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Benchmarking Culture and Organizational Sustainability of Oil and Gas Companies in Port Harcourt, Rivers State

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Abstract: *This study examined the relationship between benchmarking culture and organizational sustainability of oil and gas companies in Port Harcourt, Rivers State. The problem of the research hinged on the inability of oil and gas companies to adapt best industry practices of eliminating the process of trial and error, enhancing efficiency of developing new products and improving customer satisfaction by identifying, understanding, and adapting good practices of other organizations which improves the performance of organizations. In solving this research problem, four research hypotheses were formulated in their null forms that were empirically tested to achieve four specific objectives of the study. The cross-sectional survey method was adopted, and a population of four hundred and thirty seven (437) employees of 7 oil and gas firms in Port Harcourt, Rivers State made up the study subjects. Sample size of two hundred and eight (208) employees were drawn from the population. The simple random sampling technique was used in this study. Data were collected from respondents using copies of structured questionnaire. The retrieved copies of the research instrument were analyzed using Spearman's rank order correlation coefficient. The result revealed that there is a significant positive relationship between the dimensions of benchmarking culture (continuous improved mentality and organizational learning) with organizational sustainability. The study concluded that benchmarking culture is critical in achieving and improving sustainability of oil and gas firms in Rivers State. As a consequence, the study recommended among others that management of oil and gas companies should implement a structured system for capturing, analyzing, and implementing feedback from continuous improvement initiatives to optimize operational processes and reduce costs, thereby enhancing economic sustainability.*

Keywords: Benchmarking culture; Continuous improved mentality; Economic sustainability, Organizational learning, Organizational sustainability, Social sustainability.

1.0 Introduction

It has become imperative to ensure sustainability of organizations in order to minimize the negative effect of the firms' operation in the environment. Central to this need towards enhancing firms' fortune is the cultivation of a robust benchmarking culture, a beacon that guides these companies towards operational excellence, while mitigating environmental impact. This pursuit transcends profit margins, a commitment to forging a legacy of responsible resource management and ecological integrity (Liu, 2010. Owing to some of the negative implications of industrial pollution, oil and gas firms must adopt sustainable practices that not only benefit the environment but also their societal aims. This is based on the incontrovertible reality that organizations generate the majority of the carbon that have a negative impact on the environment through their daily activities (Liu, 2010). Sustainability is an ethical idea that protects the environment, reduces resource exploitation, and shifts investment direction (Molla, Yusnidah, & Ishak, 2019). The Brundtland Report, published in 1987, served as the foundation for the notion of sustainability (Bhatia & Tuli, 2018).

The oil and gas sector is known for directing its business practices towards corporate ethics that uphold sustainability's core principles. Stakeholder rights, environmental protection, product stewardship, financial transparency, corruption, community relations, and corporate social responsibility (CSR) are important aspects of the industry's growing code of practises (Tang, Hull, & Rothenberg, 2012; Testa & D'Amato (2017; Uadiale & Fagbemi, 2012). Given the macroeconomic, energy, and geopolitical ramifications of the current situation, oil and gas businesses seem to be in the midst of the transition towards a sustainable society. This transformation process has implications for just, sustainable development (McCauley & Heffron, 2018; Krawchenko & Gordon, 2022) as predictions of the world's energy production and consumption strongly imply that oil and natural gas will dominate the energy landscape in the future, driven by the demands of a growing population and the urbanization trends in emerging economies (EIA).

Benchmarking is the process of comparing your goods, services, and operations to those of businesses who are thought to be industry leaders in one or more areas (American Society for Quality ((2023). Benchmarking is a systematic process of comparing an organization's performance, processes, products, or services against those of its peers or industry leaders, with the aim of identifying best practices and areas for improvement. Benchmarking culture refers to the prevailing attitudes, beliefs, values, and practices within an organization that emphasises the importance of benchmarking as a strategic tool for improvement and performance enhancement.

