



Research Paper

The Effect of SWOT Analysis on Organizational Effectiveness in Nigeria: A Study of Nigeria Agip Oil Company (NAOC) in Rivers State

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ABSTRACT:

This study examined the effect of SWOT analysis on organizational effectiveness in Nigeria: A study of Nigeria Agip Oil Company (NAOC) in Rivers State. The study was anchored on Resource-Based View (RBV) Theory. Survey research design was adopted in this study. The population of this study consisted of 350 staff of Nigeria Agip Oil Company (NAOC) in Rivers State while the sample size consisted of 187 staff of Nigeria Agip Oil Company (NAOC) in Rivers State. Primary data were used in the study and these data were sourced through structured questionnaire. The technique of data analysis adopted include frequencies, simple percentages and weighted mean. The study found identifying internal strengths and weaknesses through SWOT analysis has significant effect on organizational performance and effectiveness of Nigeria Agip Oil Company (NAOC) in Rivers State. Based on the findings, the study concluded that SWOT analysis plays a vital and significant role in improving organizational effectiveness of Nigeria Agip Oil Company (NAOC) in Rivers State. It was recommended among others that Nigeria Agip Oil Company (NAOC) in Rivers State should institutionalize the practice of conducting periodic SWOT analyses. Incorporating SWOT analysis into their strategic planning processes will help them to continuously assess their internal strengths and weaknesses while identifying external opportunities and threats.

Keywords: SWOT Analysis, Organizational Effectiveness, Strength, Weaknesses, Opportunities, Threats

I. Introduction

In recent decades, the business environment has undergone significant transformations driven by globalization, technological advancements, and evolving consumer expectations. Organizations are required to constantly evaluate their operational frameworks to remain competitive and effective in their respective industries. In response to these challenges, strategic management has emerged as a critical function within organizations, guiding their efforts to develop sustainable competitive advantages (Olawale & Garwe, 2018). SWOT analysis has become one of the most widely recognized tools in this domain, enabling companies to evaluate both their internal and external environments systematically. The concept of SWOT analysis dates back to the early 1960s when Albert Humphrey led a research project at the Stanford Research Institute aimed at understanding why corporate planning was failing in some of the largest companies in the United States. The research, which analyzed Fortune 500 companies, eventually resulted in the development of SWOT analysis as a practical tool for strategic planning (Gürel & Tat, 2017). Over time, SWOT analysis has gained widespread acceptance due to its simplicity and adaptability, making it a cornerstone of strategic management in organizations of all sizes and sectors. The primary aim of SWOT analysis is to provide organizations with a structured approach to identifying

internal strengths and weaknesses, as well as external opportunities and threats. Strengths refer to the internal attributes that give an organization an advantage over its competitors, such as a strong brand, skilled workforce, or proprietary technology. Weaknesses represent internal factors that may hinder the organization's performance, such as outdated technology, limited financial resources, or poor management practices. Opportunities are external factors that the organization can exploit to achieve growth, including market trends, regulatory changes, or technological innovations. Threats refer to external challenges that could negatively impact the organization, such as increased competition, economic downturns, or changes in customer preferences (Babalola & Tihamiyu, 2023). SWOT analysis has been identified to play a crucial role in enhancing organizational effectiveness. Organizational effectiveness refers to the degree to which an organization achieves its goals and fulfills its mission in an efficient and sustainable manner. In the context of strategic management, organizational effectiveness is closely linked to the ability of an organization to develop and implement strategies that enhance its performance, increase its competitiveness, and adapt to changing market conditions (Denison & Mishra, 2015). According to Richard, Devinney, Yip and Johnson (2019), organizational effectiveness can be measured using various dimensions, including financial performance, market share, customer satisfaction, and employee engagement. An effective organization is one that not only achieves its short-term objectives but also creates long-term value for its stakeholders. As a result, SWOT analysis has become an essential component of organizational planning, used by businesses to assess potential strategic initiatives, identify areas for improvement, and make informed choices about resource allocation. SWOT analysis as a strategic management tool plays a pivotal role in enhancing organizational effectiveness (Adeoye & Elegunde, 2022). Also, Oluwaseun and Ogunyemi (2019) noted that SWOT analysis is a valuable tool for enhancing organizational effectiveness by providing a structured framework for evaluating internal and external factors that influence strategic decision-making. Through improved decision-making, strategic alignment, enhanced adaptability, resource optimization, and risk mitigation, SWOT analysis enables organizations to achieve their goals and sustain long-term growth.

