

STRATEGIC LEADERSHIP STYLE ADOPTION AND THE EFFECTIVENESS OF INFORMATION SYSTEM CHANGE IN OIL AND GAS COMPANIES IN RIVERS STATE, NIGERIA.

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ABSTRACT

The effect of IS change with employee change readiness as a moderating variable, on the relationship between strategic leadership style adoption and IS change effectiveness in oil and gas companies in Rivers State, Nigeria was studied. The study was done quantitatively with a correlative design, with the data collected from a set of 76 appropriate respondents from the oil and gas companies using a structured questionnaire. The results revealed that vision articulation variable has a positive significant correlation with the user acceptance variable in information system change, resource alignment variable with system performance variable, and scenario planning variable with system performance variable of process improvement. Moderating effect of the levels of change readiness associated with the employees was also found to affect the relationship between strategic leadership style adoption and effectiveness of the information system change. The conclusion is that, for an information system change to be successful, leadership style of the management in the process and level of readiness with which employees accept and support the change are important factors. The study findings suggested increased levels of transformational and resource aligning practices and fewer passive leadership behaviours, as well as deliberate action to increase employee readiness through communication, involvement, and training.

Keywords: *Strategic leadership, information system change, employee change readiness, oil and gas companies, Rivers State.*

Background of the Study

In the modern world of oil and gas operations, speed, accuracy and coordination are essential to be on the tip of the spear, so information system change has become a strategic need within the company. While new information systems are now becoming commonplace in Rivers state, Nigeria, their successful implementation depends on more than just the adoption of the system – it depends on improving communications, keeping records, reporting and decision making. This study's focus is the effectiveness of the information system change. It is the degree of penetration of a new or improved system (PI, personal informationalization) within the organizational routines, and thus the percentage of users who perceive it as being useful, working properly and accepted. For oil and gas firms, this means it's easier for users to accept, systems perform better, reporting is quicker, workflow

collaboration improves and manual processes decrease. The technology that constitutes a system can be flawless, what matters is whether or not the employees of the organization are using it. The technology that makes up a system can be the best, but if its not utilized by those in the organization, they will be stuck with expensive software and very elegant frustration. The relative value of effective change in information systems is highlighted by some recent studies. Tripuspita et al., (2024) determined that the influence of change leadership and trust of employee leader on employee readiness for change. Similarly, Mumtaz et al., (2024) indicated that attributes like leadership excellence and organizational support are significant to readiness to change, while Lee et al., (2024) asserted that features such as leadership, learning culture and professional development are important to readiness to change. These findings indicate that change or modification of an IS is not only a technical, but also a behavioural and human problem. The leadership focus of this study is the adoption of strategic leadership style. It is the intentional application of leadership practices that lead, influence and facilitate change within an organization. In this study, it is manifested in transformational leadership, alignment of resources and scenario planning. Vision articulation is defined by vision, inspiration and intellectual stimulation, resource alignment is defined by rewards, monitoring, corrective feedback and scenario planning is defined by minimal involvement and delayed decision making. Recent literature in leadership confirms that leadership style has significant impact on change outcomes in the organizations. The results of this study, carried out by Adiwijaya et al., (2023), showed that there was a very significant effect between vision articulation and readiness to change. Also, Tripuspita et al., (2024) discovered that change leadership is important in determining employee readiness, and Sigit et al., (2025) found that vision articulation is significantly related to the readiness of change. Similarly, along the same lines, Oluwaseun et al., (2025) suggested that strategic leadership is a factor that aids organizational performance inasmuch as it has the ability to harmonize the leadership conduct in line with the goals and targets of change. The studies noted above validate that a key factor in having people accept versus reject new systems is due to leadership.

Strategic leadership is particularly critical in the context of change in information systems since very often workers must be convinced, comforted and encouraged to accept a new system. Leaders need to have a clear message to say why the change is necessary, ensure that the resources are in place and minimise uncertainty. Transformational can build up staff confidence and commitment, transactional can help staff to be compliant and accountable, and laissez-faire can hinder staff in the process to leave them feeling unsupported. Leadership in change management is not so much a role as the steering wheel, the dashboard and sometimes the emergency brake. Moderating condition of this study is employee's change readiness. It is the measure of how the employees are psychologically and practically ready for change in an organization. It involves both believing in one's coping capacity to change and recognizing the necessity of a change, but also making a willingness to partake in the process.

