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IMPACT OF MATRIX MANAGEMENT STRUCTURE ON THE COMMUNITY DEVELOPMENT PROJECTS BY OIL AND GAS INDUSTRIES IN KOKORI, DELTA STATE, NIGERIA

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Keywords: *Community, Development, Management, Matrix, Structure*

Abstract: *This study aims to assess the Impacts of Matrix Management Structure on the Community Development Projects by Oil and Gas Industries in Kokori of Ethiope East LGA of Delta State in Nigeria. A descriptive survey design was adopted for this study and a sample size of 76 was obtained from a total population of 189 using the Castillo Model as the sample size determination technique. The instrument for data collection was a questionnaire. Measurement of central tendency and measurement of dispersion were used to analyze collected data with the help of Microsoft Office Excel. Results and analysis revealed that the Matrix project management style enhances to a high extent, community development-based projects in the Kokori community. It is recommended that companies carrying out community development-based projects in the Oil and Gas industries' host communities adopt the Matrix management structure for faster project delivery, high quality of projects delivered, and minimization of several failed projects. This will help to close the infrastructural development gap in the host communities and bring succor to the people as the government continues to strive to find a lasting solution to the socioeconomic challenges of the host community areas in Nigeria.*

1.1 Introduction

Despite promises by several political leaders to diversify Nigeria's economy and sources of revenue; Oil (Petroleum Products) has over the years continued to be the mainstay of Nigeria's economy and source of foreign exchange. Amabipi (2016) noted that the Niger Delta area generates more than 89% of the Nigeria Oil revenue and which constitutes about 79% of the national annual revenue. It may sound paradoxical to assert that the human environment was once natural. The environment is the system fashioned by the maker of man to support mankind. In the distant past, the three major components of the environment- air, soil, and water were pure, undisturbed, uncontaminated, and most importantly hospitable for inhabitation. But today, the

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reverse is the case due to progress in human activities which led to environmental degradation and serious ecological imbalance which in the long run may prove disastrous for mankind (Onuoha et al. 2018).

Crude oil exploration in the Niger Delta Region has been on the increase since 1958 when it was discovered in commercial quantity in Oloibiri in today Bayelsa State. These replaced earnings from agriculture which was the mainstay of the Nation's economy. The Niger Delta Region of Nigeria which is richly endowed with natural resources, oil and gas deposits, and an abundance of human and material resources including good agricultural lands, extensive forests, excellent fisheries, as well as with a well-developed industrial base is subjected to severe environmental degradation due to largely ecologically unfriendly exploration of oil and state policies that expropriate the indigenous peoples of the Niger Delta of their rights to these natural resources (Okonkwo, 2022).

The environmental and socio-economic impact of the Oil producing host communities has continued to have devastating effects on the life of the average person in the Oil producing host communities especially in the Niger Delta areas. These regrettable impacts manifest in the form of oil spillage and gas flaring that cause severe environmental degradation that robs the host communities of their natural means of livelihood (mostly fishing and farming) (Ochuko, 2011). Oil exploitation in the Niger Delta has been greeted with the strangulating influence of political exploitation over the years. The cardinal morals of due process, transparency, and accountability are despised in the extension of oil production operations. Oil prospecting which is seismic, drilling, pipes connection, and production – all undergo a process of politicized intrigues against the Host Communities. The politics of oil exploitation is perfected by the multinational oil companies, the Federal government of Nigeria, and the elites of the Niger Delta. These Collaborations usually result in a neglect of the entirety of the Host Communities which culminates in a crisis condition that has bedeviled the communities over time (Mercy and Regna, 2017).

1.2 Statement of problem

It is suspected that part of the problem leading to project delay and sometimes project failure is the project management style employed by the managers of the projects. Timely delivery of quality community developmental projects in Oil-producing host communities is one of the viable ways of reducing violent agitations and restiveness from Youths of host communities. The Matrix project management style; a system that allows all relevant professionals to participate in a project and enables a staff to be supervised by both the project manager and his/her immediate supervisor in his department, can speed up project delivery and at the same time improve the quality of projects. This study is directed towards resolving the problem of investigating the impact of the Matrix Project Management style in the Host Community-based projects by Oil and Gas Industries in Kokori Community of Ethiope East L.G.A. of Delta State

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in Nigeria to recommend its deployment as a preferred project management model for timely delivery of community developmental projects.

