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Corporate Branding and Organisational Growth of Oil and Gas Firms in Nigeria

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Abstract

Effective brand management and brand itself are part and parcel of strategic marketing management of any organization. Branding has a significant role in determining performance of the company and customer satisfaction. The purpose of the paper was to examine the relationship between corporate branding and organizational development of oil and gas companies in Nigeria. The study included three dimensions of corporate branding namely; brand image, brand promise and corporate culture. The resource-based view theory guided the research. This research utilizes survey research design where two-hundred (200) employees of the identified oil & gas firms operating in Nigeria were used as a study sample. Data were collected using the primary source (structured questionnaire). The study had three (3) research questions and three (3) research hypotheses. The reliability test used was the Cronbach's alpha coefficient where all the items of the research instrument were reported as reliable or higher than the 0.7 point. The relationship between branding of organizations and their growth was assessed using Pearson Correlation Co-efficient. The study results showed strong positive relationships between brand image and their organizational growth (r=0.67); brand promise too showed strong positive relationships with organizational growth (r=0.89) and corporate culture too showed strong positive relationships with organizational growth (r=0.95). On the basis of these findings, the study concluded that corporate branding is an effective concept that can drive the organizational towards achieving strategic competitive advantage. The study recommends that Managers in oil and gas firms in Nigeria should invest in substantial branding programs that will drive and sustain a strong brand image. In this way, they will be able to increase their competitiveness, attract and retain customers, and, ultimately, enhance their overall market performance and sustainability.

Keywords: Corporate Branding, Brand image, Brand promise, Corporate culture and Organizational growth.

1.0 Introduction

Corporate branding has become a strategic necessity for organizational survival and growth in the very competitive business world that prevails today. Corporate branding exceeds logos, slogans, and visual identities, it represents the whole perception of the organization as it is felt by its stakeholders and general public. A good corporate brand communicates what a organization believes and promises, and positions itself to generate an impression that produces both internal and external perception (Keller, 2008; Fluhrer & Brahm, 2023; Gallardo-Vázquez et al., 2019). Corporate branding enables organizations to perform better in terms of key measures such as sales and profit, among others, and contributes to exploratory research. Branding is targeted at adding value to the consumers, hence establishing a long-term and win-win relationship with the customer and the organization (Khan, Salamzadeh, Iqbal, & Yang, 2022).

According to Abratt and Kleyn (2018), corporate branding is an elaborate form of brand management that has been adopted by firms in an effort to develop a recognizable corporate identity. To build and maintain a good brand, proper management of the brand is needed and in today's competitive market, two brand-building mechanisms are required to effectively manage a brand. These are brand positioning and brand identity (Kapferer, 2016). Corporate branding has two main goals, one is to reduce reputational risk and the other is to to achieve a competitive position on both local and international front. Organizational growth, which is the dependent variable of the study, is usually associated with increase in size, turnover, market share, increased productivity, profitability, innovation, and structural capacity.

Several academic literatures have posited the correlation between branding and the measures of organizational growth such as, increased market share, profitability and competitive advantage among others. Branding makes an organization stand out, raise its value, and drive stakeholder loyalty, which is a crucial feature of sustainable growth (Anjum & Anwar, 2016; Jewel et al. 2018; Damar, Nancy, & Wilson, 2018; Momanyi, 2013; Shihachi, 2012).

Though there are existing evidence of theoretical correlation between corporate branding and organizational growth, there is a limited empirical study on oil and gas organizations, particularly the ones operating in Nigeria. Most of the previous studies on branding have focused mainly on industries such as manufacturing, telecommunication or service industries, leaving a gap in management literature. This paper therefore seeks to bridged that gap by addressing the extent at which corporate branding contribute to organizational growth of oil and gas firms in Nigeria.

