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Stakeholders Management and Project Performance of Oil and Gas Firms in Rivers State

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Abstract

The research work investigated Stakeholders management and project performance of the oil and gas firms in Rivers State. One of the dimensions of stakeholder management that was used is needs identification of stakeholders. Cost efficiency, Completion time were used as measure of project performance, while Local Content Monitoring Board was used as a moderating variable between stakeholder management and project performance of Oil and Gas Firms in Rivers State. The quasi-experimental design was applied to the study. The population of this research includes the over two hundred management staff of the Oil and Gas firms operating in Rivers State. The random sampling techniques was used to generate sample 118 out of two hundred (200) management staff for which questionnaires were administered. Descriptive statistics tools, univariate and bivariate inferential statistic of Pearson's Product Moment Correlation was used to conduct all of the statistical analyses. The results indicate a positive relationship between the study variables. The paper concludes that there is a good strong and significant relationship between Stakeholders management and project performance. More Pronounce in conclusion is the strong and significant influence of the moderating variable (Local Content Monitoring Board) on the stakeholder management and project performance of Oil and Gas Firms in rivers state. The Study recommends: i. That, Oil and Gas firms in Rivers State should have stakeholder engagement and monitoring units to allow easy assessment of stakeholder needs. This will increase their firms Project cost efficiency exponentially. ii. The vendor departments of Oil and Gas firms in Rivers state should prioritise the engagement of stakeholders (host communities) in contract award. This also again, will increase their Project Completion Time. iii. The establishment of a viable Local Content Monitoring Board by all the oil and gas firms operating in Rivers State in sight of its attributes.

Keywords: Stakeholder Management, Project Performance, Stakeholder needs identification, Project cost efficiency, Project Completion Time, Local Content Monitoring Board and oil and gas firms.

1.0 Introduction

The oil and gas industry is one of the mainstays of the Nigerian economy, and it has a tremendous impact on the nation's economy both in terms of revenue to the government and in foreign exchange income as well as national development. However, the sector is also marked by complicated stakeholder relationships, in particular in the Niger Delta region where exploration and production occur. Being one of the major oil-producing states, Rivers State has experienced both the economic benefits and social problems of the oil industry. Effective management of stakeholders from host communities, regulatory bodies, contractors, employees, up to international oil companies have become critical factors that influence the performance of the project in the region (Eweje 2007).

Project performance in the oil and gas sector involves the capacity of the firms in completing the projects as per the time, cost, and scope limits, while ensuring quality, safety, and satisfaction among the stakeholders. In many cases project under performance in Nigeria's oil and gas industry have been traced to poor stakeholder engagements, in the conflict of interest, environmental and poor communication strategies (Aaltonen, 2011; Agyei, 2014). When the needs and expectations of stakeholders are not properly identified and managed, the project can often be delayed, over-budgeted, cause community unrest or even get abandoned.

Stakeholder management, therefore, is a strategic management approach for balancing diverse interests and facilitating sustainable project results. It entitles structured identification, analyse organization, communications and entrenchment with the entire matter to all the items who have a direct or individual gadgets in a task (Project Management Institute, 2021). Stakeholder management in oil and gas sector in the Rivers state can ensure mutual trust, reduce the level of conflict, strengthen collaboration and ultimately improve the level of performances of project delivery.

Given the volatile nature of stakeholder relationship in oil producing areas, it is therefore, imperative to assess how stakeholder management practises could influence project performance This study therefore, aims at examining the relationship between stakeholders management and project performance of oil and gas firms in Rivers State, Nigeria.

1.2 Statement of the Problem

Over the years in Rivers State Oil and Gas firms have witnessed project abandonment, delays in project completion and high cost of project execution as varied from project budget. These ugly scenarios in some cases are induced by the host community crises have continued to generate concerns amongst the managements of oil and gas firms - as a result of its cost and operational implications. Despite the many literatures educating on organisational, project management tools and techniques aimed at increasing the likelihood of cost and operational efficiency, oil and gas firms have continued to grasp with the challenges of project abandonment, delays in project completion and high cost of project execution occasioned by lack of stakeholder management processes of the oil and gas firms operating in Rivers State. Several researches have been conducted on Stakeholder Management on international Projects (Kelbessa, 2016; Hammad, 2013; Olander, 2006; Aaltonen, 2010), however, their project environment differ in terms of the governance, social and cultural settings to the local context. Also, studies have been carried out on stakeholders' participation and project performance by (Agyei, 2014; Njogu, 2016). But their studies were focussed on one aspect of stakeholder management that is stakeholder participation. To the best of our knowledge, few information was available to explain the effect of stakeholder management to project performance of Oil and Gas Firms in Rivers State. Hence, this study intends to examine the effect of stakeholder management on project performance of the Oil and Gas Firms in Rivers State.

1.3 Aim and Objectives of the Study

The aim of this study would be to empirically investigate the effect of stakeholder management on project performance of Oil and Gas Firms in Rivers State. The study specific objectives will be to:

i. assess the effect of stakeholder's needs identification on cost efficiency of Oil and Gas Firms in Rivers State
ii. evaluates the effect of stakeholder's needs identification on completion time of Oil and Gas Firms in Rivers State
iii. examine if Local Content Monitoring Board has any significant influence between stakeholder management and project performance of Oil and Gas Firms in Rivers State.

1.4 Hypotheses

On the basis of the research objectives, the following research hypotheses will be proposed.
Ho_1: stakeholder needs identification does not affect project cost efficiency of Oil and Gas Firms in Rivers State.

Ho_2: stakeholder needs identification does not affect project completion time of Oil and Gas Firms in Rivers State.

Ho_3: Local Content Monitoring Board does not have any significant influence between stakeholder management and project performance of Oil and Gas Firms in Rivers State.

2.0 Literature Review

2.1 Conceptual Framework

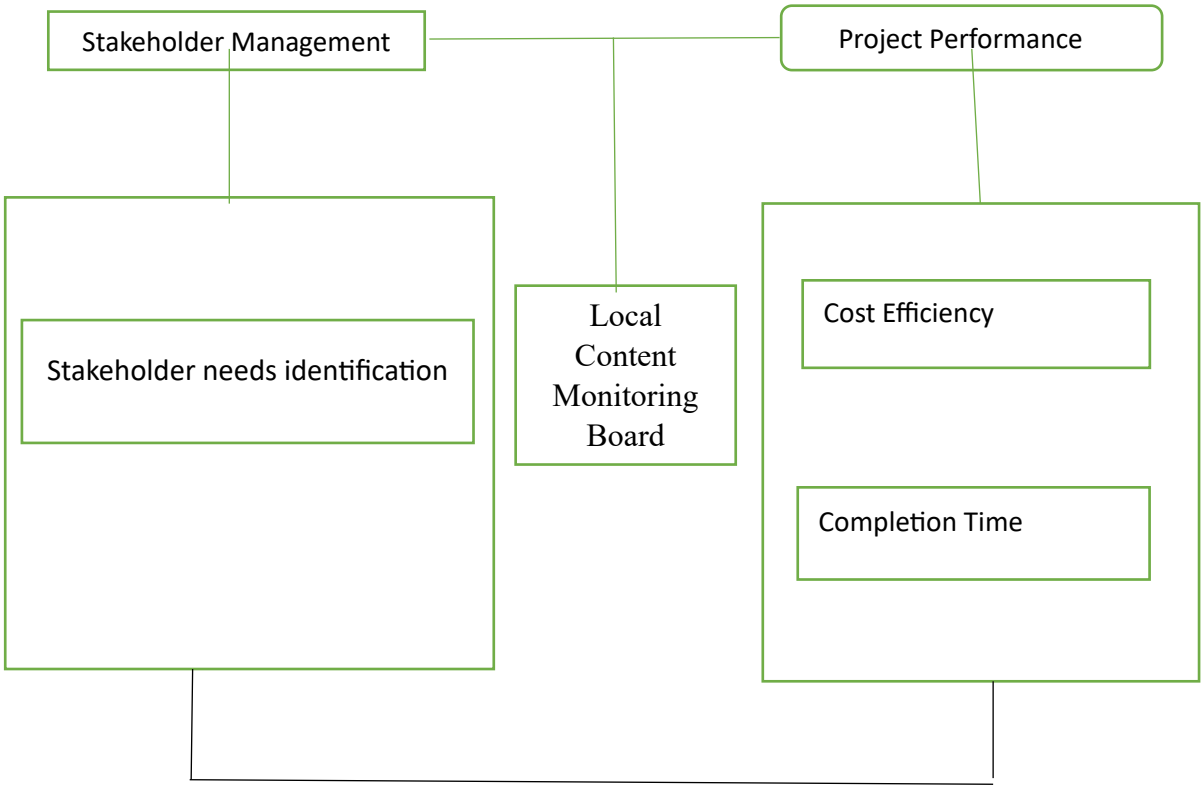

Fig. 1. Conceptual Framework of stakeholder management and project performance of Oil and Gas Firms in Rivers State

Fig 1: Culled from Winfred K. M. (2024)

Stakeholders

There is fair agreement on general thoughts as to who qualifies as potential or actual stakeholders, they include persons; neighbourhoods; institutions; groups; organisations; society; and the environment (Mitchell et al., 1997). They note various definitions are evident, for instance, Freeman and Reed (1983) "an individual or group who can affect the achievement of an organisation's objectives or who is affected by the achievement of an organisation's objectives"; Alkhafaji (1989) "groups to whom the corporation is responsible"; Thomson, Wartic and Smith (1991) defining stakeholders as, groups "in relationship with an organisation." Stakeholders are "persons or groups that have, or claim, ownership, rights, or interests in a corporation and its activities, past, present, or future" according to Clarkson (1995). These are claims related from dealings with the firm or organisation activities and the responsibilities with similar interests can be put together. Mitchell et al (1997) argue that definitions entailing relationships, contracts, or transactions need a give-and-take effect which is lacking in the "stake" concept of "can affect or is affected by" as seen in the Freeman (1984) definition. They further say that the ones who have no effect or are not affected by the firm, have no stake for. Hill and Jones (1992) defines stakeholders as "constituents who have a legitimate claim on the firm", Carroll (1993) states that by virtue of legitimacy; groups or individuals can be considered as stakeholders, of which the legitimacy could include power.

Stakeholder Origins

The etymology of the word stakeholder comes from two root words that are stake and holder. According to The Oxford English Dictionary (2023) the word 'stakeholder' was first used in 1708, although its meaning was the holder of a wager. In its more literal meaning, a stakeholder meant a person who holds money, property or other values deposited by two or more persons pending the outcome of a bet, a dispute or a transaction. This was a strictly legal and commercial role - someone who was neutral and temporarily in possession of resources on behalf of others. However, Oxford English Dictionary (2023) goes on to define Stakeholder as a person, group or organization that has an interest, claim or stake in a business, project or enterprise, and may be affected by it or affect it. The word "stakeholder", the way we now use it, was first used in an internal memorandum at the Stanford Research Institute (now SRI International, Inc.), in 1963. The term was intended to rebut the idea that stockholders are the sole group with whom the management need be responsive.

By the late 1970's and early 1980's scholars and practitioners were engaged in the development of management theories to help explain management problems experiencing high levels of uncertainty and change.

The term "stakeholder", as we use the term now, was first mentioned in an internal memorandum from the Stanford Research Institute (now SRI International, Inc.), in 1963. The term was intended to counter the idea that stockholders are the only group to which management should be responsive. By the late 1970's and early 1980's academics and practitioners were trying to develop management theories to help explain management problems which involved high levels of uncertainty and change.

Identifying stakeholders

The logic behind stakeholder theory are dependent upon assumptions that describe the relationship between an organisation and it's environment, these assumptions are that organisations have relationships with various stakeholders; companies are run by top managers that make strategic decisions affecting stakeholders; competing interests between organisations and stakeholders can result in conflict; and organisations compete in markets that tend to navigate towards equilibrium (Hult et al., 2011). According to Mitchell et al. (1997) as much descriptive as the concept of stakeholders is, there is limited consensus as to what Freeman (1984) calls "The principle of Who or What Really Counts", to which Mitchell et al. (1997) explain as "who (or what) are the stakeholders of the firm?". And (to whom) or (to what) do managers pay attention?" Clarkson (1995) divided the stakeholders into primary stakeholder group and secondary stakeholder group:

Primary stakeholders

Primary stakeholders are described by Clarkson (1995) as "one without whose continuing participation the corporation cannot survive as a going concern". These groups largely consist of shareholders, employees, customers, and suppliers, along with the public sector: the governments and communities which provide the infrastructure and regulate the activity of organisations and impose taxes. The organisation, and the primary stakeholders are very dependent upon each other.

Secondary stakeholders

Clarkson (1995) defines Secondary stakeholders as "those who influence or affect or are influenced or affected by, the corporation, but they are not engaged in transactions with the corporation and are not essential for its survival". Secondary stakeholder groups include competition, media, trade associations, Support groups (special interest). Although these groups have no contract or authority with the firm, and the firm is not dependent upon these groups for their survival, they have the ability to cause significant disruption to the firm (Clarkson, 1995).

Stakeholder Management:

This is the process of identifying, analysing and responding to the needs and expectations of stakeholders with an interest in a project, organisation or initiative. Projects are very sensitive to decision and actions taking place by any stakeholder (Aaltonen, 2010). Almost all the projects operate in a context in which its respective stakeholders play a primary role in the accomplishments of tasks (Hammad, 2013). Contrary to this, according to PMI, 'Project stakeholder is any individual, organisation or group who may affect, be affected by or perceive to be affected by a decision, activity, or outcome of a project' (Project Management Institute, 2014).

Project Performance:

This refers to how well a project has met its objectives, taking into account factors such as; scope, cost time and quality. Project performance metrics is interested in the influence effect of the project performance at a time or within a fixed timeframe (Njogu, 2016). The value of the impact of the project should supersede the cost of the intervention. Project performance has direct relationships with the project potential success. A project is said to be implemented successfully if it is carried on schedule, that it realises the purpose the project was designed through achieving the goals and objectives identified; the project is completed within the budgets commonly known as the project Triangle (Hammad, 2013).