Some recent research has revealed that, readiness for change is a critical factor for change in an organization. Results showed that leader trust is an important driver of employee change readiness, as identified by Tripuspita et al., 2024. Vision articulation has a positive impact on readiness to change (Adiwijaya et al., 2023), and employee participation and leadership excellence contribute to readiness (Mumtaz et al., 2024). Further, Lee et al. (2024) reported that a supportive organizational climate and strong leadership perceptions towards change readiness enhance individuals' readiness for change. These results indicated that leadership by itself may not be sufficient to ensure the successful implementation of the change; it is necessary that the employees are also psychologically ready for the change to happen. Employee change readiness is particularly crucial for companies in the oil and gas industry in Rivers State, where new information systems can dramatically change work processes, reporting lines and roles. It may lead to resistance to the system, refusal to conduct training or part

use of the new tools by the employees if they are not prepared. However, if they are ready then they will be more likely to accept the system and learn more as well as using it effectively. In other words, the word readiness describes the chasm between the arrival of a new system and the actually working system without a hitch.

Collectively, the link between strategic leadership style adoption and employee change readiness and information system change effectiveness, indicate that the success of digitalisation transformation is hinging on the leadership style adopted and employee's change readiness. Strategic Leadership is likely to be effective, when staff members in Oil and Gas Companies along Rivers State are willing to change their ways of doing things to be more efficient and accurate. Thus, the aim of this study is to identify the effects emanating from the convergence or non-convergence of strategic leadership style towards effectiveness of information system change and the role of employee change readiness as a reinforcing or weakening mechanism in this relationship.

Problem Statement

As more oil companies move to the Rivers state today, more and more information systems are being brought in to enhance reporting, coordination, communication and operational efficiencies. However, even with these investments, many organizations know complaints of inadequate user acceptance, low system utilization, resistance to change and lack of process improvements following deployment. It implies that apart from the information system quality, the behaviour of the leaders, as well as the attitude of the staff toward change, are vital in achieving information system change.

Research in recent years has indicated that leadership is one of the factors which influence employee responses to change. Change readiness by employees is influenced by change leadership and trust in the leader as reported by Tripuspita et al., (2024) and vision articulation has a positive effect on readiness for change as reported by Adiwijaya et al., (2023). Likewise, Mumtaz et al., (2024) concluded that leadership excellence and employee participation complements readiness for change. While these studies set the bases on the importance of leadership and readiness in organisational changes, there is insufficient sensing on how the change of information system in oil and gas companies in Rivers State is affected by the adoption of the leadership style.

The complicated part is compounded by the fact that little has been paid attention to the moderating function of employee change readiness relationship. Even the best leadership could result in poor implementation when employees lack confidence, willingness, or willingness to change with new systems. Need therefore arises for empirical evidence of relationships between strategic leadership style adopters and information system change effectiveness and the influence of employee change readiness on the relationships in oil and gas Companies in Rivers State, Nigeria.