Statement of the Problem

In the contemporary marketplace whereby, there is high competition and greater expectations of stakeholders, corporate branding has ceased being a marketing event to be a strategic competence that is essential in survival and growth of an organization. This is particularly more so in industry like oil and gas, where product differentiation is minimal, and firms are under great public scrutiny and regulation, environmental and economic fluctuations. In Nigeria, the oil and gas industry a is core sector that makes over 80 % of the country's foreign exchange earnings and also makes up almost 60% of the total government revenue. Despite this, a number of firms in the industry are unable to sustain a continuous growth or competitive advantage, and stakeholder trust. The question that immediately arises about this irony is to what extent is corporate branding relevant to organizational growth of oil and gas firms in Nigeria?

Furthermore, the oil and gas industry of Nigeria has faced numerous criticisms relating to issues on its reputation, which include not only environmental degradation and oil spills but also corruption, poor corporate governance, and failure to engage with the community. These negativities considerably decrease the trust on the part of the people, the investor confidence, and customer loyalty, which is fundamental in long-term growth. For example, firms like Shell, Total Energies, and ExxonMobil have enjoyed good corporate brands to meet these challenges in the world markets. Their success stories suggest how corporate branding can reshape stakeholder attitudes, and corporate business development. Most oil and gas companies do not leverage branding as a critical factor for organizational success, instead pursuing other factors of organizational performance, and ignoring the development of corporate identity, corporate communication, and corporate reputation. There is insufficient evidence of studies on corporate branding in the Nigerian oil and gas industry. The relationship between corporate branding and organizational growth remains an under researched area empirically in the Nigerian oil and gas setting. It is on this premise, that it is necessity to investigate the relationship between corporate branding (brand image, brand promise, and corporate culture), and organizational growth in the Nigerian oil and gas sector.

Aim and Objectives of the Study

The aim of the research was to investigate the relationship between corporate branding and organizational growth of oil and gas industry in Nigeria. The specific objectives of the study were to:

i. examine the relationship between brand image on organizational growth oil and gas Industry in Nigeria

ii. determine the relationship between brand promise on organizational growth oil and gas Industry in Nigeria

iii. establish the relationship between corporate culture and organizational growth oil and gas Industry in Nigeria

Research Questions

The following research questions guided the study.

1. What is the relationship between brand image and organizational growth of oil and gas I industry in Nigeria

2. how does brand promise relate to organizational growth of oil and gas industry in Nigeria

3. What the relationship between corporate culture and organizational growth. of oil and gas industry in Nigeria

Research Hypotheses

Hypotheses are directional statement or tentative statement as the case may be; we therefore, formulate the following null hypotheses in other to have a direction;

$H0_1$: There is no positive relationship between brand image and organizational growth.

$H0_2$: There is no positive relationship between brand promise and organizational growth.

$H0_3$: There is no positive relationship between Corporate Culture and organizational growth.

Significance of the Study

The findings of the research will contribute to the knowledge of how corporate branding impact organizational growth particularly among firms operating in the oil and gas sector in Nigeria. The result of this study will also be utilized by the players in the industry in enhancing their organizational performance.

2.0 REVIEW OF RELATED LITERATURE

Conceptual Framework

The study conceptual framework depicted the relationship between the Corporate Branding and organizational growth of oil and gas companies in the Nigerian environment. It presents corporate branding as an independent variable and hypothesis in having an impact on organizational growth the dependent variable.

