests that the training programmes conducted in the Nigerian oil and gas industry is implemented annually, however, with that been established, the results equally indicated that these training programmes can equally be done as required.

4.1.2.2.7 Question 2(g): Are these training programmes the same as career development paths offered by the company for their employees?

This section goes further to question whether the training programmes organised by the Nigerian oil and gas industry is the same as career development paths within the sector. As a result, the question: “*Are these training programmes the same as career development paths offered by the company for their employees?*” was asked and the results are shown in table 4.44, below:

Table 4.54: Is Training Programme the same as Career Development Paths?

Training_Programmes_same_as_Career_Development					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	70	100.0	100.0	100.0

The result from table 4.44, above shows that all 70 respondents, with a valid percent of 100%, indicated that the training programmes conducted in the oil and gas industry in Nigeria are equivalent to the career development paths in the sector. Tables 4.45 and 4.46, below display the gender split of the female and male participants respectively.

Table 4.55: Female Responses to 'Training Programmes the same as Career Development Paths'

Female Responses to 'Training Programmes the same as Career Development Paths'	Female respondents	Percent	Valid Percent	Cumulative percent
Yes	13	100%	100%	100%
No	0	0%	0%	
Total	13	100%	100%	

Table 4.45, above shows the responses of all the female participants in the survey. All 13 female respondents specified that training programmes in the Nigerian oil and gas industry is equivalent to career development paths in the sector, with valid percent of 100%. This result suggests that employees' career development in this sector are tailored by the training programmes that the companies within the Nigerian oil and gas industry conduct for the improvement of their staff for their career advancement.

Table 4.56: Male Responses to 'Training Programmes the same as Career Development Paths

Male Responses to 'Training Programmes the same as Career Development Paths'	Male respondents	Percent	Valid Percent	Cumulative percent
Yes	57	100%	100%	100%
No	0	0%	0%	
Total	57	100%	100%	

Table 4.46, above displays the responses of all the total 57 male respondents that took part in the questionnaire survey. Similar to the responses of the female participants, all 57 male respondents with a valid percent of 100%, indicated that training programmes within the industry that are conducted by companies to improve their staff performance, is equally a career development path for their employees with the company.

From the above results of both female and male respondents of this research survey, career development paths for both women and men in the sector through training programmes suggests that the pattern for career advancement in this case is the same for both women and men. However, other forms of career development procedure within the industry are equally examined in this study in order to ascertain possible barriers if any, to the career advancement of women and men in the sector in general and also in management

positions. The next section of this chapter displays and discusses the results of the section 3 of the questionnaire of this research study, which deals with management career development in the Nigerian oil and gas industry.

4.1.2.3 Observations – As to Objective 2 (Questionnaire Section 3 – Management Career Development)

This segment focuses on the analyses of the questions in section 3 of the questionnaires on the criteria for management career development, as it is equally important to look at the management career progression in the Nigerian oil and gas sector, after exploring general career progression in the industry as discussed above in the previous sections. The questionnaire section designed to explore this issue is section 3: ‘Management career development’, with the following questions: 3(a) Are the following essential requirements for management career development in the oil and gas industry? The options provided in this question was gathered from the findings of the pilot study on – “What are the essential requirements for management career development in the Nigerian oil and gas sector?”, 3(b) Is the process the same for women’s career development in management in the oil and gas industry? and 3(c) Do women in the oil and gas industry act differently in their style of behaviour in comparison to their male counterparts? These questions were asked to ascertain

the criteria for management career development and are analysed under this segment; the results are displayed and discussed in the following sections.

4.1.2.3.1 Questionnaire 3(a): Are the following essential requirements for management career development in the oil and gas industry?

This research study is based on the barriers to women's management career development in the Nigerian oil and gas industry. However, the purpose for this question was for a number of reasons: i) to ascertain the necessary requirements for management promotion in the Nigerian oil and gas industry; b) to explore if there are specify criteria among the requirements for management career progression that may not favour the advancement of the women's careers within the sector; and lastly, c) which of these essential requirements favour both the men and the women equally that could be encouraged. The reason for focusing on women in the industry is to ascertain whether gender stands as a barrier to the career advancement of women in the Nigerian oil and gas sector. This is due to the industry being a traditionally male-dominated occupation and although women now work in this industry, not much has changed. Another reason for centring on women is to explore if other barriers might hinder the career development of women to management positions in the sector, hence the title of this research study.

As a result, finding out the essential requirements for management career development in the Nigerian oil and gas industry, is a vital aspect of this study, hence the question of: *“Are the following essential requirements for management career development in the oil and gas industry?”*, was asked, in order to be able to establish the criteria for management career advancement in the sector. These essential requirement options highlighted in the questionnaires were obtained from the results of the pilot study in preparation for this main research. Table 4.47-4.53 below displays the results for the ‘yes’ option, while table 4.54 displays results of the ‘other’ option selected by respondents indicating other criteria that management career development is dependent upon. The tables display both responses from male and female respondents. Table 4.47 displays the results for high mobility.

Table 4.57: Female & Male “Yes” Responses to Management Promotion Criteria – High Mobility

	Management Criteria for Promotion:		
Yes' Responses of Female and Male Participants	i) High Mobility	percent	cumulative percent
Female	13	20%	20%
Male	52	80%	100%
Total	65	100%	

Table 4.47 above results show that 13 female respondents out of the 65 participants with a percentage of 20% responded ‘yes’ and 52 male respondents out of the 65 with a percentage of 80% indicated ‘yes’ to the ‘high mobility’ criterion as essential for management promotion. The findings revealed that all 13 females responded ‘yes’ to this criterion, indicating that it is an important promotion criterion. However, not all male respondents indicated ‘yes’. This finding suggests a form of discrimination against women in their career progression in this industry. This finding supports the work of Smith & Suby-Long (2019) as they argue that gender inequality in the workplace affects women’s promotion to this criterion as mandatory for management promotion. Table 4.48 displays field experience

Table 4.58: Female & Male “Yes” Responses to Management Promotion Criteria – Field Experience

	Management Criteria for Promotion:		
Yes' Responses of Female and Male Participants	ii)Field Experience	percent	Valid percent
Female	13	19%	19%
Male	56	81%	81%
Total	69	100%	100%

Table 4.48 shows the result that 13 female respondents out of the 69 participants with a percentage of 19% responded ‘yes’ to this criterion as compulsory for management

promotion. 56 male participants out of the 69 respondents with a percentage of 81% indicated ‘yes’ to this criterion that field experience is required for management promotion.

This finding suggests that this criterion is a compulsory requirement for management promotion in the sector, as all female respondents and all but 1 male participants selected ‘yes’ to this criterion. This finding confirms the work of Yulianti & Prameswari (2020) and Egbuta (2018) postulating that human resource management are responsible for setting requirements for promotion. Table 4.49 presents male and female responses.

Table 4.59: Female & Male “Yes” Responses to Management Promotion Criteria – Ability to Exercise Authority over oil & Gas Operations

	Management Criteria for Promotion:		
Yes' Responses of Female and Male Participants	iii) Ability to exercise authority over oil and gas operations	percent	cumulative percent
Female	9	16%	16%
Male	48	84%	100%
Total	57	100%	

Table 4.49 shows that 48 male respondents with a percentage of 84%, and the female respondents 9 with a percentage of 16%. This finding indicates that this criterion

is not mandatory for management promotion for both women and men in the sector, this is on the basis of the number of responses from both females and males in comparison to the previous two discussed criteria. This finding confirms the work of Egbuta (2018) and that of Yulianti & Prameswari (2020), on human resource management being required to plan requirements for promotion for employees, setting steps required for employees to follow. Table 4.50 displays level of qualification criterion.

Table 4.60: Female & Male “Yes” Responses to Management Promotion Criteria – Level of Qualification

	Management Criteria for Promotion:		
Yes' Responses of Female and Male Participants	iv) Level of qualification	percent	cumulative percent
Female	10	16%	16%
Male	54	84%	100%
Total	64	100%	

Table 4.50 shows the results that 10 female participants with a percentage of 16% and 54 male respondents with a percentage of 84% selected ‘yes’ to this criterion necessary for promotion. The finding indicates that this criterion for

management promotion is important for both women and men in the sector. This finding supports the work of Yulianti & Prameswari (2020) and Egbuta (2018) on human resource management responsibility to provide career development requirements for employee promotion. Table 4.51 below shows length of time results.

Table 4.61: Female & Male “Yes” Responses to Management Promotion Criteria – Length of time in the Oil & Gas Industry

	Management Criteria for Promotion:		
Yes' Responses of Female and Male Participants	v)Length of time in the oil and gas industry	percent	cumulative percent
Female	7	13%	13%
Male	45	87%	100%
Total	52	100%	

- 1) Table 4.51 shows the result that 52 participants comprising 7 females with percentage of 13% and 45 males with percent of 87%, responded ‘yes’ to this option suggesting that this criterion is necessary for management promotion in the Nigerian oil and gas industry. This finding suggests that this criterion for management promotion is required for both women and men. This finding suggests a form of discrimination against women in management promotion in the Nigerian oil and gas industry as 7 female respondents, out of the total 13 female participants responded ‘yes’ to this option. Hence, this finding supports the work of Smith & Suby-Long (2019) on women blocks against promotion to leadership positions in the workplace due to gender inequality. Table 4.52 shows length of time with company results.

Table 4.62: Female & Male “Yes” Responses to Management Promotion Criteria – Length of time with the Company

	Management Criteria for Promotion:		
Yes' Responses of Female and Male Participants	vi) Length of time with the company	percent	cumulative percent
Female	8	18%	18%
Male	36	82%	100%
Total	44	100%	

Table 4.52 above shows that 44 participants comprising 8 females with percentage of 18% and 36 males with percent of 82%, responded ‘yes’ to this option suggesting that this criterion is necessary for management promotion in the Nigerian oil and gas industry. This finding suggests that this criterion for management promotion might not be mandatory for females and males based on their response rates. This finding confirms the work of Egbuta (2018) and Yulianti & Prameswari (2020), that human resource management duty is to make available the process of career development requirements for employee promotion. Table 4.53 below shows results for ‘other criterion’

Table 4.63: Female & Male “Yes” Responses to Management Promotion Criteria – ‘Other’

	Management Criteria for Promotion:		
Yes' Responses of Female and Male Participants	vii) Other	percent	cumulative percent
Female	9	18%	18%
Male	40	82%	100%
Total	49	100%	

Table 4.53 displays the results of the male and female respondents on the criterion ‘other’. 40 male participants with percentage of 82% and 9 females with percentage of 18% out of out of 49 participants who responded ‘yes’ to this option. This finding indicates that this criterion is mandatory, given the high numbers of both female and male responses. This finding confirms the work of Yulianti & Prameswari (2020) and Egbuta (2018) on human resource management duty to make provide processes of career development requirements for employee promotion. Table 4.54 below displays the different reasons for the ‘other’ criterion selected by participants as they were provided with options to specify the ‘other’ criterion.

Table 4.64: Male & Female “Yes” Responses to ‘Other’ Criteria for Management Career development

'Other' - Criteria for Management Promotion	Female respondents	Male respondents	Mutiple Response Total	Valid Percent
The availability of a position to promote the employee into	2	7	9	18%
Need for a particular set of skills required for a job may make room for a promotion	1	4	5	10%
Grace of God	2	14	16	33%
Special favours	3	11	14	29%
Sometimes via diversity & inclusion but must have skills set & right qualification	1	3	4	8%
Not sure	0	1	1	2%
Total	9	40	49	100%

Table 4.54 above indicates that the Grace of God and Special favours comes as important in the promotion to management positions even before the available position,

with valid percent of 33%, 29% and 18% respectively.

Suggesting workplace network and associations.

4.1.2.3.2 Questionnaire 3(b): Is the process the same for women's career development in management in the oil and gas industry?

The question of whether the process of career development in management level in the Nigerian oil and gas industry was the same for both women and men was asked, and the results are of the female and male responses of the participants are displayed in tables 4.55 and 4.56, below respectively.

Table 4.65: Female responses to Management career development process is the same for women and men

Management career development process is the same for women and men	Female responses	Percent	Valid Percent	Cumulative percent
Yes	13	100%	100%	100%
No	0	0%	0%	
Total	13	100%	100%	

Table 4.55, above, revealed that all 13 female respondents indicated that the process of management career development in the Nigerian oil and gas industry is the same for both women and men in the sector, with a valid percent of 100%. The significance of this result suggests gender equality with no discrimination to women. However, there is a down side to this kind of practice in this sector, as

women are different in comparison to men and unique in their own way in the sense that the circumstances surrounding them, for example caring for the home, children, starting a family and the likes are not similar to the cares of their male counterparts.

Hence, considering women for management positions in a different process from the process available to the men in the Nigerian oil and gas industry is vital. This is because by practicing the same procedure of management career development for both women and men puts the women in the sector at a disadvantages position. The oil and gas industry was originally a male dominated industry, where career advancement procedures are designed with the men in mind. As a result of the fact that it now includes women in the sector, there is the need to introduce a modified process for the women that should work side by side with the original process for the men in the sector. This new different process should be based on the circumstances of women, taking into account situations that would affect the career development of women. Table 4.56, below shows the responses of the male participants.

Table 4.66: Male responses to Management career development process is the same for women and men

Management career development process is the same for women and men	Male responses	Percent	Valid Percent	Cumulative percent
Yes	57	100%	100%	100%
No	0	0%	0%	
Total	57	100%	100%	

The results as shown in table 4.56, above, indicated that the procedure for management career development is the same for both women and men in the Nigerian oil and gas industry, with responses from all 57 male participants indicating so, with a valid percent of 100%. This result is similar to the responses of the female respondents of this survey as shown above, and indicates equally the problem in the management level of career development in the Nigerian oil and gas industry. As again, we see that women are not considered on the basis of their gender and the career advancement in management in the sector, does not take into account the required needs of women to progress in the industry. After establishing the career advancement criteria for management promotion both women and men, it is equally important that we understand the style of behaviour of the women compared to the men in the industry. The subsection below discusses this matter.

4.1.2.3.3 Questionnaire 3(c): Do women in the oil and gas industry act differently in their style of behaviour in comparison to their male counterparts?

The question of how women in the industry act in their style of behaviour in comparison to their male counterpart was asked, in order to establish behaviour pattern in the Nigerian oil and gas industry. The results are shown in tables 4.57 and 4.58, below displaying the gender split of the female and male participants of the survey. The question of: *“If Yes, how would you describe them?”*, was asked regarding the women in the Nigerian oil and gas industry who acted differently in their style of behaviour in relation to the men in the sector. The results are displayed and discussed below in the next section.

4.1.2.3.3.1 If Yes, to: ‘women act differently in their style of behaviour to men’ – how would you describe them?

This section further probes the question of whether women act differently in their style of behaviour compared to men in the Nigerian oil and gas industry. In order to achieve this, the question of – *“If Yes, how would you describe them?”* was asked and also respondents were provided with options to choose from which helps to describe the style of behaviour of the women in the industry. The responses of the female respondents are shown below in table 4.57, and this is followed by the respondents of the male participants as shown in table 4.58, below.

Table 4.67: Female responses to – ‘Yes’ women act differently to men in Nigeria’s oil and gas sector

Yes' Women in Nigerian oil and gas act differently in style of behaviour to the men	Female Responses	Percent	Valid Percent	Cumulative percent
Compassionate	4	14%	14%	14%
Aggressive	9	32%	32%	46%
Friendly	3	11%	11%	57%
Confident on the job	12	43%	43%	100%
Competitive	0	0%	0%	
Out of place in the oil and gas industry	0	0%	0%	
Other	0	0%	0%	
Total	28	100%	100%	

The responses in table 4.57 above, of the women in the survey who indicated that women in the Nigerian oil and gas industry act differently in comparison to their male counterparts, selected multiple choices which they indicated to describe the style of behaviour of the women within the sector. The results show that 4 female participants with a valid percent of 14%, specified that the women in the sector are compassionate. 9 of the female respondents with a valid percent of 32% indicated that women in the industry are aggressive, while 3 female respondents with a valid percent of 11%, specified that the women in the sector are friendly, and finally, 12 female participants with a valid percent of 43%, selected the option that the women who work in the Nigerian oil and gas industry are confident on the job. The responses of the male respondents to the question are shown in table 4.58, below.

Table 4.68: Male responses to – ‘Yes’ women act differently to men in Nigeria’s oil and gas sector

Yes' Women in Nigerian oil and gas act differently in style of behaviour to the men	Male Responses	Percent	Valid Percent	Cumulative percent
Compassionate	24	32%	32%	32%
Aggressive	13	18%	18%	50%
Friendly	4	5%	5%	55%
Confident on the job	33	45%	45%	100%
Competitive	0	0%	0%	
Out of place in the oil and gas industry	0	0%	0%	
Other	0	0%	0%	
Total	74	100%	100%	

The results of table 4.58, above display the multiple responses of the male participants of this survey on the behaviour pattern of the women working in the Nigerian oil and gas industry. Participants were allowed to choose more than one option to describe the style of behaviour of their female counterpart in the oil and gas sector and the outcome revealed that 24 male respondents indicated that the women in the sector are compassionate, with a valid percent of 32%. Other 13 respondents indicated that women in the sector are aggressive with a valid percent of 18%. Another multiple response was 4 male participants with a valid percent of 5% indicating that women are friendly and finally, 33 of the male participants with a valid percent of 45%, specified that the women in the sector are confident on the job.

The significance of the results of both female and male responses on the style of behaviour of the women in the Nigerian oil and gas industry, suggests that women in the sector are confident on the job, with the highest number of respondents in both cases indicating so, with 33 male respondents and 12 female participants selecting this option. The least number of responses indicated by both females and males with a total of 3 female and 4 male respondents selecting the option friendly, suggests that the women in their style of behaviour in the industry are the least friendly.

Although, the women in the Nigerian oil and gas industry are very confident on their jobs but the least friendly, suggests a form of tension that exists in the sector, which makes the women focus more on getting the job right than being friendly. On the other hand, 24 male respondents see the women as compassionate, which is second to the highest response of the result of the male participants, while only 4 female respondents indicated that women in the sector are compassionate and this is second to the lowest response in the female responses. The varying outcome of this section of the result indicates a form of tension between the women themselves, which is not the same between the women and the men. This rivalry may be interpreted in the second to the highest response of the female participants, which

indicated that the women in the Nigerian oil and gas industry are aggressive, with 9 female participants selecting this option to describe the women in the sector. While the responses of the male participants, with 13 responses, second to the least of the male responses indicated that the women are aggressive. This attitude suggests some form of tension experienced on the part of the women, to act in this manner to be able to survive in the industry. This should not be the case, but if both the female and male respondents are specifying that the women are aggressive in their responses but confident on the job, then this style of behaviour points to the organisational culture of the Nigerian oil and gas industry. This leads us to the next segment of the questionnaire, which is based on the organisational culture of the Nigerian oil and gas sector. The results are discussed and analysed below in the next section.

4.1.2.4 Observations – As to Objective 3 (Questionnaire Section 4 – Organisational Culture)

This section deals with analysing the questionnaire responses to organisational culture in the Nigerian oil and gas industry. In the light of objective three of this study, as previously stated in chapters 1 and three respectively and the above previous section, a pattern of same style of behaviour of both men and women in the industry was established, as well as differences in the behaviour pattern of the women compared to the men in the industry, which

was gathered from the responses of the participants. This section examines the organisational culture and change in the industry that enabled the acceptance of women to work in the Nigerian oil and gas industry. The results of this segment of the questionnaire are analysed and discussed below.

4.1.2.4.1 Questionnaire 4(a): How many years ago was the oil and gas organisational culture in your company changed to allow women to work in the oil and gas industry?

The oil and gas industry, at its commencement was purely male dominated but have since changed over the years to accommodate women into the sector. As a result of this, it was vital for this research study to establish when this change took place in the Nigerian oil and gas industry, in order to understand the periods of organisational changes within the industry. This led to asking the question of: *“how many years ago was the oil and gas organisational culture in your company changed to allow women to work in the oil and gas industry?”*. The results from the male and female participants in this survey are displayed in tables 4.59 and 4.60, below.

Table 4.69: Male responses to 'When Organisational Change Allowed Women to Work in the Nigerian Oil & Gas Industry'

Organisational change that allowed women to work in Nigeria's oil & gas industry	Male responses	Percent	Valid Percent	Cumulative percent
Over 25 - Over 30 years ago	14	25%	25%	25%
Women have always worked since I joined	32	56%	56%	81%
Not aware	11	19%	19%	100%
Total	57	100%	100%	

From the results in table 4.59, above, it can be seen that 14 of the male respondents indicated that the organisational culture was changed to allow women to work in the Nigerian oil and gas industry over 25 – over 30 years ago, with a valid percent of 25%, from the total 57 male participants. Also, 32 male participants out of the total 57 male respondents which is the largest number of all the male responses in this case, with valid percent of 56%, specified that the women in the Nigerian oil and gas industry were already working in the sector by the time they joined. While 11 of the male respondents with a valid percent of 19%, indicated that they were not aware when women started working in the Nigerian oil and gas sector. The responses of the female participants are shown in table 4.60, below:

Table 4.70: Female Responses to 'When Organisational Change Allowed Women to Work in the Nigerian Oil & Gas Industry'

Organisational change that allowed women to work in Nigeria's oil & gas industry	Female responses	Percent	Valid Percent	Cumulative percent
Over 25 - Over 30 years ago	3	23%	23%	23%
Women have always worked since I joined	4	31%	31%	54%
Not aware	6	46%	46%	100%
Total	13	100%	100%	

The female participants in table 4.60 above, equally answered this question and their responses were similar to that of the male respondents and they have been grouped under the relevant themes in line with their responses. The responses of 3 female respondents, with a valid percent of 23%, fell within the group of over 25 – over 30 years, indicating that this period in the Nigerian oil and gas industry was when the organisational culture was changed to accommodate women into the industry. 4 of the female respondents out of the total 13 female participants with 31%, specified that women were already working in the industry before they joined the sector. While the remaining 6 female participants of the total 13 female respondents, indicated that they were not aware of when the change was made in the sector to include female workers.

The significance of these above results from the male and female responses suggests that the organisational culture of

the Nigerian oil and gas industry was changed over 25 – over 30 years ago.

4.1.2.4.2 Questionnaire 4(b): What are your company’s organisational culture in terms of: (i) Values, (ii) Beliefs and (iii) Styles of Behaviour?

In order to understand in-depth, the facets of the organisational culture within the Nigeria oil and gas industry, the following questions were asked: “*What are your company’s organisational culture in terms of (i) Values, (ii) Beliefs and (iii) Style of behaviour?*”. Below are three sections with the distributions of respondents of the organisational culture in terms of values, beliefs and style of behaviour.

4.1.2.4.2.1 Question 4(b)(i) Organisational Culture – in Terms of Values with Gender Split

Organisational culture of the oil and gas industry described in terms of values is presented in table 4.61 below.

Table 4.71: Distribution of Male and Female Responses of Organisational Culture in Terms of Values in the Nigerian Oil & Gas Industry

	Male	Female	Total	Valid percent	Cumulative percent
Integrity	20	8	28	40%	40%
Honesty	6	2	8	11%	51%
Respect	14	2	16	23%	74%
Employee Distinction by Performance	14	1	15	21%	95%
Highly Regarded	3		3	5%	100%

Table 4.61 above, indicates that integrity is observed to be the major value of the organisation, with respect and employee distinction by performance being the other significant values of the oil and gas industry.

Integrity as a major value of the organisation indicates the position that the oil and gas industry seeks to place itself in the corporate sector. An organisation that has integrity will ensure that employees distinguish themselves in their performance, and will command respect for the quality of service delivery.

4.1.2.4.2.2 Question 4(b)(ii) Organisational Culture – in Terms of Beliefs with Gender Split

Beliefs play a part in the ability of the organisation to perform. Table 4.62, below, is a variety of beliefs in companies in the Nigerian oil and gas industry as identified by both male and female respondents of this survey.

Table 4.72: Distribution of Male and Female Responses of Organisational Culture in Terms of Beliefs in the Nigerian Oil & Gas Industry

	Male	Female	Total	Valid percent	Cumulative percentage
Respect for people	10	5	15	21%	21%
Intervention	10	2	12	17%	38%
Compliance	9	1	10	14%	52%
Accepts faults	21	1	22	31%	83%
Safety takes priority	2	2	4	7%	90%
Maximum productivity achievable	5	2	7	10%	100%

Table 4.62 above, shows that respect for people, intervention, compliance, accept faults, and safety takes priority. Highly regarded is the belief of employees accepting faults, as only by accepting faults as their own can an organisation learn and progress as a result. Respect for people is also high as a belief as indicated by 21% of responses, while compliance of employees with the organisation and intervention remain of significant importance at 14% and 17% respectively. However, safety as a priority is low as a belief as indicated by 7% of the respondents suggesting that much more is required to make safety a priority.

4.1.2.4.2.3 Question 4(b)(iii) Organisational Culture – in Terms of Styles of Behaviour with Gender Split

The organisational culture of the oil and gas industry generally in terms of the style of behaviour as indicated by respondents is shown in table 4.63, below, which displays both responses of the females and the males of the survey, with their valid percentages. This table distinguishes the responses under their gender divide. In this case, Microsoft Excel has been used to prepare this table as these data could be best displayed using this spreadsheet.

Table 4.73: Distribution of Male and Female Responses of Organisational Culture in Terms of Style of Behaviour

	Male	Female	Total	Valid percent	Cumulative percent
Safety	15	4	19	27%	27%
Emphasis on HSE	8	2	10	14%	41%
Emphasis on Business Ethics	11	2	13	19%	60%
Consensual decision making	9	2	11	16%	76%
Respect for others	8	3	11	16%	92%
Own way of doing things	6	0	6	8%	100%

Table 4.63 above, indicates that most respondents felt that their safety at work was of paramount importance to the organisation. This ensures that employees can work in a safe environment and can as such deliver their duties to the expectations required by their organisations. Consensual decision making and respect for others was also significantly high as a style of behaviour in the oil and gas industry each recording 16% of responses respectively.

The above three results on the Nigerian oil and gas industry's organisational culture in terms of values, beliefs and style of behaviour from the respondents indicates a general similarity in these areas in the different companies in the industry, giving an understanding of the industry's organisational culture in these respect.

4.1.2.4.3 Questionnaire 4(c): Has your company's organisational culture assisted in meeting the goals and objectives of your organisation?

The importance of the organisational culture of a business aiding the employees of an organisation to meet its goals

and objectives are important to the success of a business. Hence, the question: *“Has your company’s organisational culture assisted in meeting the goals and objectives of your organisation?”* was asked, with an option of a “yes” or “no” answer. Tables 4.64 and 4.65, below displays the responses of both the male and female participants, with respect to their ‘yes’ or ‘no’ options.

Table 4.74: “Yes” Responses of Male and Female Respondents to Organisational Culture meeting Company’s Goals & Objectives

	Yes	Percent	Valid percent	Cumulative percent
Male	43	84.3%	84.3%	84.3%
Female	8	15.7%	15.7%	100.0%
Total	51	100.0%	100.0%	

Table 4.64, above displays the results of respondents indicating that their companies organisational culture has assisted in meeting the goals and objectives of their organisations. The responses show 43 male respondents and 8 female respondents suggesting so, with the indication that no changes are needed. However, some participants did not agree to this in their individual responses in the survey. These are shown below in table 4.65:

Table 4.75: “No” Responses to Organisational Culture meeting Company’s Goals & Objectives

	No	Percent	Valid percent	Cumulative percent
Male	14	73.7%	73.7%	73.7%
Female	5	26.3%	26.3%	100.0%
Total	19	100.0%	100.0%	

Table 4.65, above presents the male and female responses of ‘no’, to indicate that the organisational culture of their companies do not help with meeting the goals and objectives of their companies. The suggestions they have provided are analysed and discussed below in the next section.

4.1.2.4.3.1 If No, what would you like to be done differently in achieving the goals and objectives of your organisation in terms of its culture in: (i) Values, (ii) Beliefs and (i) Styles of Behaviour

The oil and gas industry is one that is not without its challenges as every industry does have challenges. However, the nature of the challenges, are such that they are specific to the industry. Based on selecting the option “no”, as stated above, a further question was asked, which is: *“If No, what would you like to be done differently in achieving the goals and objectives of your organisation in terms of its culture in (i) values, (ii) beliefs and (iii) style of behaviour”*. The results are shown and discussed in the following sub-sections below.

4.1.2.4.3.1.1 Question 4(c)(i) Organisational Culture – Changes Needed to meet Company’s Goals and Objectives in terms of Values

The oil and gas industry as one with a myriad of challenges needs changes. Respondents suggested a variety of changes to be done in enabling achievement of the goals and objectives of their respective oil and gas organizations in terms of culture in values, beliefs, and style of behaviour. This section displays and discusses the results of the changes needed in organisational culture in terms of values, followed by other two sections that focuses on beliefs and styles of behaviour respectively, of the needed changes in organisational culture in the sector. Table 4.66, below displays the joint results of both male and female responses to the changes needed in values of organisational culture.

Table 4.76: Distribution of Joint Male and Female Responses of Needed Changes in Values of Organisational Culture

Suggestions of needed changes in values of organisational culture by participants grouped in themes	Male Responses	Female Responses	Total	Valid percent	Cumulative percent
Management live by example	3	2	5	26%	26%
Respect opinions	1	1	2	11%	37%
Value employee	2	2	4	21%	58%
Ensure capacity building	3	0	3	16%	74%
Continuous competence development	5	0	5	26%	100%
Total	14	5	19	100%	

From table 4.66, above, 26% of respondents indicated that continuous competence development was necessary so as to ensure that employees are competent in their respective roles. Management live by example was equally 26% of

respondents, which seems to be at joint high in the values of the organisational culture that needs to change. The next high value change to the organisational culture needed was to value employees with 21% respondents indicating so, ensuring capacity building was next with 16% of respondents identifying this issue, and 11% of respondents suggesting respect of opinions is needed.

The findings revealed that the organisational culture of the Nigerian oil and gas industry matches with Cameron et al., (2014, p. 8), adhocracy based organisational culture: a category that operates a high risk and high competition environment, with emphasis laid on money and less on their employees.

The findings revealed the need for a change in the values of the organisational culture of the Nigerian oil and gas industry, highlighting that the companies within the sector need to: value employees, respect opinions, create continuous competence development and management to live by example. These apparent needs mirror the adhocracy based organisational culture expressed by Cameron et al., (2014, p. 8), which the respondents of the survey suggested needs to be changed.

However, a change from the ‘adhocracy’ based organisational culture of the Nigerian oil and gas industry to a ‘clan’ based organisational culture, expressed by Cameron et al., (2014, p. 8), which is rooted on ‘familial’ based loyalty networks and supports integration with workers and clients, would be a great way of building that close connection among the workforce, foster employee value, create the needed continuous competency development that employees require, as the employees become valuable assets to their organisation. The advantages are that companies would be able to meet their organisational goals and objectives, benefit from the high quality of service of employees, and increase career progression of the women and men in the sector, as they indicated that this organisational culture change would improve their quality of service in the industry.

4.1.2.4.3.1.2 Question 4(c)(ii) Organisational Culture – Changes Needed to meet Company’s Goals and Objectives in terms of Beliefs

This section covers suggestions made by the respondents of changes to the organisational culture of their individual companies in the Nigerian oil and gas industry in terms of meeting the company’s goals and objectives in terms of beliefs. Table 4.67, below displays the result.

Table 4.77: Distribution of Joint Male and Female Responses of Needed Changes in Terms of Beliefs in Organisational Culture

Suggestions of needed changes in beliefs of organisational culture by participants grouped in themes	Male Responses	Female Responses	Total	Valid percent	Cumulative percent
Accept that all has faults	11	3	14	74%	74%
Safety	3	2	5	26%	100%
Total	14	5	19	100%	

From table 4.67, the results show that 74% of responses overwhelmingly indicated that there is the need for the beliefs fundamental aspect of the organisational culture of the Nigerian oil and gas industry to: ‘accept that all has faults’, and 26% of respondents indicating that improvement to ‘safety’ is needed.

The findings indicate that the Nigerian oil and gas industry’s organisational culture fits perfectly with Cameron et al., (2014, p. 8), adhocracy based organisational culture: operating in a high risk and high competition environment, with money as its emphasis and less employee value. Hence, respondents of the survey indicated that there is the need for changes to the industry’s organisational culture to improve safety for employees. Equally stressing that the need for change in the organisational culture to acknowledge the important fact of

accepting that all have faults, comprising employees and management at all levels.

Therefore, a change to the organisational culture of the Nigerian oil and gas industry from the ‘adhocracy’ based organisational culture to the ‘clan’ based organisational culture, as described in Cameron et al., (2014, p. 8), with a ‘familial’ based loyalty networks and supports integration with workers would bring about a change in the organisational culture of the Nigerian oil and gas industry that would create a conducive working environment that is safe for all, and also working together to control and minimise faults.

4.1.2.4.3.1.3 Question 4(c)(iii) Organisational Culture – Changes Needed to meet Company’s Goals and Objectives in terms of Styles of Behaviour

This section explores changes that needs to be done in the organisation culture in the different companies in the Nigerian oil and gas sector. Table 4.68, below shows the results of the respondents of this research study.

