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Technological Change and Organizational Structure as Determinants of Multinational Oil Firms' Performance in Nigeria

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Abstract

The study focuses on whether technological change and organizational structure are determinants of selected multinational oil firm in Delta State. The specific objectives of the study were to ascertain the effect of technological change and organizational structure on organizational performance. Cross sectional research design was used and the population of the study were made of 550 employees of Sterling Global Oil and Gas exploration company, Splat petroleum Development company (SPDC), and Chevron Nigeria Limited (CNL) in Delta State. Sample size was determined via Taro-Yamani formula. 232 staff of the selected multinational oil and gas firms were sampled. Data obtained were analyzed using descriptive statistics (frequency count, mean, and Pearson correlation), and inferential statistics (multiple regression). Findings revealed that technological change and organizational structure have significant effects on multinational oil firms' performance. Hence, it was concluded that both technological change and organizational structure serve as determinants of multinational oil firms' performance in Nigeria. From the foregoing, it is apparent that the yearning for change management initiatives can only be achieved by proper implementation and conscious effort by multinational oil firms particularly to adopt effective change management strategies and implements these strategies in line with environmental consciousness.

Keywords: *Technological change; Organizational structure; Change management; Oil and gas; Multinational firms*

1. INTRODUCTION

Change is regarded as a significant interruption in already existing patterns of behaviour and or expectations in the organization environment (Maes& Van Hootegem, 2023). Change management on the other hand is regarded as a systematic approach to dealing with change, both from an organization and individual perspective. In today's fast paced and increasingly complex world change has become inevitable (Nasser et al. 2023). High speed technological developments, globalization and economic factors are only some of the reasons that fuel the change in the business environment.

With external change, there is a conceited change inside, thus firms need to keep up with rapid developments in the business environment to survive. To adjust accordingly, firms are becoming more technology driven than ever before and this calls upon organizations to be open and willing to change and once the organization decided to undergo a radical change, a considerable effort is initiated to manage it. In today's dynamic and rapidly changing workplace and globalized economy, the development of organizational performance is attributed with the development of personal skills, experience and knowledge. However, the ability to attain and maintain high performance and productivity in organizations is a key challenge facing many organizations today. Organizations aiming to improve productivity with rigorous planned strategies, staff with balanced and mixed thinking skills can produce more efficient and innovative organizational outcomes (Ammar, 2017). The external change that faces organizations offers an avenue for thinking. Managers have adopted change practices with varying levels of success.

Firm performance is positively impacted by the presence of change management practices which tend to create a significant contribution on organizational competencies, and this in turn becomes a great boost for further enhancing

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innovativeness. Mmeje, Onibon, and Rauf, (2023), organizations link the maximization of performance with change management practices. As a result of intensive competition, shorter product life cycles, volatile product and market environments, firms constantly search for newer sources of competitive advantage, one of the most important being change management practices, that has the potential to improve and determine an organization's fate (Mmeje, Onibon, & Rauf, 2023).

Organizations need to keep up with rapid developments in the business terrain to enhance survival and competitive advantage. To adjust accordingly, organizations especially public sectors need to become more technology driven than ever before. This require public sector organizations to be open and willing to change and once the public sector organizations decide to undergo a radical change, considerable effort is required to manage it.

Change processes implications are regularly under-estimated by top management and not managed effectively. Management can make a significant change difference, and that its relevance for company success is accelerating. Yet not too much knowledge has been discovered about the qualities and practice of effective change management and organizational leadership. Today directors in the ministries would accept the fact that change has become a steady phenomenon which must be attended to and managed properly if an enterprise is to grow.

2. REVIEW OF RELATED LITERATURE

2.1 Technological Change

Technological innovation refers to "the implementation of an idea for a new product or a new service or the introduction of new elements in an organization's production process or service operation (Yongan, Umair, Seoyeon&Madiha, 2018). In an uncertain environment, firms need to respond to the environment effectively and efficiently. However, a good response is not easy until firms have adopted TI. In the modern business world, TI has become a central focus of top management in various organizations. It is argued that in the turbulent markets, those firms succeed that have modern technology used for products and services (Coccia). In strategic management literature, particularly from an RBV perspective, a firm with unique resources and capabilities can achieve a sustainable competitive position in a turbulent market and outperform its closed competitors and industry rivals (Anwar, 2018).