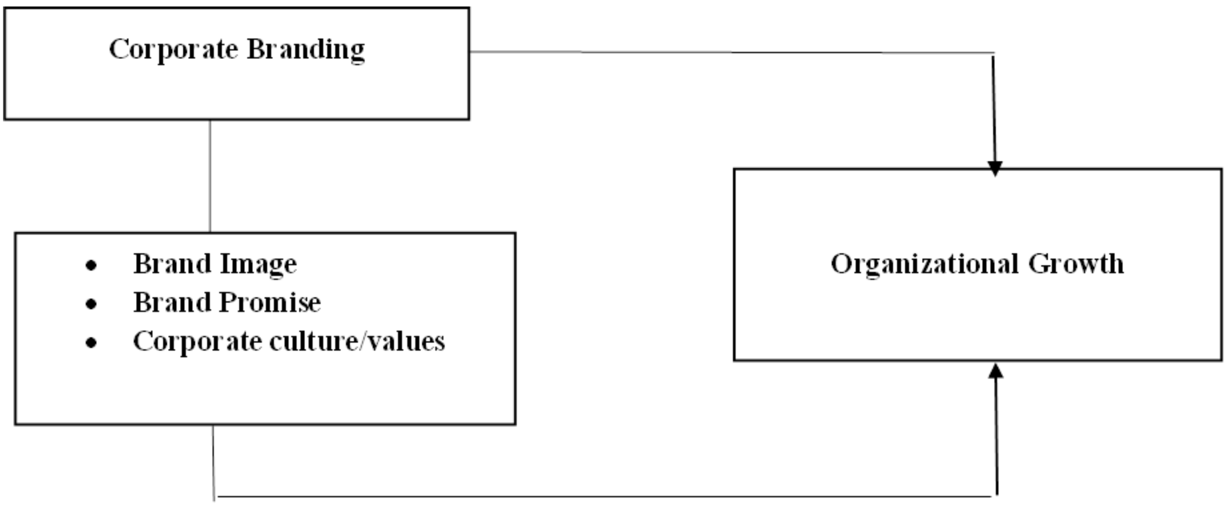

Figure 1: Conceptual Framework of corporate branding and organisational growth of oil and gas firms in Nigeria.

Source: Desk Research (2025)

Conceptual Review

Corporate Branding

Corporate branding may be defined as the action or as the process of assuring, maintaining and building a positive corporate reputation and associations by the strength of brand and in its turn of brand a commitment to the stakeholder and consumer in particular to whom the brand has made a set of assumptions about the product, service or business. Ajike, et al. (2015) define branding as the practice to create, impose and guarantee positive corporate reputation and relationship with its customers due to the efficacy of brand, which in its turn is the promise that a product, service or a business will cause satisfaction to stakeholders and to consumers in particular. They asserted that brand and viable brand management are elements of strategic marketing management, and the most crucial contribution is the trend between corporate performance and consumer satisfaction. Different scholars and theorists have indicated that it is one of the sources of sustainable competitive advantage. The utilisation of branding as a technique offers the impetus to empower a consumer to consider the offerings of an organisation as of superior quality (Ladipo & Agada, 2016).

On the same note, Branding has also been described as the act of creating the right brand and image in the minds of the consumers about an organisation, its products as well as its services (Kotler, 2010; Almaqousi, et al 2021). Branding is a major component of any marketing operation because it is needed to have profitable companies and is also a means of communication with customers (Zyglidopoulos, et al 2017). Besides, brand names give information to the consumers about the qualities of the products and on the other side a stimulus to the producer to maintain a high steady level of quality without losing consumers; when the consumers perception about the brand on its products quality is torn down then this is bound to make the consumer drift to another competitor (Parkin, 2010).

Branding also functions as an indicator to enable customers to rapidly identify a product that they enjoy (Hong et al., 2016). Branding, according to Hasan and Sohail (2021), is a process of developing a connection between a product of an organization and the emotional reaction to the reaction of the consumers to differentiate itself among its competitors and create brand loyalty. This assists in creating a competitive advantage of an organization over competitors, as well as the creation of loyalty among consumers to its brand (Akoglu & Özbek, 2022). This will assist in the identification and segmentation of products through the provision of relevant information. This information could be either in terms of brand awareness or brand perception. Branding is an important component of the contemporary business practice in relation to corporate planning. It focuses on both the consumer value and image creation (Seyedghorban et al., 2016). Analysing the benefits of branding, Pradita et al. (2020) stated that effective branding may render consumers conscious of the brand and raise the probabilities of profitability of an organization. This can be achieved through purchase of products and services offered by the organization. Furthermore, branding allows an organization to achieve competitive advantage (Kapferer, 2014), and it also provokes the demand (Hong et al., 2016).