Table 4.78: Distribution of Joint Male and Female Responses of Needed Changes in Terms of Styles of Behaviour in Organisational Culture

Suggestions of needed changes in style of behaviour of organisational culture by participants grouped in themes	Male Responses	Female Responses	Total	Valid percent	Cumulative percent
Relationship with Government	2	1	3	15.8%	15.8%
Relationship with Community	2	0	2	10.5%	26.3%
Incident free	4	2	6	31.6%	57.9%
Respect for others	5	2	7	36.8%	94.7%
Lying free	1	0	1	5.3%	100%
Total	14	5	19	100%	

The findings in table 4.68 above, shows the need for changes to the fundamental aspect of the style of behaviour of the Nigerian oil and gas industry’ organisational culture. The highest response was 36.8% of the respondents indicating that ‘respect for others’ was lacking in the oil and gas industry’s culture and necessitates a change. The next high response was 31.6% of respondents indicating the need for a change in the industry’s organisational culture to be ‘incident free’. 15.8% of the respondents specified the need for a change in the organisational culture within the industry, for organisations to have a better relationship with Government, while 10.5% of respondents indicated that a change in the industry’s culture would foster better relationship with the community as this is needed; and 5.3% of respondents suggested a change in the organisational culture is needed to promote a ‘lying free’ culture.

The findings revealed that the Nigerian oil and gas industry’s organisational culture is in line with the

adhocracy based organisational culture as expressed by Cameron et al., (2014, p. 8), with high risk and high competition environment, money focus and less employee focus. This can be seen in the suggestions of participants as shown in table 5.57 above, indicating that there is the need for changes to be done to the organisational culture of the sector.

Consequently, a change from the adhocracy based organisational culture of the Nigerian oil and gas industry to a 'clan' based organisational culture, indicated by Cameron et al., (2014, p. 8), with a 'familial' based loyalty networks and supports integration with workers and clients, would build better relationship with the Nigerian government and the host communities where their operations are being conducted, create a culture that encourages respect for others, incident free workplace and a culture that is lying free.

The next section discusses the leadership style of management in the Nigerian oil and gas industry, as it is the ability of an organisation's management style to effect change in the organisation.

4.1.2.5 Observations – As to Objective 3 (Questionnaire Section 5 – Leadership Style of Management)

It is equally vital to understand the type of leadership style of management that is being operated in the Nigerian oil and gas industry based on its organisational culture, as an organisation's leadership management style is directly influenced by the culture of the organisation. The following sub-sections discuss the leadership management style operated by the Nigerian oil and gas industry.

4.1.2.5.1 Questionnaire 5(a): How would you describe the leadership management style operated in the oil and gas industry?

The organisational culture of an organisation or industry, influences the leadership style of management that is practiced in the sector. An understanding of this fact is important to effecting and implementing change. Hence, the question: *“how would you describe the leadership management style operated in the oil and gas industry?”* was asked in the survey, table 4.69, below displays the result.

Table 4.79: Male and Female Responses to Leadership Style of Management in the Nigerian Oil and Gas Industry

Leadership Style of Management in the Nigerian oil and Gas Industry	Female responses	Male responses	Total	Percent	Valid Percent	Cumulative percent
Autocratic & Transactional	0	0	0	0%	0%	0%
Democratic & Transformational	13	57	70	100%	100%	100%
Laissez faire	0	0	0	0%	0%	
Total	13	57	70	100%	100%	

The results as shown in table 4.69, above, presents the distribution of the responses of the male and female participants of the survey on the question of the leadership style of management of the Nigerian oil and gas industry. The results reveal a 100% response comprising all female and male respondents to the democratic and transformational leadership style of management in all of the participant organisations in the Nigerian oil and gas industry.

The democratic and transformational leadership style of management practiced by the Nigerian oil and gas industry as indicated in the results, is the form of leadership that supports and implements change which are its positive characteristics. Therefore, based on this form of leadership style, any change that is needed in the organisation can be implemented by the management. This postulation supports the work of Hayes (2014, p. 22), that heads of departments reserve the right to change or move the dynamic of the behaviour of the groups if change is needed.

Consequently, approach to organisational change, in the organisational culture of the Nigerian oil and gas industry would best be introduced and implemented by its heads of departments based on the democratic and transformational leadership style of management operated in the sector.

4.1.2.5.2 Questionnaire 5(b): What are the differences in the leadership traits of men compared to women working in the oil and gas industry?

Following the establishment of the leadership style of management operated in the Nigerian oil and gas industry, it is equally vital to understand the leadership traits of men managers compared to women managers in the sector. In order to achieve this, question of: *“what are the differences in the leadership traits of men compared to women working in the oil and gas industry?”* was asked in the survey to ascertain the different leadership traits of women managers compared to men managers. Section – 4.1.2.5.2.1, discusses the responses of both the female and male participants to the question on *‘women managers’ leadership traits’*. While for the same question but regarding *‘men managers’ leadership traits’*, the responses of the male and female respondents to this question is shown and discussed under section – 4.1.2.5.2.2. The results of the male and female leadership traits are further analysed to show if there are any differences and similarities in the leadership management

styles of female and male managers. These comparisons are shown and discussed in section – 4.1.2.5.3. The subsequent section discusses the female and male management traits.

4.1.2.5.2.1 Questionnaire 5(b)(i-iv) – Are the women in management? (i) Compassionate, (ii) Authoritative, (iii) Difficult to approach, (iv) Friendly?

This section examines the leadership traits of women already in management positions in the Nigerian oil and gas industry, in order to determine whether their leadership traits compared to that of their male counterparts are either the same or different. The sub-question of: “*Are the women in management?*” i) *Compassionate*, ii) *Authoritative*, iii) *Difficult to approach* and iv) *Friendly*? was asked. The results of the male and female responses are shown below in tables 4.70 and 4.71, respectively.

Table 4.80: Female Responses to Leadership Traits of Women Managers in Nigeria’s oil and gas industry

Leadership traits of women managers in Nigeria's oil and gas sector	Female responses	Percent	Valid Percent	Cumulative percent
Compassionate	8	33%	33%	33%
Authoritative	6	25%	25%	58%
Difficult to approach	1	4%	4%	62%
Friendly	9	38%	38%	100%
Total	24	100%	100%	

The results of the female responses in table 4.70 above, shows that 38% of the female participants responded that women managers are friendly, 33% of female respondents indicated women managers in the sector are compassionate, 25% of the female respondents specified that women managers are authoritative, and 4% of the female participants indicated that women managers are difficult to approach.

The findings present the two higher responses to the leadership traits of women managers as being ‘friendly’ and ‘compassionate’ suggests a supportive side of the women managers, with the least responses to ‘difficult to approach’ indicating that women managers are accessible, supporting the work of Ibbotson (2012, p. 107), of feminist characteristics of female managers as being supportive, accessible and skilled in interpersonal relationships. Being authoritative was high but lower than being friendly and compassionate, this also supports the work of Ibbotson (2012, p. 107), of women managers having expertise knowledge of the leadership skills required for management in the Nigerian oil and gas industry. The male responses to women’s leadership traits are shown in table 4.71.

Table 4.81: Male Responses to Leadership Traits of Women

Leadership traits of women managers in Nigeria's oil and gas sector	Male responses	Percent	Valid Percent	Cumulative percent
Compassionate	27	37.5%	37.5%	37.5%
Authoritative	10	13.9%	13.9%	51.4%
Difficult to approach	5	6.9%	6.9%	58.3%
Friendly	30	41.7%	41.7%	100%
Total	72	100%	100%	

The results of the male responses in table 4.71 above, shows also, high responses to women managers being 41.7% ‘friendly’ and 37.5% ‘compassionate’, with ‘difficult to approach at 6.7%’, which supports the findings of Ibbotson (2012, p. 107), presenting women managers to possess these traits and more regarded as feminist characteristics. Also, 13.9% of male respondents indicated that the women managers are authoritative, a required skill for management which the women managers have and are able to manage in the sector.

The findings revealed the characteristics of the women managers from the male and female respondents as friendly, compassionate and less difficult to approach. Although, both male and female participants indicated low percentages of 13.9% and 25% respectively to the women managers being authoritative, the lower percentage accorded by the male respondents supports the postulation of Wilson (2014, p. 237), of women manager who have entered male dominated occupations being perceived by the

men as ‘the outsider’ or ‘travellers in a male world’, and not being authoritative enough. The next section discusses the traits of the men managers in the industry.

4.1.2.5.2.2 Questionnaire 5(b)(i-iv) – Are the men in management? (i) Compassionate, (ii) Authoritative, (iii) Difficult to approach, (iv) Friendly?

The leadership traits of male managers in the Nigerian oil and gas industry are examined and discussed in this section from the responses of the female and male participants of the survey. This is done, in order to ascertain the male managers’ leadership traits as that of the female leadership traits have already been established in the previous section. The responses of the male and female participants are shown in tables 4.72 and 4.73 below respectively:

Table 4.82: Male Responses to the Leadership Traits of Men Managers in the Nigerian Oil and Gas Sector

Leadership traits of men managers in Nigeria's oil and gas sector	Male responses	Percent	Valid Percent	Cumulative percent
Compassionate	25	33.8%	33.8%	33.8%
Authoritative	13	17.6%	17.6%	51.4%
Difficult to approach	3	4.0%	4.0%	55.4%
Friendly	33	44.6%	44.6%	100%
Total	74	100%	100%	

The results of table 4.72, above shows a valid percent of 44.6.8% of male respondents indicated that the male managers are friendly, this is followed by a valid percent of 33.8% male participants responding that male managers in

the sector are compassionate, with a valid percent of 17.6% male respondents indicating that the male managers are authoritative and difficult to approach at a valid percent of 4% as indicated by the male respondents.

The findings display the leadership traits of the male managers in the Nigerian oil and gas industry and shows that they are also compassionate, friendly and easy to approach as their female counterparts. However, the results revealed a higher valid percent of 17.6% for male managers being authoritative, while their responses to female managers being authoritative was 13.9% in the previous section. This supports the work of Wilson (2014, p. 237), of the men in male dominated sectors perceiving the women as ‘the outsider’, playing host but maintaining superiority of the women, and so see the women managers less authoritative in comparison to the men managers. The female participants’ opinion on the leadership traits of the men managers in the industry as shown in table 4.73, below and discussed.

Table 4.83: Female Responses to the Leadership Traits of Men Managers in the Nigerian Oil and Gas Sector

Leadership traits of men managers in Nigeria's oil and gas sector	Female responses	Percent	Valid Percent	Cumulative percent
Compassionate	4	15%	15%	15%
Authoritative	9	35%	35%	50%
Difficult to approach	1	4%	4%	54%
Friendly	12	46%	46%	100%
Total	26	100%	100%	

Table 4.73 above, shows the results of the female participants to the leadership traits of the male managers in the Nigerian oil and gas industry. A valid percent of 46% of the female participants specified that the male managers are friendly, a valid percent of 35% of the female respondents indicated that the men managers are authoritative, a valid percent of 15% responds to the male managers being compassionate. While a valid percent of 4% of the female participants indicated difficult to approach.

The findings show that the men managers in the Nigerian oil and gas industry equally possess the leadership traits of being friendly, compassionate and less difficult to approach. However, the percentage of the female responses to men managers being authoritative is high at a valid percent of 35%, this supports the findings of Azar (2013, p. 503), that a central component of masculinity is “machismo or the desire for power and control”, as the female respondents perceive the male managers as exercising

power and control, and being more authoritative than the female managers in their responses.

However, with the results of both the male and female respondents of this research, on the leadership traits of the men and women managers in the Nigerian oil and gas industry as displayed in tables 4.70, 4.71, 4.72 and 4.73 above; it is essential to examine any similarities or differences between the leadership traits of the male managers compared to the female managers in the sector. This is analysed and discussed in the next section.

4.1.2.5.3 Comparison of Male Leadership Traits to Female Leadership Traits

Considering the above results of the leadership traits of men and women managers in the Nigerian oil and gas industry, it is important also to examine the similarities and differences between both leadership traits of the women managers compared to the male managers in the sector. Firstly, a combination of the male and female responses to leadership traits of women is shown in table 4.74 below, this is then followed by a combination of the female and male participants' responses to men managers' leadership traits as shown in table 4.75 below, which is then further analysed.

Table 4.84: A Combination of the Male and Female Responses to Leadership Traits of Women

Leadership Traits of Women	Male Responses	Female Responses	Total	Percent	Cumulative percent
Compassionate	27	8	35	36%	36%
Authoritative	10	6	16	17%	53%
Difficult to approach	5	1	6	6%	59%
Friendly	30	9	39	41%	100%

From table 4.74 above, a combination of the male and female responses to women's leadership traits of the women managers in the Nigerian oil and gas industry, displays some combined similar responses to the traits of women being compassionate, friendly, authoritative and easy to approach. This shows the validity and reliability of the results. Table 4.75, below displays the participants combined responses to the male managers' leadership traits.

Table 4.85: Female and Male Responses to the Leadership Traits of Men Managers in the Nigerian Oil and Gas Sector

Leadership Traits of Men	Male Responses	Female Responses	Total	Percent	Cumulative percent
Compassionate	25	4	29	29%	29%
Authoritative	13	9	22	22%	51%
Difficult to approach	3	1	4	4%	55%
Friendly	33	12	45	45%	100%

From table 4.75 above, the display of the combined responses of the male and female participants show some dissimilar responses to the leadership traits of men managers in Nigeria's oil and gas sector. However, they jointly indicate that the men managers like their female counterparts have traits of being compassionate, friendly, authoritative, and less difficult to approach.

Another vital aspect to consider in this circumstance, is if the female and male managers in the Nigerian oil and gas industry, manage in the same manner. In order to achieve this analysis, the distribution of the leadership traits of women and men managers as shown in tables 4.74 and 4.75 respectively, are used to form table 4.76 below:

Table 4.86: Leadership Traits of Women Managers in Comparison to Men Managers

Joint Male and Female Responses to Leadership Traits of Women to Men in Nigeria's oil and gas sector	Men Managers	Women Managers
Compassionate	29	35
Authoritative	22	16
Difficult to approach	4	6
Friendly	45	39
Mean =	25	24

The above table 4.76, displays the joint female and male participants' responses to the leadership traits of both women and men managers in the Nigerian oil and gas

industry. In order to be able to analyse and compare both leadership traits, the results of table 4.76 above, is used for the preparation of a t-Test two sample analysis. The t-Test two sample analysis is conducted assuming equal or unequal variances, to determine if male and female managers operate their managerial duties with the same approach. The result of the t-Test analysis is shown below in table 4.77, with the hypothesis from on the question: What differences exists in the management styles of the women managers compared to the men managers?

Null hypothesis (H_0): that there exists no significant differences in the management styles of women managers compared to men managers in the Nigerian oil and gas sector.

Alternative hypothesis (H_1): that there exists significant differences in the management styles of women managers compared to men managers in the Nigerian oil and gas sector.

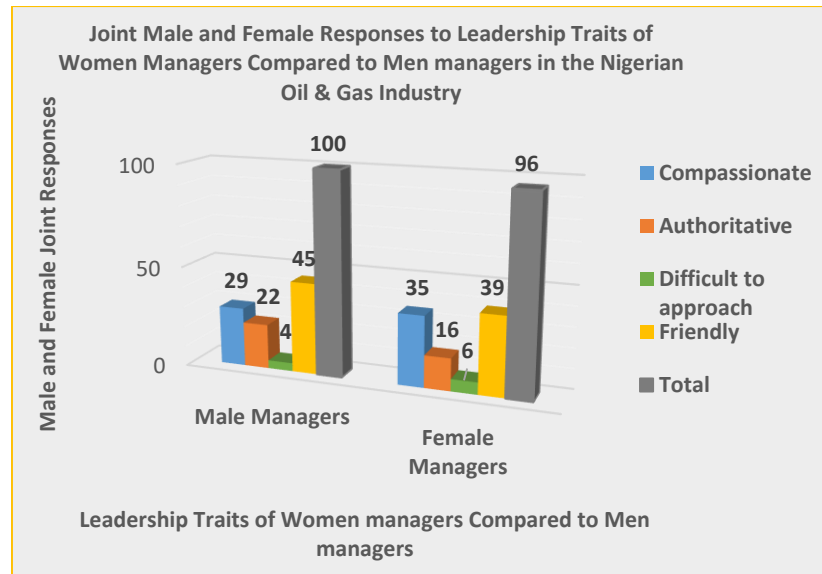
Table 4.87: t-Test Paired Two Samples for Means

t-Test: Paired Two Sample for Means				
				0.05
	<i>Variable 1</i>	<i>Variable 2</i>		
Mean	25	24		
Variance	288.6666667	244.6666667		
Observations	4	4		
Pearson Correlation	0.935689706			
Hypothesized Mean Difference	0			
df	3			
t Stat	0.333333333			
P(T<=t) one-tail	0.380410188			
t Critical one-tail	2.353363435			
P(T<=t) two-tail	0.760820376			
t Critical two-tail	3.182446305			
Variable 1 = Men Managers				
Variable 2 = Women Managers				

From the above results in table 4.77, comparing the P value to the significance level (0.05), we cannot reject the null hypothesis because “P (0.38) >0.05” in P one-tail and we cannot reject the null hypothesis because “P (0.76) >0.05”, this means that they are the same. Therefore, this result indicates that the men and women managers in the Nigerian oil and gas industry, have the same leadership traits and manage in the same way.

From table 4.76 above, a clustered graph has been prepared with the results of the combined responses of both female and male participants for both cases, to present the findings clearly. Figure 4.4, below displays the leadership traits of male managers compared to female managers in the Nigerian oil and gas industry.

Figure 4.11: Joint Male and Female Responses to Leadership Traits of Women Managers Compared to Men Managers in the Nigerian Oil and Gas Sector



This results in figure 4.4 above, shows the joint responses of both female and male participants on the comparison of male and female management traits, with 29 respondents indicating that men managers are compassionate and 35 respondents specifying the women managers are compassionate. This finding suggests that the women managers are more compassionate in comparison to the men managers. This is a special quality of the women that confirms the work of Ibbotson (2012, p. 107), a feminist trait of women among others, which is needed in business to treat employees with value, being one of the changes that the female and male respondents indicated as a need for improvement, as discussed above in questionnaire section 4(c), of this chapter.

The results show 22 respondents indicating that the men managers are authoritative and 16 participants specifying that women managers are authoritative. The findings indicate that the men managers are more authoritative in comparison to their female counterparts. 39 respondents indicated female managers are friendly and 45 participants specified that male managers are friendly. The findings reveal that male managers are more friendly in comparison to female managers. 6 participants indicated that women managers are difficult to approach and 4 respondents specified that men managers are difficult to approach. The findings suggest that female managers are more difficult to approach in comparison with their male counterparts.

4.1.2.6 Observations – As to Objective 3: “Organisational Culture” – Barriers to Women’s Management Career Development

This section covers the penultimate segment of the questionnaire, with the sub-heading: *“barriers to women’s management career development”*. The focus on seeking to find the barriers to the advancement of women’s career progression to management positions in the Nigerian oil and gas industry led to the creation of this segment of the questionnaire. This question is in three parts, to evaluate the impacts of the ‘organisational culture’, the ‘Nigerian culture’ and ‘starting a family’ as obstacles to women’s career development.

This section discusses the effects of the industry's organisational culture on women's career progression as it pertains to objective 3 of the study, while the remaining two issues are discussed in the next two sections afterwards as it pertains to object 4 of this study. A third section is created where a comparison of all three areas of barriers to women's career advancements are evaluated to show the impact of their effects. To obtain the opinion of the respondents, in the light of the above mentioned three areas, the question of: *"what do you suppose might be a barrier to the women developing their career to management positions in the oil and gas industry, as oppose to the men?"*, was asked, the results for the question (i) *"Organisational culture?"* are displayed and discussed in the sub-section below.

4.1.2.6.1 Questionnaire 6(a)(i) – Is Organisational Culture a Barrier to Women's Management Career Development?

This section discusses the responses of the female and male respondents to the issue of the organisational culture of the Nigerian oil and gas industry acting as a barrier to women's career development to management positions are shown below, with table 4.78 displaying the female responses and table 4.79 displaying the responses of the male participants.

Table 4.88: Distribution of Female Responses to Organisational Culture as a Barrier to Women's Career Development

Organisational culture as a barrier to women's career advancement	Female responses	Percent	Valid Percent	Cumulative percent
Yes	6	46%	46%	46%
No	4	31%	31%	77%
Missing	3	23%	23%	100%
Total	13	100%	100%	

The results of the female responses as presented in table 4.78, above shows that 6 female respondents out of the total 13 female participants, with a valid percent of 46%, selected the answer ‘yes’, to the question, specifying that the organisational culture of the Nigerian oil and gas industry stands as a barrier to the career advancement of women in the sector to management positions. However, 4 female participants out of the 13 respondents with a valid percent of 31%, selected the option ‘no’, indicating that the organisational culture of the Nigerian oil and gas industry cannot stand as a barrier to women’s career development to management in the sector. While 3 female respondents out of the 13 female participants with a valid percent of 23%, did not answer the question.

This finding revealed that the highest number of responses of the female participants identified the organisational culture of the Nigerian oil and gas industry as a barrier to women’s career development to management in the sector.

This result is of significant importance as it highlights the impact of the industry's organisational culture on women's career advancements. The findings also support the study of previous authors, on how the sector's organisational culture hinders the career progression of the women in the industry. The responses of the male participants are shown and discussed in table 4.79 below.

Table 4.89: Distribution of Male Responses to Organisational Culture as a Barrier to Women's Career Development

Organisational culture as a barrier to women's career advancement	Male responses	Percent	Valid Percent	Cumulative percent
Yes	39	68%	68%	68%
No	10	18%	18%	86%
Missing	8	14%	14%	100%
Total	57	100%	100%	

The results of the male responses as shown above in table 4.79, indicates that 39 male respondents with a valid percent of 68% out of the total 57 male participants, responded 'yes' to the question specifying that the career development of the women to positions of management in the Nigerian oil and gas sector is hindered by the organisational culture as a barrier. While 10 male respondents with a valid percent of 18%, out of the total 57 male participants answered 'no' to the question, indicating that the Nigerian oil and gas industry's organisational culture does not stand as a barrier to the women's career advancement to management in the industry. The remaining

8 male participants out of the total 57 male respondents with a valid percent of 14%, did not respond to the question.

The implication of these above results, suggests that the organisational culture of the Nigerian oil and gas industry stands as a barrier to the women's career advancement to managerial positions. This is based on the findings of this research and as a result, these findings suggest that amendments need to be done to the organisational culture of the sector, in order to support fully the career advancement of women into management positions in the Nigerian oil and gas industry.

4.1.2.7 Observations – As to Objective 4: “National Culture” & “Starting a Family” – Barriers to Women's Management Career Development

This section discusses the questionnaire responses to the remaining two parts of question 6, as it pertains to objective 4 of this study. It examines the impact of: (ii) “*The Nigerian culture?*” and (iii) “*Starting a family?*”, as they stand as barriers to women's career advancement in the Nigerian oil and gas sector. The results are shown and discussed in the following two sub-sections below, the first sub-section on the Nigerian culture and the second sub-section on starting a family.

4.1.2.7.1 Questionnaire 6(a)(ii) – Is The ‘Nigerian Culture’ a Barrier to Women’s Management Career Development?

This research study also examined the Nigerian culture, to ascertain if the culture itself is a barrier to the career advancement of women to management levels in the Nigerian oil and gas industry. As such, the question of if the Nigerian culture is a barrier to women’s career development to management positions was asked, and the results are shown below in tables 4.80 and 4.81, displaying the responses of the female and male participants respectively.

Table 4.90: Distribution of Female Responses to Nigerian Culture as a Barrier to Women's Career Development

Nigerian culture as a barrier to women's career advancement	Female responses	Percent	Valid Percent	Cumulative percent
Yes	9	69%	69%	69%
No	3	23%	23%	92%
Missing	1	8%	8%	100%
Total	13	100%	100%	

Tables 4.80, above shows the responses of the female participants of this research study. 9 of the female respondents with valid percent of 69%, out of the total 13 female participants selected ‘yes’ as their option, indicating that the Nigerian culture is a barrier to their management career development in the Nigerian oil and gas industry. On the other hand, 3 female participants responded ‘no’ to the

question, indicating that the Nigerian culture cannot hinder the career advancement of the women in the Nigerian oil and gas sector t positions of management. Also, 1 female participant did not answer the questions. The significance of this result suggests that with the high percentage of female participants with 69% indicating that the Nigerian culture stands as a barrier to the advancement of women to management positions in the Nigerian oil and gas industry indicate that this issue might be an actual problem to women in the sector. Table 4.81 below shows responses of the male participants.

Table 4.91: Distribution of Male Responses to Nigerian Culture as a Barrier to Women's Career Development

Nigerian culture as a barrier to women's career advancement	Male responses	Percent	Valid Percent	Cumulative percent
Yes	43	75.4%	75.4%	75.4%
No	11	19.3%	19.3%	94.7%
Missing	3	5.3%	5.3%	100%
Total	57	100%	100%	

Table 4.81, above displays the result of the responses of the male participants. 43 male respondents with a valid percent of 75.4% out of the total 57 male participants, answered 'yes' to the question, specifying that the Nigerian culture stands as a barrier to the career advancement of women with the aim of pushing a management career in the Nigerian oil and gas industry. However, not all of the male participants

have this view, as 11 of the male respondents out of the total 57 male participants with valid percent of 19.3%, selected ‘no’ as their answer, indicating that the Nigerian culture is not a barrier to the advancement of women’s management career in the sector. While 3 male participants with valid percent of 5.3%, did not make any comments to the question. The significance of this result, with similarity to the results of the female participants suggests that the Nigerian culture stands as a barrier to the career development of women in the Nigerian oil and gas industry to management positions.

4.1.2.7.2 Questionnaire 6(a)(iii) – Is ‘Starting a Family’ a Barriers to Women’s Management Career Development?

The question of examining whether starting a family can stand as a barrier to women’s career development in the Nigerian oil and gas industry was asked, and the results of the male and female participants of this survey are shown respectively in tables 4.82 and 4.83, below.

Table 4.92: Distribution of Male Responses to Starting a family as a Barrier to Women's Career Development

Starting a family as a barrier to women's career advancement	Male responses	Percent	Valid Percent	Cumulative percent
Yes	40	70%	70%	70%
No	12	21%	21%	91%
Missing	5	9%	9%	100%
Total	57	100%	100%	

Table 4.82, above shows that 40 male respondents with valid percent of 70%, out of the total 57 male participants in the survey, indicated ‘yes’ in their response to the question. 12 of the male participants with valid percent of 21% of the total 57 male respondents, selected ‘no’ as their answer. And the remaining 5 male respondents of the 57 male participants with valid percent of 9%, did not answer the question.

Table 4.93: Distribution of Female Responses to Starting a family as a Barrier to Women's Career Development

Starting a family as a barrier to women's career advancement	Female responses	Percent	Valid Percent	Cumulative percent
Yes	7	54%	54%	54%
No	4	31%	31%	85%
Missing	2	15%	15%	100%
Total	13	100%	100%	

The results of table 4.83, above shows that 7 female participants with valid percent of 54% out of the total 13 female respondents answered ‘yes’ to the question indicating that starting a family can stand as a barrier to women’s career development to management positions in the Nigerian oil and gas industry. 4 of the female respondents answered ‘no’ to the question, indicating that starting a family is not a barrier to women in the Nigerian oil and gas sector, wishing to progress their careers to

management in the sector. While the remaining 2 female participants of the 13 respondents with valid percent of 15%, did not answer the question at all.

4.1.2.7.3 Combination of Barriers to Women's Management Career Development in the Nigerian Oil and Gas Sector

This section combines all barriers highlighted by the female and male respondents of the barriers women in the Nigerian oil and gas industry encounter when trying to progress their careers to management positions in the industry. Table 4.84, displays the combination of the total of the female and male responses to the three main issues that stand as barriers to women's career advancement in the Nigerian oil and gas industry, as gathered from the questionnaire responses.

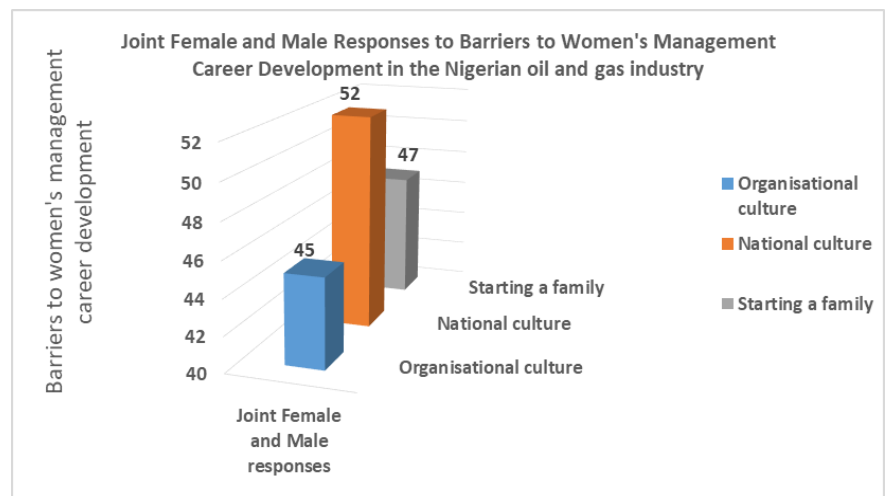
Table 4.94: A combination of Barriers to Women's Management Career Development in the Nigerian oil and gas industry

Barriers to women's management career development in Nigerian oil and gas industry	Joint Female and Male responses
Organisational culture	45
National culture	52
Starting a family	47

This result in table 4.84, above shows the responses of both females and males combined in the survey on the issue of barriers to the career development of women in the Nigerian oil and gas industry. This is followed by a bar

chart as shown in figure 4.5, below, unlike the table, it displays these barriers at a glance to identify the level at which they affect the women's career advancement in their individual measures within the Nigerian oil and gas sector.

Figure 4.12: Joint Female and Males Responses of Barriers to Women's Management Career Development



The above figure 4.5, results indicate that national culture, organisational culture and starting a family are three main barriers that affect the career progression of women in the Nigerian oil and gas industry, in general promotion and career development to management positions. The result

suggests that the Nigerian culture barriers among all three barriers to women's career advancement stood prominent with a total of 52 respondents, a combination of both females and males indicating so (the different percentages can be seen in the previous section – 4.1.2.7.1, above). Next is starting a family which is another evident barrier to women's career development in the Nigerian oil and gas industry; with a figure of combined responses of 47 participants of the survey (percentage differences of the genders can be seen above as discussed in section – 4.1.2.7.2). The last identified barrier to women's career development in the sector is the industry's organisational culture, which in itself promotes barriers to the career progression of the women in the industry. The combined responses of the female and male respondents is 45 (see section – 4.1.2.6.1.1, above for percentage differences). In the issue of national culture as a barrier, it would be difficult to influence changes nationwide, as these cultures are engrain in the society and the people. Nonetheless, changes in small segments can be introduced through the government institutions in the nations, to work on the prejudices towards the career advancement of the women in the nation aspiring to develop their careers to management and senior management position.

It is indeed not an easy task, however, the country Nigeria has come a long way from its colonisation from the British and gaining her independence in 1960; has experienced changes and civilization, and with globalisation still having its effects on some segments of the society. However, there is the assumption that making the government aware of the barriers of the prevailing cultures of the nation to the career progression of the working women in the nation, would one day make an impact on the government to enact legislations that would promote the career advancement of women in the Nigerian oil and gas industry and the nation at large. This equally has economic benefits to the country, as women make almost half of its population, and the industry providing 95% of its foreign exchange, being heavily dependent on its oil and gas industry; empowering the women in the sector and nation to obtain management positions would be beneficial to the nation, hence this issue cannot be overemphasised.

The barriers caused by starting a family to the advancement of the women's career in the Nigerian oil and gas industry, can be managed with the organisations acknowledging these significant aspect of a woman's life – having children, home maintenance, etc. (different barriers stated, analysed and discussed later in this chapter 4, as gathered from the interview participants of this research); and then making

amendments to the work/life balance policies of the organisation to meet the needs of the women in the industry, as this would encourage retention of the women to aspire career development in the sector to management and senior management positions. Seeing that the women already in management in the sector, manage the same way as their male counterparts, as gathered from the findings of this research study, see above section – 4.2.5.3, indicates that the women have something to contribute to their organisations and the industry if given more chance to attain positions of management as this would enhance the competitive advantage of the organisation and the industry at large.

In relation to the organisational culture barriers to women's career development in the Nigerian oil and gas industry, in change in the organisational culture is required, this is discussed at length in chapter 6, of this thesis in the light of the conceptual framework of this research study with recommendations. The second hypothesis of this research explore the significance of women experiencing constraints to attaining leadership positions in the Nigerian oil and gas industry. These possible barriers are on the basis of personal, culture and geographical circumstances in comparison with their male colleagues. This is displayed and discussed in the next subsection.

4.1.2.7.3.1 Hypothesis 2 – Culture, Personal and Geographical Circumstances and their Barriers to Women’s Management Career Development in the Nigerian Oil and Gas Sector

The second hypothesis of this thesis used to explore this issue is stated below followed by the analysis. The simple variables as shown in table 4.85 below are used for this analysis.

Null Hypothesis (H₀): There will be no significant differences in the management and leadership promotions for women compared to men with regards to constraints from cultural, geographical, personal circumstances in Nigeria’s oil and gas sector.

Alternative Hypothesis (H_i): There will be significant differences in the management and leadership promotions for women compared to men with regards to constraints from cultural, geographical, personal circumstances in Nigeria’s oil and gas sector.