II. Statement of the Problem

SWOT analysis is a widely utilized strategic planning tool that helps organizations assess their internal and external environments by identifying strengths, weaknesses, opportunities, and threats. While it has proven to be beneficial across oil and gas sector (Nigeria Agip Oil Company inclusive), it is not without its challenges and potential negative effects, especially when not applied effectively. In Nigeria Agip Oil Company (NAOC), a company characterized by volatility, regulatory uncertainties, environmental concerns, and socio-political dynamics, SWOT analysis can present unique challenges that may hinder company's effectiveness. One of the most common challenges of conducting SWOT analysis in Nigeria Agip Oil Company is the inherent subjectivity that can skew the results. In Nigeria's oil and gas sector, this subjectivity can be especially pronounced, given the diverse perspectives of stakeholders such as government officials, company executives, technical experts, and community leaders. The Nigeria Agip Oil Company (NAOC) is characterized by its dynamic and volatile nature, driven by fluctuating oil prices, changing government policies, and evolving global energy demands. However, SWOT analysis is typically a static tool, offering a snapshot of an organization's internal and external environment at a given point in time. This creates a mismatch between the tool's static nature and the industry's rapidly changing conditions which in turn negatively affect organizational effectiveness of oil and gas industry, Nigeria Agip Oil Company (NAOC) in particular.

III. Aim and Objectives of the Study

The aim of this study is to examine the effect of SWOT analysis on organizational effectiveness in Nigeria: A study of Nigeria Agip Oil Company (NAOC) in Rivers State. Specifically, the study achieved the following objectives:

- i. To assess the adoption and implementation of SWOT analysis in Nigeria Agip Oil Company (NAOC) in Rivers State.
- ii. To evaluate the effect of identifying internal strengths and weaknesses on organizational performance of Nigeria Agip Oil Company (NAOC) in Rivers State.
- iii. To analyze the role of external opportunities and threats in shaping strategic decisions of Nigeria Agip Oil Company (NAOC) in Rivers State.
- iv. To determine the effect of SWOT analysis on overall organizational effectiveness of Nigeria Agip Oil Company (NAOC) in Rivers State.

IV. Research Questions

The following research questions were raised to guide the study:

- i. To what extent is SWOT analysis adopted and implemented in Nigeria Agip Oil Company (NAOC) in Rivers State?
- ii. How does identifying internal strengths and weaknesses affect organizational performance of Nigeria Agip Oil Company (NAOC) in Rivers State?
- iii. What is the role of external opportunities and threats in shaping strategic decisions of Nigeria Agip Oil Company (NAOC) in Rivers State?
- iv. What is the effect of SWOT analysis on overall organizational effectiveness of Nigeria Agip Oil Company (NAOC) in Rivers State?

V. LITERATURE REVIEW

Theoretical Framework

This study is anchored on Resource-Based View (RBV) Theory. This theory is discussed below:

Resource-Based View (RBV) Theory

The Resource-Based View (RBV) Theory is a prominent framework in strategic management that offers valuable insights into understanding and explaining firm profitability. Developed by scholars such as Jay Barney and Wernerfelt in the late 20th century, the Resource-Based View (RBV) Theory posits that a firm's competitive advantage and profitability are primarily driven by its unique and valuable resources and capabilities (Myers, 1984). The Resource-Based View (RBV) Theory emphasizes that not all firms possess the same resources. Profitability is influenced by the heterogeneity of resources across firms. Firms with rare and unique resources are better positioned to achieve above-average profits. The Resource-Based View (RBV) theory provides a solid foundation for understanding how SWOT analysis impacts organizational effectiveness by focusing on how internal resources and capabilities create competitive advantage. This theory suggests that organizations achieve sustainable success by leveraging unique resources that are valuable, rare, inimitable, and non-substitutable (VRIN). SWOT analysis, which identifies an organization's strengths, weaknesses, opportunities, and threats, is directly connected to the RBV framework because it highlights the internal resources and competencies that can be exploited to achieve organizational effectiveness. Specifically, the RBV emphasizes that internal factors, particularly an organization's resources and capabilities, are the primary drivers of competitive advantage and, therefore, of organizational effectiveness. SWOT analysis, through its focus on strengths and weaknesses, supports this by identifying internal capabilities that can be leveraged or improved. Another key aspect of RBV is the idea that organizations need to strategically deploy their resources to exploit external opportunities or counteract external threats. Also, SWOT analysis aids in this process by identifying potential opportunities and threats in the environment. For instance, a company with strong research and development capabilities (an internal strength) can capitalize on an emerging market opportunity (external opportunity) by innovating new products. The strategic alignment of these strengths with opportunities leads to enhanced organizational effectiveness.

Conceptual Review

SWOT Analysis

SWOT analysis is widely recognized as an essential strategic planning tool used to evaluate an organization's internal and external environment. Helms and Nixon (2010) described SWOT analysis as a strategic planning tool that identifies the *strengths, weaknesses, opportunities, and threats* associated with a business or project. It provides a framework to assess internal capabilities (strengths and weaknesses) while recognizing external factors (opportunities and threats). The analysis allows organizations to formulate strategies based on internal competencies and external circumstances. Gürel and Tat (2017) defined SWOT analysis as a strategic management tool that helps organizations assess their current situation by identifying internal strengths and weaknesses, along with external opportunities and threats. This analysis forms the basis for formulating future strategies by leveraging strengths and opportunities while addressing weaknesses and mitigating threats. Phadermrod Crowder and Wills (2019) explained that SWOT analysis serves as a widely accepted framework

for strategic planning by identifying factors within an organization's control (strengths and weaknesses) and factors outside its control (opportunities and threats). This process enables decision-makers to align organizational resources and competencies with market demands. Chermack and Kasshanna (2017) defined SWOT as an analytical tool used to organize and assess an organization's strategic environment by evaluating both internal factors (strengths and weaknesses) and external conditions (opportunities and threats). The framework guides decision-making, allowing businesses to navigate their competitive environment effectively.

Components of SWOT Analysis

A SWOT analysis is a strategic planning tool that helps organizations assess their internal strengths and weaknesses, as well as external opportunities and threats. The components of SWOT analysis include the following:

Strengths: Strengths refer to the internal attributes or resources that give a company a competitive advantage in the market. These are factors within the organization that contribute to its success and help it achieve its objectives. Strengths can be tangible, such as strong financial performance, state-of-the-art technology, and a well-trained workforce, or intangible, such as brand reputation, industry expertise, and a strong corporate culture.

Weaknesses: Weaknesses are internal factors that hinder an organization's ability to meet its goals. These are areas where the company lacks resources or performs poorly compared to competitors. Identifying weaknesses helps an organization understand where it needs improvement or additional support.

Opportunities: Opportunities refer to external factors that a company can capitalize on to achieve its objectives or improve its position in the market. These can be emerging trends, market gaps, regulatory changes, or advances in technology that offer potential growth or expansion. Opportunities arise from changes in the external environment and, if seized effectively, can provide a competitive edge.

Threats: Threats are external factors that could negatively impact an organization's performance or future prospects. These factors are often beyond the control of the company but must be anticipated and managed to minimize their impact. Identifying threats allows businesses to take preemptive measures to protect themselves or adapt to changing conditions.

How SWOT Analysis Works in Practice

SWOT analysis provides a comprehensive picture of an organization's strategic position by integrating internal and external factors. For instance, a company may identify its strength as strong brand recognition and an opportunity as increasing demand for eco-friendly products. Leveraging its brand, the company can launch sustainable product lines to capture the opportunity. Similarly, by identifying a weakness like outdated technology and a threat like new competitors, the company can invest in innovation to stay competitive. Each component of the SWOT analysis informs strategic decisions in the following ways:

Strategic Importance of SWOT Analysis

SWOT analysis is particularly valuable because it promotes self-awareness and strategic thinking within an organization. It helps in aligning resources with the business environment, ensuring that strategies are realistic and grounded in the current context. Additionally, SWOT can be used by organizations of any size, from startups to large corporations, and in various industries. It is also flexible and can be applied to different departments, projects, or even personal career planning (Gürel & Tat, 2017). Furthermore, SWOT analysis encourages collaboration across departments, as it often requires input from various parts of the organization to get a holistic view of the company's situation. It is not a one-time exercise but should be revisited periodically to keep pace with changes in the business environment. A thorough SWOT analysis offers management a comprehensive overview of internal capabilities and external challenges, which helps in informed decision-making. The analysis allows decision-makers to allocate resources optimally, focusing on areas where the firm is strongest while mitigating risks posed by external threats. Another key strategic use of SWOT analysis is recognizing potential opportunities in the market. It allows businesses to see gaps in the market, technological innovations, or shifts in consumer preferences that they can exploit for growth and expansion (Adebisi & Bakare, 2017).

Organizational Effectiveness

Cameron and Whetten (2018) defined organizational effectiveness as the extent to which an organization can fulfill its goals through resource acquisition and strategic adaptation to environmental changes. According to them, an effective organization aligns its internal processes with external demands and continuously adapts to the dynamic environment to maintain success. Richard, Devinney, Yip and Johnson (2019) argued that organizational effectiveness is a multi-dimensional construct that goes beyond financial performance. It includes elements such as innovation, customer satisfaction, and employee well-being, emphasizing that effectiveness is about sustaining performance across various dimensions over time. Daft (2020) viewed organizational effectiveness as a measure of how well an organization achieves its stated objectives. Denison and Mishra (2015) defined organizational effectiveness through a cultural lens, stating that organizational culture significantly impacts effectiveness. They argue that organizational effectiveness stems from flexibility, innovation, and a strong sense of mission. Organizations that foster a collaborative and adaptive culture tend to perform better. Scott (2023) defined organizational effectiveness as the capability of an organization to adapt to its external environment while maintaining internal consistency and efficiency.

SWOT analysis of Nigeria Agip Oil Company (NAOC)

Nigeria Agip Oil Company (NAOC), Italian oil giant ENI, has been a significant player in Nigeria's oil and gas industry, particularly in onshore and offshore exploration, production, and development activities. The SWOT analysis of the company is provided below:

Strengths

1. **Strong Market Position:** NAOC has established a significant presence in the Nigerian oil and gas sector, benefiting from its parent company ENI's vast resources, technology, and operational expertise. This robust backing has helped NAOC maintain a stable market position within Nigeria and compete effectively with other major players, including Shell, Chevron, and TotalEnergies.
2. **Technical Expertise and Innovation:** NAOC's access to ENI's advanced technology has been crucial for its operational success. ENI's research and development programs have allowed NAOC to implement innovative extraction and production techniques, especially in challenging onshore and offshore areas. This technical capability is an essential strength as it facilitates efficient operations and the use of sustainable practices, which are crucial in today's energy industry.
3. **Environmental and Social Programs:** NAOC has invested in corporate social responsibility (CSR) programs across Nigeria. Through its Green River Project, NAOC has supported agriculture and local communities, particularly in the Niger Delta, with programs aimed at promoting sustainable livelihoods, healthcare, education, and environmental conservation. These initiatives have helped strengthen its relationship with local communities and reduce conflicts, an issue often faced by other oil companies in the region.
4. **Resource Rich Reserves:** NAOC operates in one of the richest oil and gas reserves regions globally. Nigeria is the largest oil producer in Africa, and NAOC's onshore and offshore operations position the company to benefit from the high quality and quantity of Nigeria's oil reserves, adding to its strategic advantage in production capacity and revenue generation.

Weaknesses

1. **Operational Challenges and Environmental Risks:** Like other oil companies operating in the Niger Delta, NAOC faces environmental challenges, including oil spills and gas flaring, which have led to both operational disruptions and reputational damage. Environmental concerns have sometimes strained relations with local communities and attracted criticism from environmental organizations and government authorities.
2. **Dependence on Nigeria's Oil Market:** NAOC's primary operations are concentrated in Nigeria, making it susceptible to the country's economic and political instabilities. Economic downturns, regulatory changes, or political crises in Nigeria directly impact the company's performance, making the lack of geographic diversification a strategic weakness.
3. **Security Issues:** Due to Nigeria's high levels of insecurity in the oil-producing regions, particularly in the Niger Delta, NAOC faces frequent threats to its assets, personnel, and operations. Incidents such as

pipeline vandalism, militant attacks, and kidnappings can lead to production losses and increased operational costs.

4. **Compliance and Regulatory Hurdles:** The oil and gas industry in Nigeria is heavily regulated. NAOC often encounters compliance challenges with government regulations, which can lead to operational delays, legal expenses, and occasional fines or sanctions, affecting its financial and operational efficiency.

Opportunities

1. **Expansion into Renewable Energy:** With the global transition toward cleaner energy sources, NAOC has an opportunity to diversify into renewable energy, aligning with ENI's commitment to reducing carbon emissions. Exploring alternative energy sources like solar and wind power within Nigeria could provide NAOC with a strategic advantage as Nigeria's energy demand grows.
2. **New Oil and Gas Discoveries:** Nigeria has seen recent discoveries of new oil fields, and opportunities to explore and develop these fields can provide NAOC with avenues to increase its oil reserves and production. Collaborations with local companies and the Nigerian government on new projects can help NAOC boost its production levels and revenues.
3. **Growing Demand for Natural Gas:** There is an increasing demand for natural gas in Nigeria and globally due to its lower carbon footprint compared to oil. Nigeria has vast natural gas reserves, which NAOC could explore more extensively. Investments in gas production and processing infrastructure can help NAOC increase its share in the gas market, potentially reducing its carbon footprint and aligning with environmental regulations.
4. **Local Content Policies:** Nigeria's local content laws promote partnerships with indigenous companies and the use of local resources. By strengthening collaborations with local firms and hiring Nigerian talent, NAOC can benefit from favorable treatment by regulators, enhance its reputation, and foster local community support.

Threats

1. **Fluctuating Global Oil Prices:** NAOC's revenue is highly dependent on global oil prices, which are notoriously volatile. Price fluctuations, driven by global supply and demand dynamics or geopolitical tensions, can have a substantial impact on NAOC's profitability. Lower oil prices reduce revenues, while high prices can lead to increased regulatory scrutiny and public backlash.
2. **Political Instability and Regulatory Changes:** Nigeria's political environment is unpredictable, with changes in government often bringing new policies that impact the oil and gas sector. Regulatory reforms, such as increased taxes or environmental laws, can increase NAOC's operating costs and affect its bottom line.
3. **Intensified Competition:** With more local and foreign firms entering Nigeria's oil and gas market, NAOC faces increased competition. This competition can lead to reduced market share, higher operational costs, and the need to innovate continuously to maintain its position.
4. **Environmental and Social Pressures:** Growing global awareness around environmental issues and social justice movements poses a threat to NAOC. Increased pressure from governments, non-governmental organizations, and the public to adopt environmentally friendly practices may require NAOC to invest more in sustainable operations, potentially increasing costs and reducing profit margins.

VI. Empirical Review

Babalola and Tihami (2023) examined the application of SWOT analysis in maintaining organizational sustainability within small and medium enterprises (SMEs) in the Nigerian economy. The research focused on SMEs operating in Ibadan, Oyo State. The study covered 1200 registered small and medium enterprises (SMEs) operating in Ibadan, Oyo State. Using regression technique, the result of the study showed that SMEs that incorporated SWOT analysis into their regular strategic planning were more likely to achieve long-term sustainability. These firms demonstrated a strong ability to use their strengths (such as agility and innovation) to

capitalize on emerging market opportunities. Conversely, companies that failed to address identified weaknesses, such as limited access to capital or poor technological infrastructure, struggled to sustain growth.

Adeoye and Elegunde (2022) investigated the relationship between strategic planning, using SWOT analysis, and corporate performance in selected companies in Lagos. The population of the study consisted of 166 companies while the sample size consisted of 205 senior staff of the selected companies in Lagos. The study adopted Pearson correlation and found a positive correlation between the use of SWOT analysis in strategic planning and improved corporate performance. Furthermore, the study showed that companies with a strong alignment between their strengths and external opportunities achieved higher profitability and long-term success.

Ogechukwu and Latinwo (2020) focused on the retail sector in Nigeria, examining how SWOT analysis helps businesses align their strategies with market conditions to improve organizational effectiveness. The study highlighted that retail firms which regularly conducted SWOT analysis were better able to align their internal capabilities with external market opportunities. Firms that identified strengths such as a strong distribution network and customer loyalty were able to enhance their market presence, while those that failed to address weaknesses, such as poor inventory management, faced operational challenges.

Ilesanmi (2021) focused on the role of SWOT analysis in manufacturing firms within Lagos, Nigeria. The research examined how these firms utilize internal strengths and address weaknesses to improve performance and overall organizational effectiveness. Using descriptive survey research design and correlation technique, the study revealed that manufacturing firms actively use SWOT analysis to enhance their competitive advantage. Also, the study emphasized the importance of addressing weaknesses, such as outdated technology and inefficient processes, as key strategies for improving organizational effectiveness.

Oluwaseun and Ogunyemi (2019) examined the application of SWOT analysis in the Nigerian banking sector. The study specifically focused on how banks use SWOT analysis to navigate regulatory changes and competitive pressures. The study revealed that banks that conducted thorough SWOT analyses were better positioned to handle external threats, such as regulatory changes and market volatility. However, weaknesses such as outdated technology or poor customer service were identified as critical areas that needed addressing to improve overall effectiveness.

Olawale and Garwe (2018) explored the role of SWOT analysis in startups and new ventures in Nigeria. The study focused on how new businesses identify and leverage strengths and opportunities to survive in a competitive business environment. The study found that Nigerian startups that engaged in regular SWOT analysis were better able to manage the risks associated with new business ventures. These startups were able to identify and capitalize on market opportunities more effectively, such as leveraging technological advancements. In contrast, startups that failed to conduct SWOT analysis struggled with internal weaknesses, such as lack of managerial expertise and capital.

Adebisi and Bakare (2017) examined the application of SWOT analysis in the oil and gas sector in Nigeria and how oil companies use SWOT to address internal and external challenges. The study showed that oil and gas firms that employed SWOT analysis were more capable of adapting to external threats, such as fluctuating oil prices and regulatory changes. However, failure to address weaknesses, such as environmental impact and community relations, hindered overall organizational effectiveness.

VII. METHODOLOGY

Research Design

Survey research design is adopted in this study. Survey research design is a study which makes use of a questionnaire or interview to collect data from a sample that has been selected to represent a population to which the findings of the data analysis can be generalized.

Population of the Study

The population of this study consisted of fourteen registered Nigeria Agip Oil Company (NAOC) in Rivers State. The accessible population consisted of three hundred and fifty (350) staff of Nigeria Agip Oil Company (NAOC) in Rivers State.