Brand Image

Brand image is the perceived reputation and consumer awareness and also distinguishing yourself and the competition. Zhang, (2015) defined brand image as a perception and feeling of general consumers regarding a brand and that it influences consumer behavior. According to Huang (2017), the brand image is a mutual communication process between the brand stimulation and consumer perception. In developing their argument, Lee, Tseng and Chan (2019) contended that brand image is a product of the brand valuation by the group of consumers, and the brand image that is being tested and stored in the mind of the consumer will be revisited again as an essential criterion in the consumer buying decision. Chen et al, (2014) maintain that brand image enhances purchase intention in customers. Organizations may increase brand value based on brand image development and brand equity may be built in a bid to generate intangible values (Bailey and Ball, 2006). Effective design of brand image has the capacity to turn common or tiresome issues to customers into startling or delightful ones. A good brand image, therefore, brings out the products to consumers (Lindgreen and Vanhamme, 2003; Ludden, Schifferstein and Hekkert, 2008). The Brand image in oil and gas business also gets shaped by the impression of quality of the products and services, environmental responsibility, and sustainable business strategies. To illustrate, the brands that have proven to be high quality, have been known to possess high standards of safety and environmentally friendly activities, which have always appealed to regulators as well as the consumers.

Brand Promise

A brand promise is what a brand promises to offer to its target market, what they expect of the Brand, the unique experience that the Brand will provide to its customers and what makes the Brand stand out against other competitors (Jo Hatch & Schultz, 2003). A brand promise is an ultimate element in building a lasting customer relationship so that a business can get a glimpse of how its customer interaction will be (Buttle & Maklan, 2018). The brand promise is a promise or an assurance made by the company that it will provide a given level of quality, service or experience to customers and other interested parties. It captures the standards established by the organization on what it can expect its stakeholders to expect as a result of dealing with its products or services. The establishment of brand promises based on reliability, safety and sustainable environmental practices should help oil and gas firms in Nigeria to strategically retain customers, and win contracts in Nigeria. Moreover, organization that use brand promise as a management instrument have gained more consumers and share through the enhancement of quality and reliability of services (Moroko et al. 2008; Ali, 2017; Panchal et al.2012; Piehler et al. 2018).

Corporate culture

Corporate Culture and Values forms part of branding elements that drive organizational development. Corporate culture and values refer to the array of beliefs, values, practices, and norms, shaping behaviour of organizations and decision making. It is an internal phenomenon, but also a very important aspect of the external brand identity of a company. Smith, et al. (2016) state that the culture of an organization is capable of maximizing employee engagement by instilling feelings of belonging in them. Corporate culture is a critical constituent in any given organization. As Garber (2012) pointed out, individuals would love working in companies with positive reputation and this type of culture must be championed as employees will feel proud to work with it, and the reputation of such an organization will improve which will lead to the increase in engagement levels. Positive corporate culture, it is a substantial component of enhancing the monetary performance and benefit of the organization (Sharma & Good 2013; Nwibere 2013). On the other hand, an ineffective corporate culture or a poor one may influence production and profitability (Shahazad et al., 2012). Without a strong corporate culture, employees find it difficult to determine the organizational values and work out the right way of carrying out business in the organization (Childress, 2013). Furthermore, a firm that have incorporated sustainability into their culture is better placed to overcome any risks and physical or intangible asset loss and can avoid environmental and reputational harm (Suharti and Suliyanto ,2012).