Conceptual Framework

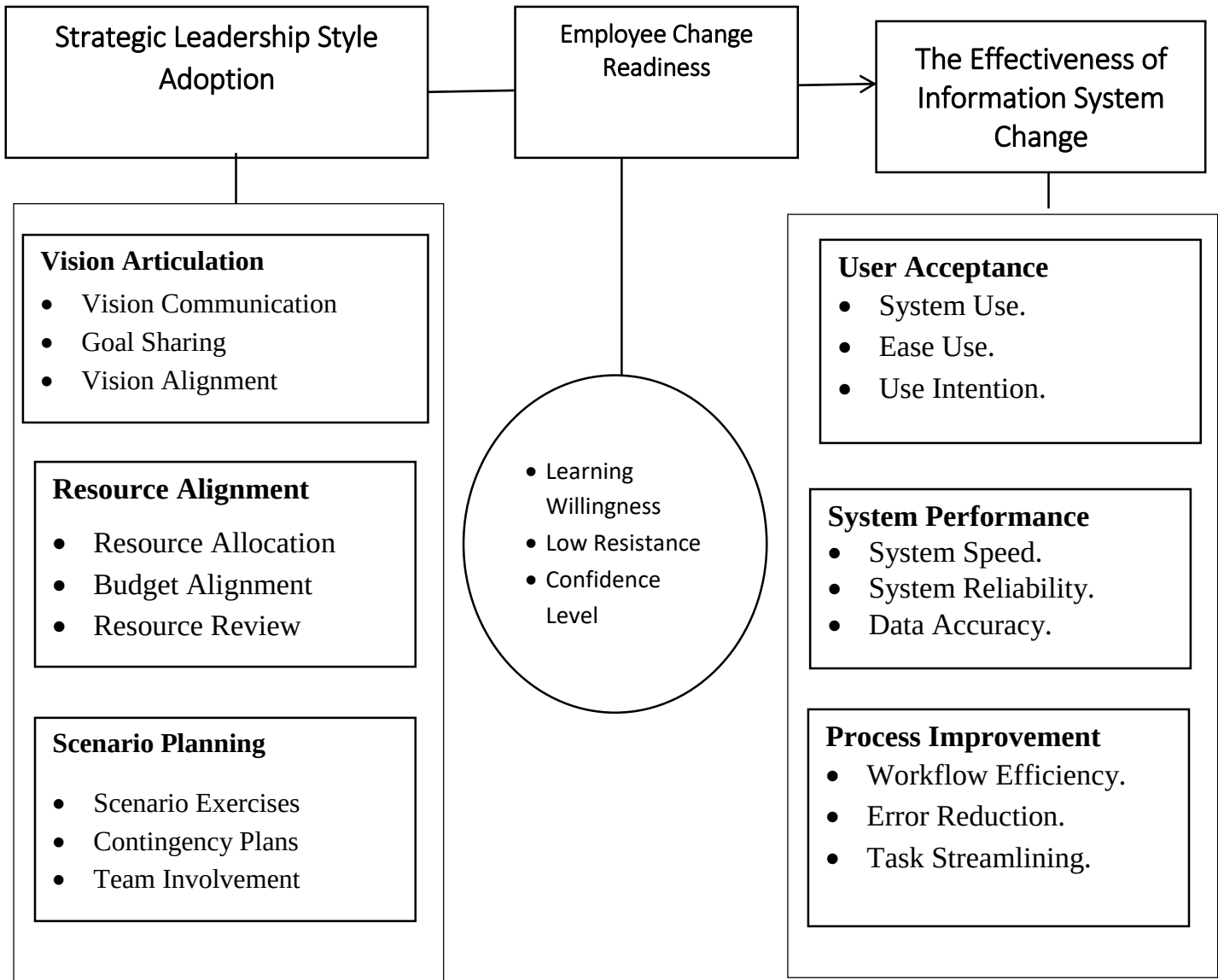


Fig. 1.1 Conceptual Framework Showing the Relationship between strategic leadership style adoption and the effectiveness of information system change in oil and gas companies in Rivers State, Nigeria.

Source: Researcher's Conceptualization (2026)

Aim and Objectives of the Study

The aim of this study is to examine the relationship between strategic leadership style adoption and the effectiveness of information system change in oil and gas companies in Rivers State, Nigeria, with employee change readiness as a moderating variable.

Specifically, the study sought to:

1. determine the relationship between vision articulation and user acceptance of the in oil and gas companies in Rivers State, Nigeria.
2. examine the relationship between resource alignment and system performance in oil and gas companies in Rivers State, Nigeria.
3. assess the relationship between scenario planning and process improvement in oil and gas companies in Rivers State, Nigeria.
4. determine the moderating role of employee change readiness in the relationship between strategic leadership style adoption and effectiveness of information system change in oil and gas companies in Rivers State, Nigeria.

Research Hypotheses

The following null hypotheses were tested at the 0.05 level of significance:

H₀₁: There is no significant relationship between vision articulation and user acceptance in oil and gas companies in Rivers State, Nigeria.

H₀₂: There is no significant relationship between resource alignment and system performance in oil and gas companies in Rivers State, Nigeria.

H₀₃: There is no significant relationship between scenario planning and process improvement in oil and gas companies in Rivers State, Nigeria.

H₀₄: Employee change readiness does not significantly moderate the relationship between strategic leadership style adoption and effectiveness of information system change in oil and gas companies in Rivers State, Nigeria.

Scope of the Study

The relationship between strategic leadership style adoption and information system change effectiveness in oil and gas companies in Rivers State, Nigeria was the target in this study. In particular, strategic leadership style application via transformational leadership, resource alignment and scenario planning was discussed. Vision articulation was evaluated via vision articulation, inspirational motivation, and intellectual stimulation and resource allocation was evaluated via contingent reward, performance monitoring, and corrective feedback. Leadership avoidance, delayed decision-making and limited intervention were considered options for evaluating scenario planning. It also made a study on information system change effectiveness via user acceptance, system performance and process improvement. According to user acceptance, willingness to use the system, perceived usefulness, and ease of adoption were measured. Evaluating system performance involved examining reliability, speed, and functional fit, whereas process improvement focused on workflow efficiency, data accuracy, and decreased manual processes. Besides, the study took into account the moderating role of the Employee Change Readiness. Operationalization of employee change readiness: change confidence, change acceptance, willingness to participate. Geographically, the study was focused on Rivers State Nigeria where selected oil and gas companies operate. This scope will ensure the study will be focused on organizations where information system change and leadership behaviour is directly relevant to operational performance.

