

STRATEGIC ALLIANCES AND ORGANISATIONAL GROWTH OF MULTINATIONAL OIL AND GAS FIRMS RIVERS STATE**Prof. Wokocha, Ify Harcourt & Madukasi, Osita Lawrence****Department of Management, Faculty of Management Sciences, Federal University Otuoke, Bayelsa State & Department of Business Administration, Faculty of Administration & Management, Ignatius Ajuru University of Education, Port Harcourt, Rivers State, Nigeria***Email: ifyharcourtwokocha@gmail.com, Ositalawrence@gmail.com***ABSTRACT**

This study examined the relationship between strategic alliances and the organisational growth of multinational oil and gas firms in Rivers State. This study adopted a correlational research design. The population of the study consisted of 10 multinational companies operating in Rivers State as retrieved from Nigerian business directory search engine. The study adopted a census study, 3 respondents were selected from each firm multiplied by 10 firms give us a total of 30 respondents. Structured questionnaire instrument titled "strategic alliances and performance questionnaire" was developed on five point likert scale. The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences). The study revealed that there is a significance relationship between strategic intent and revenue growth of multinational oil and gas firms in Rivers State. There is a significance relationship between formal contracts and increased workforce of multi-national oil and gas firms in Rivers State. There is a significance relationship between long-term sustainability and market expansion of multi-national oil and gas firms in Rivers State. The study concluded that strategic alliances play a pivotal role in driving organisational growth among multinational oil and gas firms in Rivers State. The significant correlation observed suggests that such alliances enhance operational efficiency, resource sharing, and market expansion, ultimately contributing to sustained corporate development in the sector. The study recommended management of multi-national oil and gas firms should enhance their strategic intent by aligning organizational vision and long-term objectives with dynamic market conditions, enabling proactive decision-making that drives consistent revenue growth.

INTRODUCTION

In today's globalized economy, firms are increasingly engaging in strategic alliances as a means of enhancing competitiveness, accessing new markets, and sharing resources in the pursuit of long-term objectives. Strategic alliances, broadly defined as cooperative agreements between firms to achieve mutually beneficial goals while remaining legally independent, have gained prominence across various sectors, particularly in industries characterized by high capital intensity and technological complexity such as oil and gas (Gulati, 1998; Hagedoorn, 2002). Three critical dimensions often underscore the efficacy and design of strategic alliances: strategic intent, formal contracts, and long-term sustainability. Strategic intent refers to the overarching goals and motivations behind forming alliances, which may include market entry, technological acquisition, or resource optimization (Doz & Hamel, 1998). Formal contracts serve to govern the structural and operational parameters of these alliances, defining roles, responsibilities, and mechanisms for conflict resolution (Reuer & Ariño, 2007). Meanwhile, long-term sustainability addresses the continuity and evolving value of the alliance over time, emphasizing the importance of trust, adaptability, and collaborative innovation (Inkpen, 2000). These dimensions collectively determine the performance and developmental trajectory of alliance partners.

Organizational growth remains a key objective for firms engaging in strategic partnerships, especially in volatile sectors such as oil and gas where scale and resource access can define survival and competitiveness. Growth, in this context, is often assessed using multidimensional measures including revenue growth, increased workforce, and market expansion (Penrose, 1959; Delmar, Davidsson &

Gartner, 2003). Revenue growth serves as a primary financial indicator of improved market performance and operational efficiency, while workforce expansion often reflects increased operational capacity and organizational capability. Market expansion, on the other hand, indicates the firm's ability to reach new customer bases or geographic regions, often facilitated by collaborative strategies that reduce entry barriers and share market risks. For multinational firms operating in resource-rich but institutionally complex environments like Rivers State, Nigeria, these growth measures are not only economic indicators but also proxies for resilience, adaptability, and strategic maneuvering in a competitive and often politically sensitive landscape (Orogun, 2021).

