

# CONFLICT MANAGEMENT STRATEGIES AND ORGANIZATIONAL PERFORMANCE: ON SPDC AND ITS HOST COMMUNITIES IN THE NIGER DELTA

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PG/18/19/252034

BEING A Ph.D THESIS SUBMITTED TO THE DEPARTMENT OF BUSINESS ADMINISTRATION AND MARKETING, FACULTY OF MANAGEMENT SCIENCES, DELTA STATE UNIVERSITY, ABRAKA IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DOCTOR OF PHILOSOPHY (Ph. D) DEGREE IN BUSINESS MANAGEMENT

SUPERVISORS: PROF. OLANNYE, A. P.  
DR. OGBOR, J. O.

**Abstract:** *The Niger Delta region has witnessed a number of crises and conflicts over the years as a result of perceived neglect and other factors. The general objective of this study is to examine the effect of conflict management strategies and organizational performance on SPDC and its host communities in Niger Delta. Literature were review in line with conceptual frame work, empirical frame work and theoretical frame work. The cross-sectional survey research design method was adopted for this study, the study population covered three states in the Niger Delta region of Nigeria, namely, Delta, Bayelsa and Rivers state with a total population of 1,816 and a sample size of 317 being determine by Krejcie and Morgan determination table. The findings of the study revealed that there is significant positive effect between collaborating conflict management strategy and organizational performance having a (P value =.049 <.05); accommodating conflict management strategy and organizational performance (P value =.044 <.05); cooperate social responsibility and organizational performance (P value =.029 <.05); alternative dispute resolution and organizational performance (P value =.015 <.05) and arbitration as conflict management strategy and organizational performance (P value =.004 <.05). It concluded amongst others that collaborating conflict management strategy enhances organizational performance. This is because collaborating conflict management strategy helps to explore issues with others so as to find solutions that meet everyone's needs. The study recommended amongst others that SPDC and its host communities should always employ collaborating conflict management strategy to handle conflict so as to maintain strong relationship, SPDC and its host communities should adopt accommodating conflict management strategy in handling conflict so that they will be free to accept the view of other parties and reach concessions, furthermore, SPDC should give cognizance to the actual host communities preference strategies to enable peace in the Niger Delta region. The study has contributed to knowledge by presenting report from both the oil companies and the host communities unlike other studies that focused either on the oil companies or the host communities, this enabled us to evaluate the position of both parties, find common ground and identify areas of divergence specifically in the Nigerian context.*

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**NOVEMBER 2021**

## DECLARATION

I, **IYAMABHOR, Martins** with Registration number **PG/18/19/252034** declare that this research work carried out by me is original and has not been submitted in part or in full for any other degree or award of this University or any other university.

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**IYAMABHOR, Martins**  
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**Date**

## **CERTIFICATION**

This is to certify that this research work carried out by **IYAMABHOR, Martins** with Registration number **PG/18/19/252034** in the Department of Business Administration and Marketing, Faculty of Management Sciences is adequate in scope and content and therefore approved by the undersigned on behalf of the Delta State University Abraka.

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## **DEDICATION**

This work is dedicated to Almighty God for His providence, guidance, and grace upon me during the period of this research work. To Him I return all the glory, honor, majesty and adoration in Jesus, Amen.

## ACKNOWLEDGEMENTS

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## ABSTRACT

*The Niger Delta region has witnessed a number of crises and conflicts over the years as a result of perceived neglect and other factors. The general objective of this study is to examine the effect of conflict management strategies and organizational performance on SPDC and its host communities in Niger Delta. Literature were review in line with conceptual frame work, empirical frame work and theoretical frame work. The cross-sectional survey research design method was adopted for this study, the study population covered three states in the Niger Delta region of Nigeria, namely, Delta, Bayelsa and Rivers state with a total population of 1,816 and a sample size of 317 being determine by Krejcie and Morgan determination table. The findings of the study revealed that there is significant positive effect between collaborating conflict management strategy and organizational performance having a (P value =.049 <.05); accommodating conflict management strategy and organizational performance (P value =.044 <.05); cooperate social responsibility and organizational performance (P value =.029 <.05); alternative dispute resolution and organizational performance (P value =.015 <.05) and arbitration as conflict management strategy and organizational performance (P value =.004 <.05). It concluded amongst others that collaborating conflict management strategy enhances organizational performance. This is because collaborating conflict management strategy helps to explore issues with others so as to find solutions that meet everyone's needs. The study recommended amongst others that SPDC and its host communities should always employ collaborating conflict management strategy to handle conflict so as to maintain strong relationship, SPDC and its host communities should adopt accommodating conflict management strategy in handling conflict so that they will be free to accept the view of other parties and reach concessions, furthermore, SPDC should give cognizance to the actual host communities preference strategies to enable peace in the Niger Delta region. The study has contributed to knowledge by presenting report from both the oil companies and the host communities unlike other studies that focused either on the oil companies or the host communities, this enabled us to evaluate the position of both parties, find common ground and identify areas of divergence specifically in the Nigerian context.*

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Conflict is a recurring decimal in all human relationships, be it in the family, institution or organization. In every organization, conflict is always present in as much as persons, stakeholders with diverse stake or interest must work together. Shell Nigeria Petroleum Exploration and Development Corporation (SPDC), like any other modern institution is not without potential negative features, incompatible behaviours and conflicts that might be counter-productive and give rise to inefficiency, ineffectiveness or dysfunctional consequences in the fulfillment of goals and objectives.

The word conflict brings to mind issues such as antagonism, struggles between two or more persons or parties, opposition processes and threats to cooperation. But not all conflicts come in these forms especially within the oil sector. They come in the form of disagreement to be settled, ideas to be shared and need or desire to be satisfied that could lead to change of attitudes, feelings and perceptions.

According to Ojo, Mustapha, Jane, & Abifarin, (2021), conflicts constitute range of attitude and behaviour that is in opposition between working people as well as owner/managers on the other. It appears to be a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes.

Irrespective of the issues leading to conflict, industrial conflicts seem to produce considerable effects on organizations and should be consciously managed. According to Eke & Odunayo (2020), communication is necessary for conducting business in an efficient manner. Every business consists of two types of communication: external communication that is channeled to



the key players in the business environment, and internal or organizational communication that is channeled to employees. However, it is not possible to think of internal communication without conflicts.

Conflicts are normal in every organization, because people have diverse interest, while some persons cannot accept other people's opinