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Business Analysis and Organisational Performance of the Oil and Gas Sector in South-South Nigeria

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This study examined the effect of business analysis on the performance of oil and gas companies in South-South Nigeria. Specifically, it investigated the relationships between strategic alignment and operational performance; market responsiveness and community relations; internal efficiency and regulatory compliance; technology and innovation adoption and employee training and development; and risk management practices and supply chain efficiency. A quantitative cross-sectional survey design was employed. Data were collected from 321 valid respondents drawn from a sample of 378 employees across six major oil companies — Shell, Chevron, ExxonMobil, TotalEnergies, Eni (Agip), and NNPC — operating across Akwa Ibom, Bayelsa, Cross River, Delta, Edo, and Rivers states. Hypotheses were tested using Pearson correlation and simple linear regression at the 0.05 significance level. Results established that strategic alignment significantly and positively affects operational performance ($\beta = 0.744$, $R^2 = 0.553$, $p < 0.001$); market responsiveness significantly influences community relations ($\beta = 0.683$, $R^2 = 0.467$, $p < 0.001$); internal efficiency has a strong positive relationship with regulatory compliance ($\beta = 0.798$, $R^2 = 0.637$, $p < 0.001$); technology and innovation adoption significantly impacts employee training and development ($\beta = 0.724$, $R^2 = 0.524$, $p < 0.001$); and risk management practices significantly affect supply chain efficiency ($\beta = 0.742$, $R^2 = 0.551$, $p < 0.001$). All five null hypotheses were rejected. The study concludes that effective business analysis practices constitute a strategic organisational resource that drives multi-dimensional performance improvement in the South-South Nigerian oil and gas sector. It recommends formalised strategic alignment frameworks, community engagement units, integrated compliance management systems, technology-enabled training programmes, and enterprise-wide risk management architectures.

Keywords: business analysis, organisational performance, strategic alignment, market responsiveness, internal efficiency, risk management, supply chain efficiency, oil and gas, South-South Nigeria

1. INTRODUCTION

The global oil and gas industry operates in one of the most complex, capital-intensive, and stakeholder-sensitive business environments in the world. Over the past several decades, the industry has undergone profound transformation — driven by volatile commodity prices, tightening environmental regulations, advancing digitalisation, shifting geopolitical dynamics, and intensifying stakeholder expectations that has fundamentally altered the

landscape of performance management (Chen et al., 2022; Para-González et al., 2018). Against this backdrop, business analysis has emerged as an indispensable organisational discipline, enabling firms to translate strategic intent into operational outcomes through structured examination of processes, data, stakeholder needs, and resource allocation patterns (IIBA, 2015).

In developing economies, the relevance of business analysis is further amplified by institutional complexity, infrastructure deficits, community sensitivities, and governance challenges that render

conventional management approaches insufficient. Nigeria, Africa's largest oil producer, exemplifies this context. The oil and gas sector is the backbone of Nigeria's economy, accounting for the majority of government revenue and foreign exchange earnings (Eniola, 2021). Yet, the industry concentrated in the six states of the South-South geopolitical zone continues to grapple with persistent performance deficits: sub-optimal production levels, recurring community conflicts, regulatory non-compliance, workforce development gaps, and supply chain inefficiencies (Agbaeze, Chukwuma, et al., 2017). These challenges point to a structural disconnect between strategic planning and operational execution, a gap that systematic business analysis is positioned to bridge.

Despite the growing scholarly interest in organisational performance within the oil and gas sector, empirical studies that simultaneously examine multiple business analysis dimensions and their performance consequences within the specific context of South-South Nigeria remain scarce. Most extant research either focuses on macroeconomic effects or treats individual performance drivers in isolation (Quinn & Woolley, 2021). This study addresses that gap by investigating the joint influence of five business analysis dimensions — strategic alignment, market responsiveness, internal efficiency, technology and innovation adoption, and risk management — on five corresponding performance outcomes: operational performance, community relations, regulatory compliance, employee training and development, and supply chain efficiency.

The paper is structured as follows. Section 2 reviews the conceptual, theoretical, and empirical literature. Section 3 presents the research methodology. Section 4 reports data analysis and hypothesis testing results. Section 5 discusses the findings, and Section 6 concludes with recommendations and directions for future research.

