

STRATEGIC RESPONSE AND ORGANISATIONAL GROWTH AMONG OIL AND GAS SERVICING FIRMS IN RIVERS STATE

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ABSTRACT

This study examined the relationship between strategic response and organisational growth among oil and gas servicing firms in Rivers State, Nigeria. Objectives of the study were to examine how dimensions of strategic response such as innovation-oriented strategy relate with organisational growth in terms of financial growth and market growth. The study adopted a correlational research design, using a structured questionnaire administered to 60 managerial-level respondents drawn from 10 oil and gas servicing firms in Rivers State, drawn from the Nigerian Content and Monitoring Board as reported in March, 2025. Pearson Product Moment Correlation was used for the test of hypotheses. Findings revealed that both innovation-oriented strategy and adaptive strategy have strong and significant positive relationships with organisational growth of oil and gas servicing firms in Rivers State. The study concludes that strategic response enhances organisational growth. Among others, the study recommends that oil and gas servicing firms in Rivers State in Rivers State should invest more in advanced exploration, drilling, and digital technologies, to reduce operational costs, improve efficiency, as such would enhance their financial growth.

Keywords: *Strategic response, innovation-oriented strategy, adaptive strategy, organisational growth, financial growth and market growth*

INTRODUCTION

Background to the Study

Every organisation wants to grow and stay strong in its industry, including oil and gas service companies in Rivers State. Organisational growth is an important goal for companies in the oil and gas sector because their business and rules are always changing and can be complicated. Organisational growth means the process through which a firm grows and improves over time (Ahmed, 2025; Vipin et al., 2025). It covers many areas, like making more money, reaching more customers, creating new ideas, developing employees, and learning as a firm (Ahmed, 2025). For this study, organisational growth was measured by financial growth and market growth. Financial growth is about making more profit, increasing income, and using resources efficiently, showing a firm's economic strength. Market growth is about gaining more market share, entering new markets, and offering new products or services, which shows better competitiveness and wider customer reach.

In the oil and gas sector, companies face a challenging environment with changing oil prices, old infrastructure, rising community and environmental demands, and strict local content rules. Because of this, firms in Rivers State cannot rely only on traditional oil strategies to grow. They must take deliberate actions, called strategic responses, to run their businesses effectively (Okwuise et al., 2023). Organisational growth may depend on these strategic responses, which help firms handle uncertainty and change. A strategic response is when a firm deliberately changes its strategies, structures, or processes to deal with new challenges, opportunities, competition, technology, regulations, and other environmental factors (Charles et al., 2025; Kimalael et al., 2017; Mwangi & Ombui, 2017). Based on this, this study looked at strategic response in two ways: innovation-oriented strategy and adaptive strategy.

An innovation-oriented strategy means that a firm focuses on creating and using new products, processes, technologies, or services to gain an advantage over competitors and grow steadily over time. Around the world, innovation has become a key part of the oil and gas industry, helping companies perform better and contributing to the economy. Research shows that being innovative in processes in oil and gas service firms is closely linked to competitive advantage and business success" (Sambo & Ejo-Orusa, 2020).

An "adaptive strategy is a firm's ability to notice changes in its environment—like shifts in the economy, new technology, new laws, or social trends—and respond effectively. This strategy often requires changing the firm's structure, plans, or operations to stay competitive. Experts predict that the oil and gas firm of the future will move away from large, centralized models toward smaller, more flexible, and faster-moving setups (Zott et al., 2011; Grant, 2019).

When it comes to organisational growth, research distinguishes between financial growth—such as higher profits, revenue, and cost savings—and market growth, which involves gaining more market share or entering new markets and products. For example, studies on Nigerian oil and gas firms show that outsourcing logistics can lower costs, improve efficiency, and increase productivity. Also, forming strategic alliances in Rivers State oil and gas service firms has been found to boost revenue, expand the workforce, and develop markets (Onwuchekwa, 2025; Wokocha & Madukasi, 2025; Kpurunee & Nwibaedee, 2023).

Therefore, companies that use both innovation-oriented and adaptive strategies are more likely to achieve steady financial and market growth. Because the oil and gas industry faces challenges like complex regulations, community issues, poor infrastructure, and strong competition, understanding how strategic responses help firms stay resilient and grow is very important. This study, therefore, looked at how strategic responses relate to organisational growth in oil and gas service firms" in Rivers State, Nigeria.