Table 4.85 below has been adopted from findings on circumstances that influence women’s promotion as shown thus:

Table 4.95: Constraint to women's management promotions resulting from Culture, Geographical and Personal Circumstances

Joint male and female responses to role of culture, geographical and personal circumstances in relation to women's leadership	Female Responses	Male Responses
Culture within the Nigerian oil and gas sector	6	39
Geographical circumstances	9	43
Personal circumstances	7	40

From table 4.85 above, a t-Test two-sample unequal variances in table 4.86 below, is conducted to explore the effects of these above factors on women's promotion to leadership positions compared to their male counterparts within the same circumstances. Table 4.86 below displays the t-Test Two-Sample results assuming unequal variance:

Table 4.96: t-Test Two-Sample Assuming Unequal Variances

t-Test: Two-Sample Assuming Unequal Variances				
	Variable 1	Variable 2		
Mean	7.333333333	40.66666667		
Variance	2.333333333	4.333333333		
Observations	3	3		
Hypothesized Mean Difference	0			
df	4			
t Stat	-22.36067977			
P(T<=t) one-tail	1.18417E-05			
t Critical one-tail	2.131846786			
P(T<=t) two-tail	0.000023683	t.test	0.000046705	
t Critical two-tail	2.776445105			

From the above results in table 4.86, comparing the P value to the significance level (0.05), the null hypothesis is rejected because “P (0.000046) < 0.05” in P two-tail. This suggests a significant difference in the experiences of the

women in the Nigerian oil and gas industry compared to the men, in relations to constraints to management and leadership roles in the sector, on the basis of barriers from culture, geographical and personal circumstances. Therefore, this result indicates that the women in the Nigerian oil and gas industry experience barriers to management and leadership promotion in on the basis of culture, geographical and personal circumstances compared to the men in the sector. Thus, equally fulfilling objective 4 of this research.

The next section discusses the future, that is the future of the Nigerian oil and gas industry from the opinion of the respondents, focusing on the sustainability of the industry. As well as the future they anticipate in the sector. The results of the respondents are analysed and discussed in the next section below.

4.1.2.8 Observations – Further Analysis (Questionnaire Section 7: The Future – Sustainability)

The final question asked in the survey was on the subject “future”. The final section of the questionnaire was designed to ask the participants where they anticipate to see themselves and the industry going in the future, regarding the sustainability of the Nigerian oil and gas industry. The results are categorised into two sub-sections: (a) “Where do

you see yourself going in the future in the Industry?” and (b) “Where do you see the Industry going in the future?”.

The results of the female and male respondents with gender differences as shown below in tables 4.87 and 4.88, respectively. These are then analysed and discussed below.

4.1.2.8.1 Questionnaire 7(a) – Where do you see yourself going in the future in the Industry?

The female and male participants of this research study was asked the question of: *“where do you see yourself going in the future in the industry?”*. We have presented the responses of the participants in a gender split form, in order to analyse the responses in relation to their specific gender. Table 4.87 below, displays the female responses, while table 4.88, below, shows the results of the male respondents.

Table 4.97: Female and Male Responses of where they see themselves in the future in the industry

Female responses to "Where do you see yourself going in the future in the industry?"	Female Responses	Valid Percent	Cumulative percent
A very great future going up	4	31%	31%
Uncertain	4	31%	62%
Management position	2	15%	77%
Very Senior management position	3	23%	100%
Total	13	100%	

We gathered from the results of table 4.87 above, that 4 female respondents indicated that they see themselves

having a very great future in the industry going up the promotion ladder, with a valid percent of 31%. Also, 4 female participants specified that they were not certain about their future in the Nigerian oil and gas industry, with a valid percent of 31%. While 2 female respondents with a valid percent of 15%, stated that they hope to develop their careers to managerial positions in the sector; and finally, 3 female respondents, with valid percent of 23% indicated that they look forward to developing their careers to very senior management positions in the industry in the future. The responses of the male participants are shown in table 4.88, below.

Table 4.98: Male responses to "Where do you see yourself going in the future in the industry?"

Male responses to "Where do you see yourself going in the future in the industry?"	Male Responses	Valid Percent	Cumulative percent
A very great future going up	27	47%	47%
Uncertain	10	18%	65%
Management position	15	26%	91%
Very Senior management position	5	9%	100%
Total	57	100%	

Table 4.88, above shows a highest number of male respondents – 27, with valid percent of 47%, indicating that they envisage a very great future going up in their career within the Nigerian oil and gas industry. Also, 10 of the male participants, with valid percent of 18% stated that they were not certain about the future of their careers in the

industry; while, 15 of the male participants specified that they anticipate obtaining management positions in this sector, with a valid percent of 26% and finally, the smallest number of male respondents, which is 5, with valid percent of 9%, indicated that they anticipate very senior management positions in the industry.

4.1.2.8.2 Questionnaire 7(b) – Where do you see the Industry going in the future?

We equally asked the respondents the question of: “where do you see the industry going in the future?” in order to ascertain how these employees in this industry see the sustainability of the Nigerian oil and gas sector. the results have been split in two based on the gender of the participants in tables 4.89 and 4.90, below respectively.

Table 4.99: Female responses to "Where do you see the industry going in the future?"

Female responses to "Where do you see the industry going in the future?"	Female Responses	Percent	Cumulative percent
A very great future going up	5	38%	38%
Uncertain	4	31%	69%
A shift from oil to gas then renewable clean energy	1	8%	77%
Much more technically developed	3	23%	100%
Total	13	100%	

The results of table 4.89 above, shows the responses of the female participants to the question of where they see the Nigerian oil and gas industry going in the future. 5 of

females indicated that the industry has a very great future going up in the future, with a valid percent of 38%. We also gathered that 4 women, with a valid percent of 31%, stated that they were uncertain about the future of the industry. While, 1 female, with valid percent of 8%, indicated that the industry may shift from oil to gas and eventually clean renewable energy. Finally, 3 females, with valid percent of 23%, anticipate that the industry would be much more technically advanced in the future. Table 4.90 below shows the responses of males for the same question.

Table 4.100: Male responses to "Where do you see the industry going in the future?"

Male responses to "Where do you see the industry going in the future?"	Male Responses	Percent	Cumulative percent
A very great future going up	26	46%	46%
Uncertain	11	19%	65%
Much more technically developed	12	21%	86%
A shift from oil to gas then renewable clean energy	8	14%	100%
Total	57	100%	

Table 4.90 above, displays the results of the male respondents, with 26 of them indicating that the future of the Nigerian oil and gas industry is a very great one and forward going, with a valid percent of 46%. We also gathered that 11 of the male respondents with a valid percent of 19%, stated that they were uncertain about the future of the Nigerian oil and gas sector. On the other hand, 12 male respondents with valid percent of 21%, stated that

the industry would be much more technically developed in the future; and finally, 8 male respondents with valid percent of 14%, indicated that there would be a shift from oil to gas, which would hopefully be replaced by a cleaner renewable energy.

4.2 Qualitative Results, Analysis and Discussion – Section B

This section discusses qualitative findings of this research from data collection through face-to-face interviews and groups interviews combined. The findings of this research qualitative collected data are grouped into themes expressing the trends in career development and management career development in the Nigerian oil and gas industry, as it affects the career progression of mostly women in the sector to fulfil the research objectives and questions of this study.

4.2.1 Demographics of Interviewees

The demographics of the interview participants show the gender differences in the different multinational Nigerian oil and gas companies and Nigerian oil and gas service contractor companies that participated in this research. Table 4.91 below, is the demographics of a combination of the face-to-face and group interviewees.

Table 4.101: Demographics of the Distribution of Face-to-face and Groups Interviewees Combined

Researched Oil and Gas Companies	Male Interviewees	Female Interviewees	Total Participants
Face-to-face Interviews			
Shell Petroleum Development Corporation Nigeria	9	3	12
Chevron Nigeria	5	0	5
Schlumberger Nigeria	5	3	8
Sub-Total	19	6	25
Group Interviews			
Nigerian Oil and Gas Contractors (Set 1)	4	4	8
Nigerian Oil and Gas Contractors (Set 2)	7	1	8
Nigerian Oil and Gas Contractors (Set 3)	6	2	8
Sub-Total	17	7	24
Combination of Face-to-face & Group Interviews			
Grand Total	36	13	49

Table 4.91 above, shows the number of varied participants who took part in the interviews (face-to-face and group) combined. The highest numbers of participants in the interviews were from Shell Petroleum Development Corporation Nigeria, with 12 participants of which 9 of them were males and 3 of them females, who gave their uttermost support to the success of this research. Majority of the initial participants from Chevron Nigeria who agreed to participate withdrew from the research at the time of data collection, while some who were willing could not participate due to being on time-on on duty offshore on oil rigs platforms on deep sea and could not participate, hence only 5 of the participant from Chevron Nigeria took part in this research, and these 5 were all males. In Schlumberger Nigeria, 8 interviewees participated, 5 of them were males

and 3 of them females, bringing the total of face-to-face interviewees to 25.

While the group interviews were conducted with 3 different contractor oil and gas companies working with Shell Petroleum Development Corporation Nigeria, Chevron Nigeria and Schlumberger Nigeria respectively, making a total of 24 interviewees that participated in the group interviews with these Oil and Gas Contractor companies. These were: Nigerian Oil and Gas Contractors (Set 1), with a total of 8 interviewees, 4 of which were males while the other 4 were females; Nigerian Oil and Gas Contractors (Set 2), with 8 interviewees in total, 7 males and 1 female, and Nigerian Oil and Gas Contractors (Set 3), equally with 8 interviewees in total, consisting of 6 males and 2 females.

On the basis of comparing the male and female interviewees, the sample population comprised of 13 females, while the number of the males was 36, making a total of 49 interviewees. Table 4.92 below, displays the designation of respondents and their companies.

Table 4.102: Table of Interviewees and their Designation

Researched Oil and Gas Companies	Male Interviewees	Female Interviewees	Total Participants
Face-to-face Interviews			
Shell Petroleum Development Corporation Nigeria	9	3	12
Chevron Nigeria	5	0	5
Schlumberger Nigeria	5	3	8
Sub-Total	19	6	25
Group Interviews			
Nigerian Oil and Gas Contractors (Set 1)	4	4	8
Nigerian Oil and Gas Contractors (Set 2)	7	1	8
Nigerian Oil and Gas Contractors (Set 3)	6	2	8
Sub-Total	17	7	24
Combination of Face-to-face & Group Interviews			
Grand Total	36	13	49

Table 4.92 above, shows the job designation of participants. The gender of participants in this case have not been added to ensure the anonymity of respondents. The selection details of the interview participants and their comments can be found in chapter 3 of this thesis. The next subsection discusses the analysis of the qualitative findings.

4.2.2 Analysis of Interviews

The conducted interviews gave detailed insight into the different organisations' management career development from general career development in their companies within the Nigerian oil and gas industry to the management level career development within the organisations in the sector. The sample population comprised of managers from senior management levels to line management levels, and non-management employees. The Nigerian multinational oil

companies that participated in Nigeria were: Shell Petroleum Development Corporation Nigeria, Chevron Nigeria, Schlumberger Nigeria, and three selected Nigerian oil and gas Contractor Companies.

Promise of full confidentiality was made to all the participants in the research study by the researcher, before, during and after the interview sessions commenced. Interviewees' who participated in the research study were promised anonymity, and so names of the interviewees have not been mentioned for confidentiality as initially promised, instead pseudonyms have been used to identify participants' comments, in order for the researcher not to breach the ethical consideration.

The findings of this research study have been grouped into themes expressing the trends in career development and management career development in the Nigerian oil and gas industry, as it affects the career progression of mostly women in the sector to fulfil the research objectives and questions of this study.

4.2.2.1 Research Data Coding Process

According to Williams & Moser (2019), the coding process *“is a key structural operation in qualitative research”* as it

enables the analysis of data and progressive steps to achieve research purpose. There are different coding systems in qualitative research as postulated by Williams & Moser (2019). However, the coding process adopted by the researcher for this study is the thematic coding process. This method of analysis provided understanding and interpretation of respondents views of the phenomenon under study. Williams & Moser (2019, p. 53), postulates that thematic coding begins with open coding to capture thematic fragments within the data collected. This enables key integrated categories to be formed with the use of axial coding which then are refined further in selective coding to a unique theme.

The researcher spent a lengthy time conducting an in-depth look at the data collected during the interviews and at each participant's responses. This enabled the researcher to gain the data's general pattern from the information collected and identified issues of significance. This coding process adopted by the researcher assisted her in conducting analysis of the qualitative data collected from both the face-to-face and group interviews of this study. The coding process for thematic coding as postulated by Williams & Moser (2019, p. 53) was employed to analyse the qualitative data collected. Table 4.93 below, is a sample of

the coding process for this research, using a participant's responses as sample.

Table 4.103: Sample Coding Process with a Participant's comments

Data Samples	Open	Axial	Selective coding
<p>When you come on site, the atmosphere spurs you to move like the men.... in a regimented way....everything has to be in order....you cannot help but want to behave like them ...</p> <p>- Angelina</p>	<p>Site Role Restriction Gender Discrimination Masculine Mode Method Macho man Power Control Imitate Handle station environment Regimented</p>	<p>Location + gender +masculine e + discrimination + role = Workplace and gender based role and discrimination</p>	<p>*Industry *Gender roles *Gender discrimination</p>
<p>I mean, the men, to be in unison with them....the environment just gets you into that mood of wanting to show that you have 'power' to handle your station, show that you are in control, following all orders from A - Z without questioning them, or making changes or suggestions</p> <p>- Angelina</p>		<p>Macho man + mode + method + job+ gender = Male dominance and masculine influence on work method</p>	<p>*Male dominance *Masculine Influence on work method</p>

	Power + control +imitate + gender + environme nt = gender stereotyp es, masculin e cultures, male dominanc e, gender discrimin ation and industry culture	*Gende r stereoty pes *Male domina nce *Mascu line cultures *Gende r discrimi nation *Indust ry culture
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Table 4.93 as shown above, is the thematic coding process that the researcher adopted for this study. She highlighted words and phrases within participant's responses that explain participants' experiences and their meanings attached to the phenomenon. Then she captured thematic fragments from the data in the open coding section, after which key categories were integrated in the axial coding section. This was then refined further in the selective coding segment to interpret participant's responses of the phenomenon under study.

4.2.3 Results, Analysis and Discussion

The interview sessions began with questions on determining the criteria for general and management career development and how they may or may not present barriers

to women's career development in the sector. This question is vital to this study and the basis on which this research work is established. In order to determine the career progression barriers that women experience in the Nigerian oil and gas industry. For general career progression, the question: *"What are the criteria for promotion dependent on at your level of employment?"* (Researcher), was asked and details of the responses of interviewees are stated and discussed later in this chapter.

Also, to explore management career development criteria for promotion, the question: *"Are the following essential requirements for management career development in the oil and gas industry? High mobility, Field experience, Ability to exercise authority over oil and gas operations, Level of qualification, Length of time in oil and gas industry, Length of time with the company, and Other (please explain) _____"*, was asked and the responses of the interviewees are discussed later under the section – criteria for management career development, later in this chapter.

A sub-question that was asked was: *"Is the process the same for women's career development in management in the oil and gas industry?"*

The answers gathered from this question were different opinions. Although, all participants indicated that on paper the procedure for management career development is the same for men and women. However, 10 interviewees comprising 4 women and 6 men pointed out that the women were sometimes discriminated against for a number of reasons, these are discussed later in this chapter. In a bid to understand what could be the underlining issue of the preference of men over women, the researcher asked the sub-question: *“Do women in the oil and gas industry act differently in their style of behaviour in comparison to their male counterparts?”*

Findings gathered were mixed from females and males, 11 men and 7 women participants indicated that the women act the same in their style of behaviour in comparison to the men and were no different from the men. While 8 men and 3 women specified that the women acted differently compared to the men, and 17 men and 3 women made no comment on the question. This issue is also later discussed in this chapter.

4.2.3.1 Interviewees’ Responses to what might Challenge Women’s Management Promotion

This section explores direct questions on the barriers that women in the Nigerian oil and gas industry face when

progressing their careers in the sector to management positions, and so the researcher asked the question: “*What do you suppose might be a barrier to the women developing their career to management positions in the oil and gas industry, as oppose to the men?*” The question focused on three main areas, which were indicated in the pilot study of this main research study, and so, probing the question here in the main research data collection is vital to this study. The three segments were:

(a) Organisational culture?

The findings from the question on whether the organisational culture of the Nigerian oil and gas industry stands as a barrier to the career progression of the women in the sector. Similar to previous questions, the answers of the interviewees were equally mixed responses. This is shown in table 4.94, below.

Table 4.104: organisational culture as a barrier to women’s management career development

(a) Is organisational culture a barrier to women's management career development?	Females	Males
Yes	7	18
No	3	10
No comments	3	8
Total	13	36

Table 4.94 above, show that 18 of the men (exactly half of the total 36 men) and 7 (just slightly below half of the total 13 women), acknowledged that the organisational culture stands as a barrier to women's management career development. Also, 3 women and 10 men, expressed that it was not a barrier to the career advancement of women in the industry, and the remaining 3 women and 8 remaining men, did not comment on the question.

The number of interviewees who indicated that the organisational culture of the Nigerian oil and gas industry is high as shown in table 4.94 above, this finding confirms the work of McGrath & Marinelli (2012) and other authors that the industry's organisational culture stands as obstacle to women's career development. It also supports the work of Bako & Syed (2018, p. 426), of women being marginalised in promotion, who work in male dominated organisations. The aspects of the organisational culture that marginalise women, stand as barriers to their career advancements is discussed in details later in this chapter.

Also, Nigeria the context in which this research was conducted was also one of the questions asked as stated below and discussed:

(b) The Nigerian culture?

The Nigerian national culture is inherent in patriarchal values which places women in disadvantaged positions to men in its socio-cultural norms as indicated by the following authors: Ekhaton (2015, p. 285); Pambazuka News (2010); The Lawyers Chronicles (2014); Okoyeuzu, et al., (2012, p. 16); Tijani-Adenle (2016). Therefore, the case of finding out whether or not this Nigerian culture can equally be a barrier to women's management career development in the Nigerian oil and gas industry, led to the second part of the above question being asked. The results are shown in table 4.95, below.

Table 4.105: National culture as a barrier to women's management career advancements

(b) Is the Nigerian national culture a barrier to women's management career development?	Females	Males
Yes	8	29
No	5	7
No comments	0	0
Total	13	36

The findings from table 4.95 above, of this interview question provided mixed answers from both males and

females, as other questions stated previously. This was one of the questions asked that all participants responded to the question. 29 men interviewees and 8 women interviewees expressed that the Nigerian national culture stands as a barrier to the women's management career advancement in the Nigerian oil and gas industry. While 7 men interviewees and 5 women interviewees answered 'no' to this question.

The findings of this result that the Nigerian national culture acts as a barrier to women's management career advancement, confirms the work of Chigbu (2015, p. 335), that the potentials of women progressing to positions of authority are untapped due to cultural gender discrimination in Nigeria. Also, supports Para-Mallam (2010, p. 459), that the Nigerian culture exerts powerful influence on gender roles and produces deep gender divide in positions of management in the workplace. Equally, confirms the work of Kolade & Kehinde (2013, p. 80), that women in Nigeria experience obstacles when trying to develop their careers to management positions. The details of aspects of the Nigerian culture that disadvantage women's management career progression are discussed later in this chapter. The next section discusses the family.

(c) Starting a family?

The issue of starting a family was presented to interviewees as a question, in order to explore if it can stand as a barrier to women's career advancement in the Nigerian oil and gas industry. As a result, this question was asked, and table 4.96, shows the results:

Table 4.106: Starting a family as a barrier to women's management career progression

(c) Is starting a family a barrier to women's management career development?	Females	Males
Yes	9	23
No	4	7
No comments	0	6
Total	13	36

Table 4.96 above displays the findings gathered from the male and female interviewees on this question, showed that 9 women and 23 men pointed out that starting a family is a form of barriers to women's management career advancement in the sector. 4 women and 7 men replied that starting a family cannot be a barrier to women's career development; while 6 men did not make any comments on the question.

The findings of this results shows a high number of women and men interviewees indicating that starting a family can stand as a barrier to women's career progression. This supports the work of Fagan & Norman (2012, p. 546),

indicating that starting a family brings a form of barrier to the career advancement of women in employment. As well as confirming the work of other scholars that starting a family stands as a barrier to the career progression of Nigerian women in employment. Details of aspects of starting a family and its effects on women's career development are discussed later in this chapter. The next section displays themes, analyses and discusses the results in details.

4.2.4 Analysis and Discussions – Themes from Interview Findings

This section displays and discusses the qualitative data collected of this research. The findings gathered from the interview questions are put under themes, to enable discussions of the outcome of the different face-to-face and group interview sessions combined. This is in relation to the research questions of this study, as stated in chapters one and three. These findings indicate that organisational culture, the family life, national culture and criteria for promotion in Nigeria's oil and gas industry might stand as barriers to the management career pursuit of women in this sector. From the analysis of interviewees' responses to the barriers that might hinder female management promotion in the Nigerian oil and gas industry, the researcher created model comprising a summary of these barriers that stand against to women's management promotions in this sector.

This was done in order to provide a clearer understanding of these barriers as shown in figure 4.6, below, followed by a discussion of each barrier in detail in the subsequent subsections.

Figure 4.13: A Summary of Potential Barriers to Women's Management Promotions in Nigeria's oil and gas industry – Interview Findings



Figure 4.6, above is discussed and analysed under the four themes covering the barriers to women's management career development in the Nigerian oil and gas industry.

4.2.4.1 Theme 1: Organisational Culture Barriers

Findings of this research revealed a number of organisational culture barriers that hinders women's career development in the Nigerian oil and gas industry. These are:

masculine cultures, gender stereotypes, lack of acceptance, inflexible & long working hours, workplace networks and associations, high mobility and harassment. This finding confirms the work of McGrath & Marinelli (2012) and other authors, on the organisational culture barriers to women's career advancement in the oil and gas industry. From the above theme 1- gathered from this finding, a detailed description of the factors within this theme is used to create figure 4.7 below. This shows the organisational culture barriers stemming into different sub-barriers that act as obstacles to women's career advancement in the sector.

Figure 4.14: Organisational Culture Barriers and its Sub-branches

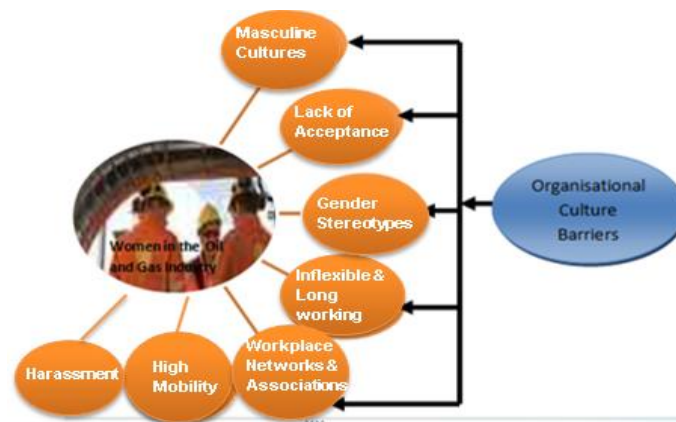


Figure 4.7 above, displays the interviews with men and women in the Nigerian oil and gas industry, on the question of barriers to women's career development in the Nigerian oil and gas industry, produced comments from both men and women expressing that the organisational culture of the sector stands as a barrier to the women's career progression.

The researcher then asked further questions on these cultures and the responses from the interviewees revealed that one of the barriers to women's career progression in the industry's culture among other barriers within the sector is the issue of masculine cultures within its organisational cultures. These findings confirm the work of Marinelli & Lord (2011), and McGrath & Marinelli (2012), of the organisational culture within the oil and gas industry standing as a barrier to the career progression of its women.

This section discusses the organisational culture barriers that affects women's career development in the industry, under the different aspects of the organisational culture highlighted in the interviews and these are: masculine cultures, gender stereotypes, lack of acceptance, inflexible & long working hours, workplace networks & associations, high mobility and harassment.

4.2.4.1.1 Masculine Cultures

The researcher asked probing questions on the issue of masculine cultures as indicated by the male and female interviewees, as barriers to the women's career advancement, in order to be able to paint a picture of the phenomenon and view how it affects women negatively, so as to meet the aim of this research study which is to determine the barriers to women's career development in

the Nigerian oil and gas industry, to management and senior management levels.

Below are some of the comments from the male and female interviewees who confirmed that the organisational cultures in terms of its masculine culture within the oil and gas industry stands as barriers to women's career advancements in the sector. This section sets out to discuss the interviewees' comments, beginning with the comments that highlights this problem to women's careers advancements in order to achieve the research objectives and questions, followed by comments of interviewees which think the organisational culture of the sector is not a barrier to women's career advancement in the industry. This is done to create a balance of opinions and avoid bias in the research.

For the purpose of this study, pseudonyms have been provided of interviewees and comments presented below are those probed in depth by the researcher, to give a clear understanding of this barrier to women's career advancement and its negative effect on the women.

The comments from a female non-management employee straight way points to an atmosphere that makes her alter

her normal way of behaviour, this can be seen in the comments below:

“....When you come on site, the atmosphere spurs you to move like the men.... in a regimented way....everything has to be in order....you cannot help but want to behave like them.”

- Angelina

The comments from Angelina above, led to probing questions from the researcher, on which she further explained what she meant by the environment within her workplace, stating that:

“....I mean, the men, to be in unison with them....the environment just gets you into that mood of wanting to show that you have ‘power’ to handle your station, show that you are in control, following all orders from A - Z without questioning them, or making changes or suggestions....”

- Angelina

She expressed that there is a kind of mood in her workplace that makes her ‘stop being herself’ and ‘start behaving like the men’ within the workplace. This finding supports the work of French & Strachan (2015, p. 229), that organisational cultures are seen as gendered structures. It also confirms the work of Azar (2013, p. 504), that machismo or power and control are behaviours exhibited in masculine cultures, as shown in this finding. Her account gives an interpretation that the oil and gas industry displays

a distinct atmosphere within its workplace pointing to the organisational culture of the sector. This finding supports the work of Marinelli & Lord (2011), and McGrath & Marinelli (2012) and confirms the work of French & Strachan. postulating that the industry possesses masculine cultures; which explains why Angelina at work is moved to act like her male counterparts.

This indicates a kind of pressure on her within the workplace environment as a result of the gendered culture within the sector, being a pre-dominantly male industry shows that the ‘macho’ or masculine cultures still dominates the sector (Azar, 2013, p. 504), even though women now work in the industry, Angelina’s comments on the negative effects it has on her, as it forces her to conform to the ‘norm’: “the expected male behaviour” in the industry that makes her “*wanting to belong*”.

The researcher then posed the next question in order to explore the views of the interviews concerning the matter, asking:

“Why is it a problem if the women behave like the men and how does this hinder their career advancement?”

The response from Joshua, a senior manager, to the question commented that:

“It is a problem for the women because (a) they have to come out of their comfort zone just to act like men which they are not, (b) unknown to the system it has been made a norm to select the women who behave like the men and follow the status quo and (c) it is a barrier to the women who do not fit into this criterion.” **- Joshua**

This account clearly suggests that this aspect of the industry’s masculine cultures highlighted by Angelina and Joshua have a negative effect on the women’s career development in the industry. These findings support the work of Azar (2013, p. 504), McGrath & Marinelli (2012) and confirms the work of French & Strachan (2015, p. 229) on women in construction, a similar male-oriented sector equally affected by the masculine cultures. However, this issue begs the question of *‘how long are the women able to cope in this work environment?’* as this would determine whether they stay to pursue a higher career level in the sector or step off the industry’s platform for another career path, as indicated by some authors, that job satisfaction within the work environment promotes the retention of women in employment. The research finding equally suggests that some of the men in the industry see this masculine culture as a barrier to the women, as it compels them to behave like men.

Another issue of women behaving like the men in the industry is from the account of James, a manager, as stated below:

“....Most of the women in the industry are like men..., I mean their roughness and hardness to power like the men... they are as energetic as the men and exercise power like the men when they work... they walk like the men, smart, strong, command and control on duties like the men...we call them tomboys... but not to their faces...” - James

The account of James above, displays a situation of the women in the industry exhibiting masculine characteristics, like: roughness and hardness to power, being energetic, strong, commanding and controlling while on duty just like their male counterpart. This finding equally supports the work of McGrath & Marinelli (2012) and other authors, on women behaving like men. This account points again to the issue of masculinity within the industry's organisational culture, supporting the work of Azar (2013, p. 504), Marinelli & Lord (2011), and McGrath & Marinelli (2012); French & Strachan (2015, p. 229). This finding suggests that it's masculine culture influences the women working in the industry. However, as indicated by the senior manager Joshua, this masculine culture translates as a barrier to the women, who do not behave like the men in the industry.

Another account of a female, non-management employee Olatitilayo, presents another view to the issue of masculinity in the industry and the women acting like the men in the sector. Below are her comments:

“.... Yes, to survive I have to be a man in action at work...macho in character, act bold and fearless, ready to take any risk.”
- Olatitilayo

This finding buttresses the issue of survival on the job in the oil and gas industry as Olatitilayo expressed, supports the findings of Marinelli & Lord (2011), and McGrath & Marinelli (2012) among others postulating that women act ‘macho’ in order to survive in the sector. This finding supports the work of Azar (2013, p. 504), McGrath & Marinelli (2012) and French & Strachan (2015, p. 229). This account suggests clearly that this issue stands as a barrier to the career progression of the women in the industry if they do not blend in to be like the men in order to survive. The researcher then asked the question:

“If you only act like men to survive, what is it worth?”

To this question Olatitilayo replied by saying that another reason she acts in this manner is thus:

“...because I want to earn the respect of my colleagues and bosses...”
- Olatitilayo

This account equally suggests that the women are experiencing difficulties in the face of these masculine cultures within in the industry, as survival and earning respect for the women hinges on displaying masculinity. This finding supports the work of Kolade & Kehinde (2013, p. 82), that women working in male dominated organisations experience differential treatment as a result of the work culture. This account also, suggests that women who do not display these masculine characteristics may encounter barriers to their career progression, as indicated by Joshua, Angelina and James in earlier sections. This finding supports the work of Bako & Syed (2018, p. 426), of women working in male oriented organisations who are being marginalised. This also, supports the work of Marinelli & Lord (2011), and McGrath & Marinelli (2012), an equally male-dominated sector, who had to work hard to prove themselves, supporting the work of Chigbu (2015, p. 335), that women’s potentials are largely untapped as a result of cultural gender discrimination. Similar to Olatitilayo feeling the need to prove her worth to her bosses and work colleagues.

However, not all the females as previously indicated in table 6.2 above, see the organisational culture of the

Nigerian oil and gas industry as a barrier to the management career progression of the women within the sector. Below are some of the comments to this effect:

“Well, for me I don’t think there is anything wrong with the organisational culture. I just come to work to do my job”

- Elizabeth

“... I mean before you chose to join the industry, you already know it’s a man’s world, so all you need to do is adapt!”

- Rosaline

The comments of Elizabeth and Rosaline, suggests that they are not bothered by the masculine nature of the industry and do not see it either as a problem or possible barrier to their career advancement. However, the comment of Rosaline, a Supervisor, supports the findings of Marinelli & Lord (2011), and McGrath & Marinelli (2012), where they indicated that women who have progressed to management positions have learned to ‘play by the rules and behaviour pattern’, which is as Rosaline expressed *“so all you need to do is adapt!”*, which goes to imply that she has adapted to the rules of the sector, and this could well indicate may be the advantage to her promotion to the position of a supervisor, which is the beginning of the management career ladder in the Nigerian oil and gas industry. This also, supports the comments of Joshua, the senior manager from previous sections of women been selected for promotion resulting from following the status quo.

The account of Samantha, a non-management staff, on the matter, also supports the account of Olatitilayo on the same issue of behaving like their male counterparts and accepting this form of work, adapting to it like Rosaline specified.

Below are Samantha's comments:

"....actually, you have to behave like a man to have your way....for me, I wear a different hat when I come to work and a different one at home....that is how I get by...."

– Samantha

This account equally suggests the difficulties the women in the industry experience in order to succeed in the industry; supporting the findings of Marinelli & Lord (2011), and McGrath & Marinelli (2012). Here, Samantha expresses that she behaves differently at work and when she is at home, she behaves differently. Also, articulating that she conducts herself like a man to get her way at work, highlighting that in her own way that is how she gets by. This finding supports the work of Bako & Syed (2018, p. 426), indicating women being marginalised in male dominated workplaces.

"The women that have worked under me are very serious with their jobs and conscientious...yes, even more dedicated than the men I would say... well I think it's to demonstrate their value"

- Isaiah

The remark from Isaiah, a manager who has worked with women in the Nigerian oil and gas industry, above, gives a good remark of the women in the sector to be “*even more dedicated than the men*” but also pointing out saying “*I think it’s to demonstrate their value*”, this however, is not so much of a good remark, as it shows the struggle of the women to prove their worth. This finding supports the work of Bako & Syed (2018, p. 426), on the marginalisation of women in male oriented organisations. This leads to the next section on lack of acceptance in the Nigerian oil and gas industry that the women experience in the sector.

4.2.4.1.2 Lack of Acceptance

The research findings revealed that in some cases women still experience lack of acceptance in the industry. Although, the industry has accepted women into its sector to work alongside the men, the issue of lack of acceptance is still a worry to some of the women in the industry. Supporting the work of Kolade & Kehinde (2013, p. 82), of women experiencing isolation in male dominated work culture. This is because acceptance in the workplace leads to job satisfaction and the desire of employees to remain in their place of work or industry. Supporting the work of Adisa, et. al. (2016, p. 416), of one’s work environment

leading to job satisfaction. In this case also, both men and women were interviewed on the subject of acceptance. There were mixed responses from both the men and women regarding the issue of lack of acceptance. Some men and women expressed that women did not experience lack of acceptance in the industry, some other women as well as men indicated that women experience lack of acceptance in the industry, while some other men and women did not comment on the issue.

Below are some of the remarks that are common to the group of women and men who indicated that women experience lack of acceptance in the industry:

“....I feel unaccepted in the group....mostly, when people are needed for special tasks, I am always ignored.... I worry.... because most times these special tasks adds to your personal accomplishments that can aid your prospects of being selected for promotion...” – **Abosede**

The remarks from Abosede, a female non-management employee, indicates a feeling of lack of acceptance she experiences at work. Being ignored as she indicated from being selected for specific tasks, gives her the feeling of not

being accepted. This clearly is a problem to her, as it is important for a person to feel accepted in his or her job circle, as this gives birth to motivation, increase in job satisfaction and also, leads to a person's decision on his or her long-term stay in the company and also in this case both the company and industry.

Abosede then expressed that she is worried about this issue.

When asked why it was a worry to her, she expressed that this issue could stand as a barrier to her career advancement.

When asked why she thought so? She indicated that she gets ignored when people are needed for specific tasks and she indicated that these specific tasks boosts one's personal achievements and these also lead to being chosen to be considered for promotion. This issue suggests that this problem could come up as a barrier to her career progression in the industry.

This finding suggests that the issue of lack of acceptance is a possible barrier to women's career development in the Nigerian oil and gas industry. The acceptance of women

already working in the industry is important as this would lead to job satisfaction and encourage the retention of women in the industry. This acceptance indicated here goes beyond accepting women into the industry to work, as they were already accepted into the industry over 30 years ago into the Nigerian oil and gas industry (Jason, Senior Manager). This acceptance indicated here is treating the women as fellow colleagues, sharing experiences with them, involving them in activities and not ignoring them as Abosede above, indicated.

This problem suggests that this could be a barrier to Abosede's career advancement in the industry and possibly a barrier also to other women equally experiencing non-acceptance in the industry. The reason for this assumption by the researcher is because her problem may likely lead to job dissatisfaction, which may lead to Abosede and other women in her situation thinking of leaving or leave the industry eventually and join another sector where they think they would feel accepted. Also, during selection for promotion, women like Abosede, if not given the opportunity to do specific tasks to add to their personal

achievements may put them in a disadvantaged position during selection process for promotion, thereby standing as a barrier to their career advancement in the industry.

Also, supporting the lack of acceptance in the industry experienced by women, are the comments of Gabriella, another female non-management employee. These were her comments:

“....In my manager’s opinion this job is not a place for women and does not hide his feels towards me....the way my manager treats me....he makes me feel uncomfortable and as if I am not one of them....” **- Gabriella**

Tinuola, a female non-management employee’s comments indicates stress in her workplace and her efforts in trying to make herself to be accepted in her workplace as one of them. Below are her remarks:

“....I work twice as hard as my male colleagues,.... just to prove I can do the job....” **- Tinuola**

This remark shows the struggle of Tinuola, in trying to make her colleagues accept her. She commented that she

works twice as hard as her male colleagues at work, this clearly would put strain on her ability to remain in the industry, let alone pursue career advancement in the industry. This issue of lack of acceptance may lead to job dissatisfaction and the female eventually leaving the industry. When asked the question why she had to “work twice as hard as” her male co-workers, she remarked that it was “just to prove” that she is able to do the job.

This finding suggests that she is struggling to be accepted within the industry as capable of doing the job she has taken on in the industry; and again her comments points to the same issue of lack of acceptance which the women in the Nigerian oil and gas industry experience, supporting the remarks of the other women, Abosede and Gabriella.

The comments from William, a male non-management employee, praised the efforts of the women working in the oil and gas industry and equally acknowledged their contributions in the industry. Below are his comments:

“The women in the industry are very hard working...they go the extra mile”
- William

The comments of William, supports previous comments of the female interviewees as stated above of their hard work in the industry. However, women expressed that their hard work is to prove they can do the job, another reason was to earn the respect of fellow male colleagues and their bosses.

Finally, on the issue of lack of acceptance, Daniel, a male non-management employee commented on this issue as stated below:

“....My manager still believes that this is no place for a woman”
- Daniel

Daniel’s comment suggests that his manager still have not accepted the idea of women working in the industry, and this equally indicates that the women working under managers with this mind set are likely to face lack of acceptance in the industry. Daniel’s comment is equally repeated under the issue of gender stereotype as his response here was for his manager’s acceptance for women

in the industry and his second meaning for this same comment was for promotion selection time where his manager would choose a man over a woman to present to senior management to be considered for promotion. This second issue of gender stereotype leads to the researcher's next sub-section.

4.2.4.1.3 Gender Stereotypes – Organisational barriers

Interviews with women and men in the Nigerian oil and gas industry on the subject of gender stereotypes produced similar responses to the other questions asked previously; as some women and men indicated that gender stereotypes were no barriers to women's career progression, some other men and women expressed that gender stereotypes among other barriers affects women's career advancement of women in the industry, while some other women and men did not make any comment on the issue. Below are selected comments of common experiences of women and the issue of gender stereotypes in the industry:

The issue of gender stereotypes is echoed in the comments of Malachi, a male non-management employee, who remarked that some managers still do not accept women working in the industry. Here are his comments:

“...well, some managers think that the women should be in the kitchen and with the children at home and not here....”
- Malachi

The remarks of Malachi on this issue of gender stereotypes as indicated above that some managers think the women in the industry should be at home with the children or in the kitchen, clearly suggests that some managers are struggling with the issue of women working in the industry and this issue equally points to gender stereotypes of these managers indicating that the woman's place is in the kitchen or at home with the children. This comment indicates that these managers have prejudices towards women working in the industry, as they hold the opinion that women's gender roles are classed as their family responsibilities and have a lower status compared men.

Still on the issue of gender stereotypes during the interviews, below are other selected common comments:

“I joined the industry as I saw it as a career path...but I am beginning to doubt if I made the right choice as moving up the ladder of promotion is proving tough...” - Dorin

This remark made by Dorin, suggests that she is experiencing difficulty advancing her career in the industry to management positions. The issue of why she was experiencing this difficulty was not clear in her remark, and so the question was asked on where she was experiencing this difficulty in the process of her attempts of career development to management positions? Below are Dorin’s comments:

“I apply as I hope to reach top management some day in this industry but each time a male is favoured over me” - Dorin

Dorin’s comments above indicates that she hopes to reach top management in the industry, and applies for management positions but a male gets favoured over her each time. This comment suggests that gender stereotype

barrier is affecting Dorin's career progression in the industry. Possibly, this issue indicates that these managers that favour a male each time over Dorin may have prejudices towards women in the industry and may have allowed their prejudices over cloud their judgements or shade the abilities of the women applying for the position.

Also, it could be anticipated that one of these prejudices held by these managers may be that of the thought that management attributes are the same as masculine attributes, which includes being aggressive and ambitious, indicating that these same qualities are ascribed to leaders. Therefore, it is anticipated as the quality of a woman to demonstrate the feminine attributes, which are being gentle and considerate, which contrasts with the traditional attributes or qualities of management which is the same as the masculine attributes. If this is the case, then it would suggest why a male gets favoured over Dorin each time she applied.

Another comment on the issue of gender stereotype is

Cheryl's remark:

"During promotion time a male gets chosen over me"
- Cheryl

Cheryl's comments on a male being chosen over her during promotion, equally supports Dorin's comments and indicates gender stereotypes that is standing as a barrier to the career progression of women like Cheryl and Dorin in the industry.

This issue leads us to the second meaning Daniel gave on his comment as stated below, which equally was cited by the researcher under the issue of lack of acceptance as he indicated were the meaning of his comment.

"My manager still believes that this is no place for a woman..."
-Daniel

Daniel's comment above suggests that his manager holds prejudices towards women working in the industry, and equally, suggests that women who may work under his

manager may experience gender stereotype barriers in moving their career forward to management positions in the industry. In support of this, Daniel commented below that:

"In selection time my manager will always select a male over a female to present to top management for promotion"
-Daniel

Also, this remark of Daniel on his manager's decision during selection time for presenting candidates to top management for promotion, indicates not only gender stereotype but equally suggests his discrimination against women in terms of subjective and objective performance and selection criteria; where subjective selection and performance criteria involves prejudicial evaluations of candidates, this is more at higher levels of management than at lower levels. On the other hand, objective selection and performance criteria involve impartial evaluations of candidates. Prejudicial evaluations of candidates are more possible to go unchecked as it involves one in management, than in objective selection and performance criteria; which could also suggest the reason for Daniel's manager to select

a male over a female to present to top management for promotion.

These findings identify gender stereotypes within the Nigerian oil and gas industry. These findings of gender stereotypes in the industry, have demonstrated a negative effect on women's management career development in the Nigerian oil and gas industry; Also, it has stood as a barrier to women been selected for promotion to management. The question here is: how can this problem of gender stereotypes be managed? Seeing that this issue is embedded in the industry's organisational culture? However, this question is within the researcher's research questions and objectives and the researcher will attempt to answer this question and others that burden on the barriers to women's management career development in the Nigerian oil and gas industry.

4.2.4.1.4 Workplace Networks and Associations

Interviews with men and women in the Nigerian oil and gas industry revealed an issue which exists in the industry: that is the issue of workplace networks and associations. As a result of these responses, the researcher was prompted to present to other interviewees with the question: "*do you see workplace networks and association in this industry?*" The

responses from the interviewees were mixed comments as in the case of the previously discussed sub-topics, some women and men indicated that this issue exists in the industry; some male and female interviewees responded that the Nigerian oil and gas industry was void of this issue, while some women and men did not comment on the subject.

After establishing the fact that workplace networks and associations exists in the Nigerian oil and gas industry, it was imperatively necessary for the researcher to identify its significance in the career advancement of both women and men in the industry. An approach was taken by the researcher to investigate into this issue, to ascertain its effects (negatively or positively) on the career progression of both women and men in the industry; however, more emphasis is placed on its effects on women's management career development, which is the purpose of this research study. In order for the researcher to investigate the role played by workplace networks and association on the career progression of the interviewees, the question stated below was asked:

“How does this issue of workplace networks and association affect your career development negatively or positively?”

Some respondents identified the issue of workplace networks and associations as having a negative effect on their career advancements, while some other respondents indicated that it had a positive influence to their promotions in the oil and gas industry in Nigeria. For the purpose of this research, comments focusing on the barriers to career development in the industry influenced by workplace networks and associations are analysed below:

Idowu, a female non-management employee, argues thus:

“Promotion in this industry is by the grace of God”
- Idowu

This issue of promotion being by the grace of God in the industry was not particularly clear to the researcher, and as such, the researcher asked for more clarification of her phrase, in order for her to be able to identify the relevant link between Idowu’s response and the issue of the negative

effects of workplace networks and associations on Idowu's career development.

“With most people supported by someone in top...it is hard for you to stand a chance when you do not have anyone there...only God can help you in this case” - Idowu

These above remarks, identifies the significance of workplace networks and associations in relation to career advancement in the Nigerian oil and gas industry. It is powerful, exercises the authority of influencing a career progression movement to management as its beneficiaries have a positive outcome and are promoted, while those who are not in these associations have a negative turnout of events or miss out on the promotion opportunity. This issue indicates that workplace networks and association is a vital aspect of the criteria for promotion to management in the Nigerian oil and gas industry, although this is not mentioned as one of the official criteria for management promotion in the industry.

The comments of Taiwo, a male non-management employee, equally, points to the effect of workplace networks and association on career advancement in the industry, as stated below:

“In this industry, promotion is by who you know”
- Taiwo

In order to evaluate Taiwo’s comment, the researcher asked him to expand on his comment and he remarked thus:

“Promotion is by the person you know in top management”
- Taiwo

It is interesting to note that this issue of workplace networks and associations standing as a barrier to women’s management career development in the Nigerian oil and gas industry, equally stands as a barrier to the career development of men to management positions in the Nigerian oil and gas industry. Although, it is down on paper that promotion process has to follow the specified criteria, this finding suggests that it is equally influenced by workplace networks and associations.

This finding already indicated as an influential factor in management career development, it equally has other negative influences on those on the opposite side in the industry. Below are some comments from interviewees:

“I want to join but as a woman...there is no room for me”
- Elizabeth

Elizabeth's comments indicate that workplace networks and associations exists and shows her willingness to join her workplace networks and associations but however, her following remark stated thus: “...but as a woman...there is no room for me” in her words, shows segregation and discrimination at work on the bases of gender, which puts her out of place and unable to join the group. The case here is, how long is Elizabeth and other women like her in the industry that may be experiencing this situation, bear with the case of not being totally accepted? There is an indication that over time, this could lead to frustration for Elizabeth and then job dissatisfaction, which may lead to her eventually leaving the industry for another industry where she may be totally accepted.

“Sometimes I wish we were more in number so we could have ours”
- Marisa

Marisa’s remark points to the issue of the small number of women in the Nigerian oil and gas industry, and suggests how out of place she feels and indicated that more women in the industry could initiate the formation of female workplace networks associations in the industry. This account supports Wilson (2014, p.237), describing women working in male-dominated industries, that they as like outsiders, and “travellers in a man’s world” (Wilson, 2014, p. 237).

4.2.4.1.5 Inflexible and Long Working Hours

Interviews with women and men in the Nigerian oil and gas industry, on the possible barriers to women’s management career development in the Nigerian oil and gas industry, revealed the following: The findings indicates that the issue of inflexible and long working hours, which is a culture of the management team in the industry, would create a barrier for women’s management career development in the industry who are married with children or have children; but indicated that for the single women in the industry, this issue would not be a barrier.

“I would like to apply for management positions when there is a vacancy as this is my desire but I cannot see myself coping with the demands, seeing I have a family”
- Elizabeth

The account of Elizabeth identifies the issue of management “*demands*” standing as a barrier to her career development to managerial levels. As inflexible and long working hours was one of the demands of management which she expressed that she was unable to cope with. Although, she indicated her interest to apply for the management jobs, she did not fail to identify another aspect which she indicated was a barrier, her family life. Unfortunately, this finding suggests that women in the industry who are married and need to work flexible hours to be able to balance their professional life together with managing the home, would continue to face this barrier to their career advancement to management levels. Another account highlighted below is the case of Julian:

“I do not have a problem with that...all my children are grown ups now and they can manage without me not being there to care for them”
- Julian

The comment of Julian suggests that career progression for women in the Nigerian oil and gas industry to management positions is difficult for women with children within the industry because of inflexible and long working hours. She identifies herself as being at advantage over some other women with children in the industry whose children are still growing and in need of care, because she indicated in her comments above.

These findings identify inflexible and long working hours, one of management's practices as a barrier to women's career development to management in the Nigerian oil and gas industry, but only to women with children in the industry.

The question is: *“what can be done in order to encourage women's management career development to management and senior management levels in the industry?”* Taking into account the fact that this issue is causing barrier to women's career advancement in the industry. There is a clear marginalisation of women with children, this should not be

the case, as these women like others who are married without children, in a relationship or single, are all in the industry for the sole purpose of building a career in the field and industry they chose.

Another question arising from this issue of the barriers of inflexible and long working hours is: *“How long are the women with children prepared to wait for their children to grow up before pursuing management career advancement?”* The case of Julian indicated that she waited long for her children to grow up before any thoughts of considering management positions when there is vacancy. This case indicates a delay in her career development in the industry and clear is a barrier to women’s career development to management in the Nigerian oil and gas industry with children. This issue equally suggests that, women who cannot wait, like the above cases, and desire to advance in their careers may begin to think of an alternative choice of career. This finding, equally suggests the need for work-life balance policies in the Nigerian oil and gas industry to be examined by them and to see where possible, amendments can be made to accommodate the needs of the women in the industry, to enable them to take part in promotion opportunities to be able to develop their career to management positions. This point is also mentioned in

chapter 5 and 6 in the recommendation section of this thesis. This finding also supports the findings of the research on women in Canada's oil and gas sector, on long hours as a barrier to career advancement of women in the oil and gas sector as postulated by Marinelli & Lord (2011), and McGrath & Marinelli (2012).

4.2.4.1.6 High Mobility

The findings of this research revealed that one of the criteria for promotion into management and senior management positions in the Nigerian oil and gas industry is "high mobility". This is the availability of the candidate to be sent to the field at any given time when called upon. This equally includes being sent on cross posting abroad, to the parent multinational oil company or to other branches of the same oil company across the world. Below are some of the common comments on this issue:

"To succeed in the industry and become a senior manager, high mobility is one of the needed criteria...you should be ready to move when there is the need for your expertise and knowledge in handling a drilling situation" - Oritseweyimi

The statement of Oritseweyimi, a senior male manager, suggests that women with families to take care of, would experience barrier to management promotion as a result of this criterion. As he states that "...you should be ready to

move when there is the need for your expertise and knowledge in handling a drilling situation”. This finding suggests the need for a change in this criterion for management career progression, due to ‘high mobility’ being a needed criterion for promotion in management. Also, supporting the work McGrath & Marinelli (2012) and other authors. This finding suggests that women are allowed into the industry and left to blend into the system, without considering whether the policies or criteria for management promotion in the industry, adequately supports women’s needs or not. This criteria, surely is a problem and would stand as a barrier to women’s management career development in the Nigerian oil and gas industry.

“The criteria for management promotion are the same for both men and women...we practice gender equality here in the oil and gas industry” **- Osama**

The comments of Osama, one of the male managers, advocates that the Nigerian oil and gas industry, practices gender equality as the process for management career progression is the same for men and women. His remark indicates that the women in the industry are being treated

exactly like the men in the industry, supporting the findings of McGrath & Marinelli (2012), that the policies and work procedures in the oil and gas industry has been written with men in mind and have not been modified to accommodate the women that have come into the industry. This issue of treating women the same as men is clearly a problem. Since the industry has accepted women to work in its stream, it is vitally important that the special needs of the women, which includes child care, home maintenance, care for the elderly are taken into account; because this “high mobility” management career development criteria is most likely to be a barrier to women’s career progression to management in the Nigerian oil and gas industry.

“I sometimes feel sorry for the married women in the industry...they always give their best but managing the home and work often gets in the way for them” - Ivaylo

The comment of Ivaylo, another male manager, shows empathy for the women in the industry; acknowledging the fact that he understands the stress of the women trying to balance work and family life together. This finding equally indicates that some of the men in the industry are aware of

the barriers facing the women, when progressing, their careers to management and senior management levels. It is vital to note, that his comments point to the married women in the industry; and his remark also, suggests that there may be problems with the industry's work-life balance policies, as the married women still seem to struggle with balancing both work and life, let alone considering career progression in the industry.

“Most of the single women who join the industry stay unmarried until they get to managerial positions before they think about it...”
- Ikponmwuosa

The remark of Ikponmwuosa, a male senior manager, indicated that there are problems with the management career development criteria of the industry, in relation to women, as it does not favour the married or those with family responsibilities but the single women in the industry. This is because he commented that most women who come into the Nigerian oil and gas industry single, remain that way until they get to management levels in the industry before they think about getting married. Clearly, his comments indicated that the criteria for management

promotion in the industry, stands as a barrier to women's management career development. Supporting the findings of McGrath & Marinelli (2012), that women in the oil and gas industry experience problems in career development because the industry's career progression path was setup with 'men in mind'.

“As a matter of fact, some women in the industry remain single until they reach management positions...to avoid any family obstacles” - Masoje

The comments of Masoje, suggests that some women in the industry stay single until they are at management level in the industry, to avoid any obstacles from the family front, indicates that the oil and gas policies for promotion, work-life balance needs to be explored as some women who want to progress their career in the industry are having to put other aspects of their lives on hold, to be able to pursue their aspiration of management career development in the Nigerian oil and gas industry. Most certainly, this should not be the case for women in the industry, seeing that they have come into the industry to pursue a career, clearly, this should be a consideration in the industry's policies that adequately consider the needs of women with family to be

able to balance work and life and not need to make sacrifices.

4.2.4.1.7 Harassment

This research finding indicates that another barrier women face entering and advancing their careers in the Nigerian oil and gas industry among other barriers to women's career development is the issue of harassment. Discussed below are some common responses from the research participants:

Jason, a Senior Supervisor, throwing light on this issue women encounter, mentioned in his statement as expressed below:

“For women to work in this concern, it is a venture that is very challenging. Reason being that, there are some unpalatable happens that bring challenges to women while trying to take up appointments in offices of any kind in the industries.” **- Jason**

The researcher asked Jason, what he meant by:

“...some unpalatable happens that bring challenges to women while trying to take up appointments in offices of any kind in the industries.” **- Jason**

Then Jason indicated that the challenges that hinder women's career advancement in the industry are:

“The issues of harassment, lack of respect for women, pregnancy and maternity leave, jealous husbands, high mobility issues” **- Jason**

All of these barriers are discussed in this chapter 4, some already discussed above and others in the next subsections of this chapter. However, on the issue of harassment, a respondent already mentioned above, had this to say:

“ If when the woman is attractive looking though educated and qualified for a job, men or bosses that would want to befriend her, hence some will introduce women to either replace them or employ them outright.”
- Jason

This account painted the picture that the women who look attractive, although educated and qualified for a job during recruitment and selection, may get picked by a boss or recruiting officer mainly because their intentions are to engage in sexual relationships with the women. Hence, employment for the job is either granted straight away to the women or an alternative job vacancy is created for the women, where the women are employed as their alternate partners. This means that, with the work pattern in the oil and gas industry being a shift work pattern, they will have the opportunity to swap their shifts with the women, share the same offices and do hand overs, with the opportunity of initiating the intended relationship.

Alfred, on the subject of harassment states as follows:

“Christian women would not mortgage their marriages for that kind of dirty game” **- Alfred**

The comment of Alfred confirms harassment but did not fail to indicate that the Christian women in the Nigerian oil and gas industry would not put their marriages at risk by getting involved in workplace sexual relationships initiated through sexual harassment.

Another account on harassment presented an issue with some women as stated below by Brian:

“Some highly placed women with corrupt characters, may choose to be going out with younger men to satisfy her lust” **- Brian**

The comments of Brian above, indicates that some women with “corrupt characters” may decide to be in a relationship of a sexual nature with younger men, initiated by harassment.

Abosede interjected about her experience in this regarding giving the account below:

“Ever since I started working in this my new department, my manager has made several sexual advances towards me...I feel very uncomfortable at work and I dread coming everyday” **- Abosede**

The comments of Abosede above, indicates harassment of a sexual nature which she is experiencing in her new department.

Matthias, expressed the following about the issue:

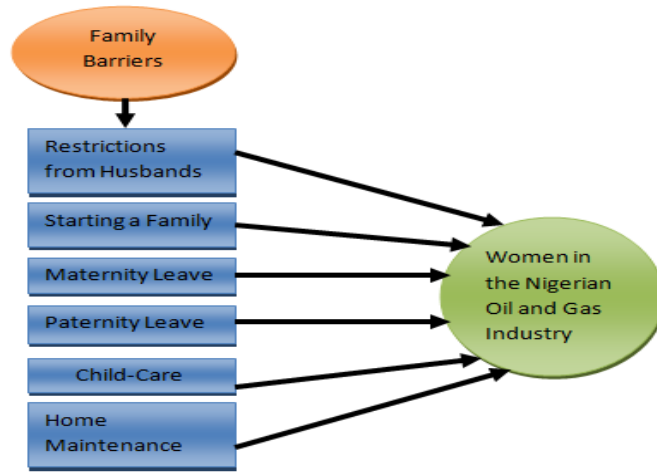
“Women in the industry always have some men making open sexual suggestive approaches towards them...it is common”
- **Matthias**

The comments of Matthias above, indicates harassment of a sexual nature that women in the oil and gas industry in Nigeria, as he indicates that some men in the industry always make open sexual suggestions towards women in the industry.

4.2.4.2 Theme 2: Family Barriers

The findings of this research study highlighted a number of challenges women in the Nigerian oil and gas industry face in their career progression to management and senior management levels. These challenges ranged from restrictions from husbands, to childcare, to home maintenance, starting a family and maternity leave, as shown in figure 4.8 below:

Figure 4.15: Family Barriers



The challenges as shown in figure 4.8 above, are discussed in this section.

4.2.4.2.1 Restrictions from husbands

The findings of this research indicates that restrictions from husbands can stand as a barrier to women’s career development in the Nigerian oil and gas industry. This issue points to the patriarchal systems within the Nigerian society. Below are comments from interviewees:

“Given the Nigerian situation where the man is the head of the house, it would be difficult to give his approval to the wife to pursue a management career of this magnitude and would be an obstacle”

- Marcus

The comment according to Marcus, a manager in the industry identifies that the husband’s non approval of his wife’s attempt to progress her career to management

positions in the Nigerian oil and gas industry, stands as a barrier to her career advancement. His comment equally, indicates that the ‘Nigerian situation’, which emphasises patriarchy, and empowers Nigerian husbands to decide the career path for their wives, as ‘the head of the house’, equally stands as a barrier to women’s management career development in the Nigerian oil and gas industry. This finding supports the work of The Lawyers Chronicle (2014) and Pambazuka News (2010), on the authority of the Nigerian men over the women.

However, it is important for the researcher to understand the phenomenon of the study, and so she asked Marcus, what he meant by “...a management career of this magnitude...” as indicated by Marcus and below are his supporting comments:

“The management career in the Nigerian oil and gas industry is one that comes with its demands, being a senior manager in the industry would mean high mobility, being able to make a journey to oil rig platforms on deep sea with short or no notice at all depending on the urgency of the job on site”

- Marcus

Here Marcus, made a statement of ‘high mobility’ been a criterion for senior management position in the industry. Details of its implications are discussed later in this chapter.

This ‘high mobility’ as a promotion criterion supports the findings of gas McGrath & Marinelli (2012) and Marinelli & Lord (2011).

The findings also amplify the strong position of the husband and his influence on the career of his wife. Below is a comment of Julius:

“Women in the industry that are married find it hard to cope with the family and work...the husband will definitely be a barrier to the woman’s management career because of the demands at management levels”
- Julius

The comments of Julius, also indicated that the women who are married in the industry would encounter barriers from their husband when moving up their career ladder to management positions in the sector. This also supports the postulation of Ekhator (2015, p. 285), on the patriarchal authority of the man in the Nigerian society over the women.

Another comment regarding the issue of restrictions from husbands is seen in the remarks of a senior manager, Joshua stated below:

“Most of the women in the industry are single... some of them do not get married until they get to management levels...while some others say they do not want to get married” **- Joshua**

The comments of Joshua, suggests that the husband can stand as a barrier to the management advancement of women in the industry. Hence, as he indicated, some women have to wait until they get to management position before they get married. This finding equally supports the postulation of (Ekhaton, 2015, p. 285).

Abraham, commented on the issue with the following remark:

“One of my female employees came to work one day in tears...I asked her what the problem was and she said she had just broken up with her fiancé... and that they had a quarrel over the new higher position she was planning to apply for... she said his exact words were: ‘to choose between him and her intended promotion at work’... so she chose her career and said that was it for her that she will never marry” **- Abraham**

The comments of Abraham, above spells out the barriers to women in the Nigerian oil and gas sector encounter when trying to attain management level positions, as a result of the husband's or in this case the fiancé's approval or disapproval to the wife's or fiancée's career is paramount in the Nigerian context because of its patriarchal systems.

This issue equally supporting the findings on Nigeria's patriarchal systems and how it affects women's management career progression; As this is socially acceptable for Nigerian women to be subservient, and submissive. This finding supports the work of Oyewunmi (2013, p. 324), of obstacles women in Nigeria face in the workplace.

Other males (employees) equally indicated that the husband can stand in the way of a woman's management career development in the industry, due to management culture and the working long-hours culture in management. In other cases, when a husband does not like the job of his wife, he may decide he wants her to pursue another career or become a trader or an entrepreneur being her own boss in order to ensure nothing interferes with her running of the family or become a full-time housewife.

These are some of the vital qualities women bring to management, which would enhance the competitive advantage of the Nigerian oil and gas industry if more women break through the barriers to attain management positions. Interview questions regarding the qualities of female managers in the Nigerian oil and gas industry reflected these qualities as some answered that they manage differently to the male managers, while others mentioned

that there were no differences. However, Osaro answered thus:

“The female managers manage differently from us...they are compassionate, caring, understanding and handle things differently from we men” - Osaro

The comments of Osaro indicates that the women managers are valuable to the industry, describing their management skills as: understanding, compassionate, caring and handle things differently from the men. This finding supports the work of Alberta Oil (2015, p. 5), that women in top management bring a different skill to management.

Also, apart from the barriers pose by the husband or fiancé, another point of this research finding highlighted is barriers to women’s career advancements in the sector based on the issues of work-life balance for women in the Nigerian oil and gas industry. Although, there are work-life balance policies already in place in the industry, some amendments need to be made to these policies in order to accommodate the actual needs of the women in the industry, as the policies in the oil and gas industry have been put in place considering the men, being traditionally male-dominated. This finding supports the work of McGrath & Marinelli (2012) and other authors, as these changes are necessary in

order for the companies in the industry to enjoy its total human resources, to enhance and maintain its competitive advantage nationally and in the global market at large, as this is of paramount importance for companies to survive.

4.2.4.2.2 Starting a family

A number of respondents in this research indicated that starting a family stand as a barrier to women's management career development in the oil and gas industry, pointing to uninterrupted services as a requirement for management promotion in the industry; as this would bring a break in her career to have a family.

“Most married women in management levels in the industry have already had their children and their children are already grownups” **- Leke**

Leke's comments indicates a barrier to women's career advancement in the industry dealing with the family responsibilities, equally supporting the findings of McGrath & Marinelli (2012)

“When women go on maternity leave and are back, they are transferred to administrative units for some time before returning to their main duties...and in most cases, they eventually remain there...in administration” **- Israel**

Israel indicated that women when on maternity leave go to administration and some when they come back remain there. This shows that starting a family in the industry is a barrier, hence work –life balance policies need to be examined to enhance women’s career advancement in the industry. However, Israel’s comments are cited as he repeated his comment under maternity leave, hence he is repeated.

4.2.4.2.3 Maternity Leave

This research finding indicates that the length of maternity leave is a form of barrier to the women within the Nigerian oil and gas industry. As expressed by David, a senior manager:

“When the women resume from maternity leave they are put in administration as they are not yet strong enough to resume their normal duties” - David

this issue needs to be addressed from the national level as this law of 3 months maternity leave is approved by the Nigerian government. However, its impact is negative on the career advancement of the women in the Nigerian oil and gas industry.

David, here explains why the women are asked to work in administration before returning back to their normal duties. This statement indicates that the need for a change in the length of time for maternity is required, as this would enable the women to return fully back to their career ladder after returning from maternity as this is not the case for them at the moment as they have to remain in administration for a period of time until they are strong enough to go back to their normal duties.

“...some women even stay back in administration after returning from maternity leave” - Israel

Here, is Israel’s comment made reference to above.

Equally, this statement indicates how returning from a maternity leave can result in a change of career for the women in the Nigerian oil and gas industry from their original career pursuit, hindering them from continuing their purposed career and possible career development into management and senior management levels in the industry. A change indeed is necessary for the period of maternity leave to be increased, which can be presented to the Nigerian government by these multinational oil and gas companies, as this issue is a barrier to women’s career development in the Nigerian oil and gas industry.

4.2.4.2.4 Paternity Leave

The findings of this research revealed that paternity leave is not a common practice in Nigeria as it is a common practice in the United Kingdom and the United States. When the subject was mentioned, there was laughter by some of the interviews, while others were surprised the subject existed, for some, they could not see the reason of being given time off work when their wives deliver a baby to be with her and the baby and even be paid for their time off work.

When asked their opinion on paternity leave as an issue that could be considered been introduced into the Nigerian workplace, some responses were:

“When my wife gives birth I celebrate, drinking with friends and family... this is what is expected of a man in my culture” **- Mike**

“A man needs to work and earn money to take care of the home and put food on the table...not to be with his wife and their new born baby at home” **- Samson**

“Being with my wife when she gives birth is not my duty as a man and the head of the home...that’s the duty of my mother-in-law!” **- Elijah**

“I do not have to worry about that...as is the tradition, my in-laws and my extended family come

to our house to help...and some even live with us until my wife can cope with baby on her own” - Solomon

*“My wife moves to her father’s house when she is nearly due to give birth and stays there until the baby is a bit grown and she can do with less help”
- Godspower*

“It is a normal thing for nearly every Nigerian home to have at least a house-help and a nanny...my presence is not needed to help with the baby” - Drake

“Only a man who is weak would seek for paternity leave when the wife delivers a baby...” - Jack

These findings of this research study, from the above comments of these participants indicates a reiteration of the patriarchal values of the Nigerian society, reinforcing the superiority of the men to the women, supporting the work of Adisa, et al., (2016, p. 415) on the place of gender in the Nigerian society, with the man as the head and the place of the women to be responsible for child-care, home maintenance. The idea of paternity leave was not welcomed by all and may not see its operation in the country anytime soon, due to the negative perceptions held against it. On the other hand, so hold that it would not be relevant in Nigeria, seeing that the socio-cultural norms already devised a means of handling a support network for women who give birth.

4.2.4.2.5 Child-Care

The issue of child-care came up as a question, during the interviews to determine whether it stands as a barrier to women's management career development in the Nigerian oil and gas industry.

"In my opinion, the family comes first with the women before their jobs" **- Abel**

According to Abel, expressing his opinion, indicates that the family is an important issue to the women. This however, could be born out of his experiences as a manager to be able to suggests so of the women in the industry.

"The women see their families as paramount to the job...it is either the husband is sick today or her child is running temperature or she needs to take the child to the dentist" **- Frank**

Frank, speaks of the issue of the woman giving excuses about her job but Abel views it differently. According to the above accounts, the issue of family comes first to the women.

"My priority is my children and husband before work...I am on call for my family as I work for any emergencies...so I cannot apply for management position as I cannot handle the pressure of the job and work" **- Dorin**

This finding also supports the work of Marinelli & Lord (2011), and McGrath & Marinelli (2012), which indicates that child-care is importance to the women in the sector and equally stands as a barrier to their career development in the industry. As it is also mentioned by Dorin that she cannot coup with work and child-care, which in this case has become a barrier to her management career development.

This issue points to the need for the work/life balance of the Nigerian oil and gas industry to be better structured to accommodate the needs of the women in the sector that would enable them to balance work and life needs. This supports the work of McGrath & Marinelli (2012) and other authors. As this would enable the progress women's careers in the industry without barriers. Although, work-life balance policies are already in existent in the industry, it needs re-addressing to accommodate the work-life balance needs of the women in the industry to enhance the career development of the women in the Nigerian oil and gas industry.

4.2.4.2.6 Home Maintenance

Findings of this research also indicates that maintaining the home is a form of barrier to the women's management career development in the Nigerian oil and gas industry.

"I struggle with balancing my work and the maintenance of my home...it's not easy for me as I not only manage my home, I also care for my parents" -

Marisa

The comments from Marisa indicates a struggle that she is experiencing in trying to balance her work and family life balance. This suggests that even though, work/life balance is in operation in the sector, there is the necessity of re-structuring the process to ensure that the women in the sector can cope. This finding also supports the work of McGrath & Marinelli (2012) and other authors, on home maintenance creating a form of barrier to the career progression of women in the industry.

"My responsibilities at home with my family are challenging coupled with my job and so thinking about pursuing management positions is the least on my mind" - **Samantha**

The account of Samantha, points to another struggle with work/life balance within the industry. From these findings, it is evident that these policies for work/life balance do not totally suit the needs of the women who work in the

Nigerian oil and gas sector. This finding supports the postulation of McGrath & Marinelli (2012), of the need for initiatives of work/life balance in the oil and gas industry to accommodate women, being a traditionally male dominated sector. Hence, even with women now working in the sector, they still continue to have problems with the work/life balance policies and practices of the industry as women were not considered in the design and not much has changed to that effect.

4.2.4.3 Theme 3: National Culture Barriers

The Nigerian culture is one permeated with gender stereotypes and masculinity. It is one of African's patriarchal societies, where the men are assumed as head of the house among other set of socio-cultural norms as postulated by Ekhator (2015). These systems are governed by rules that impose patriarchy, manipulate women, enforces women's subservience and women's subordination to men and these are expressed in the cultural systems of these societies displayed in their marriage rights, rules of inheritance, descent and residences.

The specific forms of and potential for women's passive or active resistance when faced with oppression are equally controlled by these systems. These patriarchal systems exert authority on the "shaping of women's gendered

subjectivity and determine the nature of gender ideology in different contexts” Ekhaton (2015). Below are a number of the national barriers to women’s career development in the Nigerian oil and gas industry. This is shown in figure 4.9 below:

Figure 4.16: National Culture Barriers

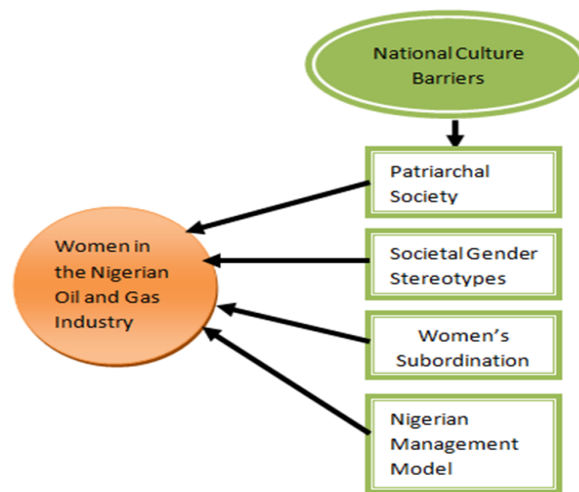


Figure 4.9 above, displays the national culture challenges to women’s career development in the oil and gas industry gathered from the interview participants.

4.2.4.3.1 Patriarchal Society

Patriarchal societies are permeated by a number of systems which disadvantages women over men and encourages the oppression of women in these societies Chigbu (2019a), Achandi, et al., (2018), Bayisenge, et al., (2014). These systems are governed by rules that impose patriarchy, manipulate women, and enforces women’s subservience

and women's subordination to men. In these patriarchal societies, the men are assumed as head of the house, men.

"I may be old fashioned but correct me if I am wrong women do not fit into this environment, it is a place for men... a man's duty is to take charge of his home, his word is authority and the wife's duty is to submit to her husband as he is head over the woman and household...men in this society are seen as adventurous, risk takers, bold with authority and power to take control, that's a true leader" - Abel

"the woman can have a high ambition and career but it is the approval and go head of the man, her husband or father that can make that happen"
- Nosayaba

Women under these patriarchal societies are been marginalised at home and this also, can suggest why some of the managers in the Nigerian oil and gas industry still believe women should not be in the industry, while some indicated they should be at home with the children as indicated in previous sections of these findings.

4.2.4.3.2 Societal Gender Stereotypes

Patriarchal authoritarianism is very much in operation in Nigeria. The women are expected to be submissive to the men even in employment and are perceived as aggressive and over ambitious when they make attempt to develop their career to management operation.

“the man is the head of the home any time any day and for me the woman’s place is to care for the home”
- Jack

“times have changed and the woman should be seen as equal to the man but no...for some traditional men, the man is superior to the woman and it should stay that way”
- Leke

“leadership is for the men, they have authority, power, command respect and have the ruggedness required for these positions...women do not have that manly character to manage”
- Mike

“women managers can lead they have the same attributes as men, they do the same jobs, the women have their capacity and the men have their capacity too”
- Olatitilayo

“in my class at university we were only 4 girls in my engineering course while the rest were boys, each of us girls had our group of guys we moved with as friends and most girls being in the company of guys tend to become tomboys...even at work now some still behave like men”
- Rosaline

Although, society is changing and women are being accepted to hold management positions, yet women who have progressed into such positions have exhibited masculine characteristics. Gender stereotypes are still very much in operation where women who succeed have to play by specific rules and behaviour patterns. Role models for leadership are still seen as a masculine trait. The man is still accepted socially as the head of the house and bread winner of the family while the woman’s place is the kitchen and the

up keep of the family. This issue is also seen in the findings in previous sections.

4.2.4.3.3 Women's Subordination

Women in the Nigerian society are expected to be submissive to the men in the society and be subservient, irrespective of their education, age or status. The comments of participants are stated below:

“oh yes it is still very much expected in the society for the woman to be submissive to the man” - James

“even if the woman is older than the man she is normally considered lower than him in status when it comes to respect in public places, she is always given second place to him” - Gabriella

“in my company we practice what is called seniority in the system...this means the first person who signs the attendance register on starting first day with the company is senior to everybody else who starts the same day but signs the register after the person regardless of gender” - Olatitilayo

“yes in our company this seniority in the system is by date and time you start, if a person comes 1 minute or 1 hour before the next person, the one who is ahead in the first attendance is the senior and when it is time for promotion, the person who came first is selected...promotion is by ranking.” - Tinuola

“in families the education of the male child is paramount to the female children, we still practice the man as the head of the home that is our custom” - Alfred

“the women who go for managerial positions are not viewed as nice in the society they are seen as competing with the men, ruthless and fierce and in most cases not considered as wife material”

- Nosayaba

“women managers find it hard to get married if they are single because men are intimidated by their success and they are also not the submissive type but very domineering...men run away from them”

- Joshua

This socially accepted norm of the women is equally standing as a barrier to the women's advancement in the industry, as a woman's aspiration for management and senior management position is perceived as competing with the men and against the social norms.

4.2.4.3.4 The Nigerian Management Model

Although liberalisation of the economy and the development of oil wealth have continued to advance a reason for change towards Western models, Nigerian management appears to have changed very little. The management style adopted by Nigerian managers is deep rooted in the nation's political history, economy and culture. According to Richardson (2000, p. 206), management practices in Nigeria are “characterised by centralisation, masculinity, excessive control and machoism”. Management career development is approved by top management, hence the selection process is also an

issue, with some managers selecting men over women during selection for promotion times as indicated in the findings.

“the management model in Nigeria is the masculine characteristics, feminine characteristics are not seen as managerial attributes” **- Nosayaba**

“as a woman you have to show that you can manage like a man, that is why most of the women managers act like men” **- Ikponmwuosa**

“women managers are like tomboys...smiles... you must show these masculine attributes to be selected” **- Ivaylo**

The Nigerian management model encourages masculinity as traits for selecting candidates for management positions. This could be traced to the patriarchal values embedded in its socio-cultural and political spheres. Indicating the superiority of the male gender over the female. As its socio-cultural norms presents the man as the head of the home and family unit. Thus, leadership attributes are based on the male gender.

4.2.4.4 Theme 4: Criteria for Promotion in Nigerian Oil and Gas Industry

This section discusses the criteria for general career development and management career development in the

Nigerian oil and gas industry. It also includes the career progression to management levels in contractor oil and gas servicing companies in Nigeria. It begins with general promotion criteria followed by management promotion criteria for these two segments within the sector.

4.2.4.4.1 Criteria for General Career Development in the Nigerian oil and gas industry

According to interviewees, promotion in the Nigerian oil and gas industry is by rank. Also, there is a set of general criteria for general promotion and a set of specific criteria for management promotions are followed. Below are discussions on the criteria for general career development and management career development in the Nigerian oil and gas industry (gathered from data collected in this research).

One of the Senior Managers (Drilling) interviewee, provided the researcher with the “*Drilling Organisational Chat – Nigerian Oil and Gas Companies*” during their face-to-face interview session, displaying the different layers of management development steps. He advised the researcher that this organisational chart would help her understand the career development path within the sector, been the main purpose of the research study. The researcher was delighted and thanked him. According to Joshua:

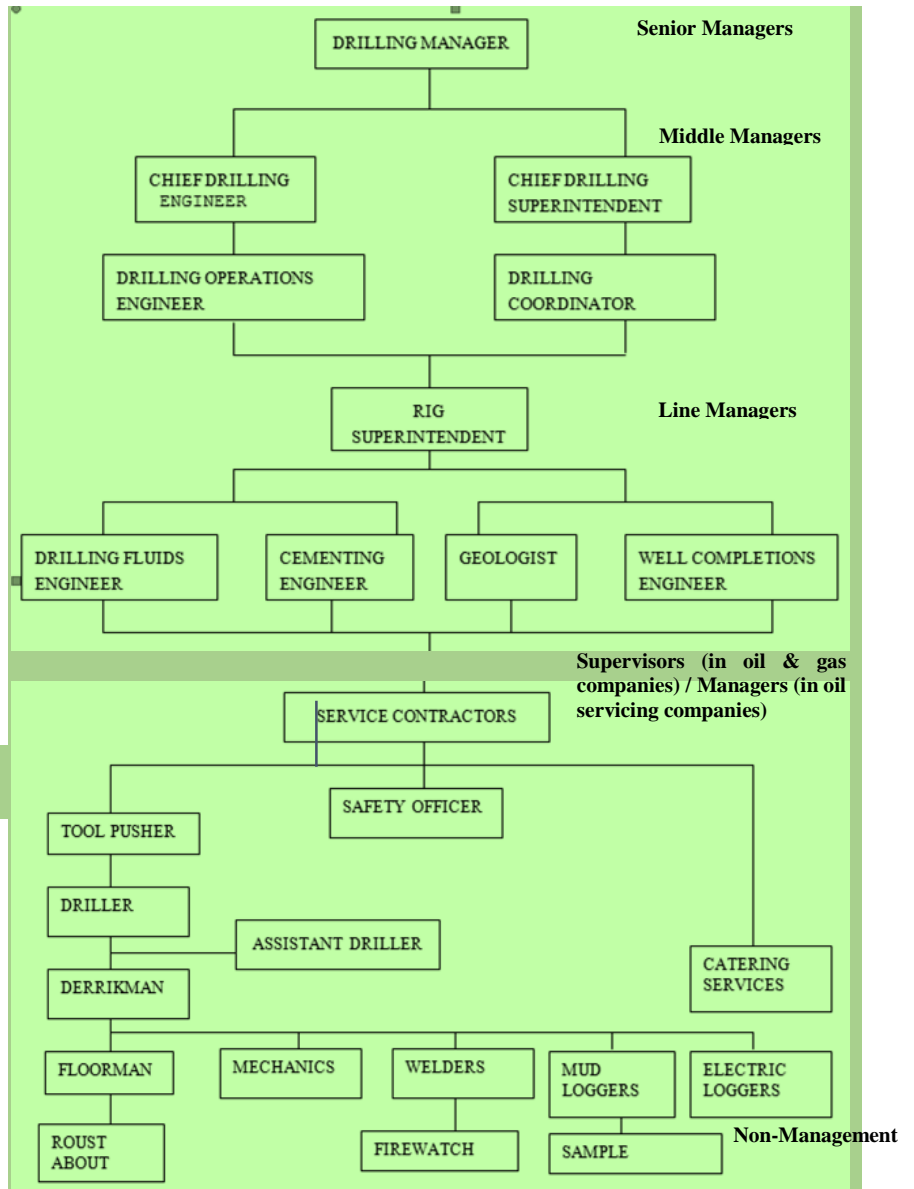
“Promotion is by rank here in the oil and gas industry, this is an organisational chart that shows you a section of the hierarchical structure of the organisation for each segment of the deep water operations. It will help you understand the career progression path for the sector” **- Joshua**

Equally, Isaiah in one of the group interview session indicated that:

“In the oil and gas industry, promotion of employees is through the ranking process” **- Isaiah**

This organisational chart provided by Joshua, is shown in figure 4.10 below and discussed.

Figure 4.17: Drilling Organisational Chat – Nigerian Oil and Gas Companies



Source: Senior Management Staff – Nigerian Multinational Oil and Gas Company

Figure 4.10, above shows the organisational chart of the Nigerian oil and gas companies, displaying the different layers within the management structure of the different companies under the drilling section of the sector. These structural levels are the same for other departments within deep water and shallow water drilling and dredging operations in the industry.

According to the human resource manager's account, the criteria for promotion in the Nigerian oil and gas industry for considering an employee for promotion has to be followed regardless of gender, as stated below: According to Samuel:

“the criteria for general career progression is different from that of management career progression, for general promotion, candidates are selected based on:

- ❖ *Appraisal (individual performance on the job)*
- ❖ *Length of time with the organisation*
- ❖ *Individual working experience in the industry*
- ❖ *The ability to meet organisational goals and objectives*
- ❖ *Individual Qualifications (not mandatory at general level)”* -

Samuel

The above account of Samuel indicates the criteria for general promotion in the oil and gas industry in Nigeria. It suggests that the level of an employee's qualification does not count much rather others like time in organisation, experience in industry, meeting goals and objectives and performance on the job matter more.

However, another important aspect of this study is to ascertain if the promotion criteria is the same for contractor oil and gas servicing companies that work for the Nigerian

oil and gas companies. The next subsection discusses the criteria for Nigerian contractor oil and gas serving companies employees.

4.2.4.4.2 Employment Criteria for Nigerian Oil and Gas Contractor Employees

The researcher received another organisational chart, during one of the group interviews she had with the employees of a Nigerian oil and gas contractor company. One of the interviewees, Osakpanma, gave the researcher an “*Organisational Chart – Nigerian Oil and Gas Contractor Companies*”. This he expressed is a standard organisational chart with the different management structure layers from the top tier of management covering the Managing Director of the company to every layer in the company including non-management segments.

This he specified is generic to Nigerian oil and gas contractor companies. Equally indicating that he believes this would help the researcher with her study to understand the management career progression in the Nigerian oil and gas sector. The researcher thanked him, delighted also at receiving the second organisational chart, as both organisational charts indeed have assisted in giving her a better understanding of the career advancement processes within the Nigerian oil and gas industry and grateful to both Joshua and Osakpanma, for providing her with clear

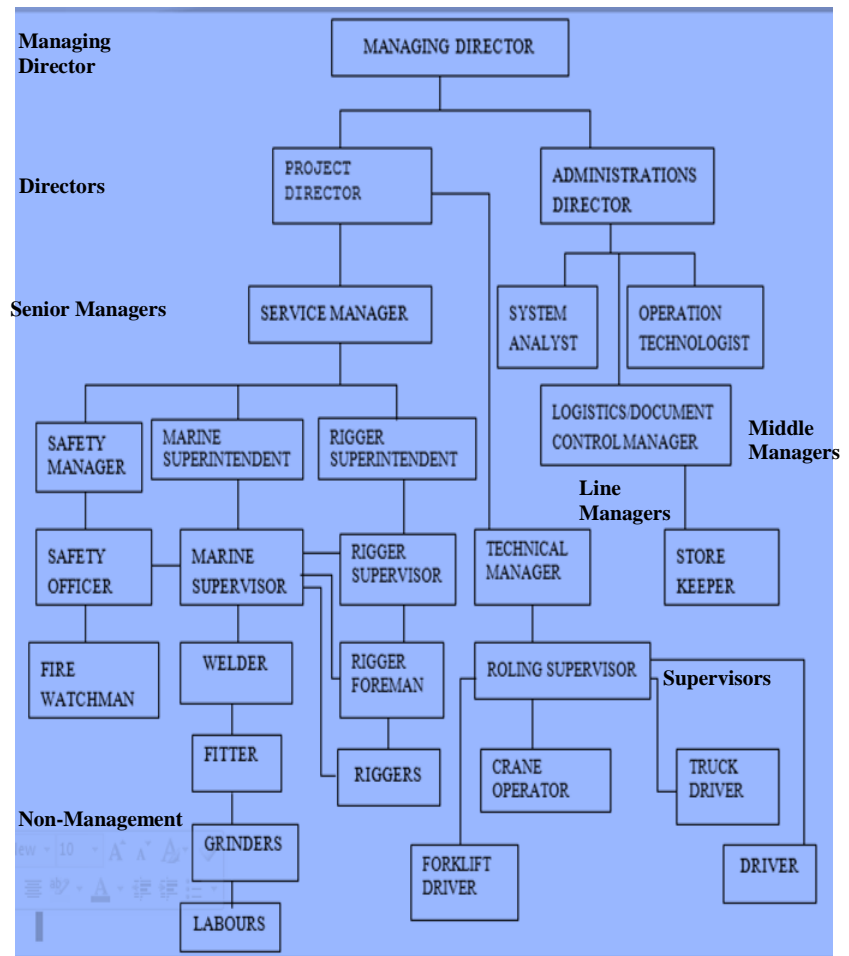
pictures of career development within the sector to aid her research work. According to Osakpanma:

“The ranking system is how promotion is done in this industry, I believe this organisation chat will help you understand better how we progress in the contractor companies...yes there is a difference compared to the main oil and gas companies”

- Osakpanma

Figure 4.11, below displays the second organisational chart provided by Osakpanma. This organisational chat covers progression and career levels within oil and gas servicing contractor companies in Nigeria.

Figure 4.18: Organisational Chart – Nigerian Oil and Gas Contractor Companies



Source: Contractor Senior Staff - Nigerian oil and gas multinational

Figure 4.11, above displays the organisational structure of the Nigerian oil and gas contractor companies from the Managing Director, through the different managerial structures to the non-management employees within the sector. Thus, revealing the career development layers in the industry.

Osakpanma, from one of the oil and gas servicing contractor companies, also stated the following criteria

were needed for career progression in the contractor serving companies. He stated thus:

“we look at the following before considering an applicant for promotion, their:

- ❖ *Appraisal (on the job performance)*
- ❖ *By rank (This means that promotion in the Nigerian oil and gas industry is in levels)*
- ❖ *Qualifications*
- ❖ *Experience*
- ❖ *Community relations (in the case of an employee from the 40% host community)”* **- Osakpanma**

The above are the following criteria for promotion concerning a contractor employee within the Nigerian oil and gas industry, as indicated by Osakpanma for a contractor oil and gas serving company. However, there are some significant differences between promotions within the Nigerian oil and gas industry and the Nigerian oil and gas servicing contractor companies. These include qualifications, community relations, experience, by rank and appraisal being all mandatory. These two factors: community relations and qualifications are mandatory in the selection process. The next subsection discusses criteria for management promotions

4.2.4.4.3 Management Career Progression in both Oil and Gas Companies and Contractor Companies

The research findings on the criteria for managerial career development in the Nigerian oil and gas industry supports

the account of Silas, as cited below. According to participants, the procedures have to be followed for the qualified candidates whether male or female before they are considered. Thus, equally indicating other factors besides these documented factors play significant roles in candidate's selection for promotion. These other factors are discussed above as indicated in both the quantitative and qualitative findings respectively. According to Silas, in a Nigerian oil and gas company:

“candidates for management promotions must meet certain criteria before they are considered, these are their –

- ❖ *Level of Qualification (Must have a university degree)*
- ❖ *Field experience*
- ❖ *Length of time in the oil and gas industry*
- ❖ *Length of time with the company*
- ❖ *Appraisal (Performance on the job)*
- ❖ *High mobility (To be ready to move at any given time)*
- ❖ *Ability to exercise Authority over oil and gas operations”*
- Silas

However, high mobility among other barriers in this research was found to be a barrier to women's management career development in the Nigerian oil and gas industry which points to the organisational culture barriers which women face when progressing their careers to management positions in the Nigerian oil and gas industry.

In the case of management promotion within the oil and gas servicing contractor companies in Nigeria, Osakpanma,

cited the same criteria above as stated by Silas but indicated that:

“community relations (in the case of an employee from the 40% host community), plays a vital role in the selection of candidates for management positions as this factor is taken into account” - **Osakpanma**

Thus indicating that an added advantage is given to employees from host communities within selection of candidates who stand a better change in comparison to their colleagues. The Nigerian media highlights the family life of women in management in Nigeria with little or nothing about their professional achievements or aspirations. Hence, the question of the management attributes of female managers was asked. This was to explore this area in Nigerian women managers focusing on the women in its oil and gas sector. The next subsection discusses the findings.

4.2.4.4.4 Attributes of Female Managers in Nigeria’s Oil and Gas Sector

The findings from participants on the attributes of female managers in the Nigerian oil and gas industry are stated below:

“female managers are very caring and compassionate” - **Joshua**

“the women managers in our company always create forum for employees to contribute, that’s one way they are different from the men managers” - Taiwo

“women managers are kind and friendly and they help with building relationships on the job” - Isaiah

“female managers in my organisation are difficult to approach, the moment you come close it’s as if they are ready for a fight” - William

“most of the women managers in my company are friendly and kind but some of them are not friendly at all in fact when you go to them is like an enemy has come” – Daniel

“women managers are very compassionate and friendly and they encourage you to give your opinion on matters concerning work” - Idowu

“female managers show compassion in the workplace unlike most male manager who are not compassionate” - Osama

These postulations suggest that women indeed have a significant contribution to make to the progress of the Nigerian oil and gas industry if given the opportunity to climb to senior management positions. The findings of this research has shown that feminine characters are:

- Compassionate
- Kind
- Relationship building
- Friendliness

- Creating the forum for employees to contribute to the organisation goals and objectives
- Caring

These attributes are indicated by participants to be relevant in charting a new course for the Nigerian oil and Gas industry to ensure that values, beliefs and styles of behaviour are enhanced while new leadership practises will enhance the industry's competitive advantage in the global economy.

*“I think if more women are allowed into managerial positions things will change for the better”- **Ivaylo***

*“I believe women have a lot to contribute as managers, they have a unique way of managing and bringing people together” - **Taiwo***

*“we need change in this industry the key is more women managers, they have the capacity to bring this new order of improvement” - **Isaiah***

*“women managers are always helping to bring the best out of you, not like most men managers who do not care as much” - **Olatitilayo***

This indication according to participants in the findings supports the postulation that women are able to contribute to the oil and gas industry in Canada, Norway and Australia as indicated by McGrath & Marinelli (2012) and other authors. Equally, women bring a different skill to senior

management (Alberta Oil, 2015), with feminine attributes that contribute to success postulated by Ibbotson (2012, p. 107) in leadership management styles. This research findings, equally suggests that women indeed have a significant contribution to make to the progress of the Nigerian oil and gas industry if given the opportunity to climb to management and senior management positions.

However, results from the research findings equally indicate that the women already in management in the Nigerian oil and gas industry have the above unique attributes which are stated as the feminine characteristics above, and are already contributing to the Nigerian oil and gas industry.

4.3 Discussion of Findings in Relation to Aspects of the Organisational Culture and Change for the Nigerian Oil and Gas Industry

The findings from the quantitative analysis on aspects of the organisational culture of the Nigerian oil and gas industry, in terms of its values, beliefs and styles of behaviour, confirms the findings of Turker and Altuntas (2015, p. 132), that organisational culture manifests itself in three fundamental levels: values, beliefs and styles of behaviour.

The findings revealed that the organisational culture of the Nigerian oil and gas industry matches with Cameron et al., (2014, p. 8), adhocracy based organisational culture. This category within their model of the competing values framework on evaluating organisational cultures operates a high risk and high competition environment, with emphasis laid on money and less on their employees.

The results show that there is the need for a change to be done to these three aspects or fundamental levels of the organisational culture as it would lead to significant improvement in the organisational culture within the sector, for the companies within the industry to meet their operational goals and objectives, and promote the career development of the women.

The findings revealed the need for a change in the values of the organisational culture of the Nigerian oil and gas industry, highlighting that the companies need to: value employees, respect opinions, create continuous competence development and management to live by example. These apparent needs mirror the adhocracy based organisational culture expressed by Cameron et al., (2014, p. 8), which the respondents of the survey suggested that organisational change is needed. However, a change from the ‘adhocracy’ based organisational culture of the Nigerian oil and gas

industry to a 'clan' based organisational culture which is rooted on 'familial' based loyalty networks and supports integration with workers and clients, would be a great way of building that close connection among the workforce, that would foster employee value, the need to continuously develop employees' competence, as employees become valuable assets to their organisation. The advantages are that companies would be able to meet their organisational goals and objectives and benefit from the high quality of service of employees, as they indicated that this organisational culture change would improve their quality of service in the industry.

The findings indicate that the organisational culture within the sector causes barriers to the career progression of the women workforce to management positions. Therefore, changes to the 'styles of behaviour', an aspect of the organisational culture within the Nigerian oil and gas sector would facilitate the women's career advancements in the industry, promote gender equality and ensure that the women are properly accommodated in the sector. As specified by Al Saifi (2015, p. 167), that organisations improve aspects of its culture in order to adapt to changes in the environment and deal with obstacles over time. A change in this industry's environment is the admission of women workforce into the sector, a shift from the

traditionally male dominated industry and so a change to this fundamental level of the sector's organisational culture cannot be overemphasised, in order to accommodate the needs of the women in the industry.

Organisational change involves a catalysts of actions towards a desired direction. Hayes (2014, p. 22), advocates that the "level of behaviour within an organisation's culture can be changed either by the addition of forces for change in the direction desired or to diminish the opposing or resisting forces. Lewin's model of planned approach to organisational change, is still highly influential in the field (Boje et al., 2012, p.134) and a possible approach to change which could be adopted by the Nigerian oil and gas industry for changes to its organisational culture. However, this change can be implemented by the heads of department, as Hayes (2014, p. 22), indicates that they reserve the right to change or move the dynamic of the behaviour of the groups if change is needed. Hence, heads of department implementing the Lewin's model of planned approach to organisational change, would impact the changes needed in the sector's organisational culture.

The case can be made for the change of the organisational culture of the Nigerian oil and gas industry based on the form of its culture as described by Cameron et al., (2014, p.

8), model of the competing values framework on evaluating organisational cultures. The industry is under the category that matches with the adhocracy based organisational culture, being a sector which operates within a high risk and high competition environment. This environment produces the styles of behaviour that is hostile to the women within the industry, a highly competitive and fragmented nature. The findings equally indicate that it hinders women's career development to management and senior management positions, confirming the works of previous authors on women in the oil and gas sector. As such, the need for a change to its organisational culture is a vital move for improvement to ensure the progression and retention of the women workforce in the industry.

However, a change from the 'adhocracy' based organisational culture of the Nigerian oil and gas industry to a 'clan' based organisational culture which is rooted on 'familial' based loyalty networks and supports integration with workers and clients, would be a great way of building that close connection among the workforce that is needed to foster change to the organisational culture for the progression of women's career advancement in the industry.

4.4 Conclusion

This chapter has dealt with the display and analysis the results of the questionnaires used for this research study. It commenced with the demographics of the questionnaires and progressed to the non-demographic segments of the questionnaire and then analysed the questions of the survey in light of the objectives of the research study. A number of striking discoveries presented in the results indicated that women experienced a form of barrier at the point of entry into the sector, in comparison to their male counterparts. This finding achieved the objective 1, of this study. others included career development criteria for both women and men, the organisational culture in the Nigerian oil and gas sector, its management leadership styles, and finally the barriers to women's career development in general and to management positions in the industry. Thereby, fulfilling the research study aim, objectives and the research questions.

The findings of the qualitative data collection methods: face-to-face interviews and focus groups provided rich data for this research and covered areas of barriers and challenges relating to the Nigerian oil and gas industry's culture, the Nigerian culture and the family that women in the Nigerian oil and gas industry face in developing their careers to management and senior management levels. The

next chapter will discuss themes from both the quantitative and qualitative results in trying to answer the research questions of this research study. This Chapter addressed the research questions set out by the researcher on embarking on this journey, in relation to the research objectives of this research in order to evaluate the barriers to women's management career development in the Nigerian oil and gas industry, to fill this gap in literature on barriers to women's management career development in the Nigerian oil and gas industry and contribute to the body of knowledge.

Chapter 5 – Discussion of Findings

5.0 Introduction

This chapter of the thesis discusses the findings of this research as it links with the aim, research objectives set out by the researcher in light of the existing literature. The findings gathered from this research are presented in the previous chapter. The quantitative data collected by this study was analysed using SPSS analysis software and Microsoft Excel spreadsheet. While, the qualitative data collected by this research was analysed using thematic coding analysis.

Therefore, to provide understanding of the following discussions, the research aim is to critically evaluate the implications of gender and other possible barriers to women's management career development in the Nigerian oil and gas industry. The research objectives are stated thus:

1) To identify criteria for entry into the Nigerian oil and gas industry for both women and men, and determine barriers (if any) to enter the industry. 2) To examine the criteria for general and management career development for both men and women in the Nigerian oil and gas industry, and identify (if any) its barriers to women's management career development in the industry. 3) To examine the extent to which organisational culture in the Nigerian oil and gas industry and the national culture stand as barriers to

women's management career development and 4) To assess the consequences of socio-economic and political spheres within the Nigerian context and their possible, hindrances to women attaining and maintaining senior management and leadership positions in the Nigerian oil and gas industry.

The research objective 1 is achieved from results with the use of the Microsoft Excel spreadsheet for analysis with simple variables in line with the research ontological perspective, objectives 2–4 results attained through SPSS analysis software, Microsoft Excel spreadsheet and thematic coding analysis. Thus, achieving these objectives, equally answered the research questions raised for this study in section 1.6 and 3.4.1, and the hypothesis developed and tested in sections 1.7 and 3.4.2. The research findings are then explained within reviewed literature context, to achieve the aim of this study.

5.1 Objective 1: To identify criteria for entry into the Nigerian oil and gas industry for both women and men, and determine barriers (if any) to enter the industry

This section presents the findings from this study on the criteria for entry into Nigeria's oil and gas industry as it pertains to the women and men in the sector. Equally determined were barriers of entry into the industry for females compared to their male counterparts.

5.1.1 Entry Criteria and Females Joining Nigeria's oil and gas sector

The results of the female respondents to the start of their career into Nigeria's oil and gas industry as presented in chapter 4, section – 4.1.2.1.1.1 displayed and analysed female participants' responses examined objective 1 of this study.

The findings displayed different academic qualifications of respondents. This suggests that to join the industry, an entry criterion displayed in the findings is that the sector accepts all educational level of qualifications when joining the Nigerian oil and gas industry. This finding identifies an employment criterion where there is no restriction on who can join the sector, indicating an open door policy of entry into the Nigerian oil and gas industry.

Although, these results, have shown academic qualifications of different levels entering the Nigerian oil and gas industry, it is important to deduce from the results the gender distribution and their individual academic qualifications, in order to fulfil the objective 1 of this research study, which is to identify the criteria for entry into Nigeria's oil and gas sector, and determine whether there are any entry barriers for men compared to women entering the industry.

The findings obtained from table 4.5, suggests that female candidates with B.Sc./B.Engr. degree qualification levels are more likely to gain employment compared to others females with lower levels of academic qualification into this industry. This was the highest number of entry qualification for the female respondents in the Nigerian oil and gas sector.