Stakeholder's Needs and Project Performance Identification

Stakeholder management ensures the participation of decision-makers and influencers to keep them on-track which is the way to a successful project (Mahmoud R., 2014). According to (Olander, 2006) any intervention attracts a vast number of interested parties. These interested parties in a project have different needs, expectations, motivation, power, influence, behaviours and traits, literacy levels etc. (Sankaran et al., 2010). These interested parties of project are referred as

stakeholders. Stakeholder definition is more general than a shareholder. A shareholder is a stakeholder but a stakeholder is not necessarily a shareholder.

Technological and Social Architecture Support enrolment of Contractors & Subcontractors, Bidder's Competence, & Competitive Bidding & Integrity (LCMB)

Lately, local content has become very topical as most countries are enacting laws to encourage the participation of stakeholders in specified industries. For a more practical definition one could say that local content is building a workforce that is skilled and building a competitive supplier base NOGICD Act (2010). The NOGICD Act (2010) gave birth to the Nigerian Content Development and Monitoring Board (NCDMB). The Board requires firms to make contributions to local communities. This has given the firms to match their corporate social responsibility programme with the national development goals (Adesina, 2022). Also, the NCDMB forces international oil companies (IOCs) and service firms to give contracts and procurement opportunities to indigenous companies. This policy has contributed to the importance of growing local firms through ensuring that they have access to contracts and capacity building opportunities (Olawuyi, 2021). While the policy improves the involvement of local people, compliance can be expensive for companies. Restructure of operations, adjustment in procurement strategies, increased investment in local partnerships is usually required by Multinational companies, raising operational costs (Umejesi & Akpan, 2018).

2.2 Theoretical Framework

Quite a good numbers of theories such as Institutional Theory (DiMaggio & Powell, 1983); Theory of Performance ((Campbell, 1990; Otley, 1999), Stakeholders Theory (R. Edward Freeman (1984) amongst others are invaluale and supportive to the topic of discourse. However, this study is based on the following theories.

The Institutional Theory

The Institutional Theory offers a useful way of understanding how organisations function in a broader social, political, and regulatory context. It explains that organisational behaviour is not only influenced by internal efficiency goals, but also by external from formed pressure and norms and expectations imposed by key stakeholders like governments, communities, and industry regulators (DiMaggio & Powell, 1983; Scott, 2014). This theory focuses on legitimacy and long-term survival as the firms tend to engage their practises and behaviours consistent with institutionalised rules and socially accepted standards.

In the context of oil and gas industry in Rivers State, Institutional Theory is a very pertinent form of theory in managing stakeholders because oil and gas firms are operating in a situation where they are under intense scrutiny from a number of different stakeholders with varying interests. These various groups, the host communities and the environmental agencies, as well as the federal and state governments, exert coercive, normative and mimetic pressures on organisations to act in socially responsible and ethically acceptable ways (Meyer & Rowan, 1977; Olulu-Briggs, 2022). Failure to meet these expectations of the institution will often lead to conflicts, project disruptions, loss of social licence to operate, or reputational damage.

Coercive pressures arise from legal frameworks, environmental regulations and government policies that force oil firms to adopt certain stakeholder engagement and corporate social responsibility (CSR) practises. Normative pressures are those created by professional standards and societal expectations regarding ethical project management whereas mimetic pressures are those that occur when firms mimic the stakeholder management strategies of successful competitors to manage their legitimacy and competitiveness (DiMaggio & Powell, 1983; Scott, 2014). Applying Institutional Theory to stakeholder management and project performance Examples - Oil and gas companies that successfully adapt to the pressures of institutions by communicating with stakeholders clearly and openly, caring for the needs of the communities where they operate, and meeting environmental laws are more likely to manage projects successfully. Not only is such alignment an improvement in operational efficiency, but the walking forward also creates stakeholder trust, lessens conflict and adds to the improved performance and sustainability of projects in the Niger Delta region. Therefore, Institutional Theory serves as the backbone of this research study where the importance of institutional environment to the management of stakeholders and consequently project performance of the oil and gas firms in Rivers State, Nigeria is explained.

Stakeholder Theory

The Stakeholder Theory, the concept proposed by R. Edward Freeman (1984), has been a basic framework for understanding the relationships between organisations and the people or groups that can influence, or are influenced by,

the organisation's goals. The theory claims that for a firm to achieve long-term success and optimal performance, it must be able to recognise and balance the interests of all of its various stakeholders -- including its employees, customers, investors, governments, host communities and society at large.

In the case of oil and gas companies in Rivers State, the Stakeholder Theory is worth consideration due to the complex network of stakeholder relationships within the industry, which have an impact on the success of projects and outcomes. These stakeholders have different and sometimes conflicting interests -- for example, while oil companies are interested in profit maximisation, host communities are interested in environmental protection and social development. Effective management of stakeholder, therefore, becomes important in balancing these different interests to facilitate smooth execution of projects and sustainable performance (Eskerod & Jepsen, 2013; Sunday & Wobo, 2025; Olulu-Briggs & Wobo, 2023; Olulu-Briggs & Wobo, 2022).