1.3 Aim and Objectives of the Study

This study aims to assess the Impacts of Matrix Management Structure on the Community Development Projects by Oil and Gas Industries in Kokori of Ethiope East LGA of Delta State in Nigeria. The specific objectives of this study are:

- ❖ Determine the effects of the Matrix Management style on the development of Community projects in the Kokori, Delta State.
- ❖ Develop a framework for an effective application of matrix project management style in prompt delivery of community development-based projects in the area.

1.4 Hypothesis of the Study

The following null hypotheses were tested at a 0.05 level of significance.

- ➢ There is no significant difference between project delivery by industries and the style of management adopted in community development-based projects community in the Kokori Community of Ethiope East L.G.A of Delta State.
- ➢ There is no significant difference between the structure and characteristics of the matrix management style and other styles of management used by industries in community development-based projects in the Kokori Community of Ethiope East L.G.A of Delta State.

REVIEW OF RELATED LITERATURE

2.1 CONCEPTUAL REVIEW

Matrix Management Structure

Matrix structure is a combination between the functional structure and the project structure. This represents a fusion between the vertical lines that are the responsibility and the authority (bottom-up and top-down) run by the project and the horizontal lines of authority and responsibility that are the attribute of functionality (departmentalization). Therefore, this systematization of lines means a network structure. Today's economy is characterized by rapid changes within the environment of those changes must find their place in terms of organizational structure (functioning of the structure) within the speculation of organization there are an outsized number of definitions of organizational structure. The structure of the organization shapes the thanks to accomplish its goals within the environment. Most firms operating in multi-project environments have to share common resources in order to deliver superior quality outputs fast and cost-effectively. In order to cope with such situations, matrix management was developed in the early 1960s, and was first officially used in the U.S. aerospace industries. Turner (2003) defines a matrix structure as an overlap between a functional hierarchy and a project hierarchy. Larson and Gobeli (1987) define a matrix structure as "a 'mixed' organizational form in which a normal hierarchy is overlaid by some form of lateral authority, influence, or communication".

Numerous studies have been conducted on the implementation of matrix management and the advantages and problems relating to this type of

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company structure. Although many authors have suggested possible solutions to the problems concerning matrix management in a project environment, empirical data regarding the impact of matrix structures on project management are lacking. Ford and Randolph (1992). Suggested several paradoxes between the advantages and disadvantages of matrix structures. This essentially means that although this behavioral structure has many advantages, the disadvantages seem to play off against the advantages, thus leading to 'paradoxes.

While Gray et al. (1990) stated that the matrix organization is the most frequently mentioned structure in the literature, indicating its widespread use in modern organizations, much of the literature dealing with matrix structures dates back to the late 1980s and early 1990s. At the end of the 20th century, research interest in project management structures moved towards investigating projects as temporary organizations. More recent articles on the matrix structure focused mainly on the implementation of matrix structures, the difference in job satisfaction between functional managers and project managers, and resource allocation and organizational objectives in matrix organizations. Despite the dearth of recent publications, the organizational structure still plays an important role in the overall success of any firm; and, despite all the knowledge available, managers often still seem to experience problems with organizational structures. New ideas and concepts should therefore be of great relevance in helping organizations in this regard.

There are three main types of project management styles/structures: vertical management, horizontal management, and the Matrix structure. The focus of this study will be more on Matrix structure.

Matrix structure

A matrix organization is one in which workers report to more than one supervisor (Ünlü et al., 2022). This strategy is effective for larger businesses that offer a variety of products and services. Employees in a matrix organization can switch between different teams and managers with more ease. Staff members can benefit from this opportunity to learn more about the inner workings of the business as a whole.