TI helps firms to produce a variety of new products and services that in turn are important for high performance and profits (Camison& Villar-Lopez, 2014). In a turbulent market, those firms become leaders of the market and gain high profitability, which has high informational technological capabilities (Chae, Koh & Park, 2018). Particularly, in emerging markets, a firm's goal of high profit can be gain through TI (Li & Lui, 2006). In an uncertain environment, IT enables firms to become leaders of a particular industry and seize market profit easily. On the other hand, having no or less TI can attenuate firms to effectively increase their sales growth (Ordanini&Rubera, 2010).

Compared to non-technological innovation, TI has a more significant influence on firm performance and success (Ryu, 2016). TI is considered an important driver that significantly contributes to firm performance (Hervas-oliver, Sempere-Ripoll, Boronat-Moll & Rojas-Alvarado, 2018). Often when the word technology is mentioned, what readily comes to mind are machines and other equipment used in production, but technology is much more than this. It refers to the sum total of knowledge or ways of doing things (Nwosu, Awurum&Okoli, 2015). Technologies can only lead to increased productivity or improve performance when combined effectively with other resources like human resources (Dauda &Akingbade, 2011).

2.2 Organizational Structure

Styhre (2009) more recent form of the digital media or electronic systems such as computerized system and new machine system that bring about change require new forms of communication and well control in organization, in order to have a good adoption can good adoption of organizational change and link to increase employee's performance. To overcome these problems, well communication about employee's appraisal system should implement to provide employees better understanding about their performance. Besides, it is also a great opportunity to alert the gap between the actual and desired performance in the organizational goals.

When the performance appraisals are done correctly, company may weigh the costs versus benefits of the employee's performance. Pepper, (2006) in his qualitative study to determine the effect of organization structure change on employee performance found that organizational changes such as acquisition of the company will create variety of communication problems that threaten not only employee's performance, but also the success of the communication from the top to bottom of the organizations (Pearce & Robinson, 2002).

In a purposive study by Gibbert, (2006) he argued that he broader the change, the more employees exposed to change and the more their performance is affected. Broader and more extensive changes could generate greater feedback effects as well as feelings of unfairness and injustice, which are harder to overcome for both employees and organizations. The broader the change, the more significant the perception of change is likely to be and hence the greater the impact on employee performance.

2.3 Organizational Performance

When organizations come into existence, there is a probability that there is a reason for its existence and there is at least a desired future state that the organization attempts to realize. How well the organization carries out its daily duties determines its goal attainment and general performance (Udeh, &Igwe, 2013). The researcher is of the view that organizational performance is the measure of how well an

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organization does its job. In other words, the organization attempts to assess how well it achieves its appropriate objectives.

Organizational performance is defined as the ability of an organization to achieve results and attain stipulated goals by making efficient and effective use of available resources (Edward and Walton, 2010). The concept of organizational performance encompasses all spheres of operation within and outside the organization. In business, the analysis of performance whether financial, production, marketing, managerial, or in general activities, is very necessary based on the fact that outcome of the present decisions determines the future (Edward and Walton, 2010).

For many organizations, the measurement of performance is a persistent and an on-going progress. Most organization executives have been able to keep track of key performance metrics such as sales in relation to targets, number of products on back order, or percentage of customer service calls resolved with specified times periods through the increasingly use of business performance dashboards (Udeh, &Igwe, 2013).

The researcher suggested that the deployment dashboards throughout an organization for each employee will help to track progress towards goals to spot performance gaps and device innovative strategies to get back on course. Dauda (2011) opined that most empirical studies on corporate performance have come from disciplines such as industrial economics, strategic management, accounting and finance. Thus, the focus in each situation appears to rely on the person carrying out the evaluation and the purpose. Corporate performance therefore refers to the ability of a firm to obtain favourable outcomes in terms of its level of profitability, productivity, innovativeness and rate of employee turnover.