Statement of the Problem

The "oil and gas sector is a crucial part of Nigeria's economy, contributing significantly to national revenue and foreign exchange earnings. In Rivers State, the heart of Nigeria's petroleum industry, firms seem to face ongoing operational and strategic challenges that threaten their sustainability and growth. These challenges include volatile global crude oil prices, declining production levels, deteriorating infrastructure, and increasingly strict regulatory and environmental requirements. Additionally, community unrest and insecurity in the Niger Delta further undermine profitability and competitiveness. Traditionally, many firms in Rivers State have relied on resource exploitation and cost-cutting strategies for growth, but this approach is no longer sufficient in a dynamic market. Research shows that growth in turbulent industries depends heavily on innovation and swift responses to environmental changes (Kpurunee & Nwibaedee, 2023; Onwuchekwa, 2025). However, many Nigerian oil and gas servicing firms in Rivers State are slow to adopt innovation-oriented strategies like product, process, or technological improvements that could boost efficiency and market position. Likewise, adaptive strategies are critical for survival in unpredictable environments, yet many firms in Rivers State lack strategic responsiveness and agility due to bureaucratic decision-making, rigid organisational structures, and poor environmental scanning. As a result, these companies struggle to achieve financial and market growth amid high uncertainty and competition. While studies exist on innovation and adaptability in Nigeria, few focus specifically on how these strategies impact financial and market growth in oil and gas servicing firms in Rivers State. This gap hinders managers and policymakers from identifying effective strategic responses to sustainable growth in this complex environment. Therefore, this study examined the relationship between strategic response and organisational growth of oil and gas servicing firms in Rivers" State, Nigeria.

Conceptual Framework

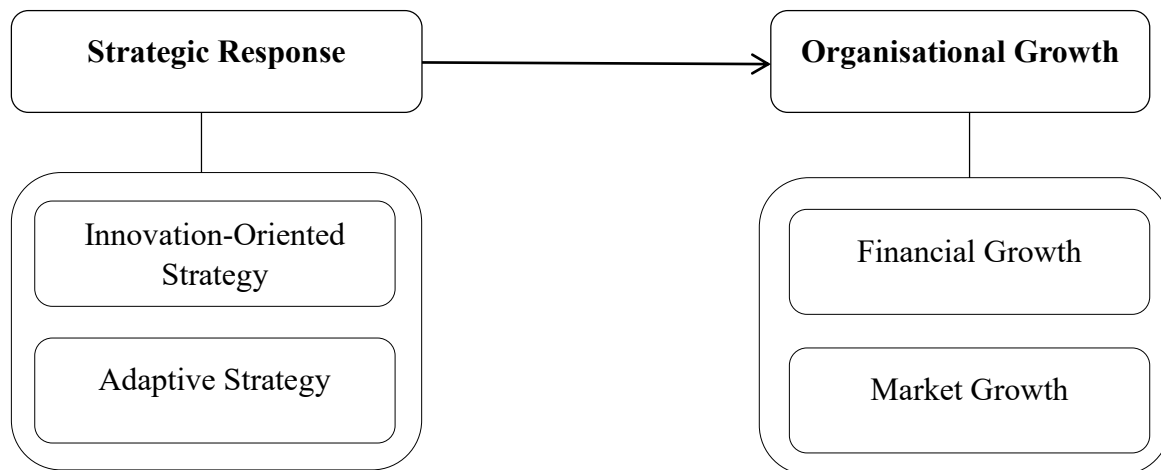


Fig. 1.1: Conceptual Framework Showing Relationship between Strategic Response and Organisational Growth.

Source: Adopted from Teece et al. (1997); Wang & Ahmed, (2007); Kruglov & Shaw, (2024); Liang & Li, Y. (2024).

Aim & Objectives of the study

The "aim of this study was to examine the relationship between Strategic response and organisational growth of oil and gas firm in Rivers state. The specific objectives were to:

1. determine the relationship between innovation-oriented strategy and financial growth of oil and gas firm in Rivers state.
2. examine the relationship between innovation-oriented strategy and market growth of oil and gas firm in Rivers state.
3. investigate the relationship between adaptive strategy and financial growth of oil and gas firm in Rivers state.
4. examine the relationship between adaptive strategy and market growth of oil and gas firm in Rivers" state.