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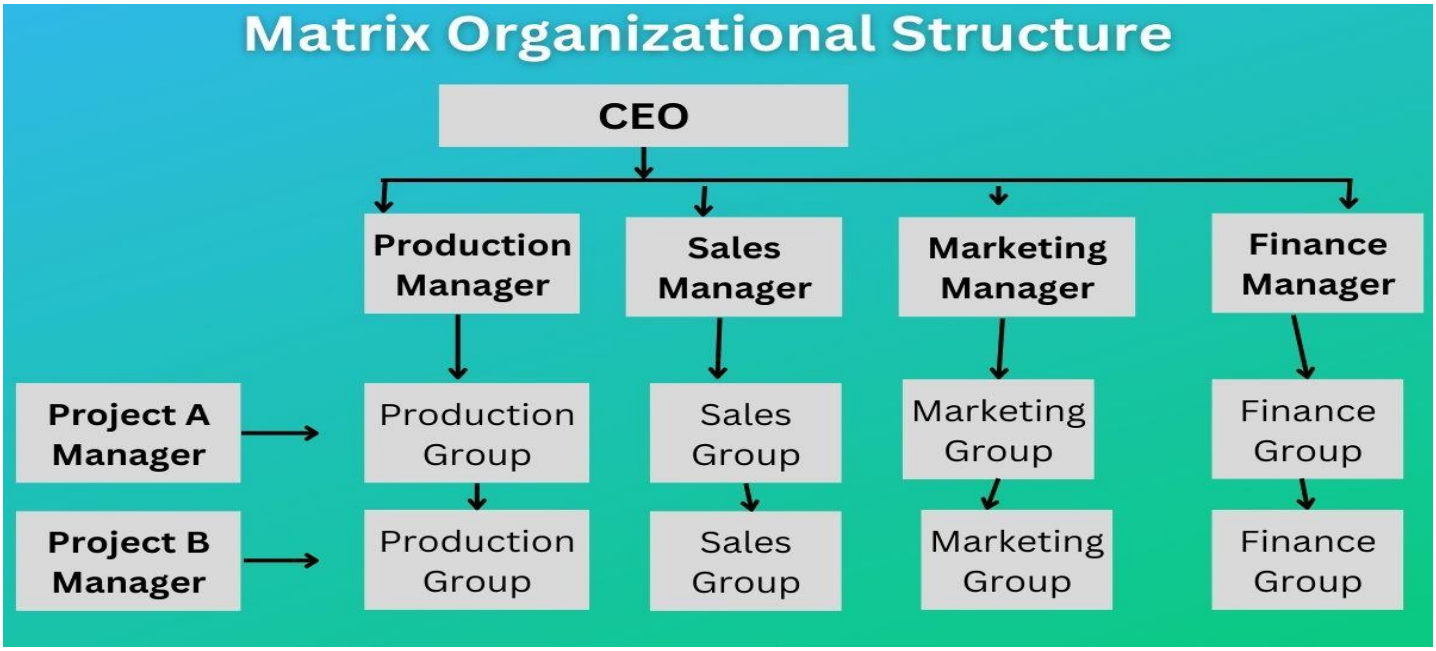

Figure 1. Matrix Structure (Al Darmaki, Bhaumik, and Al Rajawy, 2019)

Employees from many departments are able to collaborate in a matrix structure to solve organizational problems and execute difficult jobs more quickly and effectively. In a matrix structure, managers frequently delegate duties and projects to staff members who have nothing to do with their core responsibilities. As a result, workers are able to develop both personally and professionally as they advance in their roles. The matrix structure groups employees by both function and product. This structure can combine the best of both separate structures. A matrix organization frequently uses teams of employees to accomplish work, in order to take advantage of the strengths, as well as make up for the weaknesses, of functional and decentralized forms. An example would be a company that produces two products, "product a" and "product b". Using the matrix structure, this company would organize functions within the company as follows: "product a" sales department, "product a" customer service department, "product a" accounting, "product b" sales department, "product b" customer service department, "product b" accounting department. Matrix structure is amongst the purest of organizational structures, a simple lattice emulating order and regularity demonstrated in nature. Because the matrix structure is often used in organizations using the line-and-staff setup, it is also fairly centralized. However, the chain of command is different in that an employee can report to one or more managers, but one manager typically has more authority over the employee than the other

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manager(s). Within the project or team unit, decision making can occur faster than in a line-and-staff structure, but probably not as quickly as in a line structure.