Organizations that engage their stakeholders ethically, transparently and collaboratively, for example, are more likely to build trust, reduce conflict, and secure social legitimacy -- all of which are contributing factors to improved performance, according to Freeman (1984). In oil and gas projects, this means engaging host communities on decision making, complying with environmental regulations and guaranteeing of fair distribution of benefits. Poor engagement of stakeholders on the other hand tends to lead to social unrest, project delays, project sabotage and damage to the reputation which hurts the performance (Aaltonen, 2011; Eweje, 2007).

The Stakeholder Theory forms the basis for the present study as it holds that the success of a project is not entirely based on how efficient the internal management is but more on how effectively the external relationships are managed. It gives the theoretical lens within which the researcher will be able to evaluate the level of identification of stakeholder, level of communication, level of participation of the stakeholders, and the level of conflict resolution as relates to the project performance of oil and gas companies in Rivers State. Thus, the theory indicates support to the argument that effective stakeholder management is a strategic management tool for the improvement of project outcomes, stability of life and sustainable development in the oil and gas sector.

2.3 Empirical Reviews

S/N	Author & Year	Scope	Methodology	Comparison	Gap
1	Ogar, Nwachukwu & Agu (2019)	Oil & Gas firms, Nigeria	Survey of 120 managers; regression analysis	The researchers used regression analysis and focused on oil and gas firms in Nigeria. In contrast, this study adopted pearson's Correlation and has Rivers State as its research base	The researcher had stakeholder identification as measure of predictor variable and operational efficiency and firm profitability as dimensions of the criterion variables. In contrast, this study has stakeholder need identification as measure
2	Afolabi, Fadeyi & Ojo (2020)	Upstream oil projects, Lagos & Rivers States, Nigeria	Questionnaire (n=200); multiple regression	The researchers focused on upstream oil projects in Lagos & Rivers States. Gas firms were not covered. In contrast, this study adopted Pearson's Correlation and has Rivers State as its research base.	Upstream oil projects, Lagos & Rivers States, Nigeria whereas, this study population is the oil and gas in Rivers State.

3	Amadi & Adede (2022)	Oil & Gas projects, Rivers State	Mixed methods (survey + interviews)	Though both studies focus on Oil and Gas, the research measure was effective communication and dimension was project acceptance. This study used stakeholders need identification as measure a	The researcher used mixed research method. This study adopted quantitative research method.
4	Okoli & Okafor (2024)	Downstream Oil & Gas, Nigeria	Quantitative survey; regression analysis	The dimensions of the criterion variable were compliance, brand reputation, and long-term profitability. This study adopted cost efficiency and completion time as dimensions	The researchers population was Downstream Oil & Gas, Nigeria whereas, this study population is the oil and gas in Rivers State.
5	Aaltonen (2010)	International construction projects	Qualitative case studies; content analysis	The dimensions of the criterion variable were project completion. This study included cost efficiency as a dimension	The researchers population was international construction projects whereas, this study population is the oil and gas in Rivers State.
6	Abu-Bakar & Shehu (2016)	Construction industry, Malaysia	Survey of 250 project managers	The measure of the predictor variable was early stakeholder involvement. In contrast, this study adopted stakeholder need identification as measure	The researchers population was Construction industry, Malaysia whereas, this study population is the oil and gas in Rivers State.
7	Mainardes, Alves & Raposo (2017)	Banking sector, Portugal	Structural equation modeling (SEM)	The researchers used stakeholder satisfaction as mediator to influence the relationship between stakeholder management and financial performance. In this study, local content monitoring board was used to moderate stakeholders and management and project performance	The researchers population was Banking sector, Portugal whereas, this study population is the oil and gas in Rivers State.

3.0 Methodology

The term "research design" establishes the blueprint of an investigation with the intention of studying variables and their interrelationship Sanda, et al., (2005). The researcher can use it as a useful road map while he tries to collect data for his investigation. This study is based on the objectivism and positivism philosophies. The quasi-experimental design was considered to be the most suitable for this study. Using this method, data collection method was used for questionnaire.

The target population can be defined as the total group of objects or people to whom generalisation is made on the basis of the findings of the study. For the study, the population are selected consisting of about two hundred management staff of Oil and Gas firms operating that operate in Rivers State from the State directory of register. For the study, the formula that has been used to select the sample size was from Rose, Spinks, and Canhoto, (2015). Based on the formula, for the population of 200 management staff of oil and gas firms Rivers State, the sample size calculated was 118 which was selected using stratified random sampling technique from each subgroup. The sampling units has been chosen from each stratum of the oil and gas firms (exploration and production, service providers and in areas like drilling support, logistics, pipeline maintenance, marine services, health and safety management and community liaison). The stratified random sampling technique was employed in order to ensure that the respondents were a representation of each of the subgroups of population of study. According to Adams et al, (2007), stratified sampling is part of the sampling methods, applied after population is grouped homogenously. Samples are then drawn according to proportions from each strata. In the study, the samples from each stratum have been selected according to the proportion to the population size in the stratum. This produced a sampling size as shown in Table 1.

