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Strategic Drift and Organizational Culture in Oil and Gas Company of Nigeria

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ABSTRACT

The main purpose of this study was to examine the impact of strategic drift on organizational culture in the oil and gas company of Nigeria. The study used a survey research design. The primary method of data collection was employed for the study. A quantitative approach and multiple regression analysis were adopted for testing the hypotheses. Findings from the study revealed that strategic resilience, organizational flexibility and managerial culture have significant and positive relationships with organizational culture in the Oil and Gas Company of Nigeria, while has not significantly impacted the organizational culture in the Oil and Gas Company of Nigeria. The paper provides that strategic managers of the oil and gas companies in Nigeria need to build and improve on strategic resilience capability. The managers of oil and gas companies should encourage the widespread use of formal and informal organizational flexibility as a strategy to meet business, individual needs and good culture for sustainability. The research provides some contributions in theory and strategic management. The paper has provided insight for management thinking in terms of strategic drift and organizational culture in the Oil and Gas companies of the developing economy which has not been studied in the previous literature.

Keywords-- Strategic Drift, Organizational Culture, Managerial Culture, Oil & Gas Company, Nigeria

I. INTRODUCTION

In recent years there has been a growing negative sentiment towards the oil and gas industry and “big energy” (Dutta, 2018). Nigeria’s oil and gas market contributes to the region’s oil production that stands at 5 percent of the global production (Mordor Intelligence, 2018). According to the 2019 Nigeria Consumer Report, the average price of oil (Brent) in 2017 was US$54.75/bbl, in 2018 it was US$71.69/bbl. The Nigerian economy and the companies covered in this report depend on oil prices and production to a significant extent. Average oil prices (Brent) in 2019 have remained favourable, having averaged US$66.04/bbl until 6 May 2019. Nevertheless, a sharp decline in oil prices and/or production, especially below US$60.00/bbl is likely to distort the implementation of the 2019 budget and confidence in the currency (Coronation Marchant Bank, 2019).Export council head Olusegun Awolowo has reaffirmed that Nigeria’s gross domestic product was driven by the services company, while oil still made up 90% of foreign exchange. Data from early 2018 showed oil contributed 87.7% to foreign exchange (Awolowo, 2018). Past literature had attempted to identify current issues affecting the Nigerian Oil and Gas Company to include; oil spills in Niger Delta, pipeline vandalism, crude oil theft, pollution, kidnapping, fuel pricing, inadequate pipeline infrastructure, fire outbreak and unreliable gas supply (Quadri, 2018). Yushkova, Gushchina and Shokhneh (2019) have advanced that the globalization process that supporting the achievement of social and cultural synchronization within the regions spatial development and designing the local strategies, would surely go beyond their physical, political and territorial boundaries, that causes the harmony, enhancing the strategic drift state, combining the synthetic sense of spatial development processes.

Ajibade and Oluwole (2018) have discussed that other factors such as excavation damage, incorrect operation, and material failure are the company’s/human factors that are often the main determinants of pipeline quality and integrity operation. Today’s globalized nature of competitiveness in oil and gas markets is placing more pressure on firms operating in these industries to develop more effective organizational cultures and structures (Sayyadi, 2019). According to Catalin and Mihaela (2013), organizational culture is an efficient factor that determines if the firm can obtain or not get remarkable performances that determine the response of the firm and its attitude concerning a particular incident or to an external change in the environment. Cole (2016) stated that to build a culture of integrity and trust it is important that top management also live and are led by the culture set in the firm. That top management is always in the spotlight, whether they know it and their actions reflect upon their employees with or without their consent. Sayyadi (2019) has opined that organizational cultures and structures are areas that play a critical role and are strategic prerequisites for business success in today’s hypercompetitive environment of oil and gas markets. Though, evidence from past research had

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shown that the concept of strategic drift and organizational culture is crucial for addressing managerial difficulties in Oil and Gas Company of the economy. Resultantly, the relationship linking strategic drift and organizational culture still has some ambiguity and inadequate recognition in the literature. Therefore, this study seeks to fill in the existing gap. The study also intended to answer the following research questions: To what extent has strategic resilience enhance organizational culture in oil and Gas Company? How can organizational-flexibility build up organizational culture in managing the oil and Gas Company of the economy, and what is the position of managerial culture on organizational culture in the oil and gas company?