2.4 Theoretical Framework

This study was anchored on the life cycle model. These models share assumptions with evolutionary models in terms of adaptation and systems approach. They differ in being less objective, focusing on the importance of human beings in the change process, and viewing changes that occur within the life cycles of people as well as those of the organizations they create. Life-cycle or developmental model emphasize systematic individual change.

Life–cycle models evolved from studies of child development and focus on stages of organizational growth, maturity, and decline (Kuipers, Higgs, &Kickert, 2014). Some scholars view life-cycle and developmental models as a branch of evolutionary models that focus on human development theories rather broad biological theories (Garud& Van de Ven 2001). Within these models, change is typically seen as part of a stage and is progressive and rational (Kuipers, Higgs, &Kickert, 2014). Organizations are born, then they grow, mature, go through stages of revival, and eventually decline (Kuipers, Higgs, &Kickert, 2014). Change does not occur because people see the necessity of even want change; it occurs because it is natural progression that cannot be stopped or altered (Kuipers, Higgs, &Kickert, 2014). Developmental models focus on stages that are less predetermined than those in life-cycle models.

Change occurs as individuals within the organization adapt to its life cycle. Management is much more central than in evolutionary models and assists members of the organization to grow through training and motivational techniques. The environment is ambiguous and threatening within this model. To adjust to this environment, processes include training and development, communication, and other structures that allow growth (Kuipers, Higgs, &Kickert, 2014). The outcome within this change process is new organizational identity is strongly emphasized in these models as a reason that people resist change (Garud& Van de Ven 2001). Identification with the organization and personalization of work is also reference. The major metaphor is the teacher or guide. Change is the result of staff development and leaders who bring people along to organizational maturity.

Life-cycle models are related to, but different from, learning models-learning is more adaptive, habitual, and regulated by nature (Kuipers, Higgs, &Kickert, 2014). Theories that focus more on learning and unlearning habits would fit within the life-cycle category. Some recent models of emotional intelligence and adaptability to change also fall within the life-cycle model (Kuipers, Higgs, &Kickert, 2014). For example, certain abilities make one more able to or open to change, such as sensitivity to the motivations and perspectives of others (often termed emotional intelligence). Change occurs both within the stage (first order) and at the crises point second order). Life-cycle models characterize certain types of changes as typical within particular parts of the cycle. For example, change in process is typical in the maturation phase, while change in structure is common with the centralization process. These patterns are captured in Garud's work (2001).

Garud (2001) tries to integrate the findings of ten life-cycle models into met model. Within his model are four stages: entrepreneurship, collectivity, formalization and control, and elaboration of structure. As in other models, the first stage is a time of little coordination, extensive ideas, and marshaling resources. As the organization passes into the collectivity stage, there is greater sense of shared mission and strong commitment while innovation continues. However, during the formalization and control stage, rules and stable structures are put in place, innovation is rare, and procedures and efficiency are the foci. As the organization enters the elaboration-of-structure stage, it begins to go through a series of renewals through decentralization, expansion, or another adaption. The distinctive characteristic of this life-cycle model is that change is described as common place across different stages-enactment selection, retention happen among all employees within all life cycles, but with some distinctions in the process (Garud&Van de Ven 2001).

The human resource tradition in companies reflects the life-cycle model as well (Kuipers, Higgs, &Kickert, 2014). Developmental theoretical examine human motivation, individual and group interaction, retraining, and development

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as central to organizational processes and change. Although human resources theories enjoy a long tradition, Bolman and Deal popularized this approach to analyzing organizations with their notion of the human resource lens. Seen through the human resources lens, organizational change is difficult for individuals because they have to change their current approach, which is tied to their identity and strengths. In order to help assuage this fear, leaders need to make the change understandable and train people to operate differently. Change will not occur successfully unless all people are prepared for it. This model shifts emphasis from the leaders or a few internal characteristics to activities throughout the organization. Each individual plays a critical role in adjusting to the life cycle.

Activities focus on individual development, overcoming fear of change, training and development. Leaders analyze the need for training, assess the institutional culture, and monitor the environment and life cycle. The benefit of these models is that they focus on a previous missing aspect of change: the fact that organizations proceed through different phrases. Most earlier models treated organizations as differing in type sector, size, and so forth, but not in terms of development. In conclusion, the life cycle model is important for its structured and predictable lens, enabling managers, policymakers, and investors to anticipate stages of growth, maturity, and decline, and to make proactive strategic decisions accordingly. It emphasizes internal progression and planning.