Table 3.1: Sample Size

Oil and Gas firms' type	Number of management staff sample size
Exploration and Production firms	70
Service Provider firms	48
Total sample management staff	118

Source: Author, 2025

The nature/sources of data used for this study is the primary data. Data collection primary data is by questionnaire and observation. The questionnaire was made with the purpose of sampling the respondent views or opinions about the question asked. The Like bipolar 5 point Likert scale starting from Very Strong to Very Weak was applied to build the questionnaire.

Reliability of research instrument is the measure of the dependability and the internal consistency of the items of the instrument of data collection. In this study, the researcher will use Cronbach's Alpha statistical test as it is the most popular method of internal consistency reliability estimate. The pilot test will be conducted using 118 questionnaires with Cronbach's Alpha statistical test standard of 0.70, while the validity of the research instrument will be measured with the opinion of an expert in the field of project management.

At the first level of analysis, the data was presented through the tools of descriptive statistics such as mean, standard deviation, frequency tables or simple percentages. At the secondary level, the hypotheses in terms of the direction and degree of relationships between Stakeholder Management and Project Performance were tested using the inferential statistics of Pearson's Product Moment Correlation bivariate analysis. Statistical Package for the Social Sciences (SPSS) version 23.0 was used for performing all of the statistical analyses. This updated version can convert discrete and continuous data and scaled data.

4.0 Results and Analysis

4.1 Results

Table 1: Questionnaire Administration and Use

Questionnaire	Frequency	Percent
Produced Copies	118	100
Distributed Copies	118	100
Retrieved Copies	113	95.76
Copies not Retrieved	5	4.23
Valid Copies	107	90.68
Invalid Copies	6	5.08

Source: Field Survey, 2025.

As shown from the statistics in Table 1. with regard to the production, administration and use of questionnaire total of 118 copies (100%) of the questionnaire were produced and distributed to the target respondents. Of the 118 copies distributed,

113 copies (95.76%) were returned and 5 copies (4.23%) were not returned. Also, out of the 113 copies retrieved only 107 copies (90.68%) was used for the analysis as 6 copies (5.08%) were invalid.

Table 2: Analysis of Respondents' Demographics

Demographics	Distribution	Frequency	Percent	Valid Percent	Cumulative Percent
Age	18 – 30 years	4	3.7	3.7	3.7
	31 – 40 years	33	30.8	30.8	34.6
	41 – 50 years	50	46.7	46.7	81.3
	51 years and above	20	18.7	18.7	100.0
	Total	**107**	**100.0**	**100.0**	
Educational Qualification	PhD	3	2.8	2.8	2.8
	Master's Degree	20	18.7	18.7	21.5
	MBA/HND/First Degree	47	43.9	43.9	65.4
	OND/NCE	25	23.4	23.4	88.8
	Other Certificate	12	11.2	11.2	100.0
	Total	**107**	**100.0**	**100.0**	
Experience	1 – 5 years	5	4.7	4.7	4.7
	6 - 10 years	37	34.6	34.6	39.3
	11- 20 years	35	32.7	32.7	72.0
	21 – years and above	30	28.0	28.0	100.0
	Total	**107**	**100.0**	**100.0**	

Source: SPSS Output, 2025.

Table 2 shows that 49(45.8%) of the respondents were male while 58(54.2%) of the respondents were female. Also, it shows that 4(3.7%) of the respondents aged between 18 and 30 years; 33(30.8%) of the respondents aged between 31 and 40 years; 50(46.7%) of the respondents aged between 41 and 50 years while 20(18.7%) of the respondents aged between 50 years and above.

Table 2. shows that 3(2.8%) of the respondents had PhD degrees; 20(18.7%) of the respondents had Master degrees; 47(43.9%) of the respondents had MBA, HND and first degrees; 25(23.4%) of the respondents had OND and NCE while 12(11.2%) of the respondents had other certificates. Similarly, table 2. shows that 5(4.7%) of the respondents had between 1 and 5 years of oil and gas experience in Rivers State; 37(34.6%) of the respondents had between 6 and 10 years of experience; 35(32.7%) of the respondents had between 11 and 20 years of experience while 30(28.0%) of the respondents had 21 and above years of work experience.

Univariate Descriptive Data Analysis and Results

Table 3: Descriptive Statistics of Stakeholder needs identification (SNI) and project cost efficiency (PCE)

Descriptive Statistics

Statements	N	Sum	Mean	Std. Deviation	Variance
I understand what stakeholder needs identification is to project cost efficiency	107	451	4.21	.701	.491
The organization has a stakeholder needs identification strategy that help reduce project cost	107	416	3.89	1.102	1.214
Our stakeholder needs identification strategy is the reason for lack of variations in our projects	107	411	3.84	1.117	1.248
The company engage all stakeholders in their needs assessment as a matter of policy	107	397	3.71	1.073	1.151
Valid N (listwise)	107				

Source: SPSS Output, 2025.