Sample and Sampling Technique

For the purpose of this study, simple random sampling technique was applied. However, since the population of this study is known, the sample size of this study was determined using Taro Yamane's formula at 5% significant level. The mathematical expression of Taro Yamane formula is given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where,

n = the desired sample size

N = the estimate of the population size

1 = theoretical constant

e = probability of error (i.e., the desired precision, e.g., 0.05 for 95% confidence level)

The application of Taro Yamane formula is given as:

$$n = \frac{350}{1 + 350(0.05)^2}$$
$$n = \frac{350}{1 + 350(0.0025)}$$

$$n = \frac{350}{1 + 0.875}$$

$$n = \frac{350}{1.875}$$
$$n = 187 \text{ (approximately)}$$

Based on the above calculation, the sample size of this study consisted of one hundred and eight-seven (187) staff of Nigeria Agip Oil Company (NAOC) in Rivers State.

Research Instrument

This study made use of primary data and structured questionnaire as data collection instrument. the questionnaire was structured and measured using a modified four-point Likert type scale of:

Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2, Strongly Disagree (SD) = 1.

Data Analysis Technique

For the purpose of analysing the research data for this study, the data analysis technique used for the analysis of the research question was descriptive statistics. These included frequencies, simple percentages and weighted mean.

VIII. DATA ANALYSIS AND DISCUSSION OF FINDINGS

Analysis of Questionnaire

Table 1: Response Rate of Questionnaire Administered

Copies of Questionnaire	Frequency	Percentage (%)
Questionnaire Administered	187	100
Questionnaire Retrieved	155	82.9
Questionnaire not Retrieved	32	17.1
Invalid Questionnaire	5	2.7
Valid Questionnaire	150	80.2

Source: Field Survey (2024).

Table 1 shows the summary of the response rate of questionnaire administered. The table reveals one hundred and eighty-seven (187) copies of questionnaire representing 100.0 per cent were administered to the respondents, one hundred and fifty-five (155) copies of questionnaire representing 82.9 percent were retrieved, thirty-two (32) copies of questionnaire representing 17.1 percent were not retrieved, five (5) copies of questionnaire representing 2.7 percent were invalid while one hundred and fifty (150) copies of questionnaire representing 80.2 percent were valid. This implies a high rate of response for the study purpose.

Analysis of Demographic Data

The table below showed the demographic data of the respondents:

Table 2: Demographic Characteristics of the Respondents

Variable	Frequency	Percentage
Age Bracket		
17 - 26 years	26	17.3
27 - 36 years	60	40.0
37 - 46 years	44	29.3
47 years and above	20	13.3
Total	150	100.0
GENDER		
Male	83	55.3
Female	67	44.7
Total	150	100.0
Educational Qualification		

OND/HND	60	40.0
Bachelor's Degree	65	43.3
Masters' Degree	17	11.3
Doctorate Degree	8	5.4
Total	150	100.0
Marital Status		
Single	58	38.7
Married	84	56.0
Divorced	3	2.0
Widowed	5	3.3
Total	65	100.0
Years of Experience		
1-6 years	44	29.3
7-12 years	56	37.3
13-18 years	37	24.7
19 years and above	13	8.7
Total	150	100.0

Source: Field Survey (2024).

The distribution of the respondents by age in Table 2 shows that majority of the respondents were within age group of 27-36 years. Also, the distribution of the respondents by gender in Table 2 shows that majority of the respondents were males. Moreover, the distribution of the respondents by level of education in Table 2 shows that majority of the respondents were Bachelor's Degree holders. In addition, the distribution of the respondents by marital status in Table 2 shows that majority of the respondents were married. Lastly, the distribution of the respondents by years of experience in Table 2 shows that majority of the respondents had 7-12 years of experience.

Answer to Research Questions

Research Question One: To what extent is SWOT analysis adopted and implemented in Nigeria Agip Oil Company (NAOC) in Rivers State?

Table 3: Weighted Mean Responses on the Adoption and Implementation of SWOT Analysis in Nigeria Agip Oil Company (NAOC) in Rivers State

No	QUESTIONNAIRE ITEMS	SA (%)	A (%)	D (%)	SD (%)	MEAN (\bar{X})	DECISION
1.	Our company adopts SWOT analysis as a tool for strategic decision-making.	64 (42.7%)	70 (46.7%)	7 (4.7%)	9 (6.0%)	3.52	Agreed
2.	Our company uses SWOT analysis for assessing internal strengths and weaknesses.	73 (48.7%)	60 (40.0%)	9 (6.0%)	8 (5.3%)	3.59	Agreed
3.	The implementation of SWOT analysis is effective in identifying external opportunities and threats in our company.	80 (53.3%)	62 (41.3%)	5 (3.3%)	3 (2.0%)	3.61	Agreed

Source: Field Survey (2024).