3. METHODOLOGY

The cross-sectional survey research designs were employed for this study. The population of study were made of 550 employees of Sterling global Oil and Gas exploration company, Splat petroleum Development company (SPDC), and Chevron Nigeria Limited (CNL) in Delta State. The population and the sample elements were centered on employees of these organizations ranging from the top, middle and low management staff. From the population, workable sample of 550 were derived using the Taro Yamani's formula, resulting to a sample size of 232.

The stratified sampling technique was adopted for this study. This is due to the fact that the population was divided into three categories which are; top, middle, low management staff of Sterling global Oil and Gas exploration company, Splat petroleum Development company (SPDC), and Chevron Nigeria Limited (CNL) in Delta State. Stratified random sampling according to Olannye (2017) is a means of obtaining representative samples from heterogeneous population. This method involves a process of dividing the target population into mutually exclusive/ non-overlapping homogenous groups which is called strata. The justification for this choice is that, stratified random sampling techniques produce a minimum sampling error compared to other sampling techniques/methods.

Validated structured sets of questionnaires were used for this study, which constituted the primary instrument for data collection in this study. A reliability coefficient of 0.7 and above, are high and is acceptable while a reliability coefficient 0.6 and below shows poor reliability (Sekaran, 2003). The reason for using Cronbach alpha is because the study used likert scale. Data obtained were analyzed using descriptive statistics (frequency count, mean, and Pearson correlation), and inferential statistics (multiple regression).

4. RESULTS AND DISCUSSION

Table 1: Technological Change and Organizational Performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
1.	Flexibility to adapting to new technology has helped to retain our high-net-worth customers.	120	20	20	30	10	3.2
2.	Establishment of new technologies before other rivals attracts more customers to us.	40	110	30	20	-	3.8
3.	Replacement of old equipment with newer ones facilitates our work.	70	50	30	30	20	3.8
4	Proper understanding of change could enhance employee's commitment to change management	40	110	30	20	-	3.8

Source: Analysis of Field Survey, 2025

Table 1 indicates the technological change and organizational performance, Flexibility to adapting to new technology has helped to retain our high-net-worth customers, Statement 1 shows that 140 (70%) of the respondents agreed, 20 (10%) were undecided and 40 (20%) disagreed. In statement 2 Establishment of new technologies before other rivals attracts more customers to us, 150 (75%) were in agreement, 30 (15%) were the undecided rates and 20 (10%) were the disagreement rates.

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Statement 3 Replacement of old equipment with newer ones facilitates our work, 120 (60%) of the respondents were in agreement, 30 (15%) were undecided while 50 (25%) were in disagreement. Statement 4, Proper understanding of change could enhance employee's commitment to change management, 150 (75%) were in agreement, 30 (15%) were the undecided rates and 20 (10%) were the disagreement rates.

Table 2: Structural Change and Organizational Performance

S/N	Statement	Scale					Means
		SA 5	A 4	U 3	D 2	SD 1	
5.	Initiating a new strategy before other competitors has helped to compete successfully.	120	20	20	40	-	4.0
6.	Knowledge of competitors' pricing strategy facilitates our price adjustment for optimal performance.	120	40	10	-	30	3.2
7.	Acknowledge of customers' reaction to competitors' new product features has helped this firm.	40	100	20	40	-	3.5
8.	Proper communication of change process will enhance employee performance in the organization	120	20	20	40	-	4.0

Source: Analysis of Field Survey, 2025

Table 2 shows the relationship between structural change and organizational performance, In statement 5 Initiating a new strategy before other competitors has helped to compete successfully, 140 (70%) were in agreement, 20 (10%) were the undecided rates and 40 (20%) were the disagreement rates. Statement 6, Knowledge of competitors' pricing strategy facilitates our price adjustment for optimal performance, 160 (80%) of the respondents were in agreement, 10 (5%) were undecided while 30 (15%) were in disagreement.