Significance of the Study

This study is meaningful to managers of the oil and gas firms in their attempt to understand how their strategic leadership style of adoption affects the effectiveness of the information system change. The results will assist digital transformation system managers to understand which leadership behaviours are more likely to be associated with user acceptance, digital system performance and digital process improvements. It provides, from a practical standpoint, tips for the leaders seeking a more successful

technology effort than simply corporate entertainment. The study is also very helpful to the employees as well as Human Resource Managers as it emphasizes on the importance of readiness of employees to change in the successful implementation of the systems. The research will demonstrate the impact readiness has on outcomes of change and inspire organizations to give the leadership necessary with adequate communication, training, and participation opportunities. In this way, resistance can be lessened, employees can feel more confident and can become active partners in the process of change instead of reluctant passengers. The fact that the study provides policymakers and organizational development practitioners with valuable insights on the aspects of leadership and readiness that can foster effective digital transformation in the oil and gas sector. It can be used to guide policies to enhance the change management practices, leadership training and workforce readiness for organizations in the process of information system upgrades. Theoretically, the study makes its contribution by establishing a connection between the adoption of strategic leadership style and effectiveness of information system change as well as studying the moderating influence of employee change readiness in the oil and gas sector of Nigeria.

Conceptual Review

Strategic Leadership Style Adoption (SLS Adapt)

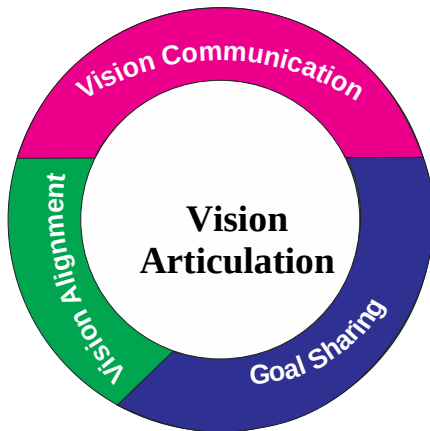
Strategic leadership style adoption is a conscious decision to use leadership behaviours strategically to guide an organization towards its future objectives while supporting change. In transformation settings, leadership is more than just superordinate; it affects readiness, commitment, and support for new ways of working. Based on the research results, it can be seen that there are two variables that affect the readiness for change, namely change leadership, and trust in the leader which is obtained by Tripuspita et al., (2024) and the vision articulation which is obtained by Adiwijaya et al., (2023). For instance, Mumtaz et al., (2024) highlighted that, "Leadership Excellence and participation enhances readiness for change."

Adoption of strategic leadership style in this study is manifested in the transformational leadership, resource alignment, and scenario planning. The vision and intellectual engagement activates change (vision articulation), the performance expectations and corrective feedback propagates change (resource alignment) and the avoidance and minimal intervention muffles change (scenario planning). Thus strategic leadership is no longer viewed as a management term, but as an action-oriented skill that enables planning for change.

Factors of Strategic Leadership Style Adoption

Vision Articulation

Vision articulation is the degree to which leaders clearly communicate a compelling picture of the future, inspire, prompt new thinking and build a buy-in for a shared vision of the organization. It is communicating a vision so that it is understood, and is meaningful and capable of being motivators to employees, thus it is not threatening, but purposeful in some way. Researchers measure vision articulation in this study as vision communication, goal sharing, vision alignment, inspirational storytelling and vision reinforcement. These are the signs of the leader who is able to communicate his or her vision, who is able to ask people to act or not act accordingly, and who can constantly remind people of the vision and make sure they are on-board and "on-shoring" in their organizations. *change initiatives in the oil and gas industry in Rivers State, Nigeria.*

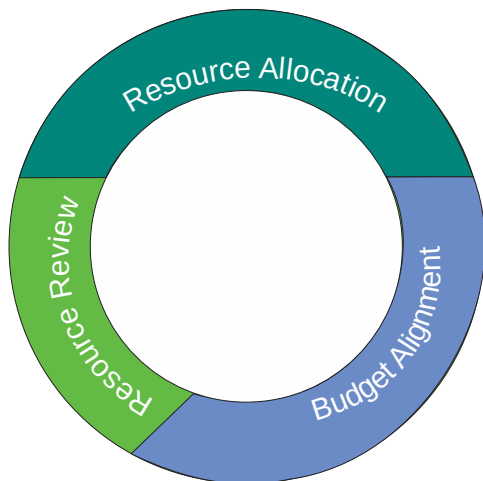


Conceptualizer: Ikuru, 2026

The model represents a circulation to highlight the 3 drivers of change in the organisations in Rivers State Oil and Gas Industry, namely: Vision Communication facilitates the clear communication of the future direction by leadership to employees, contractors and host communities. Vision Alignment requires sharing and commitment from Joint-Venture (JV) partners, staff and local stakeholders. Goal Setting subsequently converts the vision that has been expressed to the measurable goals of production, safety, local content development and environmental performance.

Resource Alignment

Resource alignment: how well leaders allocate, coordinate and optimise financial, human and technological resources in relation to strategic objectives and change in the organization. It focuses on alignment of the resources to the priority to facilitate effective execution of change projects. For this study, the indicators of resource alignment captured are: resource allocation, budget alignment, resource review, priority investment and waste minimization. The indicators show how leaders set up structured planning and accountability arrangements that bring available resources into harmony with change objectives to facilitate the smoother running of information system initiatives in the oil and gas industry within Rivers State, Nigeria.