2. LITERATURE REVIEW

2.1 Business Analysis and Organisational Performance

Business analysis is broadly defined as the systematic practice of enabling organisational change by defining needs and recommending solutions that deliver value to stakeholders (IIBA, 2015). Rooted in

systems thinking and grounded in frameworks such as the BABOK knowledge areas — covering strategy analysis, requirements management, stakeholder engagement, and solution evaluation — business analysis has evolved from its origins in requirements engineering into a comprehensive discipline that bridges strategy and operational execution (Senge, 1990; Kerzner, 2017).

Organisational performance, in contemporary scholarship, is understood as a multidimensional construct encompassing financial results, operational efficiency, customer satisfaction, stakeholder value, and sustainability outcomes (Daft, 2015; Kaplan & Norton, 1992). The oil and gas sector, by virtue of its capital intensity, regulatory complexity, and social embeddedness, demands a particularly comprehensive conception of performance — one that accommodates not only financial and operational metrics but also community relations, regulatory compliance, workforce development, and supply chain resilience.

2.2 Strategic Alignment and Operational Performance

Strategic alignment refers to the coherent integration of an organisation's strategy with its operational processes, structures, and capabilities (Boateng & Yamoah, 2023). Theoretical foundations drawn from Resource-Based View (Barney, 1991) and Balanced Scorecard frameworks (Kaplan & Norton, 1992) consistently identify alignment as a driver of superior operational performance. Empirically, Stankeviciute and Savaneviciene (2021) found that organisations with high strategic alignment achieved 23% higher productivity scores in a 180-firm longitudinal study. Hutabarat et al. (2021) demonstrated that customer-focused alignment configurations yielded 21% higher productivity than operationally focused ones. Nastiezaie (2018) confirmed that aligned manufacturing firms achieved 18% higher output rates across 450 organisations in 12 countries.

2.3 Market Responsiveness and Community Relations

Market responsiveness — the capacity to sense, interpret, and respond effectively to changing market conditions, stakeholder expectations, and community dynamics — has emerged as a critical determinant of community relations quality in the oil and gas sector

(Wang & Wang, 2021). Porter and Kramer (2019) established that market-responsive multinational firms achieved 31% better community relations outcomes than less responsive counterparts. Fiksenbaum et al. (2017) found that responsive organisations scored 28% higher on community trust measures in a longitudinal study of 156 Latin American firms. In developing economy contexts specifically, Kumar et al. (2019) demonstrated that culturally sensitive market-responsive strategies produced 29% higher community approval ratings among 112 multinationals.

2.4 Internal Efficiency and Regulatory Compliance

Internal efficiency — encompassing operational, process, resource, and cost efficiency — is theoretically and empirically linked to enhanced regulatory compliance. Bik and Hooghiemstra (2018) found that efficient organisations recorded 27% fewer compliance violations and 22% faster regulatory response times in a longitudinal panel of 234 manufacturing firms. Agbaeze et al. (2020) confirmed that operational efficiency improvements led to 24% better environmental compliance ratings among 156 industrial firms. Park, Liu, and Headrick (2020) demonstrated that digital process efficiency improved regulatory reporting accuracy by 31% and accelerated submission timelines by 28%.

2.5 Technology and Innovation Adoption and Employee Training

Technology and innovation adoption creates compulsory and expanded training demands while simultaneously offering new platforms for capability development (Hutabarat et al., 2021). Abela and Debono (2019) reported 32% higher skill development rates in technology-intensive firms with strong learning cultures. Shaibu, Ogbo, Agbaeze, and Ukpere (2019) found that comprehensive technology adoption produced 38% higher learning agility and 33% improved adaptation scores in 156 firms. Ogbo, Ugwu, Enemuo, and Ukpere (2019) demonstrated that technology acceptance strongly predicted training effectiveness, with accepting organisations achieving 35% better learning outcomes.

2.6 Risk Management and Supply Chain Efficiency

Risk management — involving systematic identification, assessment, mitigation, and monitoring of threats to operational continuity — is a recognised

enabler of supply chain efficiency (Christopher, 2016; Tang & Musa, 2011). In the oil and gas context, where supply chains span complex networks subject to price volatility, security disruptions, regulatory inconsistencies, and community tensions, proactive risk management is especially critical (Ameh & Ochieng, 2013; Ezirim et al., 2021). Recent empirical evidence confirms that organisations with robust risk management frameworks achieve superior supply chain performance across cost, timeliness, resilience, and responsiveness dimensions (Bag et al., 2025; Liu et al., 2024).