The relationship between strategic alliances and organizational growth is particularly salient in the multinational oil and gas sector in Rivers State, where firms face a confluence of environmental, regulatory, and socio-political challenges. Strategic alliances in this context provide avenues for risk-sharing, community engagement, and technological advancement factors critical for navigating Nigeria's complex operating environment (Okoro, 2016; Uzonwanne, 2015). Empirical studies suggest that well-structured alliances can significantly influence the growth trajectory of oil and gas firms by enabling operational synergies, improving local legitimacy, and facilitating compliance with host government policies, including local content laws (Adeleke, Olajide & Adewuyi, 2011). Moreover, partnerships with local firms and stakeholders often serve as strategic imperatives for securing operational licenses and community acceptance both of which are indispensable for long-term operations in the Niger Delta region. Thus, the effectiveness of alliances is not only a function of strategic alignment but also of the contextual responsiveness to local dynamics.

Given the critical role of strategic alliances in enhancing organizational growth, particularly within the high-stakes oil and gas sector, this study investigates the nature and impact of such alliances on the growth performance of multinational firms operating in Rivers State. It seeks to explore how the dimensions of strategic intent, formal contractual arrangements, and the sustainability of alliances influence key organizational growth indicators such as revenue, workforce size, and market reach. In doing so, the study contributes to a nuanced understanding of how global strategic management principles are locally interpreted and applied within the Nigerian context.

Statement of the Problem

Despite the natural endowment of Rivers State in crude oil and gas resources, the organisational growth of multinational oil and gas firms in the region has remained suboptimal. One core issue is inconsistent revenue growth, which is largely influenced by external factors such as global oil price fluctuations, local production disruptions, and policy instability (Akinwale & Apata, 2013). Multinational firms operating in Rivers State often experience periods of high operational cost due to insecurity, pipeline vandalism, and community agitations, which undermine their ability to maintain profitability. Strategic alliances such as joint ventures and partnerships with indigenous firms or government agencies have been proposed as a possible solution to distribute risks and consolidate resources. However, these alliances frequently suffer from poor governance, conflicting objectives, and regulatory ambiguities, which can negate their effectiveness in enhancing financial growth (Ogundele et al., 2016).

Another pressing challenge lies in workforce development and expansion, particularly with regard to local employment and capacity building. The oil and gas industry in Rivers State has often been accused of under-employing local talent, particularly in skilled and decision-making roles. This undermines not only local socio-economic development but also organisational learning and growth. Although the Nigerian Content Development and Monitoring Board (NCDMB) mandates higher local participation, many firms fail to meet these benchmarks sustainably (Ejumudo et al., 2012). Strategic alliances with local educational institutions and technical training providers could enhance skill development and foster a more inclusive workforce. Unfortunately, such alliances are either underutilised or poorly structured, often existing only on paper with minimal real impact on workforce enhancement. The lack of cohesive long-term workforce strategies tied to these partnerships weakens the human capital foundation necessary for organisational growth.

Lastly, the issue of limited market expansion continues to restrict the broader organisational footprint of these multinationals. While the oil and gas sector in Rivers State remains heavily focused on upstream operations, diversification into downstream and allied sectors has been slow and sporadic. Environmental concerns, regulatory bottlenecks, and poor infrastructural development make it difficult for firms to expand into new markets or integrate vertically. Strategic alliances with government agencies, private sector players, and international technology providers could offer pathways to overcome such barriers by pooling expertise, sharing resources, and enhancing local market penetration. However, the mistrust, misalignment of goals, and the prevalence of short-term profit motives have hindered the long-term success of many such alliances (Ogundele et al., 2016). Without robust and trust-based strategic collaborations, market expansion will remain elusive, and the broader vision for organisational growth in the region will remain unfulfilled.