II. LITERATURE REVIEW

This part reviews related literature and also discussed the concept, the relationships between dependent and independent variables and also the hypotheses for the study were besides developed for the study.

2.1 Strategic Drift

Strategic drift is the method of gradual deterioration of competitive action resulting in a company's inability to recognize and react to changes in the company setting internal and external (Knight, 2017). It implies strategic drift is the situation that occurs when a company develops its policy rapidly, not in line with the evolving setting (Zafirova, 2014). Consequently, it may result from the situation which causes a company’s strategies that do not address the strategic state of the firm, the organizational culture, and history, which impede the organizational change. Maosa (2015) stated that strategic planning, management, responsiveness to change, culture, organizational environment, innovation, and communication are key determinants of strategic drift. The author also indicated that to guarantee that the structure aligns with the approach, the strategic planning method should be consultative. Gajere (2018) suggested that by exploring new opportunities and exploiting existing ones to avoid strategic drifts, NNPC has to re-addressed its current strategies in line with the current environmental factors to avoid drift situations. Danciu (2010) advanced four sets of triggers to address strategic drift: changes in expectations and needs of customers, changes in market structure and competition, changes in the macro-environment and inner policies. In addition to distracting management from strategic drift, it also creates a loss of momentum. Flichy and Baudoin (2018) discovered that there is still confusion in terms of norms, technology selection and a multitude of performers of all dimensions; this is neither new in our sector nor unexpected in an evolving sector; therefore, these difficulties should not deter others from moving forward. This proposed research, therefore, focuses on the three strategic drift elements (strategic resilience, organizational flexibility, and managerial culture) as discussed below.

2.2 Strategic Resilience

Strategic resilience is a characteristic of a progressive, robust pursuit of an opportunity in a competitive environment so that the exploration contributes to the organization’s capability to adapt to change without requiring or resulting in a financial or other crisis (Välikangas, 2016). Also, resilience is the capability of a system to adjust its functionality during a disturbance or perturbation (Sarwar, Khan, Abimbola & James, 2018). According to Carlson (2018) organizational resilience strategies often focus on the recovery or prevention stages of crisis management. Under conditions of persistent threat, it would be more productive for renewal discourse to emphasize greater preparedness. Organization’s ability to survive a major crisis depends on their organizational structure, the management and operational systems they have in place, and the resilience of these (Seville et al., 2008).The premise of resilience can be useful in trying to understand the possibility of changes and transformations between various systems structures (Peterson, 2000). The impacts of resilience thought on management are important (Armitage, 2006). It is observed that organizational resilience has three key attributes situational awareness, risk management and adaptive capacity management (McManus, Seville, Vargo & Brunsdon, 2008).

Simple, resilience implies the ability of a system to “bounce back” after disturbances and “bounce forward” by learning from those circumstances and enhance the adaptive ability of the system to handle surprises (Ilmola, 2016; Woods, 2015 and Grote, 2018). Surprises Resilience can improve safety institutions’ capacity to deliberately deal with and react to complicated threats. Policy-making procedures must match the complicated threat environment they try to regulate through flexibility, policy-making procedures must match the complicated threat environment they try to regulate through flexibility, proactively and distribution (Carlson, Fischer, Prior & Thompson (2018). Similarly, Queensland has the opportunity to set its future with an oil resilience policy (Queensland Government, 2008). Additionally, resilient organizations both vertically and horizontally, internally and externally, need to improve collaboration and cooperation (Chris, 2018). A structured mechanism or process implemented that helps companies improve their performance in relation to these attributes is called resilience management (McManus et al., 2008). Organisations are creating innovative strategies in attracting and keeping customers in the corporate environment of today to ensure growth and sustainability (Horne III, 1997). The scholar argued that such strategies were needed by enterprises seeking to remain competitive

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with a growing number of customers, competitors, new technologies and distribution methods in an environment. Strategic resilience means that the organization's capacity to adapt to change can be preserved and robustly looked for opportunities in the competitive value for money set without leading to an unsustainable financial condition.