Due to the importance of corporate sustainability, numerous empirical studies on the topic have been conducted globally. In an effort to attain corporate sustainability, they looked at many factors. For instance, Strand (2014) looked at the connection between corporate sustainability and strategic leadership. The results demonstrate a beneficial association between business sustainability and strategic

leadership. A study on corporate sustainability and business ethics was conducted by Tencati and Perrini in 2011. Their study's conclusions revealed a link between corporate sustainability and business ethics. Corporate sustainability and the management information system were examined by Caldelli and Parmigiani in 2004. Their study's findings demonstrate the role of management information systems in achieving business sustainability. Although several studies have been made on bench marking culture and sustainability respectively, the dearth of empirical study on benchmarking culture and organizational sustainability of oil and gas companies in Port Harcourt, motivates this study. This study filled the observed gap and unravel the nexus between bench marking and sustainability in the oil and gas industry.

Statement of the Problem

Rivers State, one of the oils and gas hubs in Nigeria, stands as a place of opportunities and challenges in the quest for sustainable energy practices. The intersection of an abundant natural resource base and the imperative for environmental stewardship has placed the region at the forefront of global discussions on benchmarking culture and organizational sustainability within the oil industry. However, this pursuit is far from without hurdles. The oil and gas industry face multifaceted challenges as they endeavor to infuse benchmarking practices into the core of their organizational identities. Most firms face the challenge of regulatory complexity and compliance issues. The oil and gas industry grapples with a complex regulatory framework (Resolution Law Firm, 2021). Navigating the extremely complex local, national, and international regulations requires substantial resources and expertise and ensuring compliance while also benchmarking against industry best practices demands a delicate balancing act that can often strain limited resources.

Many oil and gas firms face challenges in keeping pace with technological advancements and encounters innovation deficit (Forbes Technology Council, 2023). The adoption of cutting-edge sustainable practices, which is central to benchmarking, is impeded by infrastructure limitations, skill gaps, and financial constraints. The oil industry's operations have, at times, been associated with environmental degradation and strained community relations. There are observed inability of oil and gas firms to cultivate a benchmarking culture that can necessitate a comprehensive approach to addresses these concerns and achieve sustainability.

Benchmarking relies heavily on data analysis and comparison and access to accurate, reliable, and comprehensive data are hindered by factors such as data silos, inconsistent reporting standards, and limited transparency in some areas of the industry which are irregularly maintained in the oil and gas industry. Embedding a benchmarking culture requires a cultural shift within organizations. Overcoming resistance to change, especially in long-established entities, can be a formidable challenge. A culture that traditionally prioritizes efficiency over sustainability may need to undergo a transformation in mindset and values. The journey towards a robust benchmarking culture for organizational sustainability in the oil and gas are marked by these formidable challenges. Addressing these hurdles demands concerted efforts, collaborative partnerships, and a steadfast commitment to a shared vision of sustainable energy practices by oil and gas firms in Rivers State.

Aim and Objectives of the Study

The aim of the study was to examine the relationship between benchmarking culture and organizational sustainability of oil and gas companies in Port Harcourt, Rivers State. The specific objectives included;

i. Examine the relationship between continuous improved mentality and economic sustainability of oil and gas companies in Port Harcourt, Rivers State.

ii. Investigate the relationship between continuous improved mentality and social sustainability of oil and gas companies in Port Harcourt, Rivers State.

iii. Examine the relationship between organizational learning and economic sustainability of oil and gas companies in Port Harcourt, Rivers State.

iv. Investigate the relationship between organizational learning and social sustainability of oil and gas companies in Port Harcourt, Rivers State.

Research Hypotheses

The following null hypotheses served as tentative answers to the research problem;

Ho_1: There is no significant relationship between continuous improved mentality and economic sustainability of oil and gas companies in Port Harcourt, Rivers State.

Ho_2: There is no significant relationship between continuous improved mentality and social sustainability of oil and gas companies in Port Harcourt, Rivers State.

Ho_3: There is no significant relationship between organizational learning and economic sustainability of oil and gas companies in Port Harcourt, Rivers State.