Matrix Management Style

Matrix management is a type of organizational structure where employees report to more than one manager, typically across different dimensions such as function and project. In this style, employees have dual reporting relationships, which allows for greater flexibility, collaboration, and specialization within an organization (Elvis, et al 2020). The concept of matrix management emerged as a response to the increasing complexity of projects and tasks in modern workplaces.

Key features of matrix management include:

- **Dual Reporting Lines**: Employees report to both a functional manager (based on their expertise or department) and a project manager (based on the specific project they are working on). This dual reporting structure ensures that employees receive guidance, support, and evaluation from both perspectives.
- **Cross-Functional Teams**: Matrix management encourages the formation of cross-functional teams composed of individuals with diverse skills and expertise. These teams are assembled to address specific projects or tasks, allowing for a more holistic approach to problem-solving and innovation.
- **Flexibility and Adaptability**: Matrix management provides organizations with the flexibility to allocate resources dynamically based on project needs. It allows for the rapid formation and dissolution of teams as projects evolve, enabling organizations to respond quickly to changing market conditions and opportunities.
- **Specialization and Collaboration**: Employees in a matrix management structure have the opportunity to specialize in their functional areas while also collaborating with colleagues from different departments or disciplines. This fosters knowledge sharing, cross-training, and the development of innovative solutions that draw on diverse perspectives.
- **Clear Communication and Accountability**: Effective communication channels and clear role definitions are essential in matrix management to ensure that employees understand their responsibilities and reporting relationships. Regular communication between functional and project managers helps to align priorities, resolve conflicts, and ensure accountability for project outcomes.
- **Resource Optimization**: Matrix management allows organizations to maximize the utilization of resources by sharing expertise and minimizing duplication of effort across projects and functions. It enables organizations to leverage their talent pool more effectively and allocate resources based on strategic priorities.

Despite its benefits, matrix management can also pose challenges, including:

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- **Complexity and Overlapping Responsibilities**: Managing multiple reporting relationships and navigating complex decision-making processes can be challenging for employees and managers alike.
- **Conflict and Power Struggles**: Conflicting priorities, goals, and loyalties may arise between functional and project managers, leading to power struggles and interpersonal conflicts.
- **Communication Breakdowns**: Inadequate communication channels or unclear expectations can lead to misunderstandings, delays, and inefficiencies in project execution.
- **Role Ambiguity**: Employees may experience role ambiguity or uncertainty about their responsibilities and authority within the matrix structure, which can impact motivation and performance.

  Overall, successful implementation of matrix management requires a supportive organizational culture, effective leadership, and robust communication systems to harness the benefits of collaboration and specialization while mitigating potential challenges.

Matrix Project Management

Matrix project management is an organizational structure that blends elements of functional and project-based management approaches. It involves assigning project managers to oversee specific projects while team members continue to report to their functional managers. This approach allows organizations to efficiently allocate resources, leverage expertise across functional areas, and adapt to changing project needs (Douglason, 2009). Here's a breakdown of the concept and application of matrix project management:

1. **Integration of Functional and Project Structures**: In a matrix project management style, employees belong to both a functional department (such as marketing, finance, or operations) and a project team. This integration ensures that the organization can draw on the expertise and resources of different functional areas to execute projects effectively.
2. **Clear Project Objectives and Roles**: Matrix project management requires a clear definition of project objectives, scope, and deliverables. Each team member understands their role within the project and how it aligns with their responsibilities in their functional area. This clarity helps minimize confusion and ensures that everyone is working towards common goals.
3. **Dual Reporting Relationships**: Team members report to both a functional manager and a project manager. The functional manager is responsible for overseeing day-to-day activities and performance evaluations, while the project manager is accountable for project deliverables and timelines. This dual reporting structure facilitates

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coordination and communication across the organization.