Table 3. depicts high mean scores of the questionnaire items ranging over 3.00, this means that greater number of the respondents expressed very strong and strong extents of acceptance to the research question with respect to Stakeholder Needs Identification (SNI) and Project Cost Efficiency (PCE). However, it can be seen that question 1 which sought to know if the respondents understand the importance of SNI to PCE in their firms, has the highest mean score of 4.21. This shows that question 1 is the most influential to variable.

Table 4: Descriptive Statistics of Stakeholder needs identification (SNI) and project Completion Time (PCT)

Descriptive Statistics

Statements	N	Sum	Mean	Std. Deviation	Variance
Stakeholder's needs identification facilitates project completion time	107	444	4.15	1.139	1.298
Stakeholders' needs identification enhances decision making leading to timely completion of projects	107	435	4.07	.587	.345
Stakeholders' involvements in identification of projects has enabled projects to meet their needs	107	439	4.10	.700	.489
Stakeholders' needs and identification, enables smooth execution of the projects	107	421	3.93	.872	.760
Valid N (listwise)	107				

Source: SPSS Output, 2025.

Table 4 depicts high mean scores of the questionnaire items ranging over 3.00, this means that greater number of the respondents expressed very strong and strong extents of acceptance to the research question with respect to stakeholder needs identification (SNI) and Project completion time (PCT). However, it can be seen that question 1 which seek to determine the extent to which Stakeholder's needs identification facilitate project completion time their firms, has the highest mean score of 4.15. This demonstrates that question 1 has the most influence on the variable.

Table 5: Descriptive Statistics of the influence of Local Content Monitoring Board on Stakeholder Management and Project Performance

Descriptive Statistics

Statements	N	Sum	Mean	Std. Deviation	Variance
We have all stakeholders' data in our Local Content Monitoring Board	107	258	4.00	.799	.638
All stakeholders report to our Local Content Monitoring Board	107	215	3.91	1.293	1.671
We have an established Local Content Monitoring Board	107	268	4.06	1.149	1.319
Our Local Content Monitoring Board activities is instrumental to the firms project performance	107	280	4.40	.964	.930
Valid N (listwise)	107				

Source: SPSS output, 2025.

Table 5 depicts high mean scores of the questionnaire items ranging over 3.00; this means greater number of the respondents agreed and strongly agreed to the research question with respect to Local Content Monitoring Board. However, it can be observed that question 4 which tried to determine the extent to which Local Content Monitoring Board moderate between stakeholder management and project performance of oil and gas firms in Rivers State that painted the highest mean score of 4.40. This reveals that question 4 has the most impact on the variables.

Secondary level: Bivariate inferential statistical analyzes

Ho_1: stakeholder needs identification does not affect project cost efficiency of Oil and Gas Firms in Rivers State.

Table 6: Correlations of stakeholder needs identification and project cost efficiency

Correlations

		stakeholder needs identification	project cost efficiency
stakeholder needs identification	Pearson Correlation	1	.713**
	Sig. (2-tailed)		.000
	N	107	107
project cost efficiency	Pearson Correlation	.713**	1
	Sig. (2-tailed)	.000	
	N	107	107

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

Source: SPSS Output, 2025.

Table 6 of the SPSS report reveals that there is a highly favourable association between the identification of stakeholder needs and the efficiency of cost on the project where correlation coefficient is 0.713***. In addition, the critical value is

also found to be 0.05 while the probability value is 0.000, showing them to be highly significant the association between conscious stakeholder needs identification and project cost reduction. What this implies is that the Oil and Gas Firms in Rivers State can exploit the need identification amongst stakeholders to lower project costs. Accordingly, we reject the null hypothesis which states that there is no relationship between stakeholder needs identification and project costs between Oil and Gas Companies in Rivers State in an effort to reduce the cost of projects, and accept the alternative hypothesis which states that there is a relationship between stakeholder needs identification and project costs.

Ho_2: stakeholder needs identification does not affect project completion time of Oil and Gas Firms in Rivers State.

Table 7: Correlations of stakeholder needs identification and project completion time

Correlations

		stakeholder needs identification	project completion time
stakeholder needs identification	Pearson Correlation	1	.424**
	Sig. (2-tailed)		.000
	N	107	107
project completion time	Pearson Correlation	.424**	1
	Sig. (2-tailed)	.000	
	N	107	107

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

Source: SPSS Output, 2025.

Table 7 shows in the SPSS report that there is a very good association between stakeholder needs identification and project completion time which is 0.424**. In addition, the critical value is 0.05, and the probability value is 0.000, which means there is an extremely significant association between identifying the needs of stakeholders and the completion time of a project. What this means is that Oil and Gas Firms in Rivers State can take advantage of the identification of stakeholder needs to meet the timely completion of projects. Accordingly, we accept alternative hypothesis given by H0 which states that there is no association between oil and gas firms in Rivers State and H1 which states that there is an association between oil and gas firms as measured by identification of stakeholder needs in order to achieve the timely completion of projects.