Ho_4: There is no significant relationship between organizational learning and social sustainability of oil and gas companies in Port Harcourt, Rivers State.

2.0 Literature Review

Theoretical Review

The theory that underpinned this study is the Goal Theory. Setting objectives for workers was a major emphasis of motivational theory in the 1980s, when the goal theory was developed. As demonstrated by Catania (2012), the goal theory's followers assert that when workers are given clear objectives to achieve, their level of inspiration rise. For salespeople, these objectives can include a sales target. According to a study by Bipp and Dam (2014) that backs up the goal theory, workers will perform better when given clear, difficult objectives. As noted by Locke and Latham (2002), goals have a profound impact on management practices as well as worker conduct and efficiency in firms. According to the theory, there appear to be two cognitive determinants of behavior: values and intentions (goals). Plainly put, a goal is anything that a person is actively attempting to accomplish. According to Locke and Latham, one's value judgments are experienced in an emotional manner. In other words, one is motivated to act in a way that is compatible with their values. Through additional mechanisms, goals also influence behavior (work performance). Therefore, according to Locke and Latham, goals focus concentration and motivate action. Additionally, setting and achieving difficult goals increases energy, effort, and perseverance. Setting goals encourages people to create plans that will help them reach the necessary performance levels. Lastly, reaching the objective can result in feelings of fulfillment and increased motivation; failing to reach the goal might result in feelings of dissatisfaction and decreased drive. The intended performance increases won't occur from a goal that is too simple to achieve.

Objectives must be embraced. Workers of a company may not be committed to goals if they are merely assigned to them, particularly if these targets would be challenging to achieve. Including members of the organization in the goal-setting process is a potent way to gain acceptability. To put it another way, involvement in the goal-setting process tends to increase commitment to the goals. Members of a company who participate are better equipped to comprehend the objectives, make sure they are reasonable, and accomplish the goals.