Organizational Growth

Organizational growth is the process of enhancing an organization in terms of its operations, market share, assets and financial performance as time goes. Growth may be in any number of forms like growth in revenue, workforce, assets or geographical area and is driven by both internal and external factors. The internal factors can consist of the innovations in terms of products or services, and the external factors can be related to the changes in the market standards, technical improvements, or the establishment of strategic partnerships (Singh & Mehta, 2020). The objective of any organizational growth is to increase sustainability, competitiveness and long-term profitability, to keep the organization in the relevant business landscape and ensure resilience to changes in the environment (Patel & Kumar, 2021). Strategic planning is a major part of the organizational growth and is implemented through the organization of specific goals and identification of the actions to achieve the said goals. Businesses cannot be sustained in the long run without achieving their objectives. An organization must run its operations according to a collective vision that all stakeholders have in order to achieve its goals (Okurebia & Udo, 2023). Firms that undertake intensive strategic planning stand a higher chance of adapting to changes in the market as well as generating growth opportunities. Such a strategic option usually implies the development of the effect brand, expansion of the production range, entry into new markets or optimization of the processes (Nagar & Gupta, 2022). In addition, effective growth strategies like the corporate branding act not only as a differentiator but also a strategic asset that can propel the growth of an organization. The volatility of oil and gas markets and intensive competition on both domestic and international fronts require the firms to establish powerful recognizable brands to build customer loyalty, interest investors, and improve stakeholders' engagement. Thus, corporate branding becomes an essential device in dealing with competitive pressures as well as to maintain firm performance over time.

Theoretical Framework

Resource-Based View Theory

The resource-based view theory is used to supports this research. The resource-based view theory of firm argues that the way in which an organization manages its tangible and intangible resources influences how successful and unsuccessful an organization may become. The theory states that the quantity and level of competency, rarity, and inimitability of resources greatly impact the capability of a firm to accomplish corporate profitability and productivity (Bhandari et al., 2020). In accordance with the RBV, relational and brand resources may be used to reinforce the tactical position of the company. Relational resources are important in ensuring that the consumers do not shift to any other business and the brand resources can assist a firm to emerge and among many business prospects. Relational resources thus directly and indirectly influence both the performance of business through assisting with increase of brand resources. Social or relational assets are non-tangible resources that are associated with other organizations, in which the company has no complete ownership or control, but that can be utilized in order to control positive, favorable relations among stakeholders and customers (Beise-Zee, 2022).

Empirical Review

Muhammad and Muath (2018) explored the impact of brand elements on the creation of brand equity of Jordanian Corporations and the quantitative instrument was employed in the analysis. It was noted that name, logo, symbol, packaging or signage were most frequently used brand elements by the Jordanian Corporations and have favorable connotations on brand equity creation, as well as preservation. Based on the results, it was recommended that Jordanian Corporations needed to pay more attention to branding and component of brand because of its positive contribution to brand equity.

Anjum and Anwar (2016) conducted a study aimed at investigating the effects of marketing and branding on the volume of the sales in an employee training mediated method within a telecom company based in Pakistan. The results revealed that marketing and branding practices are extremely precise in explaining the sales volume within the telecom industry, and that the connection of the marketing ability and volume of sales and branding and volume of sales respectively display a significant mediation relationship which involves the training of workers.

Jewel et al. (2018) surveyed how branding influences the marketing performance of corporations in the mobile phone industry (Case Study of Techno Ghana, Accra). This study was aimed at analysing the effect of the elements of marketing mix on brand loyalty. Findings indicated that the biggest problem regarding branding in techno Ghana is the poor knowledge of branding and inadequate guidance of branding to the entrepreneurs. Also, the findings hinted at the fact that, brand affects the purchase decision of customers, assists brands because they have got a favourable impact on brand equity, helps customers to recognise the origin of products, and informs features and benefits in the process of creating and sustaining branding activities both internally and externally through agencies. The key branding strategies practiced by the Techno Company would be brand extension and multiple branding. In the findings, the results revealed that the company uses logos, jingles and packages which it conveyed via television campaigns and events.

