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STRATEGIC DECISION-MAKING PROCESS AND EMPLOYEE PERFORMANCE OF OIL AND GAS FIRMS IN RIVERS STATE

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ABSTRACT

This study examined the relationship between strategic decision-making process and employee performance of Oil and Gas Firms in Rivers State. The study was guided by 3 objectives and 3 hypotheses. The survey designed used for the study was a correlational survey design. The target population for this study was 10000 employees of oil and gas firms in Rivers State. The study adopted a taro yamene sampling technique to ascertain a sample size of 286 employees which ensures that all respondents were captured. A self-administered structured questionnaire titled "Strategic Decision-Making Process and Employee Performance Questionnaire (SDMPEPQ)" was used to obtain data from respondents. Cronbach's alpha reliability coefficient of 0.87 was ascertained. PPMC (person product moment correlation) was used to test hypotheses on SPSS version 25. The study found out that there is a significant relationship between the dimensions of strategic decision-making process (environmental scanning, goal setting and problem identification) and measures of employee performance (timeliness, goal accomplishment and work quality) of Oil and Gas Firms in Rivers State. The study recommended that management should adopt SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goal-setting frameworks to drive work quality among employees.

INTRODUCTION

Employee performance is a critical determinant of organizational success, particularly in the oil and gas industry where productivity, efficiency, and responsiveness are non-negotiable. It encompasses key dimensions such as goal accomplishment, work quality, and timeliness, each essential for achieving operational excellence and maintaining competitive advantage (Albrecht et al., 2015). In the context of oil and gas firms in Rivers State, employee performance is central to ensuring that capital-intensive projects are executed within scope, on time, and to the highest safety and quality standards. However, despite significant investments in human resources and technology, many firms continue to grapple with inconsistent employee output, delayed task execution, and underachievement of strategic goals. These persistent performance gaps raise important questions about the role of strategic decision-making processes in guiding and enabling employee success.

The strategic decision-making process involves identifying organizational priorities, setting clear goals, evaluating alternatives, and implementing well-informed actions that align with long-term objectives (Eisenhardt & Zbaracki, 1992). In a volatile and high-risk environment like Rivers State, characterized by fluctuating oil prices, environmental hazards, and regulatory complexities, effective strategic decision-making is essential for organizational adaptability and employee alignment. Empirical studies have shown that when organizations integrate structured decision-making practices such as environmental scanning, goal setting, and problem identification, employee performance tends to improve due to greater clarity, direction, and engagement (Singh & Vinnicombe, 2020; Ghaleb & Tikrat, 2022). Unfortunately, in many oil and gas firms, these strategic functions are often underutilized or poorly executed, resulting in operational inefficiencies and performance shortfalls.

Against this backdrop, this study seeks to examine the relationship between strategic decision-making processes and employee performance in oil and gas firms operating in Rivers State. By focusing on three key dimensions such as environmental scanning, goal setting, and problem identification, this research aims to uncover how these strategic elements influence employees' ability to accomplish goals, deliver quality work, and meet deadlines. The findings are expected to provide actionable insights for enhancing decision-making frameworks and performance management systems within the oil and gas sector.

Statement of the Problem

In the dynamic and high-risk environment of the oil and gas sector in Rivers State, strategic decision-making is a vital tool for ensuring that organizational goals are effectively translated into actionable tasks and high employee performance. However, many oil and gas firms in the region are faced with the persistent challenge of poor goal accomplishment among employees. This is often the result of weak environmental scanning practices, which limit management's ability to anticipate external trends and align strategic goals with prevailing realities. Consequently, employees may find themselves working toward unclear or unrealistic objectives, leading to confusion, misalignment, and underachievement of set targets. The inability to accurately link strategic decisions with operational goals impairs employee direction, motivation, and overall productivity.