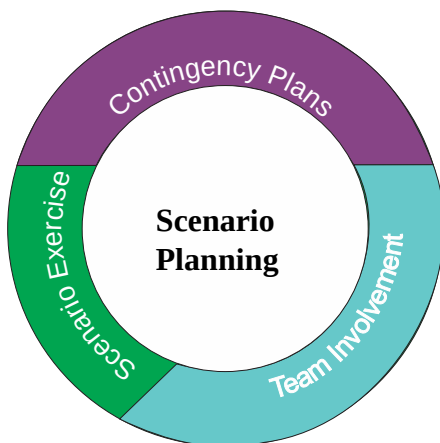


Conceptualizer: Ikuru, 2026

This circular model helps emphasise the three critical drivers for resource alignment in the oil and gas industry in Rivers State. In resource allocation, resources are allocated to the highest priority operational and project needs of the company. Budget Alignment arranges the finances with joint-venture partners, contractors and local content requirements. Resource Review proactively tracks utilisation, identifies resource gaps and optimises allocations, while keeping the efficiency, cost control and work readiness of the resources.

Scenario Planning

The degree of foresight into uncertainties, the number of scenarios that are built and the extent to which proactive strategies are preplanned to move the organization through change. It's a systematic type of thought that must be engaged in, to reduce risks and the need to be adaptable in a volatile industry, and to anticipate contingencies is what foresight is all about. In this study, scenario planning is quantified by scenario exercises, contingency plans, team engagement, proactive adjustment and trend monitoring. These indicators denote how well the leader is able to anticipate problems and engage teams in strategic thinking in order to proactively make the necessary adjustments, which will increase readiness for change in the oil sector of Rivers state, Nigeria.



Conceptualizer: Ikuru, 2026

The diagram shows the three key scenarios of effective scenario planning in the oil and gas industry in Rivers State. Contingency Plans help operators and partners get ready for unforeseen events, like supply-chain interruptions or security incidents. Team Involvement makes sure that cross-functional staff, joint-venture partners and key contractors all are involved in identifying and finding options for how to respond to risk. Plans are evaluated by way of scenario exercises, where drills are carried out in a structured and realistic environment to help people practice and improve decision-making and operational resilience.

The concept of the effectiveness

The concept of the effectiveness of an information system change is as complex as the nature of the systems themselves. Is the information system change effective in replacing old or current arrangements, gaining acceptance by the users, functioning reliably and providing observable benefits in terms of organizational performance? It is not only the installation of new software or hardware, but also represents the coordinated change between the existing and the desired states, of technical systems, data structures, work processes and employees. The change process should aim to reduce

system downtime, protect data, interrupt work practices and decrease productivity, and make the new system a regular part of the organization's routine (Nwabali et al., 2026).

According to IACIS (2024), employees' acceptance of ICI relies, in part, on the organisation's staff's confidence in the organisation's ability to deal with anxiety-generating issues that emerge when implementing a IS. In the same way, strong leadership and organizational capability are considered key enablers of an energy organizations' transformation by McKinsey (2024). These perspectives imply that although the information system is deployed, this by itself does not mean that the information system change is effective. It is effective if the employees trust the output of the inspection and will use it, understand the new procedures, and integrate it into their daily task.

This study views information system change effectiveness in three interrelated dimensions: user acceptance, system performance and process improvement. User acceptance is the employees' readiness to adopt, and use the system. System performance is the reliability, speed, accuracy and suitability of the system for operational needs. Process improvement captures the degree to which the system streamlines processes, improves data management, minimizes errors and decreases reliance on manual processes. These dimensions align with the fact that successful information change involves paying attention to people and also technology infrastructure, as proposed by Nwabali et al. (2026).

In the oil and gas industry specifically, the success of information system changes is crucial since the entire industry relies heavily on robust information systems for dependable data, real-time communication, workflow coordination, and knowledgeable decision-making. A set of such conditions can minimize disruption in operation, providing better utilization of resources, increasing managerial control and assist in organizations reaching better results. Therefore, the success of information system change does not consist just in the simple insertion of a new information system, but it is manifested in how the system is used, its performance and how it contributes to improve the organizations' processes.

Measures of Information System Change Effectiveness

User Acceptance

User acceptance is the willingness of the employees to adopt, use and recommend an information system. Influenced by perceived usefulness, ease of use, employees' confidence in and the degree of integration of the system in daily work activities. Willingness to use, perceived usefulness and ease of adoption are used to measure user acceptance in this study.

User acceptance is the extent to which a newly-installed digital information system is accepted, utilized and embedded by participating actors in their day-to-day administrative and operational practices. This integration can be shown in effective and seamless processes within the institution, fewer delays and duplicate processing of electronic ICT tools, effective participation in enterprise information systems, electronic communication platforms, electronic repositories, and online administrative services (Nwabali et al., 2026). The adoption of changes within information systems (IS) in the oil and gas industry is critical to enhancing operations efficiency, decision making, data management, communication and productivity. Implementation of the new system is more effective and there is lesser resistance if employees understand, accept and actively use the new system. Thus, user acceptance is a critical issue that influences the effectiveness, sustainability and long term success of changes in an information system in the oil and gas industry.

System Performance

System performance is the degree to which the information system after implementation, provides reliable, timely and suitable services. It contributes to indicating the capacity of the system to carry out organization related activities without frequent failure, improper time delays, incorrect outputs or

operations and inefficient fulfillment of the required operating needs. The reliability and speed of the system are used as measures in this study to evaluate the system's performance along with functional fit.

In addition to the technical features, one efficiency of the system is to make the work flow and coordinate better. An effective digital system should make tasks quicker and easier for staff, avoid duplication and interruptions in process; make information available; and aid the effective management of enterprise applications, electronic communications, digital repositories and online operational services. The results reveal that the system is now well integrated and is a meaningful part of the organization's activities (Nwabali et al., 2026).

For the oil and gas industry, the ability to perform effectively is critical as operations rely on the availability of timely information, accurate processing and delivery of data, smooth operations, and reliable digital systems. With an effective, timely system, productivity may increase, managerial decision making will be better, you can escape those avoidable operational mistakes, and the ability of the organization to attain objectives will improve. Therefore, measuring the performance of the system is a good indicator of whether changes in an information system have led to tangible and enduring benefits in how an organization runs.

Process Improvement

Process Improvement describes the degree to which organizational activities are improved in terms of effectiveness, efficiency and coordination due to information system usage. This is evident in how quickly work gets done, how good and accessible data sources are, how many manual activities are eliminated and how easily information flows between operating units. For this study, the measurement of process improvement can be seen by how efficient the workflow is, the accuracy of the data used and the ability to minimize manual process.

Attempts to change the role of the information system can enhance the processes of the organization by making information more accessible, making reports more accurate and making administrative and operational decisions more effective. Finally, an electronic records management system, digital communication channels, and a centralized database can help streamline processes, bolster information security, enhance coordination, and minimize errors stemming from disjointed or labor-intensive record management (Nwabali et al., 2026). In the oil and gas industry, seamless and efficient data sharing, timely reporting, efficient resource utilization, and coordinated decision-making are paramount due to the nature of the operations.

Improvements in the information system can make the job faster and give employees less time and effort needed to complete repetitive manual tasks, eliminating reliance on paper. Better data management also helps managers get reliable data for planning, monitoring and to allocate appropriate resources and control operations. Thus, process improvement shows the impact that changes in the information systems bring to the organization in workflow efficiency, data accuracy and overall performance.

Concept of Employee Change Readiness

Employee change readiness is the degree of psychological and practical readiness of employees to accept, support and take part in the organizational change. Trust in leaders was identified as having an impact on readiness to change by Tripuspita et al., (2024) and leadership, learning culture and professional development were identified as having an impact on readiness to change by Lee, Park, and Kim (2024). Further, Talwar (2021) discovered in Oil and Gas organisation that supportive leader is a significant predictor of change readiness, indicating the change context is particularly sensitive pertaining to this industry.

In this study, employee change readiness is considered as the moderating variables since it has the potential of increasing or decreasing the impact of strategic leadership style adoption on the effectiveness of information system change. It is assessed via change confidence, change acceptance and willingness to participate. Change confidence indicates the belief about coping with the new system; change acceptance indicates the openness to the need for change, willingness to participate indicates participation in the system's implementation. Effective leadership will more likely lead to the desired system change if the readiness is high, and if the readiness is low, leadership efforts will find it difficult to effect the desired system change, even when they are strong.

Meta-Analysis of Empirical Studies

Author(s)/Year	Focus/Objectives	Country/Scope	Methodology	Major Findings	Strengths	Weaknesses/Gaps
Prastyo and Sumiati (2025)	Examined the relationship between vision articulation and readiness for change.	Employee setting; non-Nigerian scope.	Quantitative survey approach.	Vision articulation showed a positive and significant relationship with readiness for change.	Reinforces the importance of vision articulation with change contexts.	Focused only on vision articulation and did not test in transactional or scenario planning.
Mumtaz, Selvarajah, and Meyer (2024)	Studied how human relations and climate support affect readiness to change, with employee participation and leadership excellence in the model.	Broader organizational setting; non-Nigerian scope.	Empirical study on readiness to change related organizational factors.	Employee participation and leadership excellence contributed to readiness for change.	Strong relevance to the readiness-for-change and supportive conditions.	Did not focus on oil and gas companies or information system change in Rivers State.
Lee, Park, and Kim (2024)	Investigated the importance of leadership, learning culture, and professional development in readiness for change.	Professional/organizational setting; non-Nigerian scope.	Empirical study on determinants of readiness for change.	Effective leadership, positive learning for culture, and professional development increased readiness for change.	Provides strong support for human organizational conditions underlying change readiness.	Did not address strategic leadership styles directly or information system change in oil and gas companies.
Talwar (2021)	Investigated supportive leadership as a predictor of change readiness in oil and gas exploration and production organizations.	Oil and gas sector; non-Nigerian scope.	Survey research with correlation and PLS-SEM analysis.	Supportive leadership positively predicted readiness among employees.	Strong industry relevance because change was conducted in the oil and gas sector.	Older study and did not examine strategic leadership dimensions or information system change effectiveness directly.