Note: SA = Strongly Agree (4), A = Agree (3), D = Disagree (2), SD = Strongly Disagree (1)

Table 3 showed the descriptive statistics of the responses to the three items on research question one on four-rating scales. The results in the table revealed that the respondents are in agreement with each of the three statements/items on research question one. This conclusion is reached since the total number of the respondents that agreed greatly exceed those that disagreed on each of the three statements/items on research question one. Another statistical evidence to support this conclusion is that items 1, 2 and 3, 4 and 5 had the weighted mean ratings of 3.52, 3.59 and 3.61 respectively which are above the criterion mean of 2.5 each and are therefore accepted. This indicates that SWOT analysis is adopted and implemented in Nigeria Agip Oil Company (NAOC) in Rivers State.

Research Question Two: How does identifying internal strengths and weaknesses affect organizational performance of Nigeria Agip Oil Company (NAOC) in Rivers State?

Table 4: Weighted Mean Responses on the effect of Identifying Internal Strengths and Weaknesses on Organizational Performance of Nigeria Agip Oil Company (NAOC) in Rivers State

No	QUESTIONNAIRE ITEMS	SA (%)	A (%)	D (%)	SD (%)	MEAN (\bar{X})	DECISION
4.	Identifying the company's internal strengths positively impact its overall performance.	61 (40.7%)	69 (46.0%)	8 (5.3%)	12 (8.0%)	3.33	Agreed
5.	The process of identifying internal weaknesses helps in improving operational efficiency within our company.	60 (40.0%)	68 (45.3%)	11 (7.3%)	11 (7.3%)	3.29	Agreed
6.	Addressing identified internal weaknesses contributes to our company's competitive advantage in the oil and gas industry.	60 (40.0%)	69 (46.0%)	9 (6.0%)	12 (8.0%)	3.30	Agreed

Source: Field Survey (2024).

Note: SA = Strongly Agree (4), A = Agree (3), D = Disagree (2), SD = Strongly Disagree (1)

Table 4 showed the descriptive statistics of the responses to the three items on research question two on four-rating scales. The results in the table revealed that the respondents are in agreement with each of the three statements/items on research question two. This conclusion is reached since the total number of the respondents that agreed greatly exceed those that disagreed on each of the three statements/items on research question two. Another statistical evidence to support this conclusion is that items 4, 5 and 6 had the weighted mean ratings of 3.33, 3.29 and 3.30 respectively which are above the criterion mean of 2.5 each and are therefore accepted. This indicates that identifying internal strengths and weaknesses has effect on organizational performance of Nigeria Agip Oil Company (NAOC) in Rivers State.

Research Question Three: What is the role of external opportunities and threats in shaping strategic decisions of Nigeria Agip Oil Company (NAOC) in Rivers State?

Table 5: Weighted Mean Responses on the Role of External Opportunities and Threats in Shaping Strategic Decisions of Nigeria Agip Oil Company (NAOC) in Rivers State

No	QUESTIONNAIRE ITEMS	SA (%)	A (%)	D (%)	SD (%)	MEAN (\bar{X})	DECISION
7.	External opportunities influence the strategic decision-making process in our company.	56 (37.3%)	67 (44.7%)	17 (11.3%)	10 (6.7%)	3.27	Agreed
8.	Our company often reassess external opportunities and threats as part of its strategic planning process.	67 (44.7%)	63 (42.0%)	10 (6.7%)	10 (6.7%)	3.36	Agreed
9.	Our organization often capitalizes on external opportunities to improve market positioning or operational efficiency.	62 (41.3%)	64 (42.7%)	13 (8.7%)	11 (7.3%)	3.21	Agreed

Source: Field Survey (2024).

Note: SA = Strongly Agree (4), A = Agree (3), D = Disagree (2), SD = Strongly Disagree (1)

Table 5 showed the descriptive statistics of the responses to the three items on research question three on four-rating scales. The results in the table revealed that the respondents are in agreement with each of the three statements/items on research question three. This conclusion is reached since the total number of the respondents that agreed greatly exceed those that disagreed on each of the three statements/items on research question three. Another statistical evidence to support this conclusion is that items 7, 8 and 9 had the weighted mean ratings of 3.27, 3.36 and 3.21 respectively which are above the criterion mean of 2.5 each and are therefore accepted. This indicates that external opportunities and threats play a vital role in shaping strategic decisions of Nigeria Agip Oil Company (NAOC) in Rivers State.