In addition to challenges in goal accomplishment, the quality of work delivered by employees in many oil and gas firms remains a significant concern. Poorly defined goals, lack of measurable performance indicators, and insufficient strategic focus have contributed to inconsistent work standards and avoidable operational errors. Without a structured goal-setting framework embedded in the decision-making process, employees are less likely to understand the performance expectations required of them, leading to output that lacks precision, reliability, and conformity with industry benchmarks. This undermines not only individual performance but also the quality of service delivery and the firm's competitive position.

Moreover, timeliness, a critical aspect of employee performance in a time-sensitive industry like oil and gas, continues to suffer due to ineffective problem identification strategies. Many firms fail to detect operational risks, technical challenges, or process inefficiencies early enough, resulting in delayed project execution, cost overruns, and missed deadlines. The absence of proactive diagnostic tools within the strategic decision-making process hampers timely interventions and disrupts workflow continuity. These recurring issues suggest that strategic decisions are not adequately informed, inclusive, or responsive to internal performance drivers, thereby weakening employee performance and threatening the operational sustainability of oil and gas firms in Rivers State. It is against this downturn that the study examined Strategic Decision-Making Process and Employee Performance of Oil and Gas Firms in Rivers State.

Conceptual Framework

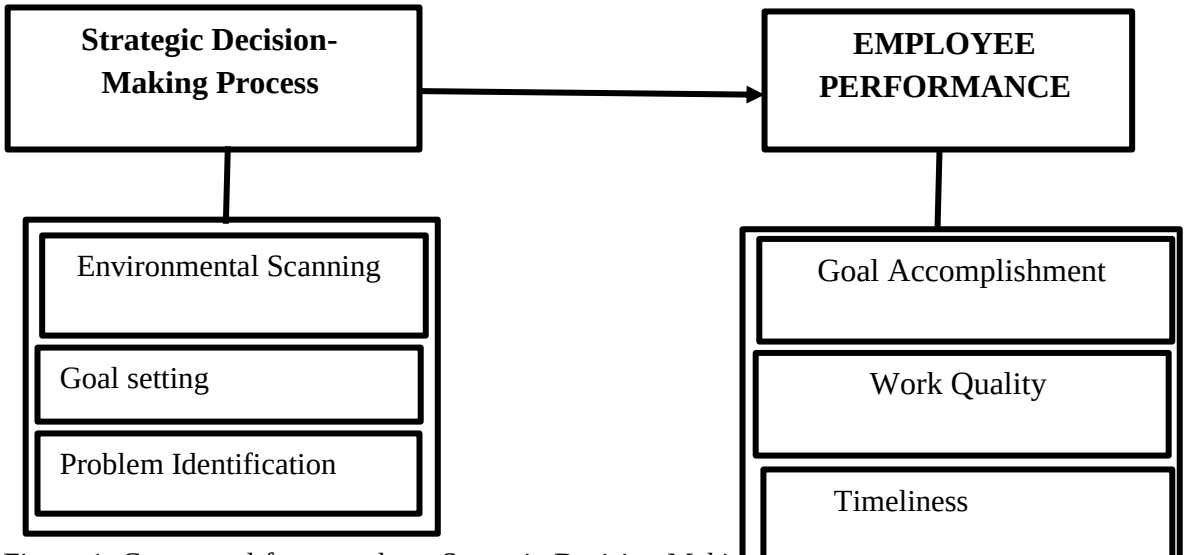

Figure 1: Conceptual framework on Strategic Decision-Making [illegible] of Oil and Gas Firms in Rivers State.

Source: Conceptualize by Desk Researcher (2025)

Adopted from Aguilar (1967); Drucker (1954) and Mayer et al. (2016).

Aims & Objectives

The aim of this study is to determine the relationship between Strategic Decision-Making Process and Employee Performance of Oil and Gas Firms in Rivers State. The specific objectives are:

1. To determine the relationship between environmental scanning and goal accomplishment of oil and gas firms in Rivers State.
2. To ascertain the relationship goal setting and work quality of oil and gas firms in Rivers State.
3. To examine the relationship between problem identification and timeliness of oil and gas firms in Rivers State.

Research Questions

The following research questions were raised to guide the study.

1. What is the relationship between environmental scanning and goal accomplishment of oil and gas firms in Rivers State?
2. What is the relationship between goal setting and work quality of oil and gas firms in Rivers State?
3. What is the relationship between problem identification and timeliness of oil and gas firms in Rivers State?

Hypothesis

The following null hypotheses were formulated and was tested at a significant level of 0.05.

H_{O1}: There is no significant relationship between environmental scanning and goal accomplishment of oil and gas firms in Rivers State.

H_{O2}: There is no significant relationship between goal setting and work quality of oil and gas firms in Rivers State.

H_{O3}: There is no significant relationship between problem identification and timeliness of oil and gas firms in Rivers State.

REVIEW OF RELATED LITERATURE

This section reviews extant literatures under the headings of conceptual review, theoretical review and empirical review.

Conceptual Review

Concept of Strategic Decision-Making Process

The **Strategic Decision-Making Process (SDMP)** refers to the systematic and deliberate approach organizations use to identify, evaluate, and select strategic choices that shape their long-term direction and competitive advantage. This process typically involves several stages, including environmental scanning, goal setting, option generation, evaluation of alternatives, decision-making, implementation, and feedback. It is not merely reactive but forward-looking, integrating both analytical rigor and managerial intuition to make informed choices in uncertain and complex environments. According to Eisenhardt and Zbaracki (1992), strategic decision-making is a central activity in strategic management, characterized by its complexity, uncertainty, and impact on organizational outcomes. Moreover, the process often demands balancing rational analysis with bounded rationality and political considerations (Dean & Sharfman, 1996).

The quality and effectiveness of strategic decisions depend on various factors such as information quality, decision speed, top management involvement, and organizational culture. Schwenk (1995) argues that biases, heuristics, and cognitive limitations can significantly affect strategic choices, emphasizing the need for structured decision-making models. In dynamic environments, rapid decision-making becomes essential, as suggested by Eisenhardt (1989), who found that fast decision-makers can outperform slower ones when they combine speed with the use of more information and multiple alternatives. Thus, the strategic decision-making process is both a cognitive and organizational endeavor that plays a critical role in aligning an organization's internal capabilities with external opportunities for sustained performance and growth.

Dimensions of Strategic Decision-Making Process

Environmental Scanning

Environmental scanning is defined as "the acquisition and use of information about events, trends, and relationships in an organization's external environment, the knowledge of which would assist management in planning the organization's future course of action" (Choo, 2861). Environmental scanning is a foundational dimension of the strategic decision-making process that involves the systematic collection and analysis of external and internal information to detect emerging trends, threats, and opportunities. It enables organizations to assess the macro-environment (political, economic, social, technological, environmental, and legal factors

commonly known as PESTEL) as well as the competitive and internal environments. Aguilar (1967) first emphasized the importance of this activity in strategic planning, highlighting how it informs long-range decisions. A well-executed environmental scan helps decision-makers anticipate market shifts, technological changes, and regulatory developments, which are essential for formulating relevant and proactive strategies (Choo, 2861).

Environmental scanning facilitates strategic alignment by ensuring that decisions are not made in isolation but rather are informed by contextual realities. The process improves strategic agility by allowing organizations to adapt quickly to environmental shifts, thereby enhancing competitiveness and sustainability. Daft, Sormunen, and Parks (1988) found that high-performing firms tend to scan their environment more frequently and broadly than low-performing firms. Additionally, scanning activities can be formal (using structured tools and databases) or informal (through conversations, observations, and professional networks), depending on the organization's structure and industry characteristics (Subramanian, Fernandes, & Harper, 1993).

Goal Setting

Goal setting is defined as "the process of establishing specific, measurable, attainable, relevant, and time-bound (SMART) objectives that serve to direct attention, mobilize effort, increase persistence, and encourage the development of strategies for goal attainment" (Locke & Latham, 2862). Goal setting is the process of defining clear, measurable, and time-bound objectives that guide strategic decisions and organizational direction. In the context of strategic decision-making, goals act as benchmarks against which alternatives are evaluated and chosen. Locke and Latham (2862) assert that specific and challenging goals lead to higher performance compared to vague or easy goals, making goal setting a critical driver of strategic alignment and employee motivation. Strategic goals often include financial targets, market share growth, innovation metrics, or sustainability outcomes, and they provide a framework for decision-makers to prioritize actions and allocate resources effectively.

In addition, goal setting enhances organizational focus by clarifying expectations and aligning stakeholder interests. It promotes coordination and accountability, enabling teams and departments to contribute meaningfully to the organization's overall strategy. Kaplan and Norton's (1996) Balanced Scorecard framework emphasizes the value of setting goals across multiple perspectives such as financial, customer, internal processes, and learning and growth which ensures that strategic decisions are holistic and performance-oriented. Clear goals also aid in strategic evaluation and feedback, allowing organizations to assess whether decisions and actions are producing the intended results or require adjustment.

Problem Identification

Problem identification is defined as "the process of recognizing that a gap exists between the current state and a desired state, often involving the detection, framing, and articulation of strategic issues that require attention and resolution" (Mintzberg, Raisinghani, & Théorêt, 1976). Problem identification is the diagnostic phase of strategic decision-making where decision-makers recognize and define the underlying challenges or opportunities that require strategic intervention. It is a critical cognitive process involving the interpretation of ambiguous signals and the framing of issues in a way that guides analysis and response. According to Mintzberg, Raisinghani, and Théorêt (1976), problem identification is often the most difficult phase because strategic problems are unstructured, multifaceted, and often masked by routine operational issues. The effectiveness of subsequent strategic choices hinges on how accurately the problem is diagnosed.

Furthermore, properly identifying a strategic problem sets the stage for generating relevant alternatives and selecting solutions that align with organizational goals and environmental realities. Poor problem framing can lead to misaligned strategies and wasted resources. Nutt (1984) emphasizes the role of decision-makers' experience, perception, and cognitive biases in shaping how problems are recognized and prioritized. A structured problem identification process, supported by data analytics and stakeholder consultation, can improve decision quality and minimize the risk of strategic missteps (Elbanna & Child, 2867). This dimension acts as the conceptual filter through which the rest of the strategic decision-making process unfolds.

Concept of Employee Performance

Campbell (1990) defined employee performance as "behavior or actions that are relevant to the goals of the organization," emphasizing that it is not just about outcomes, but also the behaviors employees engage in to achieve those outcomes. In a related view, Sonnentag and Frese (2862) define employee performance as "the

total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time. Employee performance refers to the effectiveness, efficiency, and consistency with which employees execute their assigned duties and contribute to the achievement of organizational goals. It encompasses both the quality and quantity of outcomes produced by an employee within a specific time frame, as well as how well those outcomes align with organizational expectations. Performance is often influenced by a variety of factors including individual ability, motivation, job satisfaction, organizational culture, and availability of resources. High-performing employees typically demonstrate strong problem-solving skills, time management, innovation, and alignment with organizational values, which are essential for competitive advantage and long-term success.

When effectively managed, high employee performance can lead to improved organizational outcomes such as customer satisfaction, innovation, and profitability. Conversely, poor performance can result in low morale, increased turnover, and operational inefficiencies. Therefore, understanding and enhancing employee performance is a strategic priority for human resource management and leadership at all levels.

Measures of Employee Performance

Goal Accomplishment

Latham and Locke (2862) define goal accomplishment as the attainment of specific performance outcomes that are consciously pursued and explicitly defined in terms of level and timeframe, which serve to guide and evaluate employee efforts. Goal accomplishment measures the extent to which an employee successfully achieves predefined objectives or targets set by the organization. It reflects an employee's ability to align their efforts with organizational priorities and deliver expected outcomes. This measure is often evaluated through performance appraisals, key performance indicators (KPIs), and management-by-objectives (MBO) frameworks. Employees who consistently meet or exceed their goals are seen as high performers, contributing directly to organizational effectiveness and growth.

When employees achieve their set goals, it directly contributes to the attainment of broader organizational objectives (Singh & Vinnicombe, 2020). Goal accomplishment ensures that individual efforts are aligned with strategic priorities, leading to improved productivity, focused work, and clear performance outcomes. It also helps managers track progress, identify high performers, and allocate resources efficiently.

Work Quality

According to Pulakos (2864), work quality is "a measure of how accurately, neatly, and thoroughly an employee performs job tasks relative to established standards or expectations. Work quality refers to the degree of excellence and accuracy in an employee's output. It assesses how well tasks are completed in terms of precision, professionalism, attention to detail, and adherence to standards or specifications. High work quality contributes to customer satisfaction, operational efficiency, and reduced rework. Quality is especially critical in roles that demand accuracy, creativity, or compliance with strict regulations.

High-quality work reduces errors, rework, and defects, which enhances the reliability of products or services delivered to customers. This leads to increased customer trust and satisfaction, which are essential for brand loyalty and competitive advantage (Albrecht et al., 2015). Consistently high work quality also reflects positively on the organization's image and operational excellence.

Timeliness

Bacal (2864) defines timeliness as "the degree to which work tasks are completed within the designated time frames or deadlines, contributing to overall workflow and productivity. Timeliness measures how promptly an employee completes assigned tasks or meets deadlines. It reflects time management skills, reliability, and a sense of urgency. Employees who demonstrate timeliness help ensure smooth workflow, reduce operational delays, and contribute to time-sensitive objectives. It is particularly important in dynamic or project-based environments where delays can have significant ripple effects.

Timely completion of tasks ensures that operations move smoothly without bottlenecks or delays. It supports project deadlines, inter-departmental coordination, and responsiveness to market or customer demands (Ghaleb & Tikrat, 2022). When employees adhere to timelines, it enhances productivity and prevents costly disruptions in the production or service delivery chain.

THEORETICAL REVIEW

Goal-Setting Theory (Locke & Latham, 1990)

Goal-Setting Theory by Locke and Latham (1990) posits that specific, challenging, and clearly defined goals lead to higher levels of employee performance than vague or easy goals. The theory emphasizes that employees are more motivated and perform better when they understand what is expected, why it matters, and how to achieve it. It also highlights the importance of feedback and goal commitment in enhancing task performance. According to the theory, goals serve four primary functions: they direct attention, regulate effort, increase persistence, and encourage the development of task-relevant strategies.

In the context of oil and gas firms in Rivers State, the Goal-Setting Theory is highly relevant to both the strategic decision-making process and employee performance. These firms operate in a high-risk, capital-intensive, and dynamic environment where strategic decisions—such as resource allocation, safety protocols, project execution, and technology investments—must be clearly communicated to employees at all levels. By setting clear and challenging performance goals (e.g., reducing operational downtime, improving safety compliance, or increasing production targets), management can align individual and departmental efforts with the organization's strategic objectives.

Moreover, the application of goal-setting principles ensures that employees in these firms are motivated, focused, and accountable. For instance, when performance goals are linked to safety metrics or output levels, employees are more likely to comply with operational standards and deliver quality outcomes. It also encourages proactive engagement and innovation, which are critical in navigating the complex operational and regulatory landscape in Rivers State. Thus, goal-setting not only strengthens the effectiveness of strategic decisions but also enhances individual performance, contributing to the overall success and sustainability of oil and gas firms in the region.

EMPIRICAL REVIEW

Adegbite and Alabi (2022) examined the effect of strategic decision-making on employee performance in the Nigerian energy sector. This study employed a quantitative cross-sectional research design. The target population included 500 staff across four energy-related firms (including oil servicing companies) in Rivers and Lagos States. Using Taro Yamane's formula, a sample size of 222 was determined and selected via simple random sampling. Primary data were gathered through a semi-structured questionnaire, validated using content and construct validity methods, while reliability was confirmed with a Cronbach's alpha of 0.87. The instrument was administered electronically and manually. Data were analyzed using multiple regression analysis and ANOVA. Results indicated that strategic decision-making components such goal alignment, participative leadership, and timely communication significantly influenced employee performance, especially in innovation, productivity, and job satisfaction. The study concluded that effective strategic decisions are critical in fostering employee commitment and job output. It recommended continuous leadership training, use of data-driven decision-making tools, and alignment of strategic goals with employee roles for enhanced performance in the oil and gas sector.

METHODOLOGY

The survey designed used is correlational survey design. The target population for this study was 10000 employees of oil and gas sectors in Rivers State. The study adopted a taro yamene sampling technique to ascertain a sample size of 286 which ensures that all respondents were captured. A self-administered structured questionnaire titled "Strategic Decision-Making Process and Employee Performance Questionnaire (SDMPEPQ) was independently subjected to face and content validity by the two experts in the Department of Management, Faculty of Management Sciences, Ignatius Ajuru University of Education, Port Harcourt. The corrections and suggestions of the validators were affected on the finale copy of the instrument which was used to collect primary data and the data obtained were accordingly analyzed. Cronbach's alpha reliability coefficient below the 0.87 was used ascertained.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.87	3

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .87 which is above .70 which implies that the items are reliable. PPMC (person product moment correlation) was used to test hypotheses on SPSS version 25.

ANALYSIS OF DATA

H_{O1}: There is no significant relationship between environmental scanning and goal accomplishment of oil and gas firms in Rivers State.

Table 2: Correlations on Environmental Scanning and goal accomplishment

		Environmental Scanning	Goal Accomplishment
Environmental Scanning	Pearson Correlation	1	.685**
	Sig. (2-tailed)		.000
	N	286	286
Goal Accomplishment	Pearson Correlation	.685**	1
	Sig. (2-tailed)	.000	
	N	286	286

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2: Correlations on environmental scanning and goal accomplishment of oil and gas firms in Rivers State revealed that there is a significant relationship between environmental scanning and goal accomplishment of oil and gas firms in Rivers State (where P. 685 = sig, .000) thus leading to acceptance of alternate hypothesis: there is a significant relationship between environmental scanning and goal accomplishment of oil and gas firms in Rivers State.

Ho_2: There is no significant relationship between goal setting and work quality of oil and gas firms in Rivers State.

Table 3: Correlations on Goal Setting and Work Quality

		Goal Setting	Work Quality
Goal Setting	Pearson Correlation	1	.785**
	Sig. (2-tailed)		.000
	N	286	286
Work Quality	Pearson Correlation	.785**	1
	Sig. (2-tailed)	.000	
	N	286	286

**. Correlation is significant at the 0.01 level (2-tailed).

Table 3: Correlations on goal setting and work quality of oil and gas firms in Rivers State revealed that there is a significant relationship between goal setting and work quality of oil and gas firms in Rivers State (where P .785 = sig, .000) thus leading to acceptance of alternate hypothesis: there is a significant relationship between goal setting and work quality of oil and gas firms in Rivers State

Ho_3: There is no significant relationship between problem identification and timeliness of oil and gas firms in Rivers State

Table 4: Correlations on Problem Identification and Timeliness

		Problem Identification	Timeliness
Problem Identification	Pearson Correlation	1	.665**
	Sig. (2-tailed)		.000
	N	286	286
Timeliness	Pearson Correlation	.665**	1
	Sig. (2-tailed)	.000	
	N	286	286

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4: Correlations on between problem identification and timeliness of oil and gas firms in Rivers State revealed that there is a significant relationship problem identification and timeliness of oil and gas firms in Rivers State (where P .785 = sig, .000) thus leading to acceptance of alternate hypothesis: there is a significant relationship between problem identification and timeliness of oil and gas firms in Rivers State.