4. **Resource Allocation and Optimization**: Matrix project management allows organizations to optimize resource allocation by assigning employees to projects based on their skills, availability, and project requirements. This flexibility ensures that projects have access to the right expertise and resources when needed, without creating unnecessary bottlenecks or overloading individuals.
5. **Dynamic Team Formation**: Projects in a matrix management structure often require cross-functional teams with members from different departments or functional areas. These teams are assembled based on the specific requirements of each project and may change as projects evolve or new initiatives arise. This dynamic team formation promotes collaboration, creativity, and knowledge sharing.
6. **Effective Communication and Coordination**: Matrix project management relies on effective communication channels and coordination mechanisms to ensure that everyone is aligned and working towards shared objectives. Regular meetings, status updates, and project management tools facilitate communication among team members, functional managers, and project managers, helping identify and promptly address issues.
7. **Adaptability to Change**: One of the key advantages of matrix project management is its ability to adapt to changing project requirements, market conditions, and organizational priorities. The flexible structure allows organizations to scale resources up or down as needed, pivot quickly in response to new opportunities or challenges, and reallocate resources to high-priority projects.
8. **Conflict Management**: Matrix project management may lead to conflicts arising from competing priorities, resource constraints, or differences in opinion between functional and project managers. Effective conflict management strategies, such as clear escalation procedures, negotiation techniques, and compromise, are essential for resolving conflicts and maintaining productive working relationships within the organization.

Matrix project management is a dynamic and flexible approach that combines the strengths of functional and project-based management structures. By integrating expertise from different functional areas, optimizing resource allocation, and fostering collaboration, organizations can achieve greater efficiency, innovation, and success in executing projects and achieving strategic objectives (Al Darmaki, et al 2019).

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Development of Community Projects

The development of community projects involves the process of identifying, planning, implementing, and evaluating initiatives aimed at addressing specific needs or enhancing the well-being of a community (Amabipi, 2016). These projects are often driven by community members themselves, with support from various stakeholders, including government agencies, non-profit organizations, businesses, and volunteers (Bogojevic, 2020). Here's a breakdown of the concept and key steps involved in the development of community projects:

1. **Needs Assessment and Stakeholder Engagement**: The first step in developing community projects is to conduct a thorough needs assessment to identify the challenges, priorities, and opportunities within the community. This may involve gathering data through surveys, interviews, focus groups, or community forums. Additionally, engaging with stakeholders such as residents, community leaders, local organizations, and government agencies helps ensure that projects are responsive to the needs and aspirations of the community (Amina, 2019).
2. **Goal Setting and Planning**: Based on the needs assessment findings, stakeholders collaboratively set goals and objectives for the community project. These goals should be specific, measurable, achievable, relevant, and time-bound (SMART). Once goals are established, a detailed project plan is developed, outlining the activities, timeline, budget, resources, and roles and responsibilities of stakeholders involved in the project.
3. **Resource Mobilization and Partnerships**: Community projects often require a range of resources, including funding, expertise, materials, and volunteers. Mobilizing resources may involve seeking grants, donations, sponsorships, or in-kind contributions from government agencies, philanthropic organizations, businesses, and community members. Building partnerships with relevant stakeholders helps leverage resources and expertise, fosters collaboration, and enhances the sustainability and impact of community projects.
4. **Implementation and Monitoring**: With the project plan in place, implementation begins, with stakeholders working together to execute the planned activities. Effective project management practices, such as regular meetings, communication channels, and progress tracking systems, help ensure that activities are carried out according to plan and that any challenges or issues are addressed promptly. Monitoring and evaluation mechanisms are also put in place to assess progress, measure outcomes, and make adjustments as needed to achieve project goals.
5. **Capacity Building and Empowerment**: Community projects not only aim to address immediate needs but also build the capacity and empower community members to become active participants in the

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development process. This may involve providing training, skill-building workshops, mentorship, and leadership development opportunities to enhance the knowledge, skills, and resilience of individuals and communities.

6. **Sustainability and Continuity**: Sustainable development of community projects involves considering initiatives' long-term impact and viability beyond the project duration. Strategies for sustainability may include building local ownership and leadership, establishing income-generating activities, fostering community partnerships, and integrating projects into existing community structures and systems. Furthermore, documenting lessons learned and sharing best practices can inform future projects and contribute to ongoing community development efforts (Elvis, et al 2020).
7. **Celebration and Reflection**: Upon completion of the project or milestone achievements, it's important to celebrate successes and recognize the contributions of stakeholders. Additionally, taking time to reflect on the project experience, including successes, challenges, and lessons learned, helps inform future planning and decision-making, ensuring continuous improvement and effectiveness in community development efforts (Okonkwo, 2022).