This finding of women working in the Nigerian oil and gas industry supports the study of some authors, that women have moved into traditionally male dominated sectors, working in the oil and gas industry in Canada and Norway respectively; as replicated in the oil and gas sector in Nigeria. Also, this finding supports the work of Kolade & Kehinde (2013, p. 80) and Madichie (2011, p. 216), that women currently work in traditionally male dominated sectors in Nigeria. In this case, the oil and gas industry and other sectors like construction in Nigeria, backing the work of Adeyemi et al., 2006. Also, women in construction in UK by Worrall et al. (2008, p. 31-36); Worrall (2010); Worrall (2012, p. 6-12). Who all acknowledge the presence of women in these once traditionally male dominated industries.

However, the finding also suggests a form of discrimination against women entering the Nigerian oil and gas sector on the basis of their gender and academic qualifications. As the results showed females with B.Sc. /B.Engr. degrees were more likely to be employed in the sector. The next section discusses the male responses on how they joined the industry.

5.1.2 Entry Criteria and Males Joining Nigeria's oil and gas sector

Findings from this study on the responses of the male participants on how they joined the Nigerian oil and gas industry as displayed in chapter 4, section – 4.1.2.1.1.2 analysing examined objective 1 of this study.

The findings from table 4.6, revealed that the highest number of male participants who joined the Nigerian oil and gas industry were polytechnic graduates, a lower level of qualification to that required for the entry of women into the sector. The results indicate that the standard to accommodate men into the industry seems lower than the standard to accommodate the women. This finding supports the work of William et. al., (2014, p. 468), of the preferential hiring and promotion procedures in male dominated industries that favour the men over the women.

Also, this result signifies a form of inequality or bias to the women in the sector, although women with polytechnic level of education are also accepted in the sector. It equally confirms the work of McGrath & Marinelli (2012) and other authors, pointing to discrimination against women at point of entry in the oil and gas industry. This however, may suggest a form of barrier to the entry of women into the Nigerian oil and gas industry.

5.1.3 Comparison of Entry Criteria for Joining the Nigerian oil and gas industry for Females and Males – Identified Barriers

The findings of the results from figure 4.1 revealed that the proportion of male participants to that of the female respondents and their academic qualification at entry into the industry. Also, it shows that the proportion of the male respondents are higher than the number of the female participants. This also is shown in section 4.1.1.1 see table: 4.1 – gender of participants (questionnaire). This finding confirms the statistical presentations of the Nigerian National Bureau Statistics (2018, p. 70 & 2010), that women are smaller in number compared to the number of men in the Nigerian oil and gas industry. This finding equally confirms the work of McGrath & Marinelli (2012) and other authors indicating that the number of women in the oil and gas industries in Norway and Canada are small.

Female participants' highest number of entry into the Nigerian oil and gas industry was B.Sc./B.Engr. degree graduates. The male participants' highest number of respondents who entered the industry joined the sector with polytechnic qualifications. This finding of this study revealed that men are accepted into the industry at entry position with a lower level of academic qualification compared to the academic qualification on which the most number of women entered the sector. The findings of this research suggests that women are being discriminated against at entry point into the sector in comparison to men on the basis of both gender and educational qualification. This finding supports the work of William et. al., (2014, p. 468), that women are disadvantaged in hiring and promotion processes in male oriented occupations (like the oil and gas sector) in comparison to their male counterparts.

This finding of this study underpins the barrier at entry point that women experience when starting a career in the Nigerian oil and gas industry compared to their male counterparts.

The findings of this research have fulfilled objective 1 of this study, revealing that the men in the Nigerian oil and gas industry are given preferential treatment at the entry point into the sector compared to their female counterparts on the

basis of their gender. This findings confirming the findings of previous authors that the oil and gas industry is designed with men in mind and so favours the men. While for the women in the industry, academic qualification is considered more important at the entry point into the sector, equally confirming the work of previous authors on women in the oil and gas sector being discriminated against at entry point into the oil and gas industry, as in the case of the women in Nigeria's oil and gas sector. This is a barrier at the point of entry into the Nigerian oil and gas sector that have been identified that stand against women in the industry compared to their male counterparts.

1. This is a contribution of this thesis to the body of knowledge, by identifying that there exists barrier at the entry point into the Nigerian oil and gas industry for women, in comparison to their male counterparts based on gender and academic qualifications.

This barrier is bound to make it more difficult for women to first break into the sector and might suggest possible barriers to management career development in the Nigerian oil and gas industry. As postulated by Schwartz (2018) career advancement towards senior management positions have been known to have its barriers, often regarded as “breaking the glass ceiling”. Hence, objective two of this

study as discussed below examines the criteria for general and management promotions as well as the leadership management styles of the Nigerian oil and gas industry.

5.2 Objective 2: To examine the criteria for general and management career development for both men and women in the Nigerian oil and gas industry, and identify (if any) its barriers to women's management career development in the industry

The criteria for general career development were obtained through SPSS analysis software and Microsoft Excel Spreadsheet to achieve a gender split analysis in simple variables keeping with the ontological assumption of this research. The criteria for management career development were arrived at employing both SPSS analysis software and Microsoft Excel Spreadsheet for analysis of the results with gender divide in simple variables. Also, thematic coding analysis was employed for more insight into the findings from the qualitative data analysis.

Leadership style in management adopted by the Nigerian oil and gas industry is obtained and examined with the use of Microsoft Excel Spreadsheet. The impact of the leadership style of management of the sector on employees and operations are then analysed using t-Test: two-sample variances. This is to evaluate the leadership styles of male managers compared to female managers in Nigeria's oil and

gas sector. To explore what benefits female managers bring to their individual organisations and the industry at large. The next subsections present criteria for general and management promotion and leadership management styles within the Nigerian oil and gas industry. Hence, the research hypothesis in section 1.7 in chapter 1, and section 3.4.2, in chapter 3. The following subsections discuss the findings of this research with links to objective 2 of this study.

5.2.1 General Career Development in the Nigerian Oil and Gas Industry

The criteria for general promotion in Nigeria's oil and gas industry, as revealed by the findings of this research in section 4.1.2.2.1 in table 4.22, showed a divided response to promotion being dependent on performance appraisals only. The findings revealed 44 of the 70 respondents with a valid percent of 63% answered 'yes' to the question, while 26 of the total 70 participants with a valid percent of 37%, responded 'no'. This finding suggests that there are other criteria for promotion beyond performance appraisals. Thus, confirming the postulation of Egbuta (2018) of human resource management organising and setting career development programs for employees in an organisation. The finding equally supports the work of Yulianti & Prameswari (2020), indicating that career development is one of the key challenges for human resource management

as it is a vital factor for the influence of employee loyalty to the organisation.

The findings revealed in section 4.1.2.2.2 in table 4.25, presented a split response among participants on the question of the frequency at which employee appraisal is conducted for promotion. The results showed that out of the 70 participants 14 respondents with valid percent of 20%, indicated that exercise is carried out every 6 months for promotion. While 56 participants the remaining respondents with valid percent of 80%, indicated that employee appraisals were conducted annually for promotion. This finding reveals the work of the human resource management to ensure career progression of all employees of the organisation. This finding confirms the work of Yulianti & Prameswari (2020) and Egbuta (2018) on the responsibility of human resource management for the career development of an organisations employees.

This finding shows that this career development path set by human resource management is a good employee progression scale in the sector. Thus, this would inspire motivation and loyalty in employees to put in their best efforts on the job and meet the required work standards for promotion, knowing that there is a reward for their hard

work. This finding supports Yulianti & Prameswari (2020), postulation that career development is one of the factors that influences employee loyalty and promises of better remuneration.

The results in table 4.27 in section 4.1.2.2.3, shows from what level employees in the Nigerian oil and gas industry are selected for promotion. The results revealed split responses with 28 participants out of the 70 respondents, with a valid percent of 40%, indicated that after 12 months of an employee being with the company, they can be selected for promotion. Another 28 respondents with a valid percent of 40%, responded after 2 years with the company and the remaining 14 participants with valid percent of 20%, chose the option 'other'. This finding supports the work of Yulianti & Prameswari (2020), that of Nadarajah, et al., (2012) and the work of Egbuta (2018) that it is human resource management responsibility to set processes for promotion and career development management for their employees.

The findings of 14 respondents with valid percent of 20%, who selected the option 'other' in table 4.27, were further examined in the research by presenting the option "*if other, please specify*". The findings from the 14 participants are

shown in table 4.30, equally, their responses were divided. The results revealed that 9 participants (2 females and 7 males), with valid percent of 64% indicated after 3 years of being with the company before employees are considered for promotion. The remaining 5 respondents (1 female and 4 males), with valid percent of 36% specified that employees are selected for promotion only when there is headroom in new job position. This finding confirms the postulation of Egbuta (2018) of how human resource management is levied with the task of managing the career progression of employees. Also confirming the work of Nadarajah, et al., (2012) and the postulation of Yulianti & Prameswari (2020), of the place of human resource management tailoring employee career development.

This finding also revealed a promotion criterion that is by stages in the Nigerian oil and gas industry and only when there is a vacant position at the top level does the opportunity for promotion become available. This finding supports the work of Nadarajah, et al., (2012), suggesting that career development includes the professional development of an employee together with activities of career planning. Thus, indicating that promotion stages are planned activities in an employee's career development.

5.2.2 Criteria for General Promotion in the Nigerian Oil and Gas Industry

The findings of this study as shown in section 4.1.2.2.4, displays the criteria for general promotion in the Nigerian oil and gas industry. The findings revealed the responses of the participants with gender split displaying the responses of both females and males. The results are shown in tables 4.32-4.37, and these criteria for general promotion in the Nigerian oil and gas industry are as follows:

1) Length of time with organisation – the results of this finding are displayed in table 4.32, in gender split. 58 participants responded ‘yes’ to this option indicating that this criterion is essential for general promotion in the Nigerian oil and gas industry. The male respondents were 54 with a percentage of 93%, and the female respondents 4 with a percentage of 7%. This finding revealed differences in criteria for promotion for both women and men in the sector. From the male participants’ perspective 54 out of the total 57 male respondents indicated ‘length of time with organisation’ as an important criterion for promotion. However, from the perspective of the female participants, their responses were not the same, as their male counterpart, as only 4 out of the total 13 female participants responded that this option was a criterion for promotion. This finding suggests a form of discrimination against the women in general career progression in the Nigerian oil and gas sector. This finding confirms the work of Smith & Suby-

Long (2019), postulating that workplace gender inequality stands as a barrier to the promotion of women. This research finding supports the argument of Egbuta (2018) on this subject shown to be a concern for the human resource management as differences between women and men have been a key controversy. However, this finding suggests a look into the human resource management policies for promotion to address this issue, as this result indicates some form of bias against women in general promotion in the industry.

2) Individual performance on the job, the findings are shown in table 4.33, and the results revealed that all 70 participants responded 'yes' to this option as a general promotion criterion. 13 respondents out of the 70 participants with a valid percent of 19% who responded 'yes' are the total female participants and 57 respondents who also reacted selecting 'yes' with a valid present of 81% are the total male participants. This finding suggests a total of 100% response to 'individual performance on the job' as a vital criterion for general promotion in the Nigerian oil and gas industry, with all male and all female participants responding 'yes' to this option. This finding supports the work of Egbuta (2018) and the postulation of Yulianti & Prameswari (2020), on human resource management setting steps of progression, for employee promotion.

3) Individual working experience in the industry – the results of the findings of this research in table 4.34, reveals the responses of both the females and males, showing gender split. The male respondents were 57 out of the joint 66 participants who reacted to this question with a percentage of 86%. The female respondents were 9 out of 66, with a percentage of 14%. This finding revealed that ‘individual working experience in the industry’ is a vital promotion criterion for general career development. From the male perspective, all 57 male participants indicated this criterion is need for general promotion. From the female perspective, 9 out of the total 13 female respondents selected ‘yes’ option suggesting that it is an important criterion for promotion. This fining confirms the work of Yulianti & Prameswari (2020) and the suggestion of Egbuta (2018), that human resource management organise progression stages and criteria for employee promotion.

4) The ability to meet organisational goals and objectives – Table 4.35, displays the results of the findings on this criterion, showing that 8 participants out of the 65 ‘yes’ responses to this criterion were females with a percentage of 12% and 57 out of the 65 ‘yes’ responses were males with a percentage of 88%. The findings of this research revealed that ‘the ability to meet organisational goals and objectives’ is a necessary criterion for general promotion in the Nigerian oil and gas industry as indicated by both

female and male responses. From the viewpoint of the females, 8 out of the total 13 female participants responded ‘yes’ to this criterion suggesting it is necessary for promotion. From the standpoint of the male respondents all 57 male participants indicated ‘yes’ responses to this criterion suggesting that it is a vital criterion for promotion. The differences in the responses of the female participants to the male respondents suggests some form of discrimination against the women. As meeting goals and objectives of organisation are critical to promotion for employees, according to Egbuta (2018) and Yulianti & Prameswari (2020). However, with the females not all seeing this criterion as essential for promotion, this may result as a barrier to their promotion. According to Yulianti & Prameswari (2020), career development is a factor that influences employee loyalty to an organisation. Egbuta (2018) argues that programs of career development in an organisation encourages progression of their employees. This finding of this research revealed that this is not the case for the women in the Nigerian oil and gas industry, as sure this issue should be addressed as it may stand as a barrier to the promotion of women in this sector.

5) Individual qualification – table 4.36, shows the results of male and female participants’ ‘yes’ responses to this promotion criterion. 13 females out of the 51 respondents with a percent of 25% and 38 males out of the 51 with a

percent of 75% responded that ‘individual qualification’ is necessary for general promotion in the Nigerian oil and gas industry. From the female perspective, all 13 female participants responded ‘yes’ to this criterion as being vital for promotion. Also, from the male perspective, 38 out of the total 57 male participants responded ‘yes’ that it is a criterion for promotion. This finding of this research also suggests a form of discrimination against women, as it is compulsory for female promotion but not mandatory for male promotion in the Nigerian oil and gas industry. This finding supports the work of Smith & Suby-Long (2019) that females experience gender inequality in the workplace which is a factor that affects promotion for women and points to barrier that hinders female promotion, which is an issue that needs to be addressed.

6) Other – table 4.37, displays the results of the male and female participants who selected ‘yes’ to ‘other’ criterion beyond the ones highlighted for promotion in Nigeria’s oil and gas sector. The findings revealed that 16 males out of total 26 respondents who selected this option with a percent of 62% indicated that there are other factors that influence promotion in the industry. Similarly, 10 female participants out of total of the 26 respondents chose this option with percentage of 38%, indicated other factors influence general promotion in the sector. This finding suggests that other factors beside the written regulations for promotion

exerts a prominent influence on promotion of employees in the section. This finding reveals some discrimination against women. Thus, this finding supports the work of William et. al., (2014, p. 468), that females experience discrimination in hiring and promotion in male dominated industries like the Nigerian oil and gas industry. This issue is what addressing, as it is the place of the human resource management to encourage the progression for its workforce, as argued by Egbuta (2018) and other others. Thus, indicating that the duty of the human resource management is to plan career progression of employees. Also, some scholars posit that career development influences employee loyalty to an organisation, this issue can interfere with employee loyalty and motivation. Hence, the human resource management needs to look into this situation and address it.

The details of these ‘other’ factors highlighted by both the male and female respondents that influence promotion in the Nigerian oil and gas industry are displayed in – section 4.1.2.2.4.1, in table 4.37; The research findings revealed that: 8 participants (3 females and 5 males) of the 16 respondents with 31% indicated that it was by the ‘grace of God’, 3 respondents (2 males and 1 female) of the 16 participants with a percentage of 12% suggested it was by ‘divine favour’. Also, 5 participants (3 males and 2 females)

out of the 16 respondents with percentage of 19% highlighted that it was by 'special favours', 6 respondents (4 males and 2 female) of the 16 participants with a percentage of 23% indicated that it was 'by whom you know at the top' and 4 respondents (2 males and 2 female) of the 16 participants with a percentage of 15% suggested it was by 'availability of headroom for promotion.

The findings revealed that 8 respondents the highest number of participants consisting of 3 females and 5 males who indicated the 'grace of God' suggests the need for divine intervention of God to be promoted in the sector. This finding ties in with the other 3 participants who suggested 'divine favour' and the 5 participants who indicated 'special favours'. These findings suggest some form of discrimination existing in the sector not only to women but to men alike. However, 6 respondents, the second to the highest number of respondents (4 males and 2 females) indicated that promotion in the Nigerian oil and gas industry was 'by whom you know at the top', this would suggest might be the reason previous respondents suggested divine intervention was needed for promotion in the sector. This issue needs to be addressed as it is the responsibility of the human resource management to ensure the career progression of employees as indicated by Egbuta (2018) and other scholars in their findings.

The findings from section 4.2.4.4.1 – from the qualitative data collected similarly displays the criteria for general career development. The interview participants mentioned that promotion in the Nigerian oil and gas industry is by rank. This finding complements the quantitative data collected as discussed above. The criteria for general promotion are as follows:

According to Samuel:

“the criteria for general career progression is different from that of management career progression, for general promotion, candidates are selected based on:

- ❖ *Appraisal (individual performance on the job)*
 - ❖ *Length of time with the organisation*
 - ❖ *Individual working experience in the industry*
 - ❖ *The ability to meet organisational goals and objectives*
 - ❖ *Individual Qualifications (not mandatory at general level)”*
- Samuel**

The account of Samuel indicates that these are the criteria for general promotion in the oil and gas industry in Nigeria. This finding complements the findings gathered from the quantitative results. However, this finding suggests that the level of an employee’s qualification does not count much rather others like time in organisation, experience in industry, performance on the job and meeting goals and objectives matter more.

The findings from section 4.2.4.4.2 – revealed that promotion is by rank in the service companies the same as in the main multinational oil and gas companies. However, the finding equally revealed that the criteria for general promotion is not the same for Nigerian oil and gas Contractor Servicing employees. The criteria are as follows:

According to Osakpanma:

“The ranking system is how promotion is done in this industry, I believe this organisation chat will help you understand better how we progress in the contractor companies...yes there is a difference compared to the main oil and gas companies”

- Osakpanma

Figure 4.11, displays the organisational chart provided by Osakpanma for progression and career levels within oil and gas servicing contractor companies in Nigeria. Osakpanma stated thus:

“we look at the following before considering an applicant for promotion, their:

- ❖ *Appraisal (on the job performance)*
- ❖ *By rank (This means that promotion in the Nigerian oil and gas industry is in levels)*
- ❖ *Qualifications*
- ❖ *Experience*
- ❖ *Community relations (in the case of an employee from the 40% host community)”*

- Osakpanma

This finding as stated above revealed the criteria for general promotion in the Nigerian oil and gas contractor servicing companies. It is important to note the difference lies in these

two factors: community relations and qualifications which are mandatory in the selection process.

5.2.3 Criteria for Management Promotion in the Nigerian Oil and Gas Industry

The findings of this study in section 4.1.2.3.1, displays the criteria for management promotion in the Nigerian oil and gas industry. The findings show the participants' responses with gender split of both females and males. The results are shown in tables 4.47–4.53, with each criteria for management promotion in the Nigerian oil and gas industry discussed, they include the following:

- 2) High mobility – table 4.47, shows the results of this finding, displayed in gender split. 65 participants responded 'yes' to this option indicating that this criterion is essential for management promotion in the Nigerian oil and gas industry. The female respondents 13 out of the 65 participants with a percentage of 20% responded 'yes' to this criterion as mandatory for management promotion. The male respondents 52 out of the 65 with a percentage of 80% indicated 'yes' to this criterion as essential for management promotion. This finding revealed that this criterion is the same for management promotion for both women and men in the sector. However, from the female participants' perspective, all total 13 female respondents responded

that this criterion is vital for management promotion. While from the male participants' perspective 54 out of the total 57 male respondents indicated it was a criterion for management promotion. The difference in the responses of the female and male participants suggests that this criterion not being met by the female respondents might cause barriers to their management promotion as it seems vital from the perspective of the females. However, with some of the males not responding 'yes' to this criterion, indicates that it is not as important in the selection of male respondents as it is for the females and therefore could not pose an obstacle to the management promotion of the men in the sector. However, this differences in their responses indicates some form of discrimination against women in their career progression, confirming the work of Smith & Suby-Long (2019) as they argue that gender inequality in the workplace affects women's promotion in the workplace.

- 3) Field experience – the results of this finding is displayed in table 4.48 with gender split. 69 participants responded 'yes' to this option indicating that this criterion is essential for management promotion in the Nigerian oil and gas industry. 13 female respondents out of the 69 participants with a percentage of 19% responded 'yes' to this criterion as compulsory for management promotion. 56 male participants out of the

69 respondents with a percentage of 81% indicated 'yes' to this criterion as required for management promotion. This finding revealed that all 13 females responded so and 56 male respondent excluding 1 male who did not respond 'yes'. However, this finding suggests that this criterion is a mandatory requirement for management promotion in the sector. This finding confirms the work of Yulianti & Prameswari (2020) and Egbuta (2018), postulating that human resource management are responsible for setting requirements for promotion for employees' career development.

- 4) Ability to exercise authority over oil and gas operations – the results of this finding are displayed in table 4.49, in gender split. 57 participants responded 'yes' to this option suggesting that this criterion is essential for management promotion in the Nigerian oil and gas industry. The male respondents were 48 with a percentage of 84%, and the female respondents 9 with a percentage of 16%. This finding indicates that this criterion for management promotion both women and men in the sector is not mandatory given the number of responses in comparison to the previous two criteria discussed. This finding supports the work of Egbuta (2018) and that of Yulianti & Prameswari (2020), on human resource management being required to plan requirements for promotion for employees' career development.

- 5) Level of qualification – this finding of this result is displayed in table 4.50, with gender split responses. A total of 64 participants responded ‘yes’ to this option specifying that this criterion is essential for management promotion in the Nigerian oil and gas industry. 54 male respondents with a percentage of 84%, and 10 female participants with a percentage of 16%. This finding suggests that this criterion for management promotion for both women and men in the sector is essential as just 3 each from both male and female respondents did not select this option. This finding supports the work of Egbuta (2018) and that of Yulianti & Prameswari (2020), on human resource management responsibility to provide career development requirements for employee promotion.
- 6) Length of time in the oil and gas industry – table 4.51, displays the results of this finding with gender split responses. 52 participants comprising 7 females with percentage of 13% and 45 males with percent of 87%, responded ‘yes’ to this option suggesting that this criterion is necessary for management promotion in the Nigerian oil and gas industry. This finding suggests that this criterion for management promotion is required for both women and men. From the perspective of the male participants, 52 out of the total 57 male participants selected this option indicating it as mandatory for management promotions. However, the response rate is

different for the female respondents, as 7 out of the total 13 female participants responded 'yes' to this option. This finding suggests a form of discrimination against women in management promotion in the Nigerian oil and gas industry. Thus, this finding confirms the work of Smith & Suby-Long (2019) on women blocks against promotion to leadership positions in the workplace due to gender inequality.

- 7) Length of time with the company – table 4.52, displays the results of this finding with gender split responses. 44 participants comprising 8 females with percentage of 18% and 36 males with percent of 82%, responded 'yes' to this option suggesting that this criterion is necessary for management promotion in the Nigerian oil and gas industry. From the perspectives of the male participants, the results show 36 out of the total 57 male respondents indicated 'yes'. This finding suggests that this criterion for management promotion might not be mandatory for males. Similarly, from the female standpoint, 8 out of the total 13 female participants selected 'yes'. This finding indicates that it might not also be a compulsory criterion for management promotion in the industry. Thus, it shows no barrier to women's career progression. This finding supports the work of Yulianti & Prameswari (2020) and Egbuta (2018) that it is the duty of human resource management to make available

process of career development requirements for employee promotion.

- 8) Other – table 4.53, displays the results of this finding with gender split responses. The participants who responded ‘yes’ to this option are 49 in total consisting of 9 females with percentage of 18% and 40 males with percent of 82%. This finding suggesting that this criterion is necessary for management promotion in the Nigerian oil and gas industry, as the number of respondents from both females and males is relatively high. This finding confirms the work of Yulianti & Prameswari (2020) and Egbuta (2018), on human resource management responsibility to make available process of career development requirements for employee promotion. Participants were given option to specify what ‘other’ criterion is necessary for management promotion and the following are their responses:

The findings – in table 4.54, displays results of participants’ responses to ‘other’ as an option indicating other criterion for management promotion. The results show that: 9 participants (2 females and 7 males) suggested ‘the availability of a position to promote the employee into’. This finding supports the work of Egbuta (2018) and other scholars arguing that it is the duty of the human resource

management to create plans and procedures for career development of employees. 5 respondents (1 female and 4 males) indicated 'need for a particular set of skills required for a job may make room for a promotion'. This finding confirms the work of Egbuta (2018) and other scholars postulating that obtaining knowledge, skills and understanding job activities of the job well, leads to career development for employees. 16 participants (2 females and 14 males) stated 'grace of God', 14 respondents (3 females and 11 males) indicated 'special favours', 4 participants (1 female and 3 males) stated that 'sometimes via diversity & inclusion but must have skills set & right qualification'. This finding supports the work of Egbuta (2018) and other scholars postulating that career development leads to acquiring knowledge, skills and professional development for career progression. Finally, 1 respondent (0 female and 1 male) indicated 'not sure'. From the above results of participants' responses, the findings revealed that the highest responses of 16 participants indicated that the 'grace of God' is a criterion for management promotions. This is followed by the responses of 14 participants, the second to the highest pointing to 'special favours' as a criterion for management promotions in the sector. These two factors were stated earlier in the discussion on criteria for general promotion in the sector, and again here as 'other' criteria for management promotions. This finding suggests some form of discrimination against women and

men alike and the human resource management needs to look at this issue of ‘other’ criterion that then to override set regulations for career development. As it is their responsibility to promote career progression of their employees as this encourages employee loyalty, job satisfaction and increase productivity in organisations as postulated by Egbuta (2018) and other scholars.

The findings from section 4.2.4.4.3 – revealed the criteria for management career development from the qualitative data collected. It is important to indicate that the quantitative findings of this research complements the qualitative. The criteria for management promotions are displayed thus:

According to Silas, in a Nigerian oil and gas company:

“candidates for management promotions must meet certain criteria before they are considered, these are their –

- ❖ *Level of Qualification (Must have a university degree)*
- ❖ *Field experience*
- ❖ *Length of time in the oil and gas industry*
- ❖ *Length of time with the company*
- ❖ *Appraisal (Performance on the job)*
- ❖ *High mobility (To be ready to move at any given time)*
- ❖ *Ability to exercise Authority over oil and gas operations”*
- Silas

The above findings from the interviews on the criteria for management promotion complements the findings from the questionnaires as discussed above. The issue of ‘high

mobility’ – in table 4.41, all female respondents in the survey indicated that the criterion a vital factor for management promotion, as well as the male respondents. In the interviews the female participants and male respondents equally pointed out that ‘high mobility’ is an essential criterion for management promotions in the Nigerian oil and gas industry. However, the female respondents also mentioned that the ‘high mobility’ criterion can sometimes act as a barrier to women’s management promotion. Below are some of the comments of interviewees reiterated to highlight their perspective on the issue of ‘high mobility’.

This finding – in section 4.2.4.1.6 displays comments of interviewees on ‘high mobility’, some of which are stated below:

“To succeed in the industry and become a senior manager, high mobility is one of the needed criteria...you should be ready to move when there is the need for your expertise and knowledge in handling a drilling situation” - **Oritseweyimi**

“I sometimes feel sorry for the married women in the industry...they always give their best but managing the home and work often gets in the way for them” - **Ivaylo**

“Most of the single women who join the industry stay unmarried until they get to managerial positions before they think about it...” - **Ikponmwuosa**

“As a matter of fact, some women in the industry remain single until they reach management positions...to avoid any family obstacles” - Masoje

This finding reveals that ‘high mobility’ involves the candidate being ready to move anywhere his /her expertise and knowledge is needed. This criterion ‘high mobility’ would serve as an obstacle to women with families as they would not be able to commit to such a task. This finding revealed that this might be moving to another city, region or even abroad. In such a situation the Nigerian Labour Law does not support this move for a woman with family. This finding supports the postulation of Ekhatior (2015, p. 286) stating that women are denied the opportunity to take their spouse and children with them to their places of employment, in Labour Act Section 56(1). While the act permits men to not more than 2 wives, and as many children that are under 16 years, state in Labour Act Section 34(1). This finding suggests the need for a change to be done to ‘high mobility’ criterion as this would increase women’s representation in top management. Also, Nigeria’s Labour Act needs to change to enable women progress to management and leadership positions in Nigeria’s oil and

gas industry. This is another contribution of this thesis to the body of knowledge.

These findings give another contribution of this thesis to the body of knowledge.

1. This is another contribution of this thesis to the body of knowledge, that the criteria for general career development presents some barriers to women's career progression within levels of non-management compared to the men. While the criteria for management career development provides barriers to women's career advancement to management in the Nigerian oil and gas industry, compared to the men in the sector.

5.3 Objective 3: To examine the extent to which organisational culture in the Nigerian oil and gas industry and the national culture stand as barriers to women's management career development

The objective three of this study examines the effects of organisational culture within the Nigerian oil and gas industry and the national culture and how both factors might pose barriers to women's management and leadership positions. The next subsection discusses the issue.

5.3.1 Organisational Culture and Barriers to Female Promotion

The results of this research findings – in section 4.1.2.6.1, in tables 4.66 and 4.67, the responses of the female and male respondents respectively. The findings revealed that the organisational culture of the Nigerian oil and gas industry stands as a barrier to the management career progression of the women in the sector. This finding supports the work of McGrath & Marinelli (2012) that the organisational culture of the oil and gas industry in Canada stood as an obstacle to women's career advancement. This finding suggests that the organisational culture of the oil and gas industry both in Nigeria and other countries needs a change to foster women's career advancements.

The findings from the interviews – in section 4.2.4.1, in figure 4.7, show the results of the masculine organisational culture barriers that hinder women's management promotion in the Nigerian oil and gas industry. The findings from the interviews also complements the findings of the questionnaires. Some of the comments of interviewees are:

“....When you come on site, the atmosphere spurs you to move like the men.... in a regimented way....everything has to be in order....you cannot help but want to behave like them.”

- Angelina

“It is a problem for the women because (a) they have to come out of their comfort zone just to act like men which they are not, (b) unknown to the system it has been made a norm to select the women who behave like the men and follow the status quo and (c) it is a barrier to the women who do not fit into this criterion.”

- Joshua

“....Most of the women in the industry are like men...., I mean their roughness and hardness to power like the men... they are as energetic as the men and exercise power like the men when they work... they walk like the men, smart, strong, command and control on duties like the men...we call them tomboys... but not to their faces...”

- James

“.... Yes, to survive I have to be a man in action at work...macho in character, act bold and fearless, ready to take any risk.”

- Olatitilayo

“....actually, you have to behave like a man to have your way....for me, I wear a different hat when I come to work and a different one at home....that is how I get by....”

– Samantha

“The women that have worked under me are very serious with their jobs and conscientious...yes, even more dedicated than the men I would say... well I think it's to demonstrate their value”

- Isaiah

The findings of this study supports the work of Bako & Syed (2018, p. 426), indicating women being marginalised in male dominated workplaces. Equally, supports the work of Chigbu (2015, p. 335), that women's potentials are largely untapped as a result of cultural gender discrimination. This finding supports the work of Kolade & Kehinde (2013, p. 82). This finding supports the work of Azar (2013, p. 504) and French & Strachan (2015, p. 229)

postulating that women act 'macho' in order to survive in male-dominated sectors like the oil and gas industry. This finding equally supports the work of Wilson (2014, p. 237), of women in male dominated occupations being perceived by the men as 'the outsider' or 'travellers in a male world', This is another contribution to the body of knowledge.

The findings revealed that the organisational culture barriers experienced by women in Nigeria's oil and gas sector are common to women in the industry in other countries. This finding supports the work of McGrath and Marinelli (2012), on women in Canada's oil and gas industry.

The common international barriers to women's career development in the oil and gas industry globally are:

- a) Masculine cultures
- b) Inflexible working conditions
- c) Long working hours
- d) Gender stereotypes

These common blocks to the career advancement of oil and gas women globally listed above are results of the organisational culture of the industry. These findings

support the work McGrath & Marinelli (2012) of the organisational culture barriers to women in the sector. This research finding indicates that there is the need for a global change to the organisational culture of the oil and gas industry, as these barriers are not peculiar to women in Nigeria's oil and gas industry but are common to women in the oil and gas sector in other parts of the world. This is a contribution of this thesis to the body of knowledge and fills this gap in the literature.

1. This is another contribution of this thesis adding to the body of knowledge, by reiterating that the organisational culture of the oil and gas industry is a barrier to the management career development of its women in Nigerian and on a global scale.

5.3.2 Organisational Culture and Leadership Style of Management

The findings revealed – in section 4.1.2.5, displays the leadership style of management operated in Nigeria's oil and gas sector linked to its organisational culture. Table 4.57, shows the result of the leadership style of management operated in the sector. The finding revealed that all 13 female respondents and all 57 male participants with valid percent of 100%, indicated that the Nigerian oil and gas industry operates the democratic and transformational style of leadership. This form of

leadership style supports and implements change which are its positive characteristics. On the basis based of this leadership style of management, needed changes can be executed by the management as required. This finding validates the work of Hayes (2014, p. 22), that departments heads hold the right to make changes to operations or move the dynamic of the behaviour of groups if change is needed.