Methodology

The study adopted a research design of quantitative correlational level to investigate the relationship of Strategic leadership style adoption to effectiveness of information system change in oil and gas companies in Rivers State Nigeria. It was deemed suitable for the study, as it allowed for the identification of how related and un-related the variables were, and in what direction, without intervening with them. To collect the primary data, a structured questionnaire was used and secondary data sources used for the conceptual and empirical foundation of the study.

The study population comprised of 80 (accurate) staff of selected oil and gas companies in Rivers State of Nigeria. Respondents were administrative staff, supervisors, and ICT related staff whose work was associated with leadership behaviors and Information System change in their organizations. However, a purposive sampling technique was used as the respondents should have sufficient knowledge about the study variables in order to be suitable for the study. A structured questionnaire with 5 point Likert scale was used to collect data ranging from Strongly Agree (5) till Strongly Disagree (1). Transformational leadership, resource alignment, and scenario planning were used for the measures of strategic leadership style adoption, and user acceptance, system performance, and process improvement were used for the measures of effectiveness of information system change. Employee change readiness was assessed by the items of "change confidence", "change acceptance", "and willingness to participate". The validity of the instrument was carried out by experts and reliability was carried out with Cronbach's Alpha technique where the value of 0.70 and above was accepted. Questionnaire copies were sent to 80 individuals of which 76 (95.0%) were completed and returned. The data collected were further analysed using descriptive, Pearson Product Moment Correlation and multiple regression analysis using SPSS. Tests of all hypotheses were performed at a 0.05 level of significance.

Table 3.1: Population Distribution of Respondents in Selected Oil and Gas Companies in Rivers State

S/N	Selected Oil and Gas Firm	Number of Respondents
1	Shell Petroleum Development Company of Nigeria Limited	8
2	Oilserv Limited	6
3	Sahara Group	5
4	B.G. Technical Limited	4
5	Calaya Engineering Services Limited	4
6	Segofs Energy Services	3
7	Delattre Bezons Nigeria Limited	4
8	Mid Atlantic Energy Solutions	5
9	AOS Orwell Limited	4
10	Ponticelli Nigeria Limited	3
11	Schlumberger Support Nigeria Limited	5
12	Rivcon Energy Limited	3
13	Atlas GeoSolutions Limited	3
14	Tag Control Company Limited	3
15	Bellsea Limited	4
16	Osis Limited	3
17	Tecon Oil Services Limited	4

S/N	Selected Oil and Gas Firm	Number of Respondents
18	BK Tubulars Nigeria Limited	3
19	Adamac Pipe and Coating Services Limited	3
20	Vallourec Nigeria Limited	3
Total		80

The selected firms were used because they operate within the oil and gas sector in Rivers State and provide a relevant context for examining leadership and information system change. The distribution was structured to ensure that respondents were drawn from firms with relevant operational and administrative exposure to the study variables.

Table 3.2: Distribution and Retrieval of Questionnaire

S/N	Category of Respondents	Number Distributed	Number Retrieved
1	Relevant staff in selected oil and gas companies in Rivers State	80	76
Total		80	76

Results/Findings

The study examined the relationship between strategic leadership style adoption and the effectiveness of information system change in oil and gas companies in Rivers State, Nigeria, with employee change readiness as a moderating variable. The data were analyzed using descriptive statistics and Pearson Product Moment Correlation Coefficient, and the findings are presented based on the stated hypotheses.

Hypothesis One

There is no significant relationship between vision articulation and user acceptance of information system change in oil and gas companies in Rivers State, Nigeria.

	Vision Articulation	User Acceptance
Vision Articulation	Pearson Correlation	1
	Sig. (2-tailed)	
	N	76
User Acceptance	Pearson Correlation	.642**
	Sig. (2-tailed)	.001
	N	76

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

Source: SPSS version 26.0*

H₀₁: There is no significant relationship between vision articulation and user acceptance of information system change in oil and gas companies in Rivers State, Nigeria. The result reveals a significant positive relationship ($r = .642$, $p = .001$). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This means that vision articulation significantly improves user acceptance of information system change.

Hypothesis Two

There is no significant relationship between resource alignment and system performance in oil and gas companies in Rivers State, Nigeria.