In statement 7, Acknowledge of customers' reaction to competitors' new product features has helped this firm, 140 (70%) were in agreement, 20 (10%) were undecided and 40 (20%) disagreed. In statement 8, Proper communication of change process will enhance employee performance in the organization, 140 (70%) were in agreement, 20 (10%) were the undecided rates and 40 (20%) were the disagreement rates.

Table 3: Correlation Matrix

		Technological Change	Change in Organization structure	Organizational Performance
Technological Change	Pearson correlation Sig.(2-ailed) No.	1 200		
Change in Organization structure	Pearson correlation Sig.(2-ailed) No.	.180** .008 200	1 200	
Organizational Performance	Pearson correlation Sig.(2-ailed) No	.486** .000 200	.257** .000 200	1 200

Source: Analysis of Field Survey, 2025

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The result in Table 3 shows that the tested variables showed an overwhelming positive correlation ranging from (.167 to .532) Implying that, there is a significant positive association between the variables of change management variables and organizational performance.

Table 4: Multiple Regressions

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	3.621	1.264		2.864	.005
	Technological change	.057	.067	.054	.858	.000
	change in organization structure	.472	.065	.444	7.218	.000

Source: Analysis of Field Survey, 2025

Table 4 showed the multiple regression analysis result for change management variables and organizational performance. The table exhibited that technological change which is the first sub-variable has positive effect on organizational performance (ß = .054, P<0.01). Change in organization which is the second variable has positive effect on organizational performance (ß = .444, P<0.01). Hence, the p-value critical is at 0.05 (5%) i.e., the level of significance which is the tolerable error in estimation is less than the calculated level of significance (0.000 < 0.05), the null hypothesis is rejected while the alternate is accepted indicating that technological change does have a significant effect on organizational performance.

Furthermore, the result showed that the calculated level of significance is less than the p-value of 0.05 (5%) i.e. (.000 < 0.05), the null hypothesis is rejected while the alternate is accepted. The null hypothesis is rejected and alternate is accepted denoting that change in organization structure does have a significant effect on organizational performance.

The result of the first analysis showed a significant relationship between technological change and organizational performance. It showed positive correlation which was observed in organizational growth as an indicator of organizational performance. The implication of the R-square value is that technological change is a positive and strong predictor of organizational growth in relation to organizational performance. It indicates that technological change can predict the outcome in organizational growth as indicated by the coefficient of organizational performance and change in technology. This is consistent with the assertion of Camison and Villar-Lopez, (2014), Chae, Koh and Park, (2018) and Ordanini and Rubera, 2010 who said that the results of the technological change initiatives are often rather disappointing. This perhaps is because the world has more technology than ever before with technological changes increasing at an accelerating pace.

Change in organizational structure has a significant influence on organizational performance. It was observed that change in organizational structure has a positive but little effect on organizational performance. Also, only a very little variation observed was in organizational performance. The implication of the R-square value is that change in strategy is a strong predictor of organizational performance. The study confirms the findings of previous research of Gibbert, (2006) he argued that he broader the change, the more employees exposed to change and the more their performance is affected. Broader and more extensive changes could generate greater feedback effects as well as feelings of unfairness and injustice, which are harder to overcome for both employees and organizations. The broader the change, the more significant the perception of change is likely to be and hence the greater the impact on employee performance.

5. CONCLUSION AND RECOMMENDATIONS

This study examined whether technological change and organizational structure are determinants of selected multinational oil firm in Delta State. The specific objectives of the study were to ascertain the effect of technological change and organizational structure on organizational performance. Cross sectional research design was used and the population of the study were made of 550 employees of multinational oil and gas firms in Delta State of Nigeria. Sample size was determined via Taro-Yamani formula. 232 staff of the selected multinational oil and gas firms were sampled.

Furthermore, data obtained were analyzed using descriptive statistics (frequency count, mean, and Pearson correlation), and inferential statistics (multiple regression). Findings revealed that technological change and organizational structure have significant effects on multinational oil firms' performance. Thus, it was concluded that both technological change and organizational structure serve as determinants of multinational oil firms' performance in Nigeria. From the foregoing, it is apparent that yearning for change management initiatives can only be achieved by proper implementation and conscious effort by multinational oil firms particularly to

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adopt effective change management strategies and implements these strategies in line with environmental consciousness.

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