Conceptual Framework

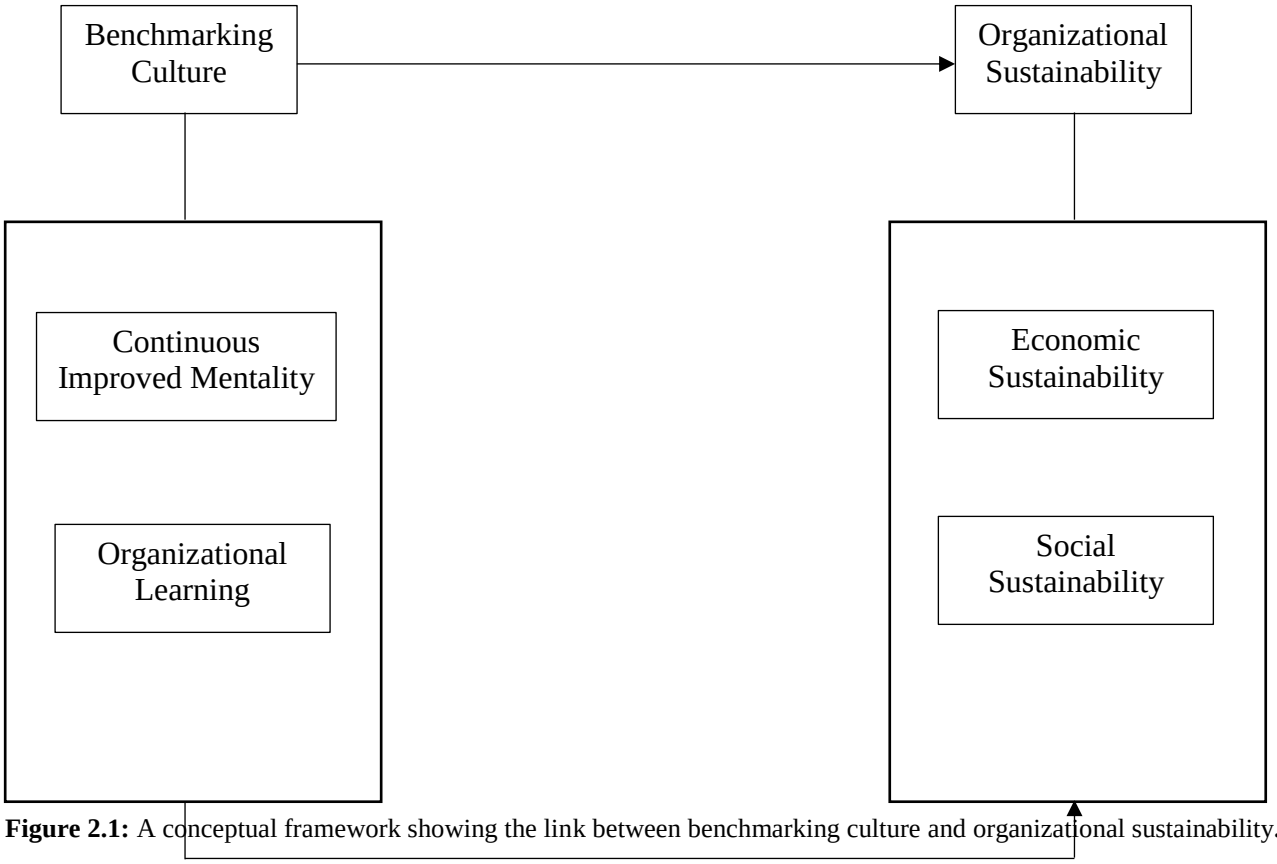

Figure 2.1: A conceptual framework showing the link between benchmarking culture and organizational sustainability**.**

Source: The dimensions of benchmarking culture were adapted from Abazeed (2017) while the measures were adapted from Cella-de-Oliveira (2013).

2.1 Conceptual Review

Benchmarking Culture

Benchmarking has spread fast and become one of the most used competitive techniques (Chen, 2002). It is frequently employed as a technique to boost consumer satisfaction (Brah, Lin Ong, & Madhu Rao, 2000), boost effectiveness (Yasin, 2002), and eradicate the method of trial and error while creating new goods (Hong et al., 2014). According to Camp (1989), it is "the hunt for optimal business procedures which will result in outstanding outcomes through the actualization of these optimal practices." This definition is among the most widely used. By discovering, comprehending, and incorporating successful methods from other businesses, benchmarking seeks to enhance a company's efficiency, as noted by Kumar, Antony, and Dhakar (2006). Additionally, it is looking for best practices and attempting to implement them in order to accomplish the objectives of the organization. Additionally, benchmarking seeks to evaluate and contrast specific specified areas of company efficiency with others, allowing companies to pinpoint deficiencies and shortcomings so that the proper corrective steps can be taken (Maire, Bronet, & France, 2005). It is also described as a useful tool for finding efficient procedures from other organizations and implementing them within the company to reap some benefits. Other definitions concentrate on how benchmarking can enhance performance through the identification, selection, and adaptation of exceptional organizations' best practices and procedures. As defined by Rohlfer (2004), benchmarking is a means of looking for and implementing optimal procedures to close loopholes in an organization's operations, make necessary adjustments, and carry out ongoing upgrades to processes in order to become more competitive.

Continuous Improved Mentality

Globalization, growing rivalry, and rising customer expectations and demands are driving businesses all over the world to continuously improve their operations (Khan et al., 2019). As a result, managers' and employees' involvement in continuous improvement initiatives can be a strategic instrument for enhancing and preserving competitiveness, leveraging their expertise to

raise an organization's overall performance level. At the highest levels of the organization—at the departmental, personal, and top leadership levels—the idea of continuous improvement techniques is implemented. The organization's strategic position is one of the primary obstacles that continuous improvement strategies must overcome (Nkonzo, 2019). Moreover, Goetsch and Davis (2018) argued that the ideas of continuous improvement methods are not restricted to larger-scale problem solving at the group level. According to Wickramasinghe and Chathurani (2020), continuous improvement is the systematic endeavor that a company uses to effectively develop new techniques and methods of conducting work or production by continuously starting process enhancements.