Research Questions

The "following research questions were raised to guide the study

1. What is the relationship between innovation-oriented strategy and financial growth of oil and gas firm in Rivers state?
2. Is there any relationship between innovation-oriented strategy and market growth of oil and gas firm in Rivers state?
3. How does adaptive strategy relate with financial growth of oil and gas firm in Rivers state?
4. What is the relationship between adaptive strategy and market growth of oil and gas firm in Rivers" state?

Research Hypotheses

The "following null Hypotheses were formulated and tested at a significant level of 0.01

Ho₁: There is no significant relationship between innovation-oriented strategy and financial growth of oil and gas firm in Rivers State.

Ho₂: There is no significant relationship between innovation-oriented strategy and market growth of oil and gas firm in Rivers State.

Ho₃: There is no significant relationship between adaptive strategy and financial growth of oil and gas firm in Rivers State.

Ho₄: There is no significant relationship between adaptive strategy and market growth of oil and gas firm in Rivers" State.

Review of Related Literature

Concept of Strategic Response

The "concept of strategic response refers to the deliberate and proactive actions taken by an organisation to align its internal capabilities with changes and pressures in the external environment. It involves how an organisation interprets environmental signals such as competition, technological change, regulatory shifts, customer expectations, and economic conditions, and then formulates appropriate strategies to remain relevant and competitive. Strategic response emphasizes adaptability, flexibility, and foresight in decision-making. (Kathanya et al., 2020; Kimalel et al., 2017; Mwangi & Ombui, 2017). Through effective strategic responses, organisations are able to exploit emerging opportunities while minimizing potential threats. It requires top management to continuously scan the environment, evaluate risks, and anticipate future trends that could influence organisational performance. Strategic response may take the form of innovation, restructuring, diversification, cost leadership, differentiation, or strategic alliances. It also entails reallocating resources, revising objectives, and adjusting operational processes to support new strategic directions.

An organisation's ability to respond strategically is influenced by its leadership competence, organisational culture, structure, and learning capacity. Timely and well-coordinated responses enhance organisational resilience and sustainability in dynamic markets. Conversely, delayed or inappropriate responses may result in loss of market share, declining performance, or organisational failure ((Sambo & Ejo-Orusa, 2020; Akinwale, 2021). Strategic response is therefore not a one-time activity but a continuous and evolving process. It integrates strategic planning, implementation, and evaluation to ensure alignment with environmental realities. Effective strategic response promotes competitive advantage, long-term growth, and stakeholder satisfaction. In essence, the strategic response of an organisation reflects its capacity to survive, adapt, and thrive amid uncertainty and complexity in the business environment. In the light of the above, strategic response was dimensionalised into innovation-oriented strategy and adaptive" strategy.

Innovation-Oriented Strategy: "This refers to an organisation's deliberate emphasis on creativity, experimentation, and the development of new ideas to address environmental changes. It involves investing in research and development, encouraging employee innovativeness, and adopting new technologies to improve products, services, or processes (Al-Sulaiti et al., 2024). Through this strategy, organisations respond proactively to market competition and evolving customer needs. Innovation orientation supports flexibility and continuous improvement in operations. It enables organisations to differentiate themselves from competitors.

Adaptive Strategy: Adaptive strategy refers to an organisation's ability to adjust its structures, processes, and practices in response to environmental changes. It focuses on flexibility, learning, and timely modification of strategies to cope with uncertainty and complexity ((Reeves et al., 2010). Through adaptive strategy, organisations monitor external trends and realign resources accordingly. This approach helps firms respond effectively to competitive pressures and regulatory shifts. Adaptive strategy reduces vulnerability to environmental threats. It supports organisational resilience and survival. Ultimately, it enhances sustained performance in dynamic business environments.