2.3 Organisational Flexibility

Organizational flexibility can be defined as the organization that adapts to the size, structure, responsiveness and individuals, their inputs and expenses needed to attain organizational goals and objectives (Essays, UK, 2018). Many organizations are working to improve flexibility to prepare for any disruption and retain a competitive benefit (Skipper, Hall, Hazen & Hanna, 2014). Growing uncertainty is a main challenge for systematic and formalized strategic planning approaches to formulating strategies by influencing the basis of strategic planning itself: the capacity to gather adequate and precise understanding about the probable future operational setting of the company (Vecchiato, 2015).Verdú and Gómez-Gras (2009) proposed an organizational responsiveness measurement scale through four kinds of managerial flexibility: external and internal structure and strategic. Flexibility may require the effective adaptation of available human resources and changes in the organization of the job required to satisfy differences in demand and diversification of products (Albizu, 1997 cited in Rimbau-Gilabert, 2011). Fernández-Pérez, Montes, and García-Morales (2014) maintained that when the social networks of the CEOs are bigger, companies have greater rates of strategic flexibility. Scholars ' works have endorsed the concept that the best way to deal with an uncertain future is to disregard it and prevent scheduling methods and emphasize strategic agility and flexibility-based "adaptive strategies" (Vecchiato, 2015).

2.4 Managerial Culture

Management culture is the way by which the company is managed and influenced by the surrounding culture (Žukauskas, Vveinhardt & Andriukaitienė, 2018). Management culture is described as working with others and achieving goals effectively through others. People are running most of the executive duties. Management culture is an interdisciplinary field devoted to understanding and improving workplace leadership (Govori, 2013). Management culture appears in convictions, reflecting the value system in user management styles, emphasizing the performance of the company considerably. Management culture is heavily affected by the personality of the top executives. Management culture relates to the business domain of the company (products, services, markets); style of management; company morality: risk behaviour, contests, customers, staff, shareholders and corporate image. Management culture is described as working with others and achieving goals effectively through others. People are running most of the executive duties. Management culture is an interdisciplinary field devoted to understanding and improving workplace leadership (Govori, 2013). Management culture appears in convictions, reflecting the value system in user management styles, emphasizing the performance of the company considerably. Management culture is heavily affected by the personality of the top executives. Management culture relates to the business domain of the company (products, services, markets); style of management; company morality: risk behaviour, contests, customers, staff, shareholders, and corporate image. Management's primary function is to attain the company's objectives by using several staff, management techniques, and control means (Vveinhardt & Andriukaitiene, 2017). The management culture strategy designates management perceptions and their top-down messages, systems, standards, and artifacts. It is observed that workplace culture, as seen from the members' point of perspective, includes everyday procedures of organizational life (Vveinhard & Andriukaitiene, 2017; Dahlgaard et al., 2013; Dupuis, 2014 and Townsend, 2004).

Violeta (2008) stated that managerial culture is "the system of values, beliefs, desires, expectations, and behaviours of an organization's executives reflected in the kinds and styles of leadership used within the company, sensibly marking each company's corporate culture content and performance." Management culture is greatly influenced by the general managers of the firm; so it can be said that it is personalized. The idea of management culture distinguishes and emphasizes the physical environment, management, organization of procedures, practices of management and so on (Vveinhardt & Andriukaitiene, 2017 and Skibickaja, 2009). Management culture elements (beliefs, values, and standards) help executives form their fundamental views on the company setting, comprehend and interpret what's going on; thus, members of the group can behave properly. It would, therefore, lead to sound organizational culture that sharpens the structure and improves the way sustainable organization activities are carried out.

2.5 Path Dependency Theory

The path dependency theory was the underlying theory taken for this research. This is a path dependence based on institutional integration and management strategies. Path dependence theory was originated from Paul David in 1985. The central premise of the theory is that organizations and actors (management) are part of an entity that structure and network their behavioural standards and routine activities along accepted paths (Trouvé, Couturier, Etheridge, Saint-Jean & Somme, 2010; Koch, 2005 and Hutzschenreuter, Pedersen, & Volberda, 2007). They are the focus of public policy activity in the sense that institutions contribute to their structuring by

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promoting or super-strengthening organizations and their performers and hence their operations (Trouvé et al., 2010). Also, Cooke and Rehfeld (2011) cited in Evenhuis (2016) argued that culture will evolve with specific attitudes toward job (diligence, reliability, etc), initiative (compliance, collaboration, etc), and community (cohesion, comparatively inward-looking, etc). Organizational culture's change toward encouraging new technology practices, skills, and abilities, responsiveness to change infrastructural facilities, internal and external pressures, employee motivation and diversity in the oil and gas company of Nigeria.

The significance of the theory of path dependence to this research is that its ideas appear to be historical force to explore the future. Gáspár(2011) observed that path dependency in the general context relates to the concept that events that occur previously in time would influence events that occur later in time (soft version). A powerful support for the significance of the path dependency theory was discovered in shaping strategic choice (Green et al., 2008). Moreover, it demonstrates that the approach is a collective effort by a wide group of individual actors. Accordingly, strategic drift is, therefore, a tendency in gradual development strategies based on historical and cultural corporate variables that are not in line with the changing environment. Strategic drift takes place in oil and gas businesses based on the scenario that senior management refuse to admit the truth that there is an issue and what worked before do not work now?, complacency sets in as often as it builds on past achievement and company does not adapt to evolving external conditions while market leader continues to lead. Managing strategic shift, according to Johnson (1992), becomes a question of planning how the organization's systems and structures can be used to accomplish behaviour in line with the strategy's logic. This research integrates variables into a single model to explain the theoretical perspective of strategic drift components of strategic resilience, organizational flexibility, and managerial culture and their effect on organizational culture in the oil and gas company in Nigeria to promote robust innovation.

2.5 Strategic Resilience and Organisational Culture

Previous research has tried to clarify the connection between strategic resilience and organizational culture significantly (Grote, 2018; Pettersen & Schulman, 2016 and Catalin & Mihaela, 2013). Evidence prior literature has shown that the ability to transform threats into possibilities, and the ability to take advantage of possibilities in a timely, non-crisis-like way, demonstrate strategic resilience. Välikangas, (2016) maintained that resilience allows the organization to learn about the emerging opportunity early on, but also to shape its formation while still nascent, and to take advantage of the serendipity inherent in change in ways that are ultimately unpredictable. The organizational culture management initiative will always deliver valuable results. Idea that culture is a key to organizational change has a somewhat long history in the organizational field, and the early and influential books by Peters and Waterman (1982) Deal and Kennedy (1982) are important starting points (Kongsvik, Gjøsund & Vikland, 2016). Olu-Daniels and Nwibere (2014) discovered a favorable and substantial connection in the upstream oil and gas industry in the South-South region of Nigeria between confidence and organizational resilience. A recent study from Accenture Strategy discusses how the redesign of inner cultural policies has affected organizational resilience. The study found that the modifications in policy and operating model that companies need to be resilient to external disruptors depend on improving inner culture (The CEO Magazine, 2017).Koronis and Ponis (2018) argued that a culture of resilience is crucial for organizational survival, including an appreciation of strategic modifications that strengthen the circumstances of culture and social capital to promote organizational sustainability. Organizations with a greater culture of organizational resilience are more able to manage adverse occurrences and adapt to fresh realities. The above debate demonstrates that there has been no exhaustive debate on the connection between strategic resilience and organizational culture. The hypothesis therefore posits:

H1: Strategic resilience has significantly impacted on organizational culture in the oil and gas company of Nigerian.

2.6 Organizational Flexibility and Organizational Culture

Weighing and Dan (2008) found that there is a beneficial relationship between flexibility in organization and performance in business, corporate culture, it also helps to moderate their connection. But as an indicator of organizational flexibility, resource mobility has no part to play in enhancing business efficiency. The connection between resource mobility and efficiency is still not important even after incorporating corporate culture. According to Sanders, Zeng, Hellicar, and Fagg (2016) if organizations get this correct, flexible job agreements can increase productivity and advocacy, increase retention of employees, provide the circumstances for enhanced representation. Organizational culture captures the fundamental beliefs and values of people with an organization rather than the official management structures and procedures considered in practice place (Gibson & Birkinshaw, 2004 and Denison, 1990).

Gong, Liu & Zhu (2019) found that the relationship between viable activities and physical flow to effectiveness was negatively linked. Ali, Panneerselvam, Paris, and Gunasekaran (2019) noted that the model constructs linked to organizational flexibility and organizational culture have important interactions. Abdow (2019) disclosed that strategic control, corporate communication, strategic direction, strategic forecasting and growth of human capital have a significant impact on strategic leadership in Kenya's petroleum industry organizational change. Volberda (1996) believed that flexibility stems from the managerial capacity repertoire (management challenge) and organizational responsiveness (organizational design challenge). Shurbagi (2014) discovered that the connection between organizational culture and organizational commitment in Libya's National Oil Corporation was a positive and significant relationship, while the dominant culture in Libya's National Oil Corporation (NOC) was a hierarchical culture and the effective engagement was the dominant organizational commitment. The above explanation disclosed that there are inconsistencies and mixed results in the relationship between organizational flexibility and organizational culture. The suggested hypothesis, therefore, posits that:

H2: Organizational flexibility has significantly impacted on organizational culture in the oil and gas Company of Nigeria.