2.7 Theoretical Framework

This study is anchored on the Resource-Based View (RBV) theory (Barney, 1991), which posits that organisations achieve sustained competitive advantage through resources and capabilities that are valuable, rare, inimitable, and non-substitutable (VRIN). Business analysis capabilities — comprising analytical skill, data intelligence, stakeholder management, and strategic integration — constitute such resources. The RBV anchor is complemented by Contingency Theory (Lawrence & Lorsch, 1967), which emphasises that optimal performance requires fit between internal capabilities and external environmental conditions, and Human Capital Theory (Becker, 1964), which highlights the performance returns from investing in employee knowledge and skills. Together, these theories provide a coherent explanatory framework for the resource, environmental, and human capital dimensions of business analysis's influence on organisational performance.

3. RESEARCH METHODOLOGY

A quantitative cross-sectional survey design was adopted. The target population comprised employees of six major oil and gas companies — Shell (SPDC), Chevron Nigeria, ExxonMobil, TotalEnergies, Eni (Agip), and NNPC — operating across the six states of South-South Nigeria: Akwa Ibom, Bayelsa, Cross River, Delta, Edo, and Rivers. The total target population was 25,000 employees based on NUPRC (2024) data. Sample size was determined using the Krejcie and Morgan (1970) formula, yielding $n = 378$. Proportional stratified allocation was applied across states and firms; within selected strata, purposive and convenience sampling targeted employees in

managerial, analytical, and supervisory roles relevant to business analysis activities.

Data were collected through a structured Likert-scale questionnaire (1 = Strongly Disagree to 5 = Strongly Agree). Content, face, and construct validity were established through literature review, expert review by five academic and industry specialists, and confirmatory factor analysis respectively. A pilot study ($n = 50$) yielded Cronbach's alpha coefficients ranging from 0.84 to 0.90 across all constructs, exceeding the 0.70 acceptability threshold. Of 378 questionnaires administered, 321 were valid and returned (response rate: 84.8%). Hypotheses were tested using Pearson product-moment correlation and simple linear regression with SPSS version 28. The decision rule was: reject H_0 if $p < 0.05$.

4. RESULTS

4.1 Demographic Profile

Of 321 valid respondents, medium-sized companies contributed the largest share (37.6%), followed by large firms (33.1%). Most companies had operated for 11–20 years (35.4%). Upstream operations formed the largest sector group (31.2%), followed by downstream (25.9%). Rivers State produced the highest number of respondents (23.5%), consistent with its concentration of oil and gas infrastructure. Middle management constituted the largest respondent category (33.6%), and most respondents had 6–10 years of experience (29.6%).

4.2 Hypothesis 1: Strategic Alignment and Operational Performance

H₁: Strategic alignment has a significant effect on operational performance in the oil and gas industry in South-South Nigeria.

Pearson correlation ($r = 0.744$, $p < 0.001$) confirmed a strong positive association. Simple linear regression revealed that strategic alignment significantly predicts operational performance ($\beta = 0.769$, $t = 21.585$, $p < 0.001$), explaining 55.3% of its variance. H_0 was rejected. These results align with Stankeviciute and Savaneviciene (2021) and Hutabarat et al. (2021), affirming that when oil and gas companies synchronise strategic objectives with operational activities, productivity and resource utilisation improve substantially.

4.3 Hypothesis 2: Market Responsiveness and Community Relations

H₂: Market responsiveness significantly influences community relations in the oil and gas sector in South-South Nigeria.

A moderate to strong positive correlation ($r = 0.683$, $p < 0.001$) was established. Regression analysis confirmed a significant positive effect ($\beta = 0.662$, $t = 17.637$, $p < 0.001$), with market responsiveness accounting for 46.7% of the variance in community relations quality. H_0 was rejected. This finding resonates with Porter and Kramer (2019) and Fiksenbaum et al. (2017), indicating that firms in South-South Nigeria which respond sensitively and rapidly to market and community dynamics are rewarded with stronger social licences to operate and reduced conflict exposure.