Concept of Organisational Growth

The concept of organisational growth refers to the continuous expansion and development of firms in terms of operational capacity, market presence, financial strength, and technological capability within a highly competitive and regulated environment. It involves increasing production output, expanding exploration and drilling activities, diversifying energy portfolios, and improving value chain integration across upstream, midstream, and downstream operations (Ahmed, 2025; Zott et al., 2011; Wang et al., 2011). Organisational growth in the oil and gas industry is driven by strategic investments in advanced technology, innovation, and infrastructure to enhance efficiency and safety. It also encompasses workforce development, skill acquisition, and leadership competence to manage complex and capital-intensive operations. Growth is often reflected in increased revenue, profitability, asset base, and market share both locally and internationally. In the oil and gas sector, growth requires effective management of environmental risks, regulatory compliance, and sustainability concerns. Firms must adapt to fluctuating oil prices, geopolitical influences, and global energy transition pressures. Strategic alliances, mergers, and acquisitions are commonly used to accelerate growth and access new reserves" or markets.

Organisational "growth also depends on strong corporate governance and stakeholder engagement, including host communities and government agencies. Investment in local content development enhances legitimacy and long-term operational stability. Additionally, digitalization and data-driven decision-making support productivity and cost optimization (Ahmed, 2025; Grant, 2019). Growth in this industry is not limited to physical expansion but also includes innovation in cleaner energy solutions and operational excellence (Mlilo & Mauza, 2022). Resilient organisations leverage strategic planning and risk management to sustain growth amid uncertainty. Organisational growth in the oil and gas industry reflects a firm's ability to expand responsibly, remain competitive, and achieve long-term sustainability in a dynamic global energy landscape. However, financial growth and market growth were used as measures of organisational growth.

Financial Growth: Financial growth refers to the increase in an organisation's financial strength and economic value over time. It is reflected in rising revenue, profitability, asset base, and return on investment. Financial growth indicates effective resource utilisation and sound strategic decision-making. It enables organisations to reinvest in operations, technology, and human capital. Strong financial growth enhances liquidity and financial stability. It also improves investor confidence and access to funding. Overall, financial growth supports long-term sustainability and competitive advantage.

Market Growth: Market growth refers to an organisation's expansion in market presence and competitive reach over time. It is reflected in increased market share, customer base, and penetration into new markets or segments (Mlilo & Mauza, 2022). Market growth indicates the effectiveness of marketing, innovation, and competitive strategies. It enables organisations to strengthen brand recognition and customer loyalty. Expanding market coverage improves revenue generation opportunities. It also enhances competitive positioning within the industry. Market growth signifies organisational success and long-term" viability.

Relationship between Strategic Response and Organisational Growth

It is "undoubted strategic responses are key enablers of organisation's effective operations and goals. Innovation-oriented strategy as a component of strategic response allows oil and gas servicing firms in Rivers State to develop advanced exploration, drilling, and production technologies that improve efficiency and reduce operational costs, thereby enhancing financial growth. Through innovation, firms can diversify into cleaner energy solutions and value-added petroleum products, which broadens revenue streams and strengthens profitability. Innovation orientation also supports product and process differentiation, helping firms attract new customers and expand market share. Adaptive strategy, on the other hand, enables oil and gas servicing firms in Rivers State to respond

flexibly to fluctuations in oil prices, regulatory changes, and environmental pressures (Okwuise et al., 2023; Wokocha & Madukasi, 2025; Arokodare 2021). By continuously adjusting operational structures and investment priorities, firms are better positioned to manage risks and sustain financial stability. Adaptive strategy enhances market growth by allowing firms to enter new markets, form strategic alliances, and realign supply chains in response to demand shifts. Innovation-oriented and adaptive strategies strengthen organisational resilience and competitiveness. These strategic responses promote efficient resource utilisation, improved financial performance, and sustained expansion in market presence" (Garba & Igani, 2025; Arokodare, 2021; Okegbemiro et al., 2024)

Theoretical Review

The "study was anchored on Dynamic Capabilities Theory (DCT), propounded by Teece, Pisano, and Shuen in 1997. The dynamic capabilities theory assumes that organisations operate in constantly changing and uncertain environments. It posits that firms must continuously sense opportunities and threats in their environment. The theory further assumes that organisations can seize opportunities through timely strategic decisions. It emphasizes the ability to reconfigure and transform internal resources and competences (Teece, 2007; Akinwale, 2021).

The dynamic capabilities theory is highly relevant to this study as it underpins the concept of adaptive strategy. Oil and gas servicing firms in Rivers State in Rivers State operate within a volatile and highly regulated environment where strategic responsiveness and innovation are key survival mechanisms. The theory helps explain how firms sense environmental changes (e.g., oil price fluctuations, community pressures), seize opportunities through strategic adaptation, and transform internal processes to enhance both financial and market growth. Hence, the DCT provides a theoretical foundation for understanding how innovation-oriented and adaptive strategies enable firms to sustain competitiveness and organisational growth in turbulent" contexts.

Empirical Review

Charles et al. (2025) "examined the relationship between strategic responses and organisational performance of public universities in Kenya. The specific objectives of this study was; to establish the influence of technology adoption on organisational performance of public universities in Kenya; to determine the influence of market expansion on organisational performance of public universities in Kenya; to assess the influence of cost cutting strategies on organisational performance of public universities in Kenya; and to establish the moderating effect of organisational culture on the relationship between strategic responses and organisational performance of public universities in Kenya. The study employed a descriptive design. The study target population was 150 staff members from selected public universities in Nairobi County that were; KU, UoN and TUK. The sampling frame was university administrators, lecturers, non-teaching staff, and students in these chartered public universities in Kenya. The sample size for the study was 30 respondents picked randomly. Validity of the questionnaire was achieved through expert opinion while reliability was measured using the Cronbach's alpha coefficient value of above 0.7. The research data was analysed using both descriptive and inferential statistics with the help of the statistical package for social sciences. Data was presented in form of tables, charts and graphs. The findings from the study was of value to the management and staff of public universities in Kenya to enable them adopt the best strategies, the government in policy formulation, and academicians and researchers may find the research useful as it will be a point of reference and add to the existing body of knowledge.

Okwuise, et al. (2023) examined how strategic financial innovations including organisational innovation, product innovation, process innovation and market innovation affect organisational performance of oil & gas firms operating in Delta and Rivers States, Nigeria. They collected quantitative data from 97 valid respondents across selected firms, and via Pearson correlation analysis found that strategic innovations had a significant positive relationship with organisational performance (e.g., higher returns, productivity) in this sector. The study concluded that oil & gas companies should diversify their product base and invest in market innovation strategies to leverage

existing infrastructure and increase value. This study reinforces that one form of strategic response innovation (product/process/market) is empirically linked to better organisational performance in oil & gas firms in Nigeria (including Rivers State), thereby contributing to organisational growth.

Adagbabiri (2024) investigated how human resource management (HRM) practices impact organisational performance in Nigeria's oil & gas industry. The survey of 164 respondents found that HRM practices (e.g., recruitment, training, development, performance appraisal) exert positive and statistically significant effects on organisational performance metrics (such as productivity, service quality). This suggests that strategic human-resources responses constitute an important internal strategic lever for growth and performance. For firms in a volatile environment like the oil & gas sector in Nigeria, the study implies that investing in HRM is a strategic response that supports organisational growth and performance.

Arokodare (2021) "looked at how strategic agility measures including strategic foresight, internal response orientation, human resources capability, IT capability affect overall firm performance in oil & gas marketing companies in Lagos State, Nigeria. Using a large sample (480 usable responses from 515 distributed questionnaires), and regression analysis, the study found that most strategic agility measures (except external response orientation) were positively and significantly related to firm performance. The author concluded that oil & gas marketing firms should adopt the dynamic capabilities view, develop agility in sensing and seizing opportunities, and invest in human resources and IT to improve performance. Although this study is not exclusively about growth metrics (e.g., revenue growth, market expansion), performance in this context is a proxy for organisational growth and competitive sustainability. It shows that agility is an important strategic response in the volatile oil & gas sector and is empirically linked with better performance.

Fafiolu and Asonye (2025) carried out an empirical inquiry into the relationship between corporate branding (brand image, brand promise, corporate culture) and organisational growth of oil & gas firms in Nigeria. With 200 employees sampled across identified oil & gas firms, the findings indicated strong positive correlations: brand image ($r = .67$), brand promise ($r = .89$), corporate culture ($r = .95$) with organisational growth. The authors concluded that corporate branding is a strategic marketing response which drives competitive advantage and thereby growth in oil & gas companies. Okegbemiro et al. (2024) examined strategic orientation dimensions (entrepreneurial orientation, market orientation, technology orientation) and their effect on sustainable reputation in upstream oil & gas companies in Nigeria. Their survey of 748 respondents found that overall strategic orientation had a significant effect on sustainable reputation; however, entrepreneurial orientation had a negative but significant effect, while market and technology orientations had positive but not significant effects. Though the main outcome is reputation (rather than growth per se), the study implicitly links reputation (a growth-enabler) to strategic responses. This suggests that certain strategic responses (orientation to market, technology) could support sustainable reputation which in turn may facilitate growth.