Organizational Learning

Organizational learning is defined as a change in the organization's knowledge base that occurs due to past experience (Espejo & Flores, 2021). Learning organization has been described as an outcome or product of organizational learning, which is complex and multidimensional in approach. That is why Mohamed (2017) views organizational learning as a process going on in the learning organization". Alrefaai and Khalil (2019) suggest that organizational learning encompasses knowledge creation, retention, and transfer, all of which stem from experience and can be viewed as structured activities. This learning process operates on multiple levels, allowing individuals within an organization to gain knowledge both independently and collaboratively through shared actions and reflection (Albrecht, 2003).

Companies typically learn from their employees, so leaders look for ways to accomplish more, more quickly, and more deeply through valuable business learning. The knowledge they gain should then be translated into marketable services and goods.

According to Weed-Schertzer (2020), a company learns by processing information with the goal of gathering and preserving knowledge that is beneficial. One of the four processes that make up learning inside an organization is organizational learning. It is a significant behavioral phenomenon that influences how organizations behave. Behaviorists hold that exposure to social situations during learning causes an individual to acquire new behaviors (Proctor, 2018).

Organizational Sustainability

The Chartered Institute of Personnel and Development (CIPD, 2012) defines sustainability in an organizational setting as "the principle of strengthening the societal, environmental, and economic frameworks within which a company functions." This introduces the idea of a three-way emphasis for businesses aiming for sustainability. Colbert and Kurucz's (2007) assertion that sustainability necessitates simultaneously focusing on the performance of the economy, society, and environment echoes this idea. The advancement of social sustainability is greatly aided by organizations, but the definition of organizational sustainability itself is still lacking (Osborne, Radnor, Vidal & Kinder 2014; Weerawardena et al. 2010). Common synonyms for organizational sustainability included in the literature from various fields on sustainability are organizational feasibility and success (Alexander 2000, Ruff 2006, Helmig, Ingerfurth & Pinz 2014, Van der Heijden 2004, Weerawardena et al. 2010); durability and consistency of the organization (Carroll & Stater 2009, Cullom & Cullom 2014) and, In certain instances, advancement (Ahlstrom 2010).

Economic Sustainability

Economic sustainability can be described as a process whereby there is a consciousness to maintain permanent income for humans. This income could be generated through non-declining stocks of capital (Spangenberg, 2005). In the macroeconomic debate, authors like Rennings (2000) and Bundeshanzlerant (2002) are of the opinion that criteria such as innovations, competitiveness and public debt are predominant, while other criteria such as inflation and trade imbalances are politically induced. Etxezarreta, Huffschmid and Mazier (2003) are also of the view that criteria such as aggregate demand, savings rate and consumption level play a minor role in terms of economic sustainability.

Economic sustainability ensures that there is enough in the capital base for future use. According to OECD (2011), the main focus of economic sustainability is the provision of increasing stock of man-made capital as well as the degree to which such capital may be reduced from the accounts. Economic sustainability ensures that there is some sort of perceived growth which would be sufficient for all kinds of social improvement.

Social Sustainability

Social sustainability involves fostering social cohesion, ensuring fair income distribution, providing employment that supports decent livelihoods, and guaranteeing equal access to resources and social services. It also requires balancing tradition with innovation while promoting self-reliance, local development, and confidence (Sachs, 1999). A comprehensive definition of social sustainability is rooted in core values such as equity and democracy, with the latter emphasizing the full realization of political, civil, economic, social, and cultural rights for all individuals. Its primary goal is to establish the fundamental social conditions necessary for sustainable long-term development—often referred to as "critical social capital"—while identifying challenges that could undermine societal stability over time (Biart, 2002).