Research Question Four: What is the effect of SWOT analysis on overall organizational effectiveness of Nigeria Agip Oil Company (NAOC) in Rivers State?

Table 6: Weighted Mean Responses on the Effect of SWOT Analysis on Overall Organizational Effectiveness of Nigeria Agip Oil Company (NAOC) in Rivers State

No	QUESTIONNAIRE ITEMS	SA (%)	A (%)	D (%)	SD (%)	MEAN (\bar{X})	DECISION
10.	The use of SWOT analysis improves our company's overall performance and competitive positioning in the oil and gas sector.	64 (42.7%)	68 (45.3%)	9 (6.0%)	9 (6.0%)	3.38	Agreed
11.	The implementation of SWOT analysis has effectively contributed to the achievement of our company's strategic goals	54 (36.0%)	65 (43.3%)	11 (7.3%)	20 (13.3%)	3.18	Agreed

and objectives.

12.	The identification of strengths, weaknesses, opportunities, and threats through SWOT analysis enhances decision-making processes in our company.	65 (43.3%)	68 (45.3%)	8 (5.3%)	9 (6.0%)	3.44	Agreed
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Source: Field Survey (2024).

Note: SA = Strongly Agree (4), A = Agree (3), D = Disagree (2), SD = Strongly Disagree (1)

Table 6 showed the descriptive statistics of the responses to the three items on research question three on four-rating scales. The results in the table revealed that the respondents are in agreement with each of the three statements/items on research question three. This conclusion is reached since the total number of the respondents that agreed greatly exceed those that disagreed on each of the three statements/items on research question three. Another statistical evidence to support this conclusion is that items 10, 11 and 12 had the weighted mean ratings of 3.38, 3.18 and 3.44 respectively which are above the criterion mean of 2.5 each and are therefore accepted. This indicates that SWOT analysis has a significant effect on overall organizational effectiveness of Nigeria Agip Oil Company (NAOC) in Rivers State.

IX. Discussion of Findings

This study examined the effect of SWOT analysis on organizational effectiveness in Nigeria: A study of Nigeria Agip Oil Company (NAOC) in Rivers State. The result of the study showed that SWOT analysis is adopted and implemented in Nigeria Agip Oil Company (NAOC) in Rivers State. Also, the study found that identifying internal strengths and weaknesses has effect on organizational performance of Nigeria Agip Oil Company (NAOC) in Rivers State. In furtherance, the finding emanating from the study showed that external opportunities and threats play a vital role in shaping strategic decisions of Nigeria Agip Oil Company (NAOC) in Rivers State. Lastly, SWOT analysis has a significant effect on overall organizational effectiveness of Nigeria Agip Oil Company (NAOC) in Rivers State. This result conforms to the result of Adeoye and Elegunde (2022) who found that strategic planning, using SWOT analysis has a positive and significant effect on corporate performance in selected companies in Lagos. This finding is also supported by the work of Abata and Babalola and Tihamiyu (2023) which revealed that SMEs that incorporated SWOT analysis into their regular strategic planning were more likely to achieve long-term sustainability. These firms demonstrated a strong ability to use their strengths (such as agility and innovation) to capitalize on emerging market opportunities. This finding is also in agreement with the work of Adeoye and Elegunde (2022) who found that retail firms which regularly conducted SWOT analysis were better able to align their internal capabilities with external market opportunities.

X. Conclusion

This study has examined effect of SWOT analysis on organizational effectiveness in Nigeria: A study of Nigeria Agip Oil Company (NAOC) in Rivers State. The result of the study showed that identifying internal strengths and weaknesses through SWOT analysis has significant effect on organizational performance and effectiveness of Nigeria Agip Oil Company (NAOC) in Rivers State. Based on the findings, the study concludes that SWOT analysis plays a vital and significant role in improving organizational effectiveness of Nigeria Agip Oil Company (NAOC) in Rivers State.

XI. Recommendations

Based on from the findings, the following recommendations were put forward by the researcher:

- i. Nigeria Agip Oil Company (NAOC) in Rivers State should institutionalize the practice of conducting periodic SWOT analyses. Incorporating SWOT analysis into their strategic planning processes will help them to continuously assess their internal strengths and weaknesses while identifying external opportunities and threats.
- ii. Oil and gas companies should focus on leveraging the internal strengths identified through SWOT analysis to drive innovation, improve operational efficiency, and maintain competitiveness. Strengths, such as technological

expertise, skilled workforce, and resource availability, should be strategically harnessed to foster innovation and differentiate the company from its competitors.

iii. Oil and gas companies should continuously assess and seize external opportunities identified through SWOT analysis, such as emerging markets, technological advancements, and regulatory incentives as can help them expand their operations, diversify their offerings, and improve overall organizational effectiveness.

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