	Resource alignment	System Performance
Resource alignment	Pearson Correlation	1
	Sig. (2-tailed)	
	N	76
System Performance	Pearson Correlation	.688**
	Sig. (2-tailed)	.000
	N	76

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

Source: SPSS version 26.0*

H₀₂: There is no significant relationship between resource alignment and system performance in oil and gas companies in Rivers State, Nigeria. The result reveals a significant positive relationship ($r = .688$, $p = .000$). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This indicates that resource alignment significantly enhances system performance.

Hypothesis Three

There is no significant relationship between scenario planning and process improvement in oil and gas companies in Rivers State, Nigeria.

	Scenario planning	Process Improvement
Scenario planning	Pearson Correlation	1
	Sig. (2-tailed)	
	N	76
Process Improvement	Pearson Correlation	.731**
	Sig. (2-tailed)	.000
	N	76

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

Source: SPSS version 26.0*

H₀₃: There is no significant relationship between scenario planning and process improvement in oil and gas companies in Rivers State, Nigeria. The result reveals a significant positive relationship ($r = .731$, $p = .000$). Therefore, the null hypothesis is rejected, and the alternative hypothesis is accepted. This suggests that leadership style adoption significantly influences process improvement during information system change.

Hypothesis Four

There is no significant moderating influence of employee change readiness on the relationship between strategic leadership style adoption and the effectiveness of information system change in oil and gas companies in Rivers State, Nigeria.

Control Variable	Employee Readiness	Effectiveness of IS Change
Employee Readiness	Correlation	1.000
	Significance (2-tailed)	
	Df	0
Effectiveness of IS Change	Correlation	.604
	Significance (2-tailed)	.000
	Df	74

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

Source: SPSS version 26.0*

H₀₄: Changes readiness of staffs between strategic leadership style and information system change effectiveness in oil and gas Company Rivers state, Nigeria is not significantly moderated. There is a high positive correlation ($r = .604$, $p = .000$) between the results. Thus the null hypothesis is rejected and alternative hypothesis accepted. This implies that "Employee change readiness" plays a vital role in enhancing the relationship between "strategic leadership style adoption" and the effectiveness of "IS change".

Discussion of Findings

There was a significant positive correlation between vision articulation and IS change acceptance. Immediate implication of such findings is that if the leaders are clear about the vision, can inspire the employees and make them think differently, the chance of staff accepting and using the new information systems is more likely. The finding reinforces the notion that people react unfavorably to change when there is a lack of leadership, and that providing direction and motivation instead of leading by confusion and silence is helpful.

The study also found that there was a very strong correlation between resource alignment and system performance. This is because leaders, using rewards, supervision and corrective feedback, are more likely to operate the system optimally and have their organizations expect this. From a practical perspective, resource alignment seems to have a role in enabling implementation of the system with a need for structure, accountability and performance monitoring.

In addition, the study revealed that there was positive relationship with process improvement and scenario planning that were significant. So although scenario planning is typically considered a passive process, there is evidence that the leadership style still affects the way things work during a system change process. Here, the discovery suggests that the influence of leadership, even during episodes of poor leadership, impacts on employees' adaptation and change of workflows around the new system. Lastly, the findings indicate that employee change readiness had an important moderator effect on the extent to which the strategic leadership style was adopted on the impact of information system change. This implies that the more psychologically ready, open for change and ready for participation the employees are, the more effective the leadership is. Even the strongest leadership will not necessarily yield the desired change results without readiness. In other words, it does no good to set a direction if no staff are ready to move in that direction.

Conclusion

In the light of the findings of the study, it was concluded that in Oil and gas companies in Rivers State, Nigeria, the adoption of strategic leadership style significantly affects the effectiveness of Information system change. Vision articulation is important for user acceptance, resource alignment brews for efficiency of the system and leadership style affects system improvement.

The study further found a message for employees becoming aware of changing their jobs and firms, placing this factor in a key moderating position for this relationship. Effective information system change outcomes happen when employees are confident, accepting and willing to participate. So, apart from leadership style, employee ready for change is also vital to digital transformation success in oil and gas companies.

Recommendations

Based on result and the conclusion of the study, recommendation are suggested as follows:

- 1) The Vision articulation practices of oil and gas companies in Rivers State should be improved by insisting leaders to articulate a clear vision about the planned information system change.
- 2) Appropriate resource alignment should be used in the support of system performance through the use of appropriate supervision, feedback and reward system set up by management.
- 3) Passive leadership behaviours should be minimised during the change process with managers actively offering leadership and making decisions in a timely fashion.
- 4) Employers need to build a climate for change readiness by communicating, engaging with employees and training through a change lens.
- 5) Based on this discussion, management should establish employee systems for raising employees' confidence, acceptance and willingness to accept in the implementation of a change in information systems.

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