Social sustainability is a threefold concept including: (a) "development sustainability," which addresses fundamental requirements, social capital creation, and justice; (b) "bridge sustainability," which deals with behavioral modifications to accomplish bio-physical environmental goals and; (c) 'maintenance sustainability', referring to the preservation or what can be sustained as sociocultural characteristics in the face of changes, and how individuals willingly accept or oppose those developments (Vallance et al., 2011).

Social sustainability reflects the overall well-being of a society, encompassing the interaction between nature and human systems, as well as the relationships within society itself. It is attained when work and institutional structures (1) address a broad spectrum of human needs and (2) are designed to safeguard nature's regenerative capacities while upholding social justice, human dignity, and inclusive participation over the long term (Griessler & Littig, 2005).

Empirical Review

Abazeed (2017) investigated benchmarking culture and its impact on operational performance: a field study on industrial companies in Jordan. The study explored the degree to which industrial businesses have a benchmarking culture and how it affects operational performance. Descriptive research design was used. A random sample of 50 industrial companies from Amman and Irbid was selected for the study. Data were gathered through a questionnaire-based survey targeting employees within these companies. The findings revealed that all aspects of benchmarking culture—including prior benchmarking experience, internal and external analysis behaviors, a continuous improvement mindset, sharing internal opinions, seeking internal best practices, comparing with market leaders, quality policy communication, organizational learning, and team development—had a significant and positive impact on the operational performance of industrial companies in Jordan. The study concluded that benchmarking culture plays a crucial role in enhancing performance.

Srisathan, Ketkaew and Naruetharadhol (2020) examined the intervention of organizational sustainability in the effect of organizational culture on open innovation performance: A case of Thai and Chinese SMEs. An analysis of 300 SMEs across various industries in China and Thailand revealed that organizational sustainability plays a key role in linking open innovation performance with organizational culture. The findings suggest that to achieve exceptional innovation outcomes, SMEs must develop robust and appropriate strategies for organizational sustainability. Since cultural traits help maintain core business competencies in marketing, operations, customer orientation, capital management, and monitoring & evaluation, the study highlights the significant influence of organizational culture on sustainability. Furthermore, these aspects of organizational sustainability serve as a crucial mediator in SMEs' ability to manage open innovation effectively. The study offers a practical recommendation for managers to recognize and value key components of organizational culture—such as leadership, teamwork, and organizational climate. By integrating organizational sustainability into their strategic decisions during open innovation processes, managers can enhance overall performance.

Wamalwa, Wanyama and Ayub (2021) studied the moderating influence of organizational culture on relationship between strategic benchmarking practices and organizational performance of the county government of Kenya. A Descriptive survey design was adopted. The target population comprised of 120 respondents covering 10 heads of departments and 110 heads of section from the County Government of Busia. Questionnaires were the main data collection. Data was analysed used both descriptive and inferential statistics. The study revealed that when organizational culture was introduced into the model, that is, on the relationship between strategic benchmarking practices and organizational performance, it reduced the influence of the strategic benchmarking practices on organizational performance in County Government of Busia. The study suggested that the management of the County Government of Busia should give its staff members managerial support and training on the impact of strategic benchmarking methods on organizational performance. For the County Government to improve on their service delivery, they should apply internal benchmarking, functional benchmarking and competitive benchmarking to achieve service excellence.

3.0 Research Methodology

3.1 Research Design this study used a cross-sectional survey or the quasi experimental design. The choice was because members of the study units were not under the control of the researcher.

3.2 Population for the study the population for the study was 437 managers of 7 oil and gas firms in Port Harcourt, Rivers State.

Sampling Technique In this study, a simple random sampling technique was used. This method was chosen because it provided a true representation of the entire population and reduced the possibility of researcher's bias in the sample case selection

3.3 Sample size determination the sample size of 208 was determined using the Yamen's (1968) formula for sample size determination.

3.4 Method of Data collection the data for the research was collected by means of distributed copies of structured questionnaire. As a result, 208 copies of questionnaire were distributed to managers comprised of top, middle, and lower levels of the oil and gas companies under study.