Damar, Nancy, and Wilson (2018) discuss Influence of branding strategy on performance of multinational corporations in Kenya. They adopted structured questionnaire in data collection and adopted four variables (Brand Element, Brand Name, Brand identity, and Brand Personality) and they found out that brand element and brand identity does have an impact on the performance of manufacturing firms in Kenya and also recommend the inclusion of other variable that may be effective in measurement of the organizational performance.

Muhammad Anees-ur-Rehman et al. (2017) investigated the correlation between brand awareness, brand credibility, and the financial performance outcomes of business-to-business (B2B) small and medium-sized enterprises (SMEs) and strategic hybrid orientation, which has a construct in contrast to brand and market orientation. The results indicate a positive relationship between the strategic mixed orientation as well as the one relating to all the aspects of the brand performance.

Based on the reviewed empirical literature, it can be seen that a significant amount of research has been conducted on Branding (Muhammad & Muath 2018; Fatima & Muhammed 2014; Jewel et al. 2018; Muhammad Anees-ur-Rehman et al. 2017; Damar et al. 2018; Anjum and Anwar 2016;). These studies have typically examined branding to particular industries, and one significant area left unstudied, in this regard, is the Oil and Gas sector in Nigeria, thereby creating a literature gap. The current study aims to validate the results of these empirical studies and tries to fill the gap that exists in regard to geographical context, type of industry, and dimensions of corporate branding. Existence of these gaps necessitates the additional research in this area.

3.0 Methodology

The study employed a cross-sectional survey research design. Survey research design is generally a research approach in which data is collected in the form of surveys. This research design enables researchers to gather systematic data about a person or an audience to learn more about their ideas, actions, or experiences concerning a certain issue (Etuk & Udonde, 2024). The population of the study consisted of 200 employees occupying various positions in different oil and gas companies in Nigeria. Specifically, the research randomly picked twenty employees who are at different job levels in each of these companies, all operating in Nigeria. The selected oil and gas companies included Moni Pulo Limited, Midwestern Oil & Gas Company Limited, Prime Exploration & Production, Nigerian Agip Exploration Ltd, Waltersmith Petroman Oil Limited, Sterling Global Oil Resources Limited, Antan Producing Limited, Belemaoil Producing Limited, Chorus Energy Limited, and Energia Limited, with each contributing 20 employees to make a total of 200 (Nigeria Upstream Petroleum Regulatory Commission, NUPRC).

4.0 Data Analysis and Results

Table 1: Descriptive Analysis of the Study Variable

VARIABLE	ITEMS	MEAN	STD.DEV.	N
OG	The organization’s corporate branding strategy contribute to the attainment of the organization growth.	4.10	1.00	200
BI 1	The organization has a brand that has very good reputation with its stakeholders.	4.26	0.95	200
BI 2	The organization’s is a prestigious organisation and deliver the core value proposition to its stakeholders	4.32	0.96	200
BP1	Brand promises are clearly communicated and highly visible across the organization.	4.04	1.10	200
BP2	Brand promises are made with executive and employee input	4.14	1.08	200
CC1	There is a clear and consistent set of values that governs the way we do business.	4.09	1.07	200
CC2	There is a clear mission and vision statement that gives meaning and direction to our work.	3.79	1.12	200

Source: Desk Research (2025)

In the above table the descriptive analysis of dimensions of corporate branding and organizational growth-derived mean value shows the highest average of 4.32, brand image. This means that the respondents agree that there is a high positive brand image of the organization. It also shows that the organization brand is positively perceived by internal stakeholders (employees) and the external ones (stakeholders or customers) who could be potential external stakeholders.

Table 2: Interpretations of relationships of general rules of thumb are shown in terms of Correlation coefficient (r).