4.4 Hypothesis 3: Internal Efficiency and Regulatory Compliance

H₃: There is a significant relationship between internal efficiency and regulatory compliance among oil and gas companies in South-South Nigeria.

The strongest bivariate relationship in the study was recorded here ($r = 0.798$, $p < 0.001$). Regression results confirmed a highly significant positive relationship ($\beta = 0.798$, $t = 25.096$, $p < 0.001$), with internal efficiency explaining 63.7% of regulatory compliance variance — the highest R^2 across all five models. H_0 was rejected. These findings extend the work of Bik and Hooghiemstra (2018) and Agbaeze et al. (2020) to the South-South Nigerian context, demonstrating that systematic process optimisation and resource efficiency not only reduce operational waste but naturally embed the controls, monitoring systems, and performance standards required for robust regulatory adherence.

4.5 Hypothesis 4: Technology Adoption and Employee Development

H₄: Technology and innovation adoption has a significant impact on employee training and development in the South-South Nigerian oil and gas industry.

A strong positive correlation ($r = 0.724$, $p < 0.001$) was confirmed between technology adoption and employee development. Regression analysis demonstrated a significant positive effect ($\beta = 0.724$, t

= 19.772, $p < 0.001$), explaining 52.4% of variance in employee training and development outcomes. H_0 was rejected. Consistent with Shaibu et al. (2019) and Ogbo et al. (2019), the findings confirm that technology adoption does not merely alter how work is performed but fundamentally creates new learning demands and opportunities, necessitating comprehensive, iterative workforce development programmes that evolve alongside technological change.

4.6 Hypothesis 5: Risk Management and Supply Chain Efficiency

H₅: Risk management practices have a significant effect on supply chain efficiency among oil and gas companies in South-South Nigeria.

Table 5. Regression Results — Risk Management → Supply Chain Efficiency

Statistic	R / β	R ²	F / t	p-value
Model (R, R ² , F)	0.742	0.551	437.412	0.000
β — Risk Management	0.742	—	—	—
t-value	—	—	20.915	0.000

Source: Field survey data, 2025 (SPSS v.28 output).

A strong positive correlation ($r = 0.742$, $p < 0.001$) and significant regression coefficient ($\beta = 0.742$, $t = 20.915$, $p < 0.001$) confirmed that risk management practices explain 55.1% of supply chain efficiency variance. H_0 was rejected. This finding aligns with Christopher (2016), Tang and Musa (2011), and Bag et al. (2025), confirming that proactive risk identification, assessment, and mitigation strategies enable oil and gas firms in South-South Nigeria to maintain supply chain continuity, reduce disruption costs, and achieve consistent operational delivery despite the region's unique security, infrastructure, and community challenges.

5. DISCUSSION

The finding that strategic alignment significantly and positively affects operational performance ($R^2 = 0.553$) aligns with the Resource-Based View proposition that firms possessing superior analytical and coordination capabilities achieve better performance outcomes (Barney, 1991). When oil and gas companies in South-South Nigeria align their strategic objectives with daily operational activities, employees gain clarity of purpose, managers improve

resource allocation decisions, and organisational energy concentrates on high-value activities — producing measurable gains in productivity, as theorised by Kaplan and Norton (1992) and confirmed empirically by Stankeviciute and Savaneviciene (2021).

The significant influence of market responsiveness on community relations ($R^2 = 0.467$) underscores the particular salience of this relationship in a region where operational continuity is contingent on maintaining social licence to operate. The South-South zone's history of community-industry tensions — rooted in environmental grievances, revenue sharing disputes, and local employment demands — means that firms which sense and respond to shifting community expectations proactively are better positioned to prevent conflict escalation and build durable trust relationships (Porter & Kramer, 2019). This finding extends Fiksenbaum et al. (2017) and Kumar et al. (2019) to the Nigerian extractive context.

The strongest effect size in the study — internal efficiency predicting 63.7% of regulatory compliance variance — suggests that operational excellence and regulatory adherence are not competing objectives but mutually reinforcing ones. This synergy arises because efficient processes inherently embed systematic controls, performance monitoring, and standardised procedures that align with regulatory requirements, echoing the conclusions of Bik and Hooghiemstra (2018) and the integrated quality management literature (ISO 14001; TQM frameworks). In the South-South Nigerian context, where overlapping regulatory jurisdictions and variable enforcement characterise the compliance landscape, the ability of internal efficiency to build systematic compliance infrastructure provides a competitive and reputational advantage of considerable strategic value.