The development of community projects involves a participatory and iterative process that engages stakeholders, addresses community needs, builds capacity and resilience, and contributes to sustainable development and positive social change. By empowering communities to take ownership of their development and fostering collaboration among diverse stakeholders, community projects can create lasting impact and improve the quality of life for all members of the community (Wood, 2019).

2.2 Theoretical Framework

The "Resource Curse" Theory presupposes that nations with rich natural resources may fail to develop in other sectors, ultimately bringing about financial problems. The theory also assumes that such a country will also fail to develop infrastructure and other industries; instead, they focus on a handful of industries that cripples the economy by encouraging very isolated investments and development; while ignoring the need to develop a more diversified economy. The result is that the country is also forced to a large extent to rely on other nations for a wide variety of goods and services; and may end up with a net loss at the end of the year (Auty, 1993). The term resource curse was first used by Richard Auty (1998) to describe how Countries rich in natural resources were unable to use that wealth to boost their economies and how counter initiatively; these countries had lower economic growth than countries without an abundance of natural resources. This was exemplified by the "Dutch Disease" syndrome, a situation that makes it difficult to diversify the economy, generally undermining non-oil activities. Numerous studies including one by Sachs and

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Warner (2001), and Billon (2001), have all shown a link between natural resource abundance and poor economic growth. Hardin (1968) on his part opines that in the traditional Commons Problems, free access to a finite resource ultimately dooms the resource through over-exploitation. Natural resources can and often do provoke conflicts within the society as different groups and factions fight for their share as expressed by Collier and Hoeffler (2002). This tends to erode the government's ability to function effectively.

2.3 Empirical Review

Douglason (2009) in a study titled "The impact of oil exploration on the inhabitants of the oil-producing areas of Nigeria", carried out in Nigeria modestly assailed to measure the impact of the oil industry on the inhabitants of the oil-producing areas of Nigeria by adopting an analysis of variance (ANOVA) methodology to test various hypotheses using six socio-economic indicators (education, health, housing, power, roads and water supply). The study adopted secondary data from the federal and state governments following the lead of Ikein by employing the F-statistic to test various hypotheses taking one socioeconomic indicator at a time. The results revealed that the overall impact of oil on the selected socio-economic fundamentals was only significant during the oil boom era. The oil industry significantly impacted more on the development of these indicators in non-oil-producing areas than in oil-producing areas.

Omorede (2014) in a paper titled "Assessment of the Impact of Oil and Gas Resource Exploration on the Environment of Selected Communities in Delta State, Nigeria" carried out in Delta State assessed the Impact of Oil and Gas Resource Exploration on the Environment of Delta State oil producing communities of Nigeria. It examined the problems associated with Oil exploration and its mitigation. Primary and Secondary data were used to source data for the set objectives. The theoretical framework was based on the resource curse theory and the environmental externalities theory. It was established that various problems such as oil spillage, retardation of vegetation growth, soil infertility, ill-health to members of the community, displacement of the people of the area, constant protestation of host communities, socio-economic deprivation, and perceived marginalization of the people are associated with oil resource exploration.

Amabipi (2016) studied the host community's distrust and violence against oil companies in Nigeria. The study used social exchange theory to better understand the causes and consequences of the lack of community trust in the oil companies that is pervasive in the region. Purposeful sampling was used in the selection of 10 community members, 8 representatives of the oil industry, and 3 government officials. Data were collected through in-depth interviews and documents provided by participants. These were inductively coded and then analyzed using a constant comparative technique. Findings revealed that participants perceived a lack of

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adequate collaboration among stakeholders and the application of inadequate management strategies of the IOCs and government having an impact on the degree and frequency of community violence.