2.7 Managerial Culture and Organizational Culture

The connection between managerial culture and organizational culture has been recognized by prior literature. Iqbal, Waheed, Haider, Tesfamariam, and Sadiq (2019), Larentis, Antonello and Slongo (2018) and Akhtar (2018) found a significant and positive relationship between management culture and organizational culture. Thakur, Hale and AlSaleh (2018) also discovered that a trans-active or generative approach is likely to be used by successful companies with a supportive culture. Collaboration between distinct organizations is a route with many possibilities, not excluded from difficulties due to the natural distinctions between the distinct corporate cultures and organizations (Capello, Dashti, Al-Khamees, Mohammed & De Sousa, 2018). Likewise, Nimfa and Buruche (2014) also advanced that management must equip the organization with suitable new technologies for strategic planning implementation which will lead to the attainment of organizational efficiency when the strategic planning framework is designed in the enterprise.

Glaister, Al Amri and Spicer (2019) and Omesa, Gachunga, Okibo and Ogutu (2019) have further advanced that organizational culture was statistically and significantly related to implementing strategic plans in county governments of Western Kenya. It was also concluded that a stable culture, one that will systematically support strategy implementation, is one that fosters a culture of partnership, unity, teamwork, and cooperation among employees. According to Gardas, Mangla, Raut, Narkhede, and Luthra (2019) integrated structural model highlighted that three barriers namely ‘uncertain career growth’, ‘industry dynamism’, and ‘lack of training programs’ were the significant barriers.

Glaister, Al Amri and Spicer (2019) and Omesa, Gachunga, Okibo and Ogutu (2019) added that organizational culture is statistically and substantially linked to the implementation of strategic plans in Western Kenya county governments. It has also been found that a stable culture, one that will systematically promote the implementation of strategy, is one that fosters a culture of collaboration, unity, teamwork and employee collaboration. Integrated structural model identified three obstacles, namely' uncertain career development," sector dynamism,' and' absence of training programs,' (Gardas, Mangla, Raut, Narkhede & Luthra, 2019). Friday and Mbah (2019) discovered that the philosophy and practice of management in Nigeria influenced power distance, level of uncertainty avoidance, level of individualism and masculinity. The above revelation demonstrates that there is a lack of literature and ambiguity in the interactions between managerial culture and organizational culture in Nigeria's oil and gas businesses. The following hypothesis is therefore suggested:

H3: Managerial culture has significantly impacted on organizational culture in the oil and gas company of Nigeria.

2.8 Conceptual Framework

The conceptual framework provides the foundation for this research for the interactions between the independent variable (strategic drift) with its dimensions (strategic resilience, organizational flexibility, and managerial culture) and the dependent variable (organizational culture). This framework clarified that strategic resilience, organizational flexibility, and managerial culture are dimensions of strategic drift, and any shift in strategic drift would directly impact the oil and gas companies ' organizational culture as shown:

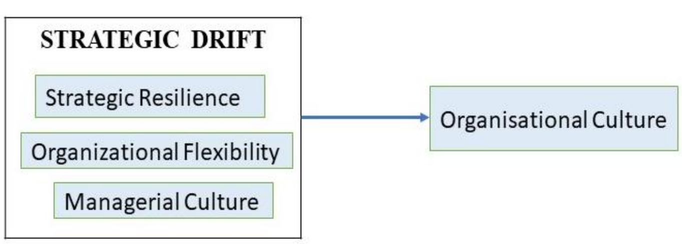

Figure 1: Proposed Conceptual Framework

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III. RESEARCH METHODOLOGY

The study used a descriptive survey research design. This design describes the activities, situations, and relationships between individuals and things in detail (Cooper & Schindler, 2006). The total target population for the study was 350 comprising 50 top managers and 300 senior managers/divisional head/units/supervisors from the Nigerian National Petroleum Corporation but from the Strategic Business and Corporate Services Units and their subsidiaries. Organizational research relies on a sample rather than the population (Aguinis, Hill & Bailey, 2019). The sampling methods taken for this research were, therefore, purposive sampling. When selecting who to engage, it depends on the researcher's judgment. Researchers can therefore implicitly select a "representative" sample to suit their requirements or specific approach individuals with certain features. To select the respondent, the target sample size of 187 was determined using the Watson formula. The research used the primary method of data collection. We consider the independent variable to be strategic drift (Zafirova, 2014; Pettersen& Schulman, 2016; Knight, 2017; Capello et al, 2018) measured using three components such as strategic resilience (Oliva & Kallenberg, 2003; Välikangas, 2016; Grote, 2018 and Chris, 2018), organizational flexibility (Weihong& Dan, 2008; Vecchiato, 2015 and Fernández-Pérez et al, 2014); managerial culture (Vveinhardt & Andriukaitiene, 2017; Govori, 2013; Violeta, 2008; Iqbal et al., 2019; Larentis et al., 2018; and Akhtar, 2018) and organizational culture (Ogunyemi et al., 2015; Seville et al, 2008; Kongsvik et al., 2016; Friday &Mbah, 2019).

The questionnaires contained closed-ended questions on a 5-point Likert scale (measurement scale 1= strongly disagree with 5 = strongly agree) to allow for more direct comparability of the answers and eliminate the variability of questions/statements. The study selected the department/unit managers/heads in the oil and gas company to provide the necessary information for the study. The selected group is the strategic decision-makers within the oil and gas companies and has the core competence of the oil and gas companies ' day-to-day routine activities. The study used a drop and pick method of self-administering of the questionnaires. This is, therefore, a benchmark to determine the reliability of factors extracted from the questionnaire's five (5) point Likert scale. The collected data was first thoroughly edited and comprehensible checked. The designed questionnaire collected quantitative data using closed-ended questions. Cleaned, tabulated, and subjected to descriptive statistics using frequency tables, mean, central tendency, standard variability deviation, and simple percentages. The method of data analysis used to test formulated hypotheses was multiple regression analysis with the aid of statistical package for social science (SPSS) version 23.0 software packages.

IV. ANALYSIS AND RESULTS

One hundred and eighty-seven (187) copies of the questionnaire administered to the respondents. One hundred and eighty-two (110) copies of the questionnaire representing 95.8% of the administered questionnaire were returned and subjected to further analysis. In term of demographics, descriptive and inferential information, we supplied the results as outlined below:

4.1 Demographic Analysis

The demographic results have been provided as follows:

Table 1: Gender status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	64	58.2	58.2	58.2
	Female	46	41.8	41.8	100.0
	Total	110	100.0	100.0	

Table 1 shows that 64 male respondent participated representing 58.2% while 46 female respondents representing 41.8 %. The result indicated that male participated as the majority in the research.

Table 2: What is your position in the organisation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Senior management	14	12.7	12.7	12.7
	middle management	66	60.0	60.0	72.7
	lower management	30	27.3	27.3	100.0
	Total	110	100.0	100.0	

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Table 2 shows that only 14 senior management participated representing 12.7%, while 66 middle management participated representing 60.0%, and 30 lower management participated representing 27.3%. The result revealed that middle management participated more in the study.

Table 3: How long have you worked with this organisation?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	11	10.0	10.0	10.0
	6-10	16	14.5	14.5	24.5
	11-15	12	10.9	10.9	35.5
	16-20	24	21.8	21.8	57.3
	21 and above	47	42.7	42.7	100.0
	Total	110	100.0	100.0	

Table 3 revealed that between 1-5 years has 11 participants representing 10.0%, 6-10 years has 16 participants representing 14.5%. 11-15 years has 12 participants representing 10.9%, while 16-20 years has 24 participants representing 21.8% and 21 years and above has 47 participants representing 42.7%. This result shows that 21 years and above participated as that majority being researched.

Table 4: How long has your organisation been operational in (years)?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	10	15	13.6	13.6	13.6
	15	16	14.5	14.5	28.2
	20	37	33.6	33.6	61.8
	25	26	23.6	23.6	85.5
	30 and above	16	14.5	14.5	100.0
	Total	110	100.0	100.0	

Table 4 shows that 10 years have 15 participants representing 13. 6%. 15 years have 16 participants representing 14. 5%. 20 years have 37 participants representing 33. 6%, while 25 years have 26 participants representing 23.6 % and 30 years and above has 16 participants representing 14. 5%. The result indicated that the majority participants who said 20 years.

Table 5: Reliability

No	**Variable**	**Alpha Value**
1	Strategic Resilience	0.80
2	organizational flexibility	0.75
3	managerial culture	0.78
4	organizational culture	0.77

Table 5 shows that all value for reliability are greater than 0.7 hence they meet the minimum criteria of construct reliability.

4.2 Hypotheses Testing

The multiple regression results are presented below. These results presents the hypotheses testing of the study.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.959[a]	.920	.917	1.10852

a. Predictors: (Constant), Strategic Resilience, organizational flexibility, managerial culture

The model summary table shows how much variance accounted for by the model in the dependent variables. While looking at the value we can see can the value of R-Square shows 0.92 which means that the

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variance in the dependent variables is 92% explained by the model. This value shows that this model is predicting at a high level.

Table 7: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1489.935	3	496.645	404.162	.000[b]
	Residual	130.256	106	1.229		
	Total	1620.191	109			

a. Dependent Variable: organizational culture
b. Predictors: (Constant), Strategic Resilience, organizational flexibility, managerial culture

Table 7indicates the model fitness. The significant value of probability or p-value less than 0.05 is the indicator of the model fitness. In other words we can say that the overall model is fit.

Table 8: Coefficients[a]

Model		Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	.230	.473		.486	.628
	IV1	.224	.049	.222	4.532	.000
	IV2	.110	.039	.110	2.824	.006
	IV3	.665	.048	.689	13.946	.000

a. Dependent Variable: organizational culture

The coefficient table shows the beta coefficients for the independent variables along with the t value and the p-values. The beta coefficients of all the independent variable are having the positive significance showing the positive effect of, strategic resilience, organizational flexibility, and managerial culture on organizational culture. The t values greater than 2 are the indicator of significant relationship and in the same way the p-value less than 0.05 shows the significant relationship. We can see that all p-values are less than 0.05 and all t-values for the independent variables are greater than 2. Hence all three variables are significant and it can be said that strategic resilience, organizational flexibility, managerial culture have significant and positive relationship with organizational culture.

V. CONCLUSION

The main purpose of this study was to examine the impact of strategic drift on organizational culture in the Oil and Gas Company of Nigeria. Based on the result of the analysis and test of hypotheses, the study concluded that strategic resilience, organizational flexibility and managerial culture have a significant and positive relationship with organizational culture in the Oil and Gas Company of Nigeria. This means that Nigerian oil and gas executives must devote sufficient attention to the strategic application of strategic resilience, organisational flexibility, and managerial culture, as these factors foster organisational culture and ensure performance improvement.

5.1 Practical Implications

This study will apply to policymakers, governments, managers of Oil and Gas companies, business collaborators and stakeholders. Also, the research gave clear insights on strategic drift and organizational culture in the Oil and gas sector. Also, the study considered the proposed research framework useful to the developing economy. The novel literature contributions to the study were in strategic management. The management of oil and gas companies is to look inward in terms of strategic thinking choice and decision making in the organization. Plans should be on the ground to avert any issue of strategic drift through improved organizational culture and for sustainability of the company. Regards to the practical implication, the research offered some suggestive policy recommendations as follows: managers of the oil and gas companies in Nigeria need to build and improve on strategic resilience. They should reduce generative doubt, firm slack, and broad mindful engagement since, it significant and positive relationship with organizational culture; managers of Oil and Gas Company should encourage the widespread use of formal and informal organizational flexibility as a strategy to meet business and individual organizational culture for sustainability in the company; and the managers of Oil and Gas Company in Nigeria need to ensure that managerial culture is very important for the success of the company. Furthermore, it also gives room for a better results-driven

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culture where organizational culture work practices being applied as a management strategy to achieve results.

5.2 Theoretical Implications

The framework was created based on the theory of path dependency, which supports the autonomous variable (strategic drift) with its elements (strategic resilience, organizational flexibility, and managerial culture) and relationship are significant and positive with organizational culture which was supported by both conceptual and empirical previous research. Three hypotheses have been developed in which Nigeria oil and gas businesses have direct links between strategic drift and organizational culture. The study provides some theoretical in terms of theory support to conceptualization and managerial contributions to knowledge.

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