The findings revealed – in section 4.1.2.5.2, the leadership traits of female managers to male managers in the Nigerian oil and gas industry. Section – 4.1.2.5.2.1, in table 4.58 discusses the responses of the female and table 4.59 discusses the male participants' responses to the question on '*women managers' leadership traits*'. Section – 4.1.2.5.2.2, in table 4.60 shows results of the responses of the male participants and table 4.61 displays the results of female respondents to the question on '*men managers' leadership traits*'. The findings revealed the characteristics of the women managers from the male and female respondents as friendly, compassionate and less difficult to approach. The findings support the work of Ibbotson (2012, p. 107), that women managers have feminist characteristics of being supportive, accessible and skilled in interpersonal relationships. The findings also show men managers in the Nigerian oil and gas industry to possess the leadership traits of being friendly, compassionate and less difficult to

approach. However, the percentage of the female responses to men managers being authoritative is high at a valid percent of 35%, this supports the findings of Azar (2013, p. 503), that a central component of masculinity is “machismo or the desire for power and control”, as the female respondents perceive the male managers as exercising power and control, and being more authoritative than the female managers in their responses.

The findings – in section 4.1.2.5.3 in table 4.64, compared the traits of the male and female managers. The results of table 4.64 was used for a t-Test two sample analysis is conducted assuming equal or unequal variances, to determine if male and female managers operate their managerial duties with the same approach. The t-Test results are shown in table 4.65. The results indicate that we cannot reject the null hypothesis and the finding revealed that the men and women managers in the Nigerian oil and gas industry, have the same leadership traits and manage in the same way. This finding suggests women can cope and manage well in the Nigerian oil and gas industry and supports the findings of Ibbotson (2012, p. 107), a feminist trait of women among others, which is needed in business to treat employees with value, being one of the changes that the female managers can bring to make a change, supporting the findings of Hayes (2014, p. 22). However,

acting like men shows the masculine culture influence, confirming the work of Azar (2013). Thus, fulfilling hypothesis 1 of this study.

5.3.3 National Culture and Barriers to Female Promotion

The findings revealed – in section 4.1.2.7.1, in table 4.68 and 4.69, show the results that the national culture stands as a barrier to female management promotion.

The findings from the interviews – section 4.2.4.3, figure 4.9 shows and discusses the national culture barriers that hinder female management promotions in the Nigerian oil and gas industry. This finding of the interviews complements the questionnaire findings. Factors identified to cause barriers to women's management career development include:

- 1) Patriarchal society
- 2) Societal gender stereotypes
- 3) Women's subordination
- 4) Nigerian management model

The findings from some of the comments of the interviewees are as follows:

“I may be old fashioned but correct me if I am wrong women do not fit into this environment, it is a place for men... a man’s duty is to take charge of his home, his word is authority and the wife’s duty is to submit to her husband as he is head over the woman and household...men in this society are seen as adventurous, risk takers, bold with authority and power to take control, that’s a true leader” - Abel

“the woman can have a high ambition and career but it is the approval and go head of the man, her husband or father that can make that happen”
- Nosayaba

This finding supports the work of Chigbu (2019a), Achandi, et al., (2018), Bayisenge, et al., (2014) on patriarchal societies of which Nigeria is one of them. Highlighting gender discrimination against women. Also supports the work of Ekhatior (2015), The Lawyers Chronicles (2014), Okoyeuzu, Obiamaka & Onwumere (2012) and Tijani-Adenle (2016), on Nigeria being a patriarchal society and its national culture exhibits patriarchal values.

“the man is the head of the home any time any day and for me the woman’s place is to care for the home”
- Jack

“times have changed and the woman should be seen as equal to the man but no...for some traditional men, the man is superior to the woman and it should stay that way”
- Leke

“leadership is for the men, they have authority, power, command respect and have the ruggedness required for these positions...women do not have that manly character to manage”
- Mike

“women managers can lead they have the same attributes as men, they do the same jobs, the women have their capacity and the men have their capacity too”
- Olatitilayo

“in my class at university we were only 4 girls in my engineering course while the rest were boys, each of us girls had our group of guys we moved with as friends and most girls being in the company of guys tend to become tomboys...even at work now some still behave like men”
- Rosaline

These findings support the work of postulates Ekhatior (2015), Nnam, Arua & Otu (2018) and Chigbu (2019a), of gender stereotypes, with patriarchal values in societal, culture, political and economic spheres.

“oh yes it is still very much expected in the society for the woman to be submissive to the man” - **James**

“even if the woman is older than the man she is normally considered lower than him in status when it comes to respect in public places, she is always given second place to him”
- Gabriella

“in my company we practice what is called seniority in the system...this means the first person who signs the attendance register on starting first day with the company is senior to everybody else who starts the same day but signs the register after the person regardless of gender”
- Olatitilayo

“yes in our company this seniority in the system is by date and time you start, if a person comes 1 minute or 1 hour before the next person, the one who is ahead in the first attendance is the senior and when it is time for promotion, the person who came first is selected...promotion is by ranking.” - **Tinuola**

This finding shows societal expectations for the woman to be submissive to the man but in different approach is taken in Olatitilayo's and Tinuola's company. Also the finding supports the work of Ekhaton (2015), Nnam, Arua & Otu (2018) and Chigbu (2019b) on the societal expectation of women.

1. This is another contribution of this thesis adding to the body of knowledge, by reiterating that the organisational culture of the oil and gas industry, stands as a barrier against the management career development of its women in Nigerian and on a global scale. Also, the national culture stands as a barrier to women's management promotion in the Nigerian oil and gas industry.

5.4 Objective 4: To assess the consequences of socio-economic and political spheres within the Nigerian context and their possible, hindrances to women attaining and maintaining senior management and leadership positions in the Nigerian oil and gas industry

The results of this research findings revealed that the socio-economic and political spheres of Nigeria, hinders the management career development of women in the Nigerian oil and gas industry. This finding supports the work of Ekhaton (2015), regarding the social structural positions expected for women and cultural expectations of women's subordination to men in Nigeria.

5.4.1 Socio-Economic and Political influence on Women's Careers

In Nigeria, women substitute the income of their fathers and husbands as indicated by Ekhaton (2015). Women's contribution to the Nigerian economy is vital to the economic growth of the nation. However, the economic contribution of women in Nigeria are not highlighted, their attainment of leadership and management positions are not revered. According to Ekhaton (2015) the Nigerian media only esteems the domestic success of women leaders rather than their economic contributions. Thus, highlighting women's place as domestic oriented. The findings revealed the account of some male respondents emphasising that women's place is not in the oil and gas sector but in the home taking care of domestic issues. Thus the socio-economic sphere within the Nigerian context poses barriers to women's management career advancement in its societal gender stereotypes of women's place being in the home and the media portrayal of women in management in Nigeria as successful domestically regardless of their achievements economically.

Also, this finding confirms the work of Kolade and Kehinde (2015), that the Nigerian society views women in management as aggressive and do not glorify their professional career achievements but rather exalts their

domestic achievements as indicated by Kolade and Kehinde, (2015) and Ekhator (2015). This is another contribution of this thesis to the body of knowledge.

5.4.2 Family Life and Barriers to Female Promotion

The results of this research findings – in section 4.2.4.2 revealed that family life stands as a barrier to women's management career advancement in the Nigerian oil and gas industry. This finding supports the work McGrath & Marinelli (2012) of the need for work/life balance review for women in Canada's oil and gas sector.

The results of this research findings revealed that family life stands as a barrier to women's management career advancement in the Nigerian oil and gas industry. This finding supports the work of previous authors on women in the oil and gas sector, suggesting the need for work/life balance to be reviewed for its women. These challenges ranged from:

- ✓ Restrictions from husbands
- ✓ Childcare
- ✓ Home maintenance
- ✓ Starting a family

The findings of this research revealed that starting a family and family maintenance can stand as barriers to the management career development of the women in the Nigerian oil and gas industry. Validating the work of Fagan & Norman (2012, p. 546) and other scholars. These findings confirm the work of McGrath & Marinelli (2012), the postulation of Ayre et al (2011), as well as the findings of Marinelli & Lord (2011), all specifying the need for work/life balance in the oil and gas industry to be reformed to support its women.

Other findings of this research revealed that family life stands as barriers to women's management career progression. The findings revealed that the Nigerian family permeated by the national culture's patriarchal values enhances male dominance over the women. This is expressed in the father, husband or senior male member of the family being the head and superior leader in the home over the women. The findings showed that restrictions from husband is a barrier that stands against women's management career advancement in Nigeria's oil and gas industry, supporting the work of Ekhatior (2015). The findings equally revealed that home maintenance, maternity leave and child-care all stood as obstacles to the management and leadership promotions for women in the sector. The details of both findings from the questionnaires

and interviews are presented and discussed in the contribution to knowledge.

Although, the researcher did not review the work/life balance policies of the different companies within the Nigerian oil and gas industry that participated in the study, even though she requested it. However, findings from this research revealed that women could not balance work and family life together. Hence, some waited until their children were adults to start chasing management careers in the sector, while some waited until they have achieved management positions before starting a family, confirming the work of McGrath & Marinelli (2012) on the need for a place of child care for women in oil and gas sector. These are hints that the work/life balance of the Nigerian oil and gas industry needs to be re-addressed to accommodate the total needs of its women, to promote their career progression to positions of management. This also is a topic for future research in this field.

The findings of this research point to the work/and life balance policies for women already in the Nigerian oil and gas industry to be re-addressed to accommodate these needs of the women in the industry in order to promote women's management career development in the Nigerian oil and gas industry.

5.4.3 Societal and Cultural influence on Women' Careers

The results of this research findings revealed that the societal gender stereotypes within the Nigerian context hinders the management career development of women in the Nigerian oil and gas industry. This finding supports the work of Ekhaton (2015), regarding the social structural positions expected for women and cultural expectations of women's subordination to men in Nigeria. This finding Supports the work of Ekhaton (2015) and that of Pambazuka News (2010) that Nigeria's national culture and societal norms are permeated with patriarchal values. Women role are assumed as domestic and these norms foster discriminates against women as postulated by Ekhaton (2015). Also, this finding confirms the work of Kolade & Kehinde (2015), that the Nigerian society views women in management as aggressive. As such, their career achievements are not glorified, rather their domestic achievements are exalted. This is another contribution of this thesis to the body of knowledge.

The findings revealed that some women with families decided that they would not pursue management progression due to this criterion. Some others indicated that they would not get married until they have attained

management promotions in the industry. Some waited until their children were grown to aspire leadership positions.

The contribution of this finding of this thesis to the body of knowledge, is for this Nigerian Labour Act Section 56 (1) for women to be re-addressed in order to allow women in employment equal rights to men. Also, for the legislation for gender equality to be enacted to eradicate all forms of discrimination against women domestically and economically. Equally, the political influence on the media to be checked and ensure that women's economic contribution and empowerment are highlighted more to enhance the image of women rather than their portrayal as domestic success only.

5.4.4 Culture, Personal and Geographical Circumstances and their Barriers to Women's Management Promotion

The research finding – in section 4.1.2.7.3.1, table 4.73 displays the results for the t-Test analysis for hypothesis 2 of this research. Table 4.74, shows the result that the null hypothesis is rejected. Therefore, this result indicates that the women in the Nigerian oil and gas industry experience barriers to management and leadership promotion in on the basis of culture, geographical and personal circumstances compared to the men in the sector.

1. This is another contribution of this thesis to the body of knowledge, that the Nigerian socio-economic, political and family life stand as barriers to the management career development of women in Nigeria's oil and gas industry.

5.5 Conclusion

This chapter addressed the research objectives set out by the researcher in relation to the findings of this study. This was done to evaluate the barriers that might hinder the management and leadership career development of women in the Nigerian oil and gas industry. Being an under researched area in Nigeria's literature, this study endeavoured to fill this gap in the literature. The findings from this research revealed that women encounter barriers that hinder their career progression to management and leadership positions in the Nigerian oil and gas industry. These career blocks that were discussed above include organisational culture of the sector, national culture, family life, socio-economic and political systems that obstruct women's career advancements in this sector. However, these findings contribute to the body of knowledge.

Chapter 6 – Conclusions and Recommendations

6.0 Introduction

This research has reviewed the appropriate literature and presented the findings of this study with regards to gender and barriers to women's management career development in the Nigerian oil and gas industry. This final chapter discusses and analyses the identified key themes that emerged from the findings of this research. It draws key inferences in relation to the conceptual framework of the study and in the light of the research questions of this study. this leads to conclusions being made, theory presentation and key contributions of this study. Additionally, covered in this chapter is a recap of the research aim and objectives, key questions of the research, and the study rationales. Furthermore, displaced are justifications of the choices made regarding the research subject area: the oil and gas industry within the context of Nigeria, focusing on its women workforce. In conclusion, the research findings implications are presented for practitioners and suggestions made for further research.

6.1 Conceptual Framework in Relation to Research Findings

The conceptual framework that underpinned this research explored the effects of gender disparity in the workplace and other barriers that might hinder women's management career development on the basis of 3 feminist theories. The

focus of this study being the Nigerian oil and gas industry, is a traditionally male oriented sector that has allowed women in in the past 30 years into its workforce. Also, Nigeria, the context of this research is a country that is permeated with patriarchal values embedded in its socio-cultural norms, economic and political spheres. The conceptual framework was developed to explore these factors and how they impact on the career progression of the women workforce within this sector.

Gender equality is a thing of rarity as women are being discriminated against on the basis of their gender in socio-economic, political and cultural settings. This study explored the implications of gender imbalance within these contexts, and other factors that might hinder women's management career progression in Nigeria's oil and gas sector, from the lenses of 3 combined feminist theories. As they enabled the researcher to explore this phenomenon under study, as well as fill this gap in the literature and add to the body of knowledge. These feminist theories include:

- i) The dual systems theory (Labour market segmentation theory and patriarchy) – evaluate gender disparity, labour market segmentation, socio-economic, cultural political effects on women's career development
- ii) Radical feminism – evaluate men's power as it exploits women's gender orientation in daily work communications

- iii) Poststructural feminism – examine how organisational culture influences career progression of women

This research stresses the experiences of the women in the Nigerian oil and gas industry and the phenomenon surrounding their career development in the sector. The importance of these findings are expressed in both theoretical and practical terms. To make valid contributions to the academic and practical understanding of the obstacles that women may encounter in their career advancement to management and senior management positions in this industry. The next section discusses how the conceptual framework has been informed by the collected data, followed by a modified conceptual model developed to display the relationships of the data collected for this study.

6.1.1 Dual Systems Theory (Labour market segmentation theory & Patriarchy) – in relation to Findings

a) Labour market segmentation theory: the findings of this research in the light of this theory indicates that women in the Nigerian oil and gas industry are segregated against based on their genders as females. This finding supports the work of Oyewunmi (2013); Kolade & Kehinde (2013); Bako & Syed (2018). Pointing to gender stereotypes that the women experience in the workplace. Also, the women experiencing discrimination while pursuing management

and senior management positions equally supports the findings of Ugwuzor (2014); Oyewunmi (2013); Madichie (2009); and Kolade & Kehinde (2013). These findings reveal the obstacles women experience when trying to advance their careers to positions of management, in this traditionally male-dominated sector as they are segregated against due to their gender.

b) Patriarchy: exploring the findings of this research underlined by patriarchy, the second segment of the dual systems theory, lays emphases on the Nigerian culture that promotes patriarchal values as postulated by Chigbu (2019a), Nnam, Arua & Otu (2018) and Ekhaton (2015). These results make recommendations against generalising findings from non-patriarchal contexts like Europe, America to Africa without consideration of the fundamental differences in the labour market and cultural contexts. The findings revealed that the culture that is permeated by patriarchal values form the lives of the women as they are defined differently to the men in the context of the organisations and at home. These women from the findings have experienced gender discrimination at home with the superiority of the man emphasised and have seen the same scenario in the workplace context. Therefore, taking into perspective this contribution, it is vital to understand the dilemma of the Nigerian woman in her pursuit of a career

in the country's context and that of the country's oil and gas sector.

Although derived from the findings is the career development concept that explains women's career advancement in Nigeria's oil and gas sector, it could be potentially applied elsewhere in countries with similar patriarchal values as the Asian continent and the Middle Eastern Arab countries. Therefore, this research is a study in the right direction in filling this gap in the literature of identifying the career challenges encountered by women in the oil and gas sector, with responsibilities of family and a focus on the Nigerian context, a developing country.

6.1.2 Radical feminism – in relation to Findings

Radical feminism was selected as the second feminist theory of the conceptual framework on which this research study relies upon, relates to the societal gender stereotypes to evaluate how the Nigerian society perceive the place of the women to that of the men in the society. This is another contribution of this study as it relates to the societal norms and the gendered differentiation of women and men, with the women in disadvantaged positions to the men, and assuming subordinate positions to them. This is an acceptable norm in Nigerian society, as women who pursue management roles as seen as aggressive argues Kolade &

Kehinde (2013) and French & Strachan (2015, p. 229). This framework gives an understanding of the effects of societal pressures and expectations of the Nigerian working woman and the gender inequalities that permeates Nigerian society.

Another contribution of this study based on the framework of radical feminism highlights the gender inequalities in the Nigerian family unit. As a result of its patriarchal values adhere to both in its societal and cultural norms. The male holds supreme authority in the home and both fathers and husbands have been known to influence the career paths of the women and wives in the family as expressed by a number of scholars Ekhaton (2015, p. 285), Pambazuka News (2010), The Lawyers Chronicles (2014), Okoyeuzu, Obiamaka & Onwumere (2012, p. 16) and Tijani-Adenle (2016). This is supported by a finding of this study of women's career advancement in Nigeria's oil and gas sector been restricted by their husbands. This is a contribution of this study that the societal norms of male dominance over the women have in some cases in the finding stood as a barrier to the career advancement of those women in Nigeria's oil and gas industry.

Although the issue of family responsibilities like starting a family, maternity, childcare, home maintenance – postulated by Fagan & Norman (2012, p. 546) and other

scholars have been known to cause some level of obstacles to women's career development, restriction from husbands is a new contribution to extend the literature on family barriers that hinder women's management career advancement, due to the Nigerian context.

The findings of this research equally, revealed that most of the women in the industry who are in management positions are either single or no longer with childcare responsibilities and other family duties. As a result, they are not faced with the same family barriers to their careers as the other women with active family responsibilities. This contribution highlights the need for a review of the work/life balance policy of the Nigerian oil and gas industry, to ensure the needs of the women are well accommodated for the career development of the women.

6.1.3 Post-structural feminism – in relation to Findings

The post-structural feminism framework evaluates the organisational culture of the Nigerian oil and gas industry. It equally explores how its values may or may not hinder the career progression of the women in the sector. This study finding revealed that the sector's organisational culture is masculine in nature, permeated by gender stereotypes and some women have experienced different

forms of gender discrimination. The contribution from the findings evaluated by the post-structural framework recommends a change of attitude among the oil and gas industry's workforce. This change in the organisational culture would enhance the career growth of the women in the industry. As Worrall et al (2012), postulates that workshops are vital in introducing change. Adopting and implementing workshops would be a way of charting a new course of change for the Nigerian oil and gas industry. Therefore, this study recommends workshops on gender equality are necessary to enact this change, informed with the challenges that women in the industry encounter in their career progression. These workshops would assist the workforce in overcoming gender stereotypes inherent in the workplace culture.

6.1.4 Conceptual Model

The findings gathered from this research revealed the following barriers that might hinder women's management career progression within Nigeria's oil and gas industry. Thus, the conceptual model developed to explain this phenomenon is shown in figure 6.1 below:

Figure 6.19: Conceptual Model – Barriers to women’s management career development in Nigeria’s oil & gas industry-gathered from this research finding



These findings of this research displayed in figure 6.1 above, reveals the barriers that might hinder the management career advancement of the women in the Nigerian oil and gas industry. These barriers have been classified into four themes: organisational culture barriers, criteria for management promotions barriers, family barriers and Nigerian culture barriers.

1. Organisational culture barriers:

The research findings of this study revealed common international barriers to women’s management career

advancement in Nigeria's oil and gas sector, that women in both Canada's and Australia's oil and gas industries equally experience, supporting the work of McGrath & Marinelli (2012) respectively. This research finding on the common blocks to women's career advancement in Nigeria's oil and gas industry in comparison with women in Australia oil and gas industry McGrath & Marinelli (2012) and women in Canada's oil and gas sector, are masculine cultures, lack of acceptance, gender stereotypes, inflexible and long working hours, workplace networks and associations, and harassment.

These common blocks to the career advancement of oil and gas women globally mentioned above are results of the organisational culture of the industry. This research finding indicates that there is the need for a global change to the organisational culture of the oil and gas industry, as these barriers are not peculiar to women in the Nigerian oil and gas industry but are common to women in the oil and gas sector in other parts of the world.

2. Criteria for management career promotions barriers:

Another indication of the findings of this research is that the criteria for management career progression stand as a barrier to women's management career advancement in the

industry. This finding supports the work of McGrath & Marinelli (2012). This issue needs to be evaluated and changed to allow more women the opportunity of career progression in the sector. This finding validates the work of McGrath & Marnelli (2012) on women facing barriers to promotions in Canada's oil and gas sector. Highlighted barriers are: high mobility, ability to display masculine authority over oil and gas operations, an opportunity available to university degree holders only.

3. Family barriers:

This research finding revealed that family life stands as a barrier to the management career progression of women in Nigeria's oil and gas industry. This barrier includes issues of starting a family, restriction from husbands, maternity leave, childcare, and home maintenance. These issues but one, are also common to women in the oil and gas industry globally and cause barriers to women's management career development in Nigeria's oil and gas industry. however, these barriers that might obstruct women's career progression points to the need for the work/life balance policy of the sector to be examined and restructured. This finding confirms the work of This supports the work of McGrath & Marnelli (2012) and other scholars indicating that the work/life balance policies of Canada's oil and gas sector needs to be re-addressed to support the women's

career advancements. This would allow the women to be properly accommodated with requirements necessary to foster their progression met and also enhance their management career advancement in the industry.

4. Nigerian culture barriers:

This research finding also revealed that the Nigerian culture stands as a barrier to the management career advancement of the women in its oil and gas sector. These factors are the Nigerian management style, patriarchal society, women's subordination, and societal gender stereotypes. These findings resulting from the Nigerian culture is due to its system being permeated by patriarchal values with male dominance supports the work of Ekhaton (2015), and of Pambazuka News (2010). The finding equally supports the postulation of Okoye et al. (2012) and Ekhaton (2015) on the issue that women's subordination to men is socially acceptable.

As a result, women pursuing management positions are frowned at and seen as aggressive, supporting findings of Kolade & Kehinde (2013) and French & Strachan (2015). This finding revealed that the societal norms and national cultures of Nigeria present obstacles to the women's management career progression in the Nigerian oil and gas

industry. These findings support the postulations of some authors expressing gender disparity in Nigerian and the discrimination faced by women on the basis of their gender –Ekhaton (2015); Pambazuka News (2010); The Lawyers Chronicles (2014); Okoyeuzo, Obiamaka & Onwumere (2012); and Tijani-Adenle (2016). They advocate that women's career advancements have been hindered by the values of the Nigerian national cultures and its societal norms. These findings lead to the contribution to knowledge of this thesis, as discussed in the next section.

6.2 Contribution to Knowledge

This research aimed to critically evaluate the implications of gender and barriers to women's management career development in the Nigerian oil and gas industry. This sector like the construction industry is a once traditionally male-dominated occupation but has now opened its doors to women to work in the sector. The word 'implication' signifies the impact of 'gender' as an issue in the Nigerian oil and gas industry, due to it being a once traditionally male-dominated sector. The aim is to explore if the management career progression of women in the sector is hindered based on their gender. Hence, the word gender is included in the research subject as an issue to examine the implications of gender and other factors that might hinder

women's promotion to senior management in Nigerian's oil and gas sector.

The barriers specific to women in the Nigerian oil and gas industry gathered from the findings of the data collected for this research, are shown in table 6.1 below. This is the contribution of this thesis to the body of knowledge and equally fills this gap in the Nigerian literature.

Table 6.107: Contribution to knowledge - Specific to Women in the Nigerian Oil and Gas Industry – Research Findings

S/N	Barriers to Women in Oil & Gas Industry – Nigeria	Source
1	Restrictions from husbands	This Research Findings
2	Starting a family	This Research Findings
3	Maternity leave	This Research Findings
4	Effects of patriarchal society	This Research Findings
5	Societal gender stereotypes	This Research Findings
6	Masculine national culture	This Research Findings
7	Women's subordination	This Research Findings
8	Nigerian Legislation & Labour Act	This Research Findings

Table 6.1 above, shows a list of significant barriers from the research findings, that are specific to women in the Nigerian oil and gas industry, that hinder their management career advancements. These include: restrictions from husbands, one of the new barriers stems from the Nigerian culture – being a patriarchal society, where women are not seen as equal to men, male children are preferred and of great importance to the family and are assumed head of the family and their authority supreme and permeated with gender stereotypes.

Findings from the research indicated that the husband's restriction, with the authority he has over his wife based on the Nigerian culture and its patriarchal systems on the wife's participation or interest in management positions can stand as a barrier to women's career development in the Nigerian oil and gas industry. This equally is an area for further research into how the women in the Nigerian oil and gas industry can overcome national cultural barriers that may affect their career development to management in the Nigerian oil and gas industry.

Also, indicated as a barrier to women's management career development in the Nigerian oil and gas industry, is the issue of starting a family. Most of the women with families and their male counterparts equally indicated that the family

stands as a barrier to women's management career development in the Nigerian oil and gas industry. However, the industry being a highly competitive industry, a break in career to start a family would hinder the career progression of the women in the industry. Promotion as indicated by participants is by rank, stepping off the career path to start a family would result in a setback in the career progression, as many do not return after having a family, and some even when they return are placed in administration for a period of time before they can return back to their formal departments and many remain in administration after starting a family.

As a result of this barrier, the researcher gathered that a number of women in the Nigerian oil and gas industry stay unmarried until they attain management positions before the issue of marriage becomes a consideration, while other in management positions have already had their children and are no longer into child-care or family issues, while some indicated that they do not even want to get married or start a family in order to develop their careers.

These issues point to specific work/and life balance needs of the women in the Nigerian oil and gas industry. Although, there exists already work/ and life balance scheme in place in the Nigerian oil and gas industry,

however, these policies needs re-addressing in order to attend to these needs of the women in the Nigerian oil and gas industry. From the research findings, these issues seem to be eminent to the management career development of the women in the industry, and in order for them to achieve their desired goal of joining the industry (as all female respondents indicated that one of the reasons they had joined the industry was to build a career).

This would equally enhance women's management career development in the Nigerian oil and gas industry, resulting in an increase in the number of the representation of women in management in the Nigerian oil and gas industry, and also give women the unique opportunity to make beneficial contributions in the Nigerian oil and gas industry, while in management positions that would enhance the industry's competitive advantage in the global market; and also, be of benefit to the Nigerian economy as a whole; while the industry equally benefits from its total human resource. However, these issues should form the bases for further research in the area of work/and life balance of women in the Nigerian oil and gas industry.

The contribution of this study to the limited base of literature on women's career development in Nigeria's oil and gas sector focuses on contextualising and extending the

new literature on careers. Therefore, with the rare opportunity that this research holds, it stresses the experiences of the women in the Nigerian oil and gas industry and their experiences with regards to their career development in the sector. The importance of these findings are expressed in both theoretical and practical terms. To make valid contributions to the academic and practical understanding of the obstacles to women's career advancement to management and senior management positions in the Nigerian oil and gas sector. The above being theoretical expressions of these findings, the next section discusses the practical contributions of this thesis to the body of knowledge.

6.3 Practical Contributions and Implications of the Research

This section presents practical implications important to employers in the Nigerian oil and gas industry, the Nigerian government and policy makers and women in Nigeria's oil and gas sector.

6.3.1 Implications for Employers in Nigeria's Oil and Gas Sector

Implications of gender in this thesis relates to the impact that the gender of an employee in the Nigerian oil and gas industry can have on their career advancement. The sector has been previously a male-only industry but with women

now in the picture, this research aim is to explore the effects the gender of the women might have on the progression of their careers in the sector. The research findings revealed several challenges that the women in the industry encounter in their career development pursuit based on their gender. These issues of the implications of gender are evaluated in terms of the industry in Nigeria, women in the sector, organisations within the Nigerian oil and gas industry and the Nigerian government. These are discussed below in line with this thesis' contribution to knowledge.

- 1) The oil and gas sector is a predominantly male industry, which suggests that it has been designed with the men workforce in mind, resulting in its masculine cultures which this research finding revealed to stand as obstacles to the women's career advancements. This finding supports the work of This supports the work of McGrath & Marnelli (2012), and other authors, which indicated that the sector has been built with the men in mind. As such, the gender of the women, in this case, poses a barrier to their career progression. The industry is permeated by masculine cultures as postulated by McGrath & Marnelli (2012) and other scholars, puts the women in the sector in a position compared to travellers in a strange land. This can also be compared to 'the boys in the locker room of football players, and the invasion of a woman into their privacy'.

This issue of gender stands prominent against the women in the sector. Does it point to how do they behave? so to speak in ‘a man’s world?’, also, how prepared are the men in the industry to accept the change and to work with the women? Surely these questions might play in the minds of these women and men alike in this sector. However, this industry has been in operation for a long time to have taken into account these potential questions that might play on the minds of the men and women workforce to have put measures in place to accommodate the women. The oil and gas industry’s operations have spanned for over 150 years and 62 years in Nigeria – “*since the discovery of crude oil in 1956 by the Shell Group*” stated by KPMG NIGERIA (2014, p. 5). The research findings indicate that some women experienced lack of acceptance, supporting the findings of McGrath & Marnelli (2012) and other authors. The findings also revealed that the men have workplace network associations which the women did not have and could not be a part. This equally impacted on the women’s desire for acceptance in the sector. This finding supports the work of Worrall et al (2012), of the women in UK construction a similar sector desiring acceptance within their sector.

- 2) The women in the Nigerian oil and gas industry joined the sector intending to develop a career in the industry. This is shown in this research findings from both the

questionnaires and interviews, of the women indicating so among other interests of joining the sector. Another finding of this research is the gender stereotypes against women in the industry. This is a negative implication of gender on the women and this research finding indicated that it stands as a barrier to the career advancement of the women. As a result, some women have changed their career paths, moving away from the industry to other sectors due to their experiences.

- 3) Another implication of gender in this research finding is the issue of some women in the sector having to behave like men to excel and to be accepted. This finding validates the work of Ayre et al., (2011) of women in Canada's oil and gas sector following the set pattern of behaviour in the industry to gain promotion. This is equally supported by the findings that some of the women in management indicated that they had to act like their male counterparts to attain their positions. This negative impact of gender difference in this industry and somewhat discrimination against the female gender points to the masculine cultures of the sector. There is indeed the need for change to the organisational culture of the industry to improve the career advancement and retention of women in the sector both in Nigeria and globally. This leads to the next point on gender issues, as they affect women's management career in the sector.

- 4) The research findings of this study from the analysis of male and female leadership traits showed that women have similar leadership traits to that of their male counterparts and manage in the same way as they do. There are two inferences to this finding relating to the impact of gender on women's career advancements in the Nigerian oil and gas sector. The first, suggests that similarities in the male and female leadership traits indicate a loss of the women's feminine traits. This supports the work of McGrath & Marnelli (2012) and other scholars on female managers behaving in the set pattern to foster their career in the industry. This should not be the case, rather the women should be allowed to embrace their uniqueness.

The second implication of gender shown in this finding is that it suggests that the women managers in the sector can cope with the challenges of the industry and can manage as effective as the male managers. Therefore, they should be given more opportunities to progress to management positions. This finding advocates the equality of the women to the men in this industry, and so they should be treated as such in their management career development pursuit and be accorded the same opportunities as the men. This is because these female managers have demonstrated in this finding that they can manage the same way as their male managers.

- 5) This research finding revealed that some women managers display feminist characteristics as listed in previous sections. Participants from this study indicated that the women managers with these feminist traits (which they recognised as unique characteristics) have made positive contributions to their organisations. They specified that these traits are valuable to the success of the organisations within the sector. This finding displays the positive impact of the female managers in their contributions to their organisations. This finding suggests that these women should be allowed more opportunity in management and senior management positions. As it would increase their level of positive contributions in their companies, resulting in higher levels of their companies' competitive advantages, and that of the industry, leading to benefiting the Nigerian economy. This finding backs the postulation of Alberta Oil (2015, p. 5), that women in senior management in the industry bring something different to the Board and advocates for more women senior managers.
- 6) The implication of gender standing as a barrier to women's management career development for the organisations and the sector is that the companies would miss the opportunity of benefiting from its total human resources. Also, they would miss out on the meaningful and unique different kind

of contribution that women with feminist traits can bring to their companies and the industry. This finding supports the work of Alberta Oil (2015, p. 5). These women have been acknowledged by participants in the study to contribute to the success of their organisations from the findings. Hence, ensuring that women in the sector are accepted as they are is valuable to the companies, as it ensures diversity, and maintains their competitive edge in the sector. Also, this would strengthen the competitive advantage of Nigeria's oil and gas industry on a global scale, leading to a better economy for the country.

- 7) This research finding revealed that high mobility is one of the major criteria for management career progression in Nigeria's oil and gas sector. This criterion disadvantages woman, especially women with families. This study, in this case, recommends that the family factors for women, in particular, be taken into perspective. This study finding uncovered inconsistencies in the selection process for promotion, with participants indicating that besides the criteria for promotion there are other factors like 'the grace of God', 'who you know', 'divine favour' and 'headroom at the top', which all influences a candidate's selection. This study's recommendation is for consistency in the organisation's practices and processes to ensure an equal chance of selection is given to all candidates.