Akinleye, George & Ememe (2025) investigated the strategic role of corporate governance on organisational performance in the Nigerian oil & gas industry. Using a mixed-method design, the study found that governance practices (board composition, transparency, risk management) significantly influence both financial and operational performance, thereby contributing to sustainable growth of firms. This adds another layer of strategic response (governance) to the review, connecting strategic structural practices to growth/performance in the oil & gas sector.

METHODOLOGY

The study adopted the correlational research design. The population of the study was 10 selected oil and gas servicing firms in Rivers State. This was obtained from the Nigerian Content and Monitoring Board as reported in March, 2025. A sample size of 60 managers was purposefully drawn from the population. These managers cut across Operations Department, Procurement and Supply Chain Department, Human Resources (HR) Department, Finance and Accounts Department, Business Development and Marketing Department, Project Management Department. Data were

collected through primary (questionnaire) and secondary (textbooks, journal articles and internet). A structured questionnaire titled Strategic Response and Organisational Growth Index (SROGI). The questionnaire was designed in four point likert rating scale format with the following response options: Strongly Agreed (SA) 4, Agreed (A) 3, Disagreed (D) 2, and Strongly Disagreed (DS) 1. The instrument was validated by two industrial relations experts and one measurement and evaluation expert. The reliability coefficient of the instrument (0.71) was elicited using Crombach Alpha. Pearson Product Moment Correlation (r) was used for the test of hypotheses. In the course of administering the questionnaires, the researcher was able to retrieve 54 (90%) copies. A bivariate analysis (test of hypothesis) was done using SPSS Version 25 at 0.01 level" of significance.

Results

Ho₁: There is no "significant relationship between innovation-oriented strategy and financial growth of oil and gas firm in Rivers State.

Table 1 Correlation between Innovation-Oriented Strategy and Financial Growth

		Innovation-Oriented Strategy	Financial Growth
Innovation-Oriented Strategy	Pearson Correlation	1	.781**
	Sig. (2-tailed)	.	.000
	N	54	54
Financial Growth	Pearson Correlation	.781**	1
	Sig. (2-tailed)	.000	.
	N	54	54

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

Table 1 above shows r value of 0.781 at a significance level of 0.00 which is less than the chosen alpha level of 0.01. Since the significance value 0.000 is less than the alpha level of 0.01, the null hypothesis (Ho₁) which states that there is no significant relationship between innovation-oriented strategy and financial growth of oil and gas firm in Rivers State was rejected and the alternate hypothesis accepted. This implies that there is a strong positive significant relationship between innovation-oriented strategy and financial growth of oil and gas firm in Rivers" State.

Ho₂: There is no "significant relationship between innovation-oriented strategy and market growth of oil and gas firm in Rivers State.

Table 2 Correlation between Innovation-Oriented Strategy and Market Growth

		Innovation-Oriented Strategy	Market Growth
Innovation-Oriented Strategy	Pearson Correlation	1	.795**
	Sig. (2-tailed)	.	.000
	N	54	54
Market Growth	Pearson Correlation	.795**	1
	Sig. (2-tailed)	.000	.
	N	54	54

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

Table 2 above shows r value of 0.795 at a significance level of 0.00 which is less than the chosen alpha level of 0.01. Since the significance value 0.000 is less than the alpha level of 0.01, the null hypothesis (Ho₂) which states that there is no significant relationship between innovation-oriented strategy and market growth of oil and gas firm in Rivers State was rejected and the alternate hypothesis accepted. This implies that there is a strong positive significant relationship between innovation-oriented strategy and market growth of oil and gas firm in Rivers" State.

Ho₃: There is no "significant relationship between adaptive strategy and financial growth of oil and gas firm in Rivers State.