Conceptual Framework

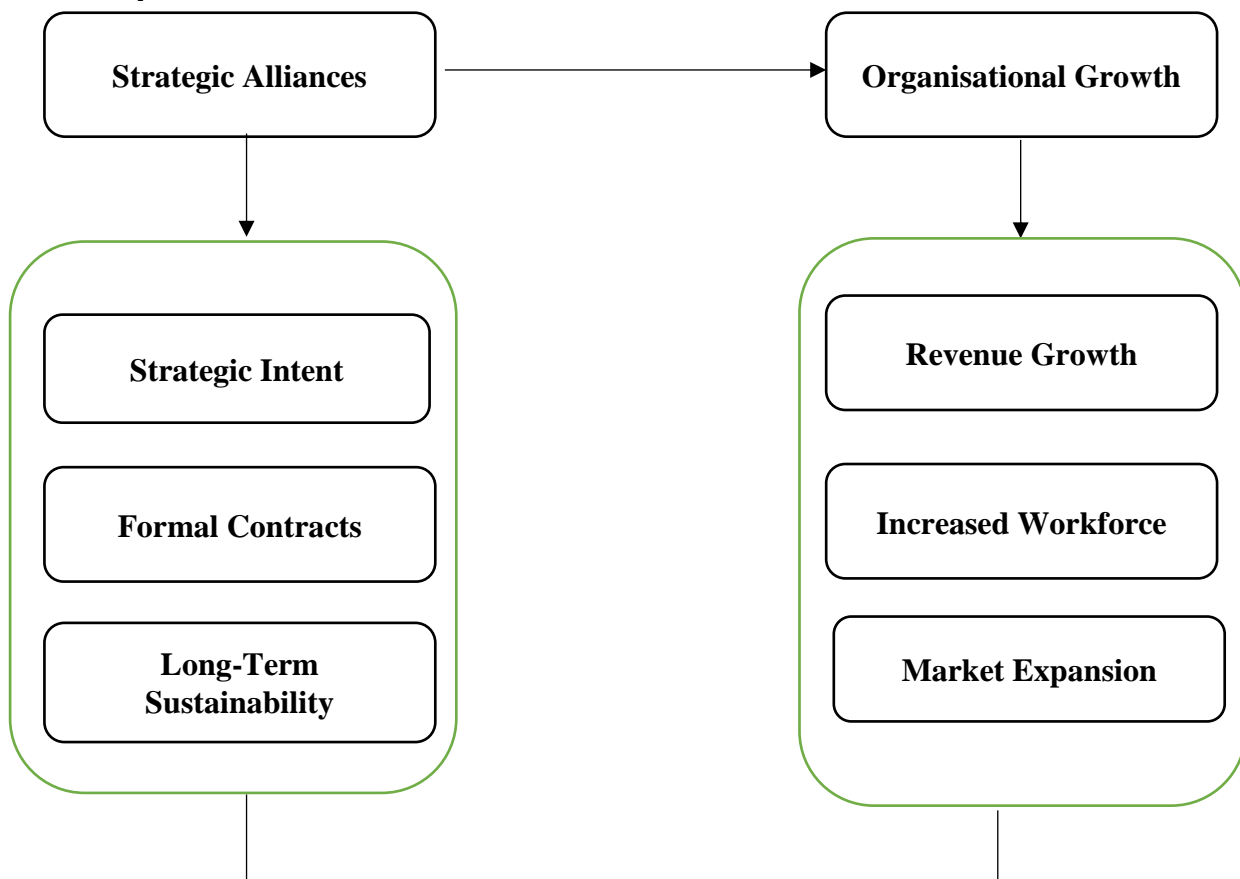


Figure 1: Conceptual Framework of Strategic Alliances and Organisational Growth of Multinational Oil and Gas Firms in Rivers State.

Source: Adapter from Hitt et al (2016) and Kotler & Keller (2016).

Aim and Objectives of the Study

The aim of this study was to examine the relationship between strategic alliances and organisational growth of multi-national oil and gas firms in Rivers State. The specific objectives are to:

- 1 To determine the relationship between strategic intent and revenue growth of multi-national oil and gas firms in Rivers State
- 2 To determine the relationship between formal contracts and increased workforce of multi-national oil and gas firms in Rivers State

- 3 To determine the relationship between long-term sustainability and market expansion of multi-national 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 strategic intent and revenue growth of multi-national oil and gas firms in Rivers State
- 2 What is the relationship between formal contracts and increased workforce of multi-national oil and gas firms in Rivers State
- 3 What is the relationship between long-term sustainability and market expansion of multi-national oil and gas firms in Rivers State

Research Hypothesis

The following null hypothesis were formulated and was tested at a significant level of 0.01.

- Ho₁ There is no significance relationship between strategic intent and revenue growth of multi-national oil and gas firms in Rivers State
- Ho₂ There is no significance relationship between formal contracts and increased workforce of multi-national oil and gas firms in Rivers State
- Ho₃ There is no significance relationship between long-term sustainability and market expansion of multi-national oil and gas firms in Rivers State

Significance of the Study

The significance of studying electronic business strategies and organisational performance extends across various stakeholders, including employees, employers, policymakers, and researchers.