3.5 Measurement of Variables benchmarking culture (independent variable) was measured using continuous improved mentality and organizational learning. 5 items were used in measuring continuous improved mentality. 5 items were used in measuring organizational learning. Organizational sustainability (dependent variable) was measured using economic sustainability and social sustainability. 5 items were used in measuring economic sustainability. 5 items were used in measuring social sustainability. The items were rated on a 4-point Likert scale, with 1 indicating strongly disagree, 2 indicating disagree, 3 indicating agree, and 4 indicating strongly agreed

3.6 Method of Data analysis the Spearman's Rank Order Correlation Coefficient was used for the analysis of data from the bivariate hypotheses, and aided by Statistical Package for Social Sciences (SPSS) version 21

4.0 Result

A total of 208 copies of questionnaire were distributed to respondent, however, only 192 (92%) copies were returned and used for the study. The hypotheses test was undertaken at a 95% confidence interval implying a 0.05 level of significance. The decision rule is set at a critical region of $p > 0.05$ for acceptance of the null hypothesis and $p < 0.05$ for rejection of the null hypothesis.

Table 1 Continuous improved mentality and Measures of organizational sustainability

			Continuous Improved Mentality	Economic Sustainability	Social Sustainability
Spearman's rho	Continuous Improved Mentality	Correlation Coefficient	1.000	.643**	.705**
		Sig. (2-tailed)	.	.000	.000
		N	192	192	192
	Economic Sustainability	Correlation Coefficient	.643**	1.000	.609**
		Sig. (2-tailed)	.000	.	.000
		N	192	192	192
	Social Sustainability	Correlation Coefficient	.705**	.609**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	192	192	192

Source: Author's Field Survey (2025) - SPSS version 25 output extracts

Ho_1: There is no significant relationship between continuous improved mentality and economic sustainability of oil and gas companies in Port Harcourt, Rivers State, Nigeria.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.002 < 0.05$), rho = 0.643 between continuous improved mentality and economic sustainability. This means that there is a significant relationship between continuous improved mentality and economic sustainability. The null hypothesis is rejected, and we restated that *there is a significant relationship between continuous improved mentality and economic sustainability.*

Ho_2: There is no significant relationship between continuous improved mentality and social sustainability of oil and gas companies in Port Harcourt, Rivers State, Nigeria.

The result of the analysis in Table 1 shows a significant level $p < 0.05$ ($0.000 < 0.05$), rho = 0.705 between continuous improved mentality and social sustainability. This means that there is a significant relationship between continuous improved mentality and social sustainability. The null hypothesis is rejected, and we restated that *there is a significant relationship between continuous improved mentality and social sustainability.*

Table 2: Organizational learning and Measures of Organizational sustainability

Correlations

			Organizational learning	Economic Sustainability	Social Sustainability
Spearman's rho	Organizational learning	Correlation Coefficient	1.000	.561**	.660**
		Sig. (2-tailed)	.	.000	.000
		N	192	192	192
	Economic Sustainability	Correlation Coefficient	.561**	1.000	.609**
		Sig. (2-tailed)	.000	.	.000
		N	192	192	192
	Social Sustainability	Correlation Coefficient	.660**	.609**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	192	192	192

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

Source: Author's Field Survey (2025) - SPSS version 25 output extracts

Ho_3: There is no significant relationship between organizational learning and economic sustainability of oil and gas companies in Port Harcourt, Rivers State, Nigeria.

The result of the analysis in Table 2 shows a significant level $p < 0.05$ ($0.007 < 0.05$), rho = 0.561 between organizational learning and economic sustainability. This means that there is a significant relationship between organizational learning and economic sustainability. The null hypothesis is rejected, and we restated that *there is a significant relationship between organizational learning and economic sustainability.*

Ho_4: There is no significant relationship between organizational learning and social sustainability of oil and gas companies in Port Harcourt, Rivers State, Nigeria.