Pearson Correlation Coefficient (r) Value	Strength	Direction

Greater than .5	Strong	Positive
Between .3 and .5	Moderate	Positive
Between 0 and .3	Weak	Positive
0	None	None
Between 0 and -.3	Weak	Negative
Between -.3 and -.5	Moderate	Negative
Less than -.5	Strong	Negative

Source: Desk Research (2025)

Table 3: Correlation Matrix

	(OG)	(BI1)	(BI2)	(BP1)	(BP2)	(CC1)	(CC2)
(OG)	1						
(BI1)	0.436476	1					
(BI2)	0.236836	0.477379	1				
(BP1)	0.553064	0.561513	0.434184	1			
(BP2)	0.343695	0.593665	0.453085	0.515603	1		
(CC1)	0.423986	0.828559	0.480193	0.570265	0.588861	1	
(CC2)	0.529186	0.27988	0.151094	0.40863	0.206045	0.273067	1

Note: OG. (Organizational Growth), BI. (Brand Image), BP. (Brand Promise), CC (Corporate Culture and Value)

Source: Desk Research (2025)

Table 4: Correlation Analysis of the variable relationship.

Variables Relationship	Coefficient Correlation (R)	Remarks
OG		
BI1-OG	0.4366	Moderate Positive
BI2-OG	0.2368	Weak Positive
BP1-OG	0.5531	Strong Positive
BP2-OG	0.3437	Moderate Positive
CC1-OG	0.4240	Moderate Positive
CC2-OG	0.5229	Strong Positive

Table 4: Relationship between Brand Image and Organizational Growth.

	Association	**Coff. Remark**
Hypotheses 1	BI → OG	0.6733

Benchmark	Strong Positive correlation

Note that BI is Brand Image, OG is Organizational growth

Source: Desk Research (2025)

Hypothesis 1 above, the correlation Coefficient between Brand Image and Organizational growth value was 0.67, which means that it is positive. The null hypothesis is therefore rejected. The correlation coefficient (0.67) lies above 0.5. This means there is a strong positive relationship that exists between brand image and organizational growth of oil and gas companies in Nigeria.

Table 5: Relationship between Brand Promise and Organizational Growth.

	Association	Coff. Remark
Hypotheses 2	BP → OG	0.8968
	Benchmark	Strong positive correlation

Note that BP is Brand Promise, OG is Organizational Growth

Source: Desk Research (2025)

Hypothesis 2, Coefficient of the correlation between Brand promise and Organizational growth is 0.89 which means the established correlation is not negative.

The null hypothesis is therefore rejected. The correlation coefficient (0.89) is above +0.5, and this means that there is a strong positive existence of the relationship that lies between brand promise and the organizational growth of the oil and gas firms in Nigeria.

Table 6: Suggestions of relationship between corporate culture and Organizational growth.

	Association	Coff. Remark
Hypotheses 3	CC → OG	0.9530
	Benchmark	moderate positive correlation

Note that CC stands Corporate Culture/ Values, while OG is Organizational Growth

Hypothesis 3: Correlation Coefficient of Corporate Culture and Organizational growth gave 0.95 which means a positive relationship. The null hypothesis is therefore rejected. The correlation coefficient (0.95) falls in the range of the coefficient greater than +0.50. This is an indication that there is a positive high correlation between corporate culture and organizational growth of oil and gas companies in Nigeria.

5.0 Discussion

The finding in the study showed a positive correlation between Brand image and organizational growth at (r=0.67) hence the null hypothesis that there is no relationship between brand image and organizational growth was rejected. This positive correlation is an indication that with a positive brand image, competitive advantage can be achieved which is reflected in increased market space and customer loyalty. This collaborates the earlier study of Emmanuel et al. (2015) that corporate branding (Brand Image) contributes to increase Organizational competitiveness and survival and in turn organizational growth. The study outcome further aligns with the findings of Kim, Hur & Yeo (2015) that corporate branding contributes to sustainable business performance and also with the study of Naatu (2016) that corporate branding plays an important role in improving competitive advantage.

The results of the research study also indicated a positive relationship between brand promise and organizational growth at (r=0.89). The null hypothesis in the study that there exists no positive association between brand promise and organizational growth was discarded. The positive correlation means that consistency in performing the brand promise reinforces the credibility of the organization and it creates trust with sustainable customer relationship.

This aligns with Sanjay Kulkarni, (2024) findings that brand promise has a positive impact in an organization growth and performance.

In the correlation between the corporate culture and organizational growth with (r=0.95). The research concludes that corporate culture and organizational growth have a positive relationship that is strong. A null hypothesis that corporate culture and organizational growth have no positive correlation were rejected. This positive relation indicates that when the corporate culture is value-based, it will strengthen the morale of employees and boost their productivity, which will increase the quality of service and customer satisfaction. Such a relationship between internal culture and external brand yields greater brand equity and competitiveness with a direct impact on revenues and market shares. This result agrees with the work of Ahmed and Shafiq (2014), which demonstrates that all the culture dimensions affect the varying outlook of organizational performance.

Conclusion

The purpose of the research was to examine the linkage between corporate branding and organization growth of companies in oil and gas industry in Nigeria. Empirically, based on the data generated and assessed, it has been established that there lies strong positive correlation, between corporate branding and organizational growth, of the oil and gas sector in Nigeria. Study therefore concludes that; corporate branding is a potent construct with the capacity of moving the resources of the organization towards a direction that results in strategic competitive advantage. Good corporate brand works better than any tool or technique that might be applied in sales and marketing. Corporate branding must then be considered as one of the top priorities by any organization in order to stay in business in the face of such dynamic business environment.

Recommendations

On the basis of the discussion and conclusion of the paper above, the following recommendations are hereby made:

1. Managers in oil and gas firms in Nigeria should invest in substantial branding programs that will drive and sustain a strong brand image. In this way, they will be able to increase their competitiveness, attract and retain customers, and, ultimately, enhance their overall market performance and sustainability.
2. Furthermore, firms in the oil and gas industry in Nigeria should ensure that the perceived quality of their products and services must stand the test of time, that will help in boosting brand promise.
3. Given the positive relationship between corporate culture and organizational growth, management of oil and gas firms should ensure that their organization's cultures and values are inbuilt into their policy statements and follow up with implementation.

Contribution to knowledge

Theoretical contribution of this paper consists in examining the correlation between corporate branding and growth of organizations within the firms of the oil and gas sector in Nigeria, with the help of a conceptual model developed by the researcher himself.

The study will also have a foundation upon which future studies can be conducted; the study can be utilized by the students of the scholars as well as organizations that may require the evaluations of the variables according to the clear and detailed characters with empirical foundation.

Also, being empirical, this study has served to validate the relationship between corporate branding and organizational growth of the oil and gas industry in Nigeria, consequently making a contribution to the existing body of knowledge. The study has also added to the already existing body of knowledge in the sense that all the studies done on corporate branding in Africa were done in industries like educational institution, banks, manufacturing and hospitality industries and did not focus on the oil and gas industry in Nigeria.

Limitation of the Study

The study was focused mainly on corporate branding and organizational growth of firms in oil and gas industry in Nigeria. The findings of this study are limited to the organizations of the study, hence cannot be generalized to other firms in the sector in Nigeria. Another limitation is the survey instrument, the empirical research used questionnaires as a survey instrument for data gathering, which raises the possibility of personal bias and researcher restrictions. The information provided by respondents has a significant effect on the data's dependability and consistency.

Suggestion for further studies

This research was conducted in Nigeria with approximately 200 participants, and further research on the same topic can be executed with a more significant number of participants. Moreover, there should also be the study of the same or related topic in companies like real estate and insurance companies in Nigeria inter alia. Other variables that should receive further analysis include brand communication, brand positioning and their influences in organization growth.

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