Table 3 Correlation between Adaptive Strategy and Financial Growth

		Adaptive Strategy	Financial Growth
Adaptive Strategy	Pearson Correlation	1	.755**
	Sig. (2-tailed)	.	.000
	N	54	54
Financial Growth	Pearson Correlation	.755**	1
	Sig. (2-tailed)	.000	.
	N	54	54

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

Table 3 above shows r value of 0.755 at a significance level of 0.00 which is less than the chosen alpha level of 0.01. Since the significance value 0.000 is less than the alpha level of 0.01, the null hypothesis (Ho₃) which states that there is no significant relationship between adaptive strategy and financial growth of oil and gas firm in Rivers State was rejected and the alternate hypothesis accepted. This implies that there is a strong positive significant relationship between adaptive strategy and financial growth of oil and gas firm in Rivers" State.

Ho₄: There is no "significant relationship between adaptive strategy and market growth of oil and gas firm in Rivers State.

Table 4 Correlation between Adaptive Strategy and Market Growth

		Adaptive Strategy	Market Growth
Adaptive Strategy	Pearson Correlation	1	.780**
	Sig. (2-tailed)	.	.000
	N	54	54
Market Growth	Pearson Correlation	.780**	1
	Sig. (2-tailed)	.000	.
	N	54	54

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

Table 4 above shows r value of 0.780 at a significance level of 0.00 which is less than the chosen alpha level of 0.01. Since the significance value 0.000 is less than the alpha level of 0.01, the null hypothesis (Ho₄) which states that there is no significant relationship between adaptive strategy and market growth of oil and gas firm in Rivers State was rejected and the alternate hypothesis accepted. This implies that there is a strong positive significant relationship between adaptive strategy and market growth of oil and gas firm in Rivers" State.

Discussion of findings

The "findings of this study revealed that there is a positive significant relationship between strategic response (innovation-oriented strategy and adaptive strategy) and organisational growth (financial growth and market growth) among oil and gas servicing firms in Rivers State in Rivers State, Nigeria. The findings of the study are in line with the views of Charles et al. (2020) which averred that strategic responses enhance organisational performance. In line with the above, innovation-oriented strategy allows oil and gas servicing firms in Rivers State to develop advanced exploration, drilling, and production technologies that improve efficiency and reduce operational costs, thereby enhancing financial growth. Through innovation, firms can diversify into cleaner energy solutions and value-added petroleum products, which broadens revenue streams and strengthens profitability. Innovation orientation also supports product and process differentiation, helping firms attract new customers and expand market share. Adaptive strategy, on the other hand, enables oil and gas servicing firms in Rivers State to respond flexibly to fluctuations in oil prices, regulatory changes, and environmental pressures (Okwuise et al., 2023; Wokocha & Madukasi, 2025; Arokodare 2021).

By continuously adjusting operational structures and investment priorities, firms are better positioned to manage risks and sustain financial stability. Adaptive strategy enhances market growth by allowing firms to enter new markets, form strategic alliances, and realign supply chains in response to demand shifts. Innovation-oriented and adaptive strategies strengthen organisational resilience and competitiveness. These strategic responses promote efficient resource utilisation, improved financial performance, and sustained expansion in market presence" (Garba & Igani, 2025; Arokodare, 2021; Okegbemiro et al., 2024)

CONCLUSION

Strategic "response enhances organisational growth of oil and gas servicing firms in Rivers State by enabling them to proactively align with environmental changes and industry dynamics. Through innovation-oriented strategies, firms improve efficiency, reduce costs, and create new revenue opportunities that drive financial growth. Adaptive strategies allow firms to respond flexibly to market volatility and regulatory pressures, supporting market expansion. Effective strategic response strengthens competitiveness" and resilience.

RECOMMENDATIONS

Based on the "findings and conclusions, the following recommendations are made:

1. Oil and gas servicing firms in Rivers State in Rivers State should invest more in advanced exploration, drilling, and digital technologies, to reduce operational costs, improve efficiency, as such would enhance their financial growth.
2. There should be encouragement of innovation-driven organisational culture to creativity, knowledge sharing, and employee involvement in problem-solving, as such would enable firms generate innovative products and processes that would strengthen competitiveness, attract new customers, and drive market growth.
3. Oil and gas servicing firms in Rivers State should monitor industry trends, regulatory changes, and customer preferences, to enable timely adjustments that would protect financial performance.
4. Management should develop agile processes and decentralizing decision-making, to promote quick reallocation of resources and enter emerging markets, thereby boosting their market expansion in a dynamic industry" environment.

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