6.3.2 Implications for the Nigerian Government and its Policy Makers

This research has made relevant contributions to policy makers to highlight the need for them to enact the country's Gender and Equal Opportunity Bill, for women's economic empowerment. The implication of gender imbalance and its effect on women's management career development in Nigeria's oil and gas industry can be traced to the government. The Nigerian government's non-enforcement of anti-discrimination legislation harms the career advancement of the women in its oil and gas sector. This is entrenched in the country's patriarchal values embedded in its socio-cultural norms. The Senate and governing body of Nigeria rejected a Gender and Equal Opportunity Bill, proposing to eliminate "*all forms of discrimination against women*", with some lawmakers stating that "*the Gender and Equal Opportunity Bill is not compatible with Nigerian culture and religious beliefs*" BBC News (2016).

The findings of this research revealed that women in the Nigerian oil and gas industry are still treated as unequal to the men in the sector. This implication of gender stereotypes that still permeates the Nigerian society and its culture is seen displayed in this industry. The effects of gender stereotypes here are detrimental to the career advancement of women not only in the Nigerian oil and gas industry but in the country at large. The Nigerian societal

values view the men as better suited as managers and senior managers and their management style preferred to that of the women. This research finding has revealed that women managers with feminist traits in the Nigerian oil and gas industry have made unique contributions to their companies that have been successful, supports the work of Alberta Oil (2015, p. 5).

This finding suggests that more women in management and senior management positions in the sector would lead to a greater increase in the competitive edge of their organisations. This would equally enrich the country's industry's competitive advantage globally, and in turn, benefit its economy. The industry accounts for 25% GDP, over 80% of government finance and over 90% foreign exchange earnings (Nigeria High Commission London, 2012). Hence, the government of Nigeria needs to enforce a Gender and Equal Opportunity Bill, to promote women's management career in the country's oil and gas industry and foster gender balance.

Another implication for the Nigerian government and policy makers to promote and invest in the education of young girls in schools at early stages into fields in engineering. Taking on the initiative of the STEM program in the United Kingdom and has since the increase in the number of young girls pursue career paths in occupations

which were traditionally male-oriented. This is vital in encouraging more women and girls into careers within the Nigerian oil and gas industry.

The government also needs to change its legislation on women in employment. The findings of this study revealed high mobility as a vital criterion for management career development in the Nigerian oil and gas industry. This involves travelling at short or no notice to stations with urgent need of assistance locally or internationally. Working men in Nigeria are allowed to travel with up to 2 wives and 7 children, while the working women are not allowed to travel with their husbands and children on their work assignment. This has been a major obstacle to women's management career advancement in Nigeria's oil and gas sector. Therefore, this study recommends changes to be made to this legislation to improve women's representation in management as it is disadvantageous to them.

6.3.3 Implications for Women in Nigerian Oil and Gas Industry

This study findings, show that women in the Nigerian oil and gas industry encounter discrimination at the point of entry into the sector based on gender and academic qualifications. There is a need for young girls in Nigeria to be enlightened on STEM (Science, technology, engineering

and mathematics), as it would channel more girls into careers in the engineering and increase the number of women in the Nigerian oil and gas industry in future generations.

The findings revealed that some women have resigned themselves to the societal norms of being subservient to men not only at home but in the workplace and are keen to take the back seat in their careers. The recommendation of this research is for women in this category to value themselves and see in themselves the potential and ability to lead. As the findings of this study indicated women managers with feminine characteristics made positive improvements to their organisations. Their leadership traits were regarded as unique attributes, confirming the postulation of Alberta oil (2015), that women bring a different contribution to the board room. This is another contribution of this research.

This research findings, add new insight and understanding of the existing knowledge in gender, women in the oil and gas industry, career development and barriers to women's management career progression. Also, contributing to the body of knowledge and filling this gap in the literature on women in the Nigerian oil and gas industry, their career progression in the sector and the barriers that they might

encounter entering and developing their career in the industry to management and senior management positions.

6.4 Scope for Future Research

Having performed a study of this magnitude, it is evident that areas continue to exist for further research. This is so as challenges were encountered in the course of this study as time and the limited region, Delta state and Rivers State of the Niger Delta region of Nigeria, which the study focussed in exploring gender and barriers to women's management career development in the Nigerian oil and Gas industry. A number of ways exist by which the present study may be extended:

Firstly, a larger sample of companies may be examined and a wider distribution of the companies may be explored so that the analysis captures the diverse ethnic and regional features of Nigeria even as these features may play a role in women's ability to progress in management, in Nigeria's oil and gas industry.

Secondly, based on the conclusions and recommendations of this study, there is scope for further research about challenges and barriers that prevent women from moving to senior management positions in the Oil and Gas Sector in

Nigeria. Such investigations could build on this research and look more closely at the barriers and challenges identified in this study. Alternatively, there may be other factors that prevent women's progress that are not included in this study. The interrelationship between the various factors is also a potential area for further research.

Thirdly, future research could focus on holistic framework of development initiatives that understand the social and cultural environment for women, have clarity about the factors and barriers that have been identified as part of this research, develop policies and initiatives that address these barriers and are underpinned by a comprehensive monitoring and assessment structure to understand the impact of the interventions.

6.5 Conclusions and Recommendations

Acknowledging the barriers encountered by women in their career progression to management and senior management positions in the Nigerian oil and gas industry is the purpose of this research study. To fill this gap in the literature and contribute to the body of knowledge. Another aspect is recommending possible changes that could be adopted by the persons and organisations of interests to ensure that women enjoy better opportunities for their career advancement in the sector.

The findings acknowledged common international blocks to the career advancements of women in the oil and gas sector and barriers that women in the industry encountered as a result of being in the Nigerian context. However, identifying the barriers that the women in the Nigerian oil and gas industry encounter in their career development pursuit is not enough. As such, recommendations are made on improving women's management career progression in the Nigerian oil and gas industry.

recommending a change of attitude among the oil and gas industry's workforce would enhance the career growth of the women in the industry. Workshops on gender equality is necessary, although policies to enhance gender equality already exists in the Nigerian oil and gas industry, these workshops would assist the workforce in overcoming gender stereotypes inherent in the workplace. The amendments of the Nigerian employment gender equality laws to accommodate women's special needs, that is taking into consideration their work-life balance needs which enables them to work and also manage their homes outside of work, is needed. This is because a lack of adequate work-life balance seems to be one of the barriers to the management career development of women in the Nigerian oil and gas industry.

As the women are required to work long hours which works to the disadvantages of women if they already have a family to manage, as a result of the difficulty of managing work-life balance in the industry, most of the women have delayed starting a family by staying single until they achieve a managerial position before thinking about marriage and starting a family. This should not be the case seeing that the women have come into the oil and gas industry to pursue a career in the industry, as this is not the case of their male counterparts. They do not need to go through these difficulties and delays the women experience, in order to build a career in the oil and gas industry. Although, this is one of the barriers women face in the industry, however, some women claimed that their family life does not interfere with their work and that their work equally does not interfere with their family.

Also, on the issue of the family as a barrier to women's career development in the industry, some male managers and male senior managers expressed that the family to the women who already have a family in the industry comes first before work; they explained that most of the women with families sometimes have to attend to family responsibilities while needed at work, like taking the child to the hospital, or their husband is not well or taking the

child to the dentist, etc; these they expressed interferes with their work commitment as undisrupted dedication is demanded when pursuing ones career to management and senior management levels in the Nigerian oil and gas industry.

The research findings equally, revealed that most of the women in the industry who are in management positions are either single or are no longer having children as juggling work and family life and are not faced with the same family barriers as the other women, with raising up children, pregnancy periods, delivery times, caring for the family during illnesses, which all stand as barriers to women's career development into management positions in the industry. However, this also includes the ability to travel unplanned at any time if needed to operations sites without notice and the length of time to be spent there in most cases is not specified if a major job needs to be done that requires your expertise for the situation on hand to be settled; this is what they regarded as 'high mobility' which is one of the criteria for management career development in the Nigerian oil and gas industry; and this criteria makes disadvantages women with families and home to maintain when competing for the same managerial positions with their male counterparts.

Therefore, the need to incorporate additional criteria to the existing criteria for management career development in the Nigerian oil and gas industry is eminent as this will accommodate these pressing needs of the women, providing adequate work/and life balance policies that cater for these aspects of the women's lives, as this meets the needs of the total human resource in the industry, with each party adequately catered for as this will enhance the industry's competitive edge in the global market and equally enhance the nation's economy, seeing that the Nigerian economy is heavily reliant on its oil and gas industry.

The issue of gender stereotypes can be addressed in the Nigerian oil and gas industry with training programmes that creates the awareness of gender stereotypes in the workplace, that gives them a better understanding of the situation with scenarios to highlight gender stereotypes in the workplace and equally counselling programmes to help assist the workforce overcome gender stereotypes.

These programmes should be run at intervals; this is because with the industry being a traditionally male-dominated industry, the issue of gender stereotype is bound to thrive, and the workforce may not even be aware that their actions are gender stereotyped. As this is not only an

issue of the industry being gender stereotype, but equally the national culture and the society being permeated with gender stereotypes. Hence, organising these training programmes will create an awareness of these gender stereotypes within the workforce and assist them to overcome them. Also, incentives should be given to the workers who put the training programmes into action and awards should be given as well as this will spur others to get involved and promote a culture free of gender stereotype.

The Nigerian oil and gas industry, from the research findings, corresponds with one of the four dimensions of Cameron et al, (2014, p. 8) model of the competing values framework on evaluating organisational cultures. This is discussed below in the next subsection.

6.5.1 Competing Values Framework and Recommendations

The researcher adopted the competing values framework postulated by Cameron et al, (2014, p. 8), for evaluating the Nigerian oil and gas industry. This model enabled the diagnoses of the type of organisational culture that exists in the sector. This was for the researcher to make recommendations of a possible change in the industry's organisational culture. The Nigerian oil and gas industry,

from the research findings, corresponds with Cameron et al., (2014, p. 8) model of the competing values framework on evaluating organisational cultures. The industry matches with the adhocracy based organisational culture which operates within a high risk and high competition environment, consisting of contract jobs based on the demands of clients (in the case of the Nigerian oil and gas industry, these contract jobs are run by contractor oil and gas service companies that provide services of workforce, materials and other business contracts for multinational oil and gas companies operating in Nigeria), the adaptation to unsteady economic circumstances and short-term changes. In these organisations, the issue of ‘money’ is paramount to the issue of ‘people’, and Individualism is core Cameron et al., (2014, p. 8).

The researcher would like to recommend the integration of a ‘clan’ based organisational culture (which is set on ‘familial’ based loyalty networks and supports integration with workers and clients) in order to build a closer connection within the workforce, as women seem to be isolated and experience lack of acceptance, with individualism at the core of the industry’s organisational culture being adhocracy in nature, introducing clan based organisational culture would smoothen the progress of women’s career development in the Nigerian oil and gas

industry as this will benefit both the industry and the Nigerian economy as a whole.

The highly competitive and fragmented nature of the Nigerian oil and gas industry stands as a barrier to the career progression of both the men and women in the industry. The findings revealed that some participants from the oil and gas servicing contractor companies were uncertain of their future in the sector. This is due to the temporary workers' scheme, as a result, individualism is at the core of the industry. consequently, its inherent traditionally male and masculine organisational culture hinders women's management career progression.

A final empirical contribution made by this research is that the findings of this research adds to the study on women's career development in the oil and gas sector globally. As it validates previous study on women in the sector in the United Kingdom, Norway, Canada, and the United States of America.

6.6 Conclusions

This research study explored the issue of gender and barriers to women's management career development in the Nigerian oil and gas industry. This chapter has discussed

and analysed the identified key themes that emerged from the findings of this research, leading to the contribution to knowledge on this research subject. key relation of the conceptual framework of the study to recommendations was made. A recap of the research aim, objectives and questions were discussed, as well as the research findings and how it meets the research objectives. Similarly, covered in this chapter are the study rationales and justifications of the choice made regarding the subject area – the Nigerian oil and gas industry. Also discussed was the scope for future research. The findings from this research revealed common international barriers in the oil and gas industry that women in Nigeria experience in their career advancement with women in the same sector in other countries. Also, this study finding show disparity in the career advancement of men compared to women. As the women experienced barriers to their career development with factors such as the sector's organisational culture, Nigeria's national culture and societal norms, and family life in the Nigerian oil and gas sector as a result of being in the Nigerian context.

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Appendices

Appendix 1 - Greenwich School of Management (GSM) Ethics Committee

Where research is planned by doctoral students involving interaction with human participants, data relating to humans or human material, they must first obtain approval from the GSM Ethics Committee before undertaking any such research.

The aim of the GSM Ethics Committee is to ensure that all students wishing to undertake research for a PhD or DBA do so, by complying with the ethics committees guidelines. These include, but are not limited to the following:

- the research design and methods meet generally agreed principles of ethical research
- research participants are not harmed or compromised or exploited in any way and their safety and well-being is assured
- research participants are properly informed in writing about the aims, nature and expected outcomes of the research, and what will be done with the findings
- participants give their full and informed consent to take part and that they are informed that they can withdraw from the research at any time
- steps taken to ensure confidentiality and anonymity of participants are taken, and data is securely stored
- suitable precautions are taken to protect the health and safety of researchers and participants
- the need for research involving vulnerable groups or individuals (e.g. children or people with a mental illness or disability) is justified, and consent is obtained for those responsible for such groups

Students undertaking research should complete the application form below before commencing their research. This form should then be submitted to the Programme Administrator who will forward it to the Ethics Committee. If this application is approved by the Ethics Committee the research can commence, if not, recommendations will be made by the Committee and only once compliance with the Committee's requirements is confirmed in writing by the student, can their research commence.

**Appendix 2 – Application to Ethics Committee of
Greenwich School of Management (GSM) to Commence
Research**

**THIS APPLICATION AND ANY ACCOMPANYING DOCUMENTS MUST BE SENT BY
E-MAIL TO Dmaxwell@greenwich-college.ac.uk**

THIS APPLICATION FORM SHOULD BE TYPED

**ALL QUESTIONS MUST BE ANSWERED. “NOT APPLICABLE” IS A
SATISFACTORY ANSWER WHERE APPROPRIATE.**

Student Name:

Miss Kehinde Itohan Eboigbe

Thesis Title:

**Gender and Barriers to Women’s Management Career
Development in the Nigerian Oil & Gas Industry (updated with
current detail)**

Student ID:

A09WP009292FN (updated with current detail)

Address for correspondence

**Flat 39, Luna, Otley Read, Bradford, BD3 0EH (updated with
current detail)**

**IF YOUR RESEARCH INVOLVES
CHILDREN, VULNERABLE GROUPS,
SITUATIONS WHERE PARTICIPANTS ARE
VULNERABLE E.G., POLICE CELLS,
COVERT OBSERVATION OR IS
CONTENTIOUS, PLEASE COMPLETE section
2**

OTHERWISE, COMPLETE section 1

Appendix 3 - SECTION 1

ANSWER ALL QUESTIONS

“NOT APPLICABLE” IS A SATISFACTORY ANSWER WHERE APPROPRIATE.

1. Describe the purposes of the research proposed including the intended research subjects.

My research study is on women's management career development in the oil and gas industry in Nigeria. The aim of this study is to identify the established skills, knowledge, behaviour and technical skills that would be required for the various management career development stages in the industry in general that is needed for both men and women. This is to create an understanding of the characteristics of management paths in the industry in Nigeria and also to identify the barriers to accessing successful progression to management for both men and women in the industry; in order to recommend new HRM policy and best practice that would promote greater gender equality and achievement in managerial positions for women

2. Please give a brief description of the design and methodology of the project. Note that copies of proposed questionnaires or a list of questions that will be included in any questionnaire should accompany this application form (Mandatory).

The research would adopt the interpretivist philosophy, employing the inductive approach and adopting a case study strategy. The methodology of the project would be face-to-face interviews with Managers in various levels of management in the oil and gas industry and the human resource management in the sample population; However, cases where research participants are unable to attend the interview due to working offshore, the same interview questions with contact details would be sent electronically to them to fill in the answers and return them. Also questionnaires would be distributed among employees in non-managerial positions in human resource management and the oil and gas industry. The interview and questionnaire questions would be semi-structured to allow the participants express their opinion.

3. Briefly explain what you think may be of ethical concern in this proposal? for example to comment on issues to do with consent, confidentiality, etc.)

In my opinion, obtaining the consent of the research participants matters a lot as their permission is required before the data collected can be used. Confidentiality is important when dealing with human participants.

4. Who are the individuals who will carry out the research and what are their qualifications and experience?

The research participants are workers in the Nigerian Oil and Gas Industry; which includes Managers and the various levels of employment in the industry.

5. In instances where subjects will be identified from information held by an external organisation or third party (for example, a housing association, think-tank) describe the arrangements you intend to make to gain access to this information.

Not Applicable

6. Do you intend to make any payment or any other incentive, such as a gift or free services? If yes, state the level of payment to be made? Also explain the justification for offering payment or other incentive.

Not Applicable

7. Are any of the subjects that you will be seeking information from be unlikely to understand what they are being asked by reason of language or a lack of understanding of the research process? If yes provide further details and how you intend to insure their understanding.

Not Applicable

8. Please explain how consent is to be obtained. You must also incorporate a copy a proposed consent form, along with a separate

information sheet, written in simple, non-technical language which must be attached to this application.

Emails would be sent to proposed participants requesting their participation in the interview process. Once the proposal is accepted, it would be followed by telephone conversations and then appointments for the interviews to take place.

9. Please identify who will have access to the data and how this material will be managed in order to maintain the confidentiality of the research subject and to comply with data protection requirements. Where will the data be stored?

My Supervisor will have access to the data collected. The consent form which would be signed by the participants would have a unique number which would also be on the data collected from the particular participant. This is to easily identify each participant to help me analyse my findings. However, the consent form and data collected would be kept separately for confidentiality.

10. Will the intended group of research subjects, be taking part in any other research? If so, please justify.

Not Applicable

11. Please state location(s) where the project will be carried out.
Example – London, Lagos etc

The Locations would be Warri, Port Harcourt and Escravos.

Your Supervisor should certify the accuracy of the information by signature as follows:

Supervisor Confirmation:

I can confirm, that, to the best of my knowledge, the above information is accurate.

Supervisor's name:

Date:

Signature

Send completed form to Debbie Maxwell - Dmaxwell@greenwich-college.ac.uk

Appendix 4 – Covering Note

35 Harding Road
Hanley
Stoke-on-Trent
Staffordshire
ST1 3BQ
8th July 2010

Greenwich School Management
Meridian House
Royal Hill
Greenwich
London
SE10 8RD

Attn: Greenwich School of Management (GSM) Ethics Committee
Covering Note – Data Collection Exercise

This is to inform you that the interviews would be conducted onshore. Arrangements would be made to meet with interviewees in their onshore land offices on their time off from offshore duties. The purpose of this arrangement is to ensure that their normal work schedule is not obstructed and as limited time is assured, this seems to be the best form of arrangement to gather the anticipated data.

The second reason for taking this precaution is to ensure my personal safety as much as is practicable in the oil and gas industry. Although in general all offshore activity is hazardous, there are a lot of onshore areas that are hazardous as well; however, in order to carry out my data collection offshore on offshore rig platforms I would be expected to undergo a safety training course at my own cost, leading to incurring more expenses and losing precious time for data collection. Hence the interview questions are designed in a semi-structured format so that management staff who are offshore and unable to undergo the face-to-face interviews would fill in their responses electronically as spaces are provided for their thoughts; which would be accompanied by the information sheet and consent form.

The questionnaires have been designed in a semi-structured pattern for participants in non-managerial levels to fill in, administered face-to-face and also electronic copies would be sent to participants working offshore in the same level of employment to fill in, accompanied by the information sheet and consent form to be returned electronically.

This procedure minimises risk to you and I am sure that when on site I would be supervised by employees at all times. Although very unlikely, but in case I have to access hazardous areas, possibly on route to offices only, I will also be warned of any dangers and given appropriate instructions and issued with suitable personal protective safety equipment such as safety glasses, ear defenders, hard hat, gloves, high visibility jacket, etc. as necessary.

My Supervisor and I have considered this procedure a good arrangement for my data collection.

Thank you for your assistance.

Yours Sincerely,

Kehinde I. Eboigbe

Appendix 5 - Proposed consent form

University:

Research Study Area:

Participant's Identification Number for the research Study:

SAMPLE CONCENT FORM FOR RESEARCH STUDY

Title of Research Study:

Name of Researcher:

Please tick () to confirm

I confirm that I have read and understand the information sheet dated for the above study.

I have had the opportunity to consider the information, asked questions and have had these answered satisfactorily.

I understand that my participation is voluntary and that I am free to withdraw at any time, without giving any reason, without my legal rights been affected.

I agree to take part in the above research study ()

_____	_____	_____
Name of Participants	Date	Signature

_____	_____	_____
Researcher	Date	Signature

When completed, 1 copy should be given to the participant and 1 copy for the Researcher's file.

Appendix 6 – Questionnaire: Career Development in the Oil and Gas Industry

This questionnaire is part of a thesis being written in fulfilment of a Doctoral degree in Human Resource Management of the University of Wales (at Green School of Management, London) United Kingdom.

My research study is on career development in the oil and gas industry. The aim of this study is to identify the established skills, knowledge, behaviour and technical skills that would be required for the various career development stages in the industry. I assure you that all information gathered from this research study will be treated confidentially. You and your company shall remain anonymous in any written report from this study.

Thank you for accepting to take part in this interview. Please write on a separate sheet if necessary.

Please email the completed form to: kehinde.eboigbe@yahoo.co.uk

Gender: **Male** () **Female** ()

Current Place of Work: _____

1 Personal Employment History

a) How did you start your career in the oil and gas industry?

- | | | | | | |
|------|-------------------------------|-----|-----|----------------------|-----|
| i) | As a Trainee | () | ii) | Polytechnic graduate | () |
| iii) | Secondary School Certificate | () | iv) | Bachelor degree | () |
| (v) | Masters Degree graduate | () | vi) | PhD degree | () |
| vii) | No specific qualification () | | | | |

b) What was your job title when you joined the oil and gas industry?

- i. Manager ()

Please specify _____

- ii. Supervisor ()

Please specify _____

- iii. Non-managerial ()

Please specify _____

c) What interested you about joining the oil and gas industry?

- | | | | |
|---------------------------------|-----|---------------------------|-----|
| i) As a Career | () | ii) A change of career | () |
| iii) Adventure | () | iv) Good pay | () |
| v) Job for life | () | vi) Industry's brand name | () |
| iv) Other, please specify _____ | | | |

d) What is your current job title in your current place of work?

e) How long have you been with the industry?

- | | | | |
|-----------------|-----|-----------------|-----|
| i) 0 – 5yrs | () | ii) 6 – 10yrs | () |
| iii) 11 – 15yrs | () | iv) 16 – 20 yrs | () |
| v) 21– 25yrs | () | vi) 26 – 30yrs | () |
| vii) 31– 35yrs | () | viii) 36 – more | () |

f) What is your most significant achievement since you joined the oil and gas industry?

2 General Career Development in the oil and gas industry

a) Does promotion in the oil and gas industry depend on employee's performance appraisal? Yes () No ()

b) How often are employee's performance appraisals carried out for promotion?

- | | | | |
|----------------------|-----|-----------------------|-----|
| i) Is it monthly? | () | iii) Is it quarterly? | () |
| ii) Is it 6 monthly? | () | iv) Is it annually? | () |

c) At what level of employment is an oil and gas employee selected for promotion?

- | | | | |
|-------------------------------|-----|--------------------|-----|
| i) At start of Job | () | ii) After 6 months | () |
| iii) After 12 months | () | iv) After 2 years | () |
| v) At any point of employment | () | vi) Other | () |

if other, please specify _____

The oil and gas operations are very technical, involving high safety working standards. Having the understanding that the oil and gas industry is high in risks;

d) What are the criteria for promotion dependent on at your level of employment?

- | | |
|-----------------------------------------------------------|----------------|
| i) Length of time with the organisation | Yes () No () |
| ii) Individual performance on the job | Yes () No () |
| iii) Individual working experience in the industry | Yes () No () |
| iv) The ability to meet organisational goals & objectives | Yes () No () |
| v) Individual qualification | Yes () No () |
| vi) Other | Yes () No () |

If yes to (vi), please explain

e) How often are appraisals for promotion sent to Senior Management?

Please

specify

f) How often are training programmes for improving employee performance implemented?

- | | | | |
|-----------------------|-----|----------------------|-----|
| i) Is it monthly | () | ii) Is it quarterly? | () |
| iii) Is it 6 monthly? | () | iv) Is it annually? | () |
| v) As required | () | | |

If (v), please specify _____

j) Are these training programmes the same as career development paths offered by the company for their employees? Yes () No ()

If

No,

please

specify

3 Management Career Development

a) Are the following essential requirements for management career development in the oil and gas industry?

- | | |
|----------------------------------------------------------------|----------------|
| i) High mobility | Yes () No () |
| ii) Field experience | Yes () No () |
| iii) Ability to exercise Authority over oil and gas operations | Yes () No () |
| iv) Level of Qualification | Yes () No () |
| v) Length of time in the oil and gas Industry | Yes () No () |
| vi) Length of time with the company | Yes () No () |
| vii) Other | Yes () No () |

If yes to (vii), please explain

- b) Is the process the same for women's career development in management in the oil and gas industry?

Yes () No ()

If No, what are the criteria peculiar to the women in the industry?

It is fascinating to note that women have been given the right privilege to participate in the oil and gas industry;

- c) Do women in the oil and gas industry act differently in their style of behaviour in comparison to their male counterparts? Yes () No ()

If Yes, how would you describe them?

- | | | |
|-------|------------------------------------------|----------------|
| i) | Compassionate | Yes () No () |
| .ii) | Aggressive | Yes () No () |
| iii) | Friendly | Yes () No () |
| iv) | Confident on the job | Yes () No () |
| v) | Competitive | Yes () No () |
| vi) | Out of place in the oil and gas industry | Yes () No () |
| .vii) | Other | Yes () No () |

If yes to (vii), please explain

4 Organisational Culture

The oil and gas is a highly sensitive place to work with high intensity for safety on the job practices. It is equally in remote places and in most cases in the high sea with long work shift patterns. When the oil and gas operations started, women were not allowed to work on oil and gas rigs as oppose to now:

- a) When was the oil and gas organisational culture in your company changed to allow women to work in the oil and gas industry?

b) What are your company's organisational culture in terms of:

i) Values

ii) Beliefs

iii) Styles of Behaviour

c) Has your company's organisational culture assisted in meeting the goals and objectives of your organisation? Yes () No ()

If No, what would you like to be done differently in achieving the goals and objectives of your organisation in terms of its culture in:

i) Values

ii) Beliefs

iii) Styles of Behaviour

5 Leadership Style of Management

a) How would you describe the leadership management style operated in the oil and gas industry?

- | | | |
|------|-------------------------------|----------------|
| .i) | Autocratic & Transactional | Yes () No () |
| .ii) | Democratic & Transformational | Yes () No () |
| iii) | Laissez faire | Yes () No () |

NB: (Autocratic & Transactional : Authoritative, Democratic & Transformational : Manager - employee team, Laissez faire : hands off supervision on employees)

b) What are the differences in the leadership traits of men compared to women working in the oil and gas industry?

Are the women in management?

- | | | |
|------|-----------------------|----------------|
| .i) | Compassionate | Yes () No () |
| .ii) | Authoritative | Yes () No () |
| iii) | Difficult to approach | Yes () No () |
| iv) | Friendly | Yes () No () |

Are the men in management?

- | | | |
|------|-----------------------|----------------|
| i) | Compassionate | Yes () No () |
| .ii) | Authoritative | Yes () No () |
| iii) | Difficult to approach | Yes () No () |
| iv) | Friendly | Yes () No () |

6. Barriers to Women's Management Career Development

a) What do you suppose might be a barrier to the women developing their career to management positions in the oil and gas industry, as oppose to the men?

i) Organisational Culture? Yes () No ()

If No, please explain

ii) The Nigerian Culture? Yes () No ()

If No, please explain

iii) Starting a family? Yes () No ()

If No, please explain

7. The Future

a) Where do you see yourself in the future?

b) Where do you see the industry going in the future?

Appendix 7 - Interview Questions: Career Development in the Oil and Gas Industry

This interview is part of a thesis being written in fulfilment of a Doctoral degree in Human Resource Management of the University of Wales (at Greenwich School of Management) United Kingdom.

My research study is on career development in the oil and gas industry. The aim of this study is to identify the established skills, knowledge, behaviour and technical skills that would be required for the various career development stages in the industry. I assure you that all information gathered from this research study will be treated confidentially. You and your company shall remain anonymous in any written report from this study.

Thank you for accepting to take part in this interview. Please write on a separate sheet if necessary.

please email the completed form to: kehinde.eboigbe@yahoo.co.uk

Gender: **Male** () **Female** ()

Current Place of Work: _____

1 Personal Employment History

- a) How did you start your career in the oil and gas industry?
- b) What was your job role and title when you joined the industry?
- c) What interested you about joining your organisation?
- d) What was your job on entry to your organisation?
- e) What is your current job in your organisation?
- f) How long have you been with the industry?
- g) What is your most significant accomplishment of working in the oil and gas industry?

2 General Career Development in the oil and gas industry

- a) Does promotion in the oil and gas industry depend on employee's performance appraisal?

Yes () No ()

- b) What are the performance appraisal processes for the oil and gas employees in your organisation?

- c) What do you understand are the usefulness of the processes?

- d) How often are the Processes carried out for promotion?

Is it monthly?	()	Is it quarterly?	()
Is it 6 monthly?	()	Is it annually?	()

- e) At what level of employment is an oil and gas employee selected for promotion?

The oil and gas operations are very technical, involving high safety working standards. Having the understanding that the oil and gas industry is high in risks;

- f) What are the criteria for promotion dependent on?
- i) Length of time with the organisation Yes () No ()
- ii) Individual performance on the job Yes () No ()
- iii) Individual working experience in the industry Yes () No ()
- iv) The ability to meet organisational goals & objectives Yes () No ()
- v) Individual qualification Yes () No ()
- vi) Other Yes () No ()

If yes to (vi), please explain

g) What is (are) the distinguishing factor(s) between men and women in the oil and gas industry when they are being considered for management position?

h) How often are appraisals for promotion sent to Senior Management?

i) What measures are reinforced with regards to training and development programmes for career development in the oil and gas industry?

j) How often are these training programmes implemented?

3 Management Career Development

a) What are the criteria for management career development in the oil and gas industry?

b) Are the following essential requirements for career advancement in management?

- | | | |
|-------|------------------------------------------------|----------------|
| (i) | High mobility | Yes () No () |
| ii) | Field experience | Yes () No () |
| (iii) | Ability to exercise Authority handling the job | Yes () No () |
| (iv) | Other | Yes () No () |

If yes to (iv), please explain

c) Is it the same for women's career development in management in the oil and gas industry?

Yes () No ()

If No, what are the criteria peculiar to the women in the industry?

It is fascinating to note that women have been given the right privilege to participate in the oil and gas industry;

d) Do women in the oil and gas industry act differently in their style of behaviour compared to their male counterparts?

Yes () No ()

If Yes, please explain

4 Organisational Culture

The oil and gas is a highly sensitive place to work with high intensity for safety on the job practices. It is equally in remote places and in most cases in the high sea with long work shift patterns. When the oil and gas operations started, women were not allowed to work on oil and gas rigs as oppose to now:

- a) When was the oil and gas organisational culture in your company changed to allow women to work in the oil and gas industry?

- b) How would you describe the oil and gas organisational culture of your company in terms of:

- i) Values

- ii) Beliefs

iii) Styles of Behaviour

c) How has your company's organisational culture assisted in meeting the goals and objectives of your organisation?

d) And the challenges?

e) What would you like to be done differently in achieving the goals and objectives of your organisation in the oil and gas sector in terms of its culture in:

i) Values

ii) Beliefs

iii) Styles of Behaviour

f) How would you describe the nature of women that have coped with working in the oil and gas industry?

g) What are the differences in the leadership traits of men and women working in the oil and gas industry?

5 Leadership Style of Management

a) How would you describe the leadership management style operated in the oil and gas industry?

- | | | |
|------|-------------------------------|----------------|
| .i) | Autocratic & Transactional | Yes () No () |
| .ii) | Democratic & Transformational | Yes () No () |
| iii) | Laissez faire | Yes () No () |

NB: (Autocratic & Transactional: Authoritative, Democratic & Transformational : Manager - employee team, Laissez faire : hands off supervision on employees)

b) What are the differences in the leadership traits of men compared to women working in the oil and gas industry?

Are the women in management?

- | | | |
|------|-----------------------|----------------|
| .i) | Compassionate | Yes () No () |
| .ii) | Authoritative | Yes () No () |
| iii) | Difficult to approach | Yes () No () |
| iv) | Friendly | Yes () No () |

Are the men in management?

- | | | |
|------|-----------------------|----------------|
| .i) | Compassionate | Yes () No () |
| .ii) | Authoritative | Yes () No () |
| iii) | Difficult to approach | Yes () No () |
| iv) | Friendly | Yes () No () |

6. Barriers to Women's Management Career Development

a) What do you suppose might be a barrier to the women developing their career in the oil and gas industry, as oppose to the men?

i) Organisational Culture?

ii) The Nigerian Culture?

iv) Starting a family?

7. The Future

a) Where do you see yourself in the future?

b). Where do you see the industry going in the future?