Employees: Understanding strategic alliances helps employees appreciate how collaborations can secure job stability, expand career development opportunities, and foster skill enhancement through exposure to diverse organizational cultures and practices.

Managers: For managers, insights into strategic alliances provide tools to drive growth, improve competitive advantage, and navigate complex market dynamics by leveraging shared resources, knowledge, and capabilities across firms.

Multinational Oil and Gas Firms: Strategic alliances are crucial for multinational oil and gas firms aiming to mitigate risk, access new markets, and optimize operations, especially in volatile geopolitical environments and capital-intensive ventures.

Researchers: The study offers researchers a foundation for examining how inter-organizational collaborations influence performance, innovation, and adaptability, contributing to broader theories on corporate strategy and international business.

Scope of the Study

The scope of the study will be discussed under content scope, geographical scope, and unit of analysis.

Content Scope: The content scope of the study is limited to strategic alliances and organisational growth. Discussions on strategic alliances are restricted to strategic intent, formal contract and long-term sustainability; while organisational growth as the dependent variable is measured and discussed through revenue growth, increased workforce and market expansion.

Geographical Scope: The geographical scope of this study is delimited to multinational oil and gas firms operating in Port Harcourt, Rivers State.

Unit of Analysis: This study adopted a macro level analysis; this implies at the organisational level (management) of road construction firms in Port Harcourt, Rivers State.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Strategic Alliances

Strategic alliances are cooperative agreements between organizations that aim to achieve objectives of mutual benefit while remaining legally independent. These partnerships allow firms to combine resources, share risks, and capitalize on complementary strengths to gain competitive advantages in increasingly dynamic markets. According to Yoshino and Rangan (1995), a strategic alliance is a "partnership between firms to pursue agreed-upon objectives while remaining independent organizations." These alliances are particularly relevant in industries characterized by rapid technological change, globalization, and high uncertainty. For instance, Hitt, Ireland, and Hoskisson (2007) emphasize that strategic alliances are a vital mechanism for companies to access new markets, reduce operational costs, and foster innovation through collaborative research and development. The flexibility of strategic alliances allows firms to adapt more readily to external changes without the full financial and administrative commitment of mergers or acquisitions.

Gulati (1998) defines strategic alliances as voluntary arrangements involving the sharing of knowledge, assets, and capabilities, which are governed by mutual trust and reciprocal dependency rather than hierarchical authority. This characterization reflects a shift from transactional, contract-based partnerships to relational models where trust, learning, and adaptability are emphasized. Doz and Hamel (1998) further elaborate that strategic alliances involve a dynamic process of joint problem solving, organizational learning, and mutual adjustment, evolving over time as partners learn from one another and adapt to environmental changes. This highlights the fact that strategic alliances are not static agreements but rather evolving relationships that require constant nurturing, effective communication, and alignment of strategic objectives between the partners involved.

Dyer and Singh (1998) argue that firms can achieve relational rents superior returns generated through collaboration with other organizations by leveraging interfirm linkages that enable the co-creation of unique value. Moreover, strategic alliances can serve as a learning platform, where firms engage in mutual capability development and knowledge transfer. This perspective is echoed by Inkpen (2000), who contends that knowledge acquisition and assimilation are among the most critical benefits of strategic alliances, especially in high-tech and knowledge-intensive industries. Ultimately, strategic alliances enable firms to transcend the limitations of their internal resources, fostering cooperative competition or "co-opetition" (Brandenburger & Nalebuff, 1996) where firms can simultaneously compete and collaborate to create greater overall value.