The result of the analysis in Table 2 shows a significant level $p < 0.05$ ($0.000 < 0.05$), rho = 0.660 between organizational learning and social sustainability. This means that there is a significant relationship between Organizational learning and Social sustainability. The null hypothesis is rejected, and we restated that *there is a significant relationship between Organizational learning and Social sustainability.*

5.0 Discussions of Findings

Continuous improved mentality and Economic sustainability

The results on Continuous improved mentality and Economic sustainability revealed that $\beta = 0.413$, $p = 0.000$, and $R^2 = 0.643$. This shows significant and positive relationship exists between Continuous improved mentality and Economic sustainability. Hence, Continuous improved mentality is an essential factor in oil companies that help increase Economic sustainability. This finding is consistent with that of Abazeed (2017) whose findings showed that the operational performance of industrial organizations was significantly and favorably impacted by all aspects of benchmarking culture, including the continuous improvement mentality.

Continuous improved mentality and Social sustainability

The results on Continuous improved mentality and Social sustainability revealed that $\beta = 0.497$, $p = 0.000$, and $R^2 = 0.705$. This shows significant and positive relationship exists between Continuous improved mentality and Social sustainability. Hence, Continuous improved mentality is an essential factor in oil companies that help increase Social sustainability. This finding agrees with that of Garg and Ma, (2005) benchmarking culture relates with social sustainability and performance in Chinese organizations.

Organizational learning and Economic sustainability

The results on Organizational learning and Economic sustainability revealed that $\beta = 0.561$, $p = 0.000$, and $R^2 = 0.315$. This shows significant and positive relationship exists between Organizational learning and Economic sustainability. Hence, Organizational learning is an essential factor in oil companies that help increase Economic sustainability. This finding is in agreement with Singh (2010) whose findings reveals a relationship between organizational learning and economic sustainability.

Organizational learning and Social sustainability

The results on Organizational learning and Social sustainability revealed that β = 0. 660, p = 0.000, and R^2= 0. 436. This shows significant and positive relationship exists between Organizational learning and Social sustainability. Hence, Organizational learning is an essential factor in oil companies that help increase Social sustainability. This finding is in alignment with Alrefaai and Khalil (2019) that organizational learning relates with social sustainability.

6.0 Conclusion and Recommendations

This study investigated the impact of benchmarking culture and organizational sustainability of oil and gas companies in Port Harcourt, Rivers State. The dimensions of benchmarking continuous improvement mentality and organizational learning emerged as pivotal components shaping the sustainability of these companies in a challenging industry landscape. In essence, the connection between benchmarking culture and organizational sustainability, emphasizes the imperative for oil and gas companies in Port Harcourt to embrace a holistic approach to strategic management. It is thus concluded that there is a positive connection between benchmarking culture and organizational sustainability and that benchmarking culture help improve firm's sustainability

In alignment with the findings and conclusions, the following recommendations were proffered;

1. Management of oil and gas companies in Rivers State should always engaged in continuous improvement initiatives as a benchmarking cuture to optimize operational processes and reduce costs, thereby enhancing economic mentality which is an essential factor for the achievement of increased economic sustainability.
2. Management of oil and gas firms in Rivers State should include continuous improved mentality as a strategic and benchmarking culture which will improve fostering relationships with the communities, increase performance and maintain competitiveness in order to achieve social sustainability.
3. Management of oil and gas firms in Rivers State should prioritize organizational learning as a comprehensive culture and tool which will enable establishment 0f knowledge sharing platforms, cross-functional collaboration channels to facilitate the dissemination of best practices that will enable employees to acquire new skills and insights that drive innovation and enhance increased economic sustainability
4. Management of oil and gas companies in Rivers State should also be more concerned with organisational learning as a benchmarking culture through which to develop training programs and initiatives that promote diversity, inclusion, and cultural sensitivity within the workforce, fostering a supportive and equitable workplace environment that contributes to employee satisfaction, retention, and ultimately, social sustainability.

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