Nwosu (2017) evaluated the problems and prospects prevalent as a result of the presence of Oil Companies such as Exxon-Mobil, Chevron, Agip, Elf, etc. on the inhabitants of the Oil-bearing communities in the entire Niger Delta region of Nigeria. The design adopted for the study was Ex-Post-Facto. Data was collected using a researcher-developed instrument called the Oil Industries and Host Community Relations Questionnaire (O.I.H.C.R.Q.). Using a Stratified Random Sampling technique, a sample of 293 subjects, the hypotheses were tested with Pearson Product Moment Correlation Coefficient I at 0.05 level of significance. Results obtained revealed that: there is a significant relationship between Niger Delta indigenes' attitude and the scope of activities of Oil Industries in the Niger Delta region; there was also a significant relationship between the company-community relations and the scope of activities of Oil Industries in the Niger Delta region; and that there was equally a significant relationship between the host communities perception of the employment policies of Oil Industries operating in the Niger Delta region and the scope of activities of the various companies.

3. Methodology

The descriptive research design was adopted for the study as the framework for this research. The area of study is the Kokori community in Ethiope East L.G.A of Delta State. The community has 11 villages a land mass of 76 square meters and a population of 28,897. The case study of this research includes the Oil and Gas companies namely, Heritage Energy Operational Services Limited, ND Western Limited, and First Hydrocarbon Limited operating in the Niger Delta carry out community development-based projects and Oil Mineral Producing Areas Landlords Association of Nigeria community (OMPALAN) in Kokori community of Ethiope L.G.A of Delta State of Nigeria will form the population of the research survey.

Primary data is firsthand obtained information from an eyewitness account. The main sources of primary data are structured questionnaires, interviews, and direct observations. On the other hand, secondary data are documented facts that have existed before the onset of the research. Sources of secondary data are the internet, databases, textbooks, journal papers, etc. The population of this study is made up of three (3) companies in the Kokori community and their management and other staff, Oil Mineral Producing Areas Landlords Association of Nigeria community (OMPALAN) Kokori community. This population is 189.

A sample size of 76 respondents was used. To arrive at the sample size of the study, the model proposed by Castillo (2009) will be adopted for this study. The 76 respondents who took part in the survey were selected using the Simple Random technique. The data was collected electronically using e-mail. The data were

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evaluated by the statistical tools of mean and standard deviation.

4. Data Presentation

S/N	COMPANY NAME	SITUATION
1	Heritage Energy Operational Services Limited	Fully Operational
2	First Hydrocarbon Nigeria Limited	Fully Operational
3	ND Western Limited	Fully Operational

Table 1: ***Situation of Oil and Gas Companies in Kokori, Delta State***

Table 2: ***Situation of Community-based projects in Kokori, Delta State.***

S/N	PROJECT TITLE	SITUATION
1	Construction/building of cottage hospital	Ongoing
2	Construction/building of community Town Hall	Ongoing
3	Construction/building of a block of six (6) Classrooms	Ongoing
4	Procurement and installation of Solar Street Lights	Ongoing
5	Grading and asphalting of internal Road provision	Ongoing
6	Provisions of portable water for Kokori Community	Ongoing

S/N	PROJECT TITLE	PROJECT MGT STYLE	LEVEL OF SUCCESS (%)
1	Construction/building of cottage hospital	Vertical Structure	55
2	Construction/building of community Town Hall	Horizontal	65
3	Construction/building a block of six (6) Classrooms	Matrix Structure	80
4	Procurement and installation of Solar Street Lights	Vertical Structure	70
5	Grading and asphalting of internal Road provision	Matrix Structure	85
6	Provisions of portable water for Kokori Community	Horizontal	60

Table 3: ***Respective Project management style adopted for the Community-based projects in Kokori, Delta State.***

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PROJECT MANAGEMENT STYLE	MEAN SCORE, X (%)	STANDARD DEVIATION (S)
MATRIX	82.50	3.53
OTHER STYLES	62.5	6.45
MATRIX AND OTHERS	69.16	11.58

Table 4*: Mean and Standard Deviation of success level score for Matrix and another management style.*

The extent Matrix Project management style will minimize the delay in the delivery of community development-based projects in the Kokori Community of Ethiope East L.G.A of Delta State.