Measures of Strategic Alliances

Strategic Intent

Strategic intent plays a pivotal role in shaping the nature and outcomes of strategic alliances by guiding the long-term objectives and purpose underlying such collaborations. It reflects the deliberate and overarching ambition that partners aim to achieve collectively, often extending beyond immediate contractual obligations or operational synergies. In strategic alliances, strategic intent aligns the partners' vision and fosters mutual commitment to shared goals, which can significantly enhance coordination, innovation, and competitive advantage (Hamel & Prahalad, 1989). Moreover, strategic intent helps firms navigate alliance complexities by maintaining focus amid environmental uncertainties and partner heterogeneities (Doz & Hamel, 1998). It also facilitates the development of trust and the evolution of relational governance, which are essential for sustaining long-term alliances (Gulati, 1995). When strategic intent is clearly articulated and mutually recognized, it serves as a unifying force that enhances strategic coherence and enables adaptive learning within the alliance (Inkpen & Dinur, 1998). Thus, strategic intent is not only a cognitive map for alliance formation but also a dynamic force that shapes inter-organizational collaboration and strategic alignment over time.

Formal Contracts

The concept of formal contracts plays a pivotal role in structuring and sustaining strategic alliances by establishing clear expectations, delineating responsibilities, and mitigating potential risks among partners. Formal contracts function not merely as legal safeguards but also as governance mechanisms that enhance coordination and reduce opportunistic behavior (Poppo & Zenger, 2002). They serve to balance trust and control by providing a structured framework within which collaboration can occur, particularly in uncertain or competitive environments (Luo, 2002). Moreover, formalization through contracts can influence alliance performance by fostering goal alignment and monitoring compliance (Reuer & Ariño, 2007). Despite the centrality of relational governance in many alliances, formal contracts remain essential in codifying key terms, thereby supporting long-term cooperation and adaptability in dynamic markets (Gulati & Singh, 1998).

Long-Term Sustainability

The concept of long-term sustainability as a dimension of strategic alliances emphasizes the need for alliances not only to achieve short-term goals but to foster enduring value creation that benefits all partners over time. This sustainability dimension involves aligning economic objectives with social and environmental responsibilities, embedding resilience into collaborative frameworks, and adapting to evolving stakeholder expectations and market dynamics. Scholars argue that sustainable alliances are grounded in mutual trust, shared vision, and continuous learning, which collectively contribute to strategic flexibility and competitive advantage (Dyer & Singh, 1998; Kale & Singh, 2009). Moreover, sustainability in strategic alliances often requires mechanisms for conflict resolution, equitable resource sharing, and governance structures that support transparency and accountability (Parmigiani & Rivera-Santos, 2011; Clarke & MacDonald, 2019). As global pressures such as climate change and social inequality intensify, incorporating sustainability into alliance strategies becomes not only a competitive imperative but a moral one as well (Hart & Dowell, 2011).

Concept of Organisational Growth

Organisational growth refers to the process through which a company expands its operations, increases its capacity, and enhances its overall performance over time. Scholars have conceptualised organisational growth through various lenses, including financial metrics, structural expansion, and capability development. According to Penrose (1959), growth in organisations is driven by the dynamic interplay between internal resources and the administrative capacity to leverage those resources effectively. She argues that the potential for growth lies not only in market conditions but also in how firms internally manage and develop their competencies. Similarly, Chandler (1962) emphasised the strategic dimension of growth, asserting that expansion is closely linked to long-term strategic planning, where structure follows strategy. In this view, organisational growth is both a deliberate and an emergent process, shaped by leadership decisions and adaptive responses to environmental stimuli.

From a more contemporary perspective, organisational growth has also been associated with innovation, learning, and adaptability. Greiner (1972) introduced the "growth phases" model, highlighting that companies evolve through predictable stages, each characterised by different challenges and crises. These phases—ranging from creativity and direction to delegation and collaboration—suggest that growth is not linear but episodic, requiring organisations to reinvent themselves continually. Moreover, Barringer and Greening (1998) noted that growth is a multidimensional construct involving increases in revenues, employee count, market share, and geographic reach. They argued that organisations capable of managing ambiguity and cultivating strong stakeholder relationships are better positioned for sustainable growth. This aligns with the resource-based view, which posits that organisational growth stems from the development and deployment of unique, valuable, and inimitable resources (Barney, 1991).

Organisational theorists also explore the sociological and institutional aspects of growth. For instance, Hannan and Freeman (1984) suggested that organisational growth is constrained by

structural inertia, making change and adaptation more difficult as firms mature. They argue that while young organisations are more flexible, older firms tend to resist change due to established routines and entrenched bureaucracies. This perspective introduces a paradox in growth: while expansion brings stability and legitimacy, it can also hinder adaptability and responsiveness. Furthermore, Scott (2003) underscores the importance of institutional environments, asserting that organisations grow not only by internal efficiencies but also by aligning with external norms, expectations, and regulatory frameworks. Thus, organisational growth is both an outcome of strategic management and a response to broader institutional dynamics.

Measures of Organisational Growth

Revenue Growth

Revenue growth is widely regarded as a fundamental indicator of organizational growth, reflecting a company's ability to expand its operations, increase market share, and sustain competitiveness. It serves as a tangible measure of performance and strategic success, capturing both short-term financial health and long-term scalability (Penrose, 1959; Davidsson et al., 2009). Scholars argue that consistent increases in revenue indicate successful market adaptation, innovation, and customer acquisition, which are core components of growth-oriented organizations (Delmar et al., 2003; Wiklund & Shepherd, 2003). While other measures such as profit, employee count, or asset base also indicate growth, revenue remains the most immediate and externally visible metric, especially in high-growth and entrepreneurial contexts (McKelvie & Wiklund, 2010; Coad, 2009). Therefore, revenue growth not only provides a snapshot of a firm's current economic activity but also acts as a predictor of future expansion and sustainability (Barbero et al., 2011).

Increased Workforce

The concept of an increased workforce as a measure of organisational growth is grounded in the assumption that expansion in human resources typically correlates with increased operational capacity and market demand. A growing workforce often signals that an organisation is scaling its production, service delivery, or geographic reach (Armstrong, 2014). Furthermore, workforce expansion can reflect positive organisational health, investor confidence, and strategic planning aimed at long-term sustainability (Storey, 2007). However, while a larger workforce may indicate growth, it must be accompanied by enhanced productivity, innovation, and effective human resource management to ensure it translates into meaningful performance gains (Becker & Huselid, 1998). Strategic human capital development, rather than mere numerical growth, is thus increasingly recognised as a more holistic measure of organisational progress (Wright & McMahan, 2011).

Market Expansion

Market expansion is a critical strategy for achieving organisational growth, as it involves entering new markets or increasing market share in existing ones to boost revenues and competitiveness. This approach can take various forms, including geographic expansion, targeting new customer segments, or introducing new products. According to Ansoff (1957), market development is one of the core strategies in his product-market growth matrix, which firms use to align growth objectives with market opportunities. Expanding into untapped or underdeveloped markets allows organisations to leverage existing capabilities while mitigating risks through diversification (Kotler & Keller, 2016). Furthermore, Hitt, Ireland, and Hoskisson (2017) argue that market expansion not only enhances financial performance but also builds strategic flexibility and resilience in rapidly changing environments. Therefore, market expansion remains a vital metric and method for evaluating and stimulating organisational growth.

EMPIRICAL REVIEW

Adebayo and Oladele (2018) investigated the influence of strategic alliances on the performance of manufacturing firms in Nigeria. The primary aim was to determine the extent to which various types of

strategic alliances contribute to improved organizational performance, while the objective was to identify specific performance indicators affected by these alliances. A survey research design was employed, utilizing questionnaires administered to a sample of managers in selected manufacturing companies. The findings revealed a significant positive relationship between strategic alliances and organizational performance, particularly in terms of market share expansion and product innovation. The study concluded that strategic alliances are a viable strategy for Nigerian manufacturing firms to enhance their competitive advantage and achieve sustainable growth. It recommended that firms actively pursue and manage strategic alliances as a core component of their business strategy.

Okoro and Eze (2019) explored the role of strategic alliances in fostering the growth of Small and Medium Enterprises (SMEs) within Lagos State, Nigeria. The study's aim was to ascertain how different forms of strategic alliances impact the growth trajectory of SMEs, with specific objectives including assessing the effect of resource sharing and knowledge transfer through alliances on SME growth. A mixed-methods approach was adopted, combining quantitative data from surveys with qualitative insights from interviews with SME owners. The results indicated that strategic alliances, especially those focused on technology transfer and market access, significantly contribute to the growth of SMEs in terms of revenue generation and employment creation. The study concluded that strategic alliances are crucial for the survival and expansion of SMEs in a competitive Nigerian business environment. It recommended that government agencies and financial institutions provide support and incentives for SMEs to form and sustain strategic alliances.

THEORETICAL REVIEW

Resource-Based View Theory

Resource-based view theory was propounded by Birger Wernerfelt in 1984, who emphasized the strategic importance of a firm's internal resources in achieving and sustaining competitive advantage. The theory was further developed by scholars such as Jay Barney, who in 1991 articulated that valuable, rare, inimitable, and non-substitutable (VRIN) resources are essential for a firm's sustained competitive advantage (Barney, 1991). RBV shifted strategic focus from external market conditions to the internal capabilities and resources of firms, framing them as the foundation for formulating strategy and achieving growth (Wernerfelt, 1984). In this context, resources encompass tangible and intangible assets such as technology, expertise, brand equity, and organizational culture.

The resource-based view theory is highly relevant to the study of strategic alliances, particularly among multinational oil and gas firms operating in resource-rich regions like Rivers State, Nigeria. Strategic alliances enable firms to access complementary resources and capabilities that they may lack internally. In line with the resource-based view theory, alliances serve as mechanisms for resource sharing, knowledge transfer, and capability enhancement, which are particularly critical in capital-intensive and technologically complex industries such as oil and gas (Dyer & Singh, 1998). Through alliances, firms can gain access to local knowledge, reduce operational risks, and enhance legitimacy in host environments factors that contribute to sustained competitive advantage and organizational growth in emerging markets.

Resource-based view theory underscores the strategic importance of leveraging both internal competencies and external partnerships to drive growth. These firms often face environmental challenges, regulatory hurdles, and socio-political complexities that require adaptive strategies rooted in strong organizational capabilities. By aligning their internal resources with those acquired through strategic alliances such as local stakeholder engagement expertise, infrastructure access, and environmental risk management firms can navigate operational challenges and enhance their performance (Peteraf, 1993). Thus, resource-based view theory provides a robust framework for understanding how firms in the oil and gas sector can sustainably expand their operations and achieve long-term growth through strategic resource configuration.

METHODOLOGY

This study adopted a correlational research design. The population of the study consisted of 10 multinational companies operating in Rivers state as retrieved from Nigerian business directory search engine which include Shell Petroleum Development Company (SPDC), Chevron Nigeria Limited (CNL), ExxonMobil Nigeria, Total Energies Nigeria, Agip Energy and Natural Resources Nigeria, Nigeria LNG Limited (NLNG), Mobil Producing Nigeria Unlimited (MPNU), Addax Petroleum Development Nigeria Limited (APDNL), Oando Energy Resources and Schlumberger Nigeria Limited. The study adopted a census study, 3 respondents were selected from each firm multiplied by 10 firms give us a total of 30 respondents.

Structured questionnaire instrument titled "Strategic alliances and Organisational growth questionnaire" was developed on five-point likert scale. The questionnaire was independently subjected to content and construct validity by three Lecturers 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. The reliability of empirical measurement is indicated by the internal consistency. One of the most commonly used indicators of internal consistency is Cronbach's alpha coefficient. Questionnaire item statements with Cronbach's alpha reliability coefficient below the 0.70 threshold were eliminated. The test-re-test method was used. 20 copies of the questionnaire instrument were issued and some later same copies were issued through electronic media. The results were used in computation using Cronbach's alpha test of reliability.

Table 1: Reliability Statistics

Cronbach's Alpha	N of Items
.800	6

Source: Researcher Computation via SPSS Version 25

The result of the Cronbach's Alpha reliability test indicates .800 which is above .70 which implies that the items are reliable. Pearson product moment correlation was used to test the hypotheses using SPSS (statistical package social sciences).

DATA ANALYSIS

H₀₁ There is no significance relationship between strategic intent and revenue growth of multinational oil and gas firms in Rivers State

Table 2: Correlations on Strategic Intent and Revenue Growth

		Strategic intent	Revenue growth
Strategic intent	Pearson Correlation	1	.828**
	Sig. (2-tailed)		.000
	N	30	30
Revenue growth	Pearson Correlation	.828**	1
	Sig. (2-tailed)	.000	
	N	30	30

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

Table 2: Correlations on strategic intent and revenue growth revealed there is a significance relationship between strategic intent and revenue growth of multi-national oil and gas firms in Rivers State where $P = .828 = .000$ leading to the acceptance of alternate hypothesis: There is a significance relationship between strategic intent and revenue growth of multi-national oil and gas firms in Rivers State.

H0₂ There is no significance relationship between formal contracts and increased workforce of multi-national oil and gas firms in Rivers State.

Table 3: Correlations on Formal Contracts and Increased Workforce

		Formal contracts	Increased workforce
Formal contracts	Pearson Correlation	1	.929**
	Sig. (2-tailed)		.000
	N	30	30
Increased workforce	Pearson Correlation	.929**	1
	Sig. (2-tailed)	.000	
	N	30	30

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

Table 3: Correlations on formal contracts and increased workforce revealed there is a significance relationship between formal contracts and increased workforce of multi-national oil and gas firms in Rivers State where $P. .929 = .000$ leading to acceptance of alternate hypothesis: There is a significance relationship between formal contracts and increased workforce of multi-national oil and gas firms in Rivers State.

H0₃ There is no significance relationship between long-term sustainability and market expansion of multi-national oil and gas firms in Rivers State

Table 4: Correlations on Long-Term Sustainability and Market Expansion

		Long-term sustainability	Market expansion
Long-term sustainability	Pearson Correlation	1	.908**
	Sig. (2-tailed)		.000
	N	30	30
Market expansion	Pearson Correlation	.908**	1
	Sig. (2-tailed)	.000	
	N	30	30

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

Table 4: Correlations on long-term sustainability and market expansion revealed that there is a significance relationship between long-term sustainability and market expansion of multi-national oil and gas firms in Rivers State.

Discussion of Findings

Table 2: Correlations on strategic intent and revenue growth revealed there is a significance relationship between strategic intent and revenue growth of multi-national oil and gas firms in Rivers State where $P. .828 = .000$ leading to the acceptance of alternate hypothesis: There is a significant relationship between strategic intent and revenue growth of multi-national oil and gas firms in Rivers State. Table 3: Correlations on formal contracts and increased workforce revealed there is a significance relationship between formal contracts and increased workforce of multi-national oil and gas firms in Rivers State where $P. .929 = .000$ leading to acceptance of alternate hypothesis: There is a significance relationship between formal contracts and increased workforce of multi-national oil and gas firms in Rivers State. Table 4: Correlations on long-term sustainability and market expansion revealed that there is a significance relationship between long-term sustainability and market expansion of multi-national oil and gas firms in Rivers State.

Adeyemi and Ogunbiyi (2019) worked on analyzing strategic alliances for supply chain optimization in Nigeria. Results indicated that many firms still relied on outdated transportation methods which led to

inefficiencies such as increased costs and delays in product delivery. However, organizations that implemented modern transport models showed significant improvements in their operational metrics, including reduced transit times and lower logistical expenses. The authors concluded that there is a pressing need for Nigerian firms to adopt more sophisticated strategic alliances to remain competitive both locally and globally. They emphasized that embracing innovation in logistics would not only streamline operations but also enhance customer satisfaction levels across the board. Recommendations included investing in training programs for logistics personnel on modern transport strategies, fostering partnerships with technology providers for better solutions, and advocating for government support towards infrastructural development.

CONCLUSION

The study concluded that strategic alliances play a pivotal role in driving organisational growth among multinational oil and gas firms in Rivers State. The significant correlation observed suggests that such alliances enhance operational efficiency, resource sharing, and market expansion, ultimately contributing to sustained corporate development in the sector. These insights underscore the importance of fostering collaborative partnerships as a strategic imperative for growth in the increasingly competitive and dynamic oil and gas industry.

RECOMMENDATIONS

Multi-national companies should consider the following recommendations:

1. Management of multi-national oil and gas firms should enhance their strategic intent by aligning organizational vision and long-term objectives with dynamic market conditions, enabling proactive decision-making that drives consistent revenue growth.
2. Management of multi-national oil and gas firms should institutionalize the use of well-structured formal contracts that clearly define roles, expectations, and benefits, thereby fostering trust and attracting skilled personnel.
3. Management of multi-national oil and gas firms should integrate sustainability frameworks such as environmental stewardship, social responsibility, and governance principles into their core business strategy to unlock new markets and ensure long-term competitive advantage.

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