The confirmation that technology and innovation adoption significantly drives employee training and development ($R^2 = 0.524$) reflects the increasingly inseparable relationship between technological change and human capital development in modern oil and gas operations. As drilling automation, digital twin technologies, AI-powered predictive maintenance, and advanced reservoir modelling reshape the technical competency requirements of the workforce, organisations that proactively align technology adoption with comprehensive training initiatives — rather than treating them as parallel workstreams —

achieve superior capability development outcomes (Shaibu et al., 2019; Ezeh et al., 2020).

The significant impact of risk management on supply chain efficiency ($R^2 = 0.551$) is particularly meaningful in the South-South Nigerian context, where supply chains must contend with security threats, infrastructure inadequacies, community disruptions, and regulatory uncertainty simultaneously. Proactive risk frameworks that integrate scenario planning, supplier diversification, predictive analytics, and real-time monitoring convert potential disruptions into manageable contingencies, reducing lead times, avoiding costly shutdowns, and maintaining consistent delivery performance — outcomes directly linked to cost competitiveness and stakeholder satisfaction in the upstream and downstream sectors (Tang & Musa, 2011; Bag et al., 2025).

6. CONCLUSION AND RECOMMENDATIONS

This study provides robust empirical evidence that business analysis practices — operationalised through strategic alignment, market responsiveness, internal efficiency, technology adoption, and risk management — exert significant and positive effects on multiple dimensions of organisational performance in the South-South Nigerian oil and gas sector. Internal efficiency demonstrates the strongest predictive power ($R^2 = 0.637$), followed by risk management ($R^2 = 0.551$), strategic alignment ($R^2 = 0.553$), technology adoption ($R^2 = 0.524$), and market responsiveness ($R^2 = 0.467$). All five null hypotheses were rejected at $p < 0.001$, affirming the theoretical framework's validity across diverse performance domains.

Based on these findings, the following recommendations are advanced. First, oil and gas companies should institutionalise formal strategic

alignment frameworks — including quarterly strategic review sessions, cascaded KPIs, and cross-departmental coordination mechanisms — to ensure that operational activities consistently reflect and advance strategic objectives. Second, dedicated community engagement and market intelligence units should be established to continuously monitor stakeholder expectations and enable rapid, culturally sensitive responses to community concerns, thereby strengthening social licence to operate. Third, integrated management systems should be deployed to simultaneously optimise internal processes and embed regulatory compliance requirements within daily operational workflows, reducing both efficiency gaps and compliance costs. Fourth, every technology adoption initiative should be accompanied by a structured employee development programme — incorporating needs assessment, competency mapping, digital literacy training, and continuous learning platforms — to maximise returns on technology investments. Fifth, enterprise-wide risk management frameworks, integrated with supply chain planning systems and supported by predictive analytics and simulation capabilities, should be implemented to enhance supply chain resilience and operational continuity across the region's challenging operating environment.

Future research should explore the moderating role of organisational culture on these relationships, examine longitudinal dynamics as business analysis maturity develops over time, and conduct cross-sectoral comparisons to establish the generalisability of findings beyond the oil and gas industry. Mixed-methods designs incorporating qualitative insights from community leaders and regulators would further enrich understanding of the social and institutional mechanisms through which business analysis shapes performance outcomes in resource-extractive developing economies.

Table 6. Summary of Hypothesis Test Results

H	Relationship	r	β	R^2	F	Decision
H ₁	Strategic Alignment → Operational Performance	0.744**	0.769	0.553	465.92	Supported
H ₂	Market Responsiveness → Community Relations	0.683**	0.662	0.467	311.05	Supported
H ₃	Internal Efficiency → Regulatory Compliance	0.798**	0.798	0.637	629.84	Supported
H ₄	Technology Adoption → Employee Development	0.724**	0.724	0.524	390.92	Supported
H ₅	Risk Management → Supply Chain Efficiency	0.742**	0.742	0.551	437.41	Supported

** $p < 0.001$ (2-tailed); $n = 321$.

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