S/N	Description	(x)	SD	Rank
	To what extent will the Matrix Project management style minimize the following in the delivery of community development-based projects in the Kokori Community of Ethiope East L.G.A of Delta State?			
1	Change in project scope.	3.47	0.74	GE
2	Poor communication between critical stakeholders.	3.55	0.76	GE
3	Deviation from the set timeline of a project	3.19	0.87	GE
4	Poor project Planning	3.36	0.84	GE
5	Poor management of resources (human and material)	3.16	1.01	GE
	OVERALL MEAN/SD SCORE	**3.35**	**0.84**	**GE**

Table 5: *Mean rating of responses from Supervisors and other Workers in the case study organizations on the extent to which Matrix Project management style is minimizing delay of delivery of community development-based projects in Kokori Community of Ethiope East L.G.A of Delta State.*

Extent Matrix Project management style will improve the quality of community development-based projects in Kokori Community of Ethiope East L.G.A of Delta State

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S/N	Description	(x)	SD	Rank
	To what extent will the Matrix Project management style facilitate the following in the delivery of community development-based projects in the Kokori Community of Ethiope East L.G.A of Delta State?			
1	Quality definition	3.68	0.62	GE
2	Focus in project requirements	3.30	0.89	GE
3	Quality control and monitoring	3.20	0.94	GE
4	Strict adherence to project processes	3.62	0.67	GE
5	Quality management and assurance	3.46	0.79	GE

Table 6: ***Mean rating of responses Supervisors and other Workers in the case study organizations on the extent to which Matrix Project management style is improving the quality of community development-based projects in Kokori Community of Ethiope East L.G.A of Delta State***

To the extent will the Matrix Project management style minimize the number of failed community development-based projects in the Kokori Community of Ethiope East L.G.A of Delta State?

Table 7: ***Mean rating of responses from Supervisors and other Workers in the case study***

S/N	Description	(x)	SD	Rank
	To what extent will the Matrix Project management style facilitate the following in the community development-based projects in the Kokori Community of Ethiope East L.G.A of Delta State?			
1	Use of proactive approach on skills, manpower, and methodology needed for the project.	3.51	0.87	GE
2	Tracking of project progress	3.14	0.81	GE
3	Identification, analysis, and response to risk factors in the project.	3.45	0.91	GE
4	Proper allocation of resources	3.25	1.03	GE
	OVERALL MEAN/SD SCORE	**3.34**	**0.91**	**GE**

organizations on the extent to which Matrix Project management style is minimizing the number of failed community development-based projects in Kokori Community of Ethiope East L.G.A of Delta State.

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Discussion

From Table 4, it can be seen that projects managed with the matrix management style recorded a success level of 82.5 against a success level of 62.5 for other management styles. This shows that the matrix project management structure delivered a better mean success level for the projects studied.

Table 5 shows that employees' responses gave an overall mean of 3.35 for research question one. This is above the minimum acceptable value of 2.5. This result implies that the employees in the case study organizations believe that the Matrix Project management style minimizes the delay of the delivery of community development-based projects in the Kokori Community of Ethiope L.G.A of Delta State.

Table 7 shows that supervisors' responses gave an overall mean of 3.34 for research question one. This is above the minimum acceptable value of 2.5. This result implies that the employees in the organizations under study believe that the Matrix Project management style reduces the number of failed community development-based projects in the Kokori Community of Ethiope East L.G.A of Delta State.

5. Conclusion

The study concludes that the matrix project management structure delivered an improved mean success level for the projects studied. Also, the matrix project management structure minimizes delay in project delivery, improves the quality of works, and reduces the number of failed community development-based projects in Kokori Community of Ethiope East L.G.A of Delta State. Also, the research concludes that there is a significant difference between the level of success recorded in projects delivered by Matrix management style and other management styles in community development-based projects in Kokori Community of Ethiope East L.G.A of Delta State.

Recommendation

Recommendations on the impacts of matrix management structure on community development projects by oil and gas industries in Kokori, Ethiope East LGA of Delta State, Nigeria:

1. Implement clear communication channels within the matrix management structure to ensure that all stakeholders, including community members, project managers, oil and gas industry representatives, and government officials, are informed and involved in the decision-making process. This will help in addressing concerns, sharing progress updates, and fostering transparency.
2. Foster active engagement and collaboration among all stakeholders involved in the community development projects. Encourage regular meetings, workshops, and consultations to gather input from community members, identify their needs and preferences, and ensure that projects align with local priorities.

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