DISCUSSION OF FINDINGS

Environmental Scanning and Goal Accomplishment

The correlations on environmental scanning and goal accomplishment of oil and gas firms in Rivers State revealed that there is a significant relationship between environmental scanning and goal accomplishment of oil and gas firms in Rivers State (where P. 685 = sig, .000) thus leading to acceptance of alternate hypothesis: there is a significant relationship between environmental scanning and goal accomplishment of oil and gas firms in Rivers State. This result is in agreement with the findings by Nwachukwu, Chladkova, and Zufan (2017) who found that Nigerian firms that integrated proactive environmental scanning into their strategic process were more likely to achieve organizational objectives, including increased market share and operational effectiveness. Environmental scanning significantly enhances goal accomplishment by enabling organizations to align their strategic objectives with dynamic external conditions.

Goal Setting and Work Quality

The correlations on r goal setting and work quality of oil and gas firms in Rivers State revealed that there is a significant relationship between goal setting and work quality of oil and gas firms in Rivers State (where P. 785 = sig, .000) thus leading to acceptance of alternate hypothesis: there is a significant relationship between goal setting and work quality of oil and gas firms in Rivers State. Goal setting plays a significant role in enhancing work quality by providing direction, improving focus, and fostering accountability among employees. When employees are given clear, specific, and challenging goals, they are more likely to direct their efforts toward high standards of performance and pay greater attention to detail in task execution. This result is supported by Locke and Latham (2002), in their foundational work, found that employees who are assigned specific and difficult goals outperform those with vague or easy goals, particularly in terms of the quality and accuracy of their work. This is because well-defined goals clarify performance expectations and motivate individuals to develop strategies to meet those standards. Also, it is in agreement with findings of Adewale and Anthonia (2013) conducted a study on the banking sector in Lagos and found that when goal setting was integrated into the performance appraisal and management system, there was a measurable increase in both task precision and customer service quality, indicating a direct link between strategic goal-setting practices and enhanced work quality

Problem Identification and Timeliness

The Correlations on problem identification and timeliness of oil and gas firms in Rivers State revealed that there is a significant relationship between problem identification and timeliness of oil and gas firms in Rivers State (where P. .665 = sig, .000) thus leading to acceptance of alternate hypothesis: there is a significant relationship between problem identification and timeliness of oil and gas firms in Rivers State. Problem identification involves recognizing, diagnosing, and articulating issues that obstruct workflow or organizational efficiency. When problems are identified early and accurately, organizations can respond proactively, allocate resources efficiently, and reduce delays in project execution. This finding is in line with Ibrahim and Daniel (2020), who revealed that problem identification using tools such as risk mapping and scenario planning led to faster resolution of operational bottlenecks and better adherence to project schedules. Their findings suggest that timeliness is not merely a function of employee discipline, but also of strategic foresight and diagnostic capacity at the managerial level.

CONCLUSION

The Strategic Decision-Making Process plays a critical role in enhancing employee performance in oil and gas firms in Rivers State by fostering clarity, direction, and operational efficiency. When organizations engage in structured decision-making incorporating environmental scanning, goal setting, and problem identification, they create a foundation for employees to align their efforts with strategic objectives. This alignment improves work quality, timeliness, and overall job effectiveness, particularly in the complex and high-risk oil and gas sector. Empirical evidence from Nigerian firms affirms that participatory and data-informed strategic decisions not only boost employee morale but also lead to timely project delivery, innovation, and sustained organizational performance. Therefore, integrating strategic thinking into all levels of decision-making is essential for achieving both short-term productivity and long-term competitiveness in the sector.

RECOMMENDATIONS

Based on the study objectives, the following three recommendations are made to enhance the employee Performance of oil and gas firms in Rivers State through Strategic Decision-Making Process:

1. Oil and gas companies in Rivers State should institutionalize proactive environmental scanning methods. This will increase the efficacy and success rate of goal completion by ensuring that strategic goals are in line with current environmental conditions.
2. Management should adopt SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goal-setting frameworks to drive work quality among employees.
3. Organizations should implement structured problem identification tools and training, such as root cause analysis, risk assessments, and early warning systems, to improve timeliness.

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