Ho_3: Local Content Monitoring Board does not have any significant influence between stakeholder management and project performance of Oil and Gas Firms in Rivers State.

Table 8: Correlation analysis showing the moderating influence of local content monitoring board on the relationship between stakeholder management and project performance of Oil and Gas Firms in Rivers State.

Control Variables			Stakeholder management	Project performance	Local Content Monitoring Board
-none-[a]	Stakeholder management	Correlation	1.000	.875	.774
		Significance (2-tailed)	.	.000	.000
		Df	0	67	67
	Project performance	Correlation	.874	1.000	.843
		Significance (2-tailed)	.000	.	.000
		Df	67	0	67
	Local Content Monitoring Board	Correlation	.684	.832	1.000
		Significance (2-tailed)	.000	.000	.
		Df	64	64	0
Local Content Monitoring Board	Stakeholder management	Correlation	1.000	.874	
		Significance (2-tailed)	.	.000	
		Df	0	65	

Project performance	Correlation	.754	1.000
	Significance (2-tailed)	.000	.
	Df	65	0

a. Cells contain zero-order (Pearson) correlations.

Source: SPSS output from survey

As indicated from results of the SPSS output in table 7, the value of Partial Correlation coefficient between stakeholder management and project performance was 0.684 before the introduction of the moderating variable (Local Content Monitoring Board). However, on the introduction of legal Local Content Monitoring Board, there is a change in the Partial Correlation Coefficient to 0.754; giving a difference of 0.07. This implies that, Local Content Monitoring Board's influence on relationship between the stakeholder management and project performance is 70%. Again, result of the analysis is significant (i.e. $p = 0.000 < 0.01$). This means that local content monitoring board moderates the relationship of stakeholder management and project performance of Oil and Gas Firms in Rivers State considerably.

4.2 Discussion of Findings

From the result of the statistical analysis from the data obtained from the application of the successive statistical method using the social statistical package (SPSS), table 9, there is a very good association between the identification of stakeholders and the efficiency of the project in terms of cost, with a correlation coefficient of 0.713. In addition, the critical value is 0.05, and the probability value is 0.000, which represents a highly significant association between the conscious needs identification of stakeholders and reduction of project costs. What this means is that the Oil and Gas Firms in Rivers State can take advantage of the identification of stakeholder needs to scale down on the cost of projects.

The result of the SPSS in tabular form in table 7 indicates that there is a very good association between the identification of stakeholder needs and the project completion time with a correlation coefficient of 0.424. In addition, happens that the critical value is 0.05, and the probability value is 0.000, which shows a highly significant association trend of stakeholder needs identification and completion time of the project. What this meant is Oil and Gas Firms in Rivers State should leverage on the needs of stakeholders for the timely completion of projects.

Again, as it can be seen from result of SPSS output in table 8 the coefficient of Partial Correlation between stakeholder management and project performance was 0.684 before the introduction of the moderating variable (Local Content Monitoring Board). However, upon the introduction of legal Local Content Monitoring Board, there is a change in the Partial Correlation Coefficient to 0.754; giving a difference of 0.07. This means that, Local Content Monitoring Board affects the relationship between stakeholder management to the performance of the project by 70%. Again, result of the analysis is significant (i.e. $p = 0.000 < 0.01$). This means that, Local Content Monitoring Board moderates the relationship between stakeholder management and project performance of Oil and Gas Firms significantly in Rivers State.

These results are been validates by the empirical findings of Ogar, Nwachukwu & Agu (2019) who used regression analysis to examined how effective stakeholder identification and communication improved the operational efficiency and the profitability of Oil & Gas firm in Nigeria.

5.0 Conclusion and Recommendations

5.1 Conclusion

The study concluded that there exists a strong and a significant relationship between Stakeholders needs identification and the project cost and completion time. More pronounce in conclusion is the strong and significant influence of the moderating variable (Local Content Monitoring Board) to stakeholder management and project performance of Oil and Gas Firms in Rivers State.

5.2 Recommendations

Based on our conclusion, the study recommended as follows:

i. Oil and Gas firms in Rivers State should create stakeholder engagement and monitoring units for easy identifying assessment of stakeholder needs. This will promote great increase in the efficiency of their firms' project cost.
ii. The vendor departments of Oil and Gas firms in Rivers State should place premium on the engagement of stakeholders. This is again, will enhance their Project Completion Time.
iii. The institution of a viable Local Content Monitoring Office by all the oil and gas firms operating in Rivers State will improve the performance of the projects.

5.3 Limitations of the Study

This research paper also is restricted in content as it responds to the issues of stakeholder management and project performance in the context of oil and gas a firm alone. The geographical scope of this research is also restricted to oil and gas companies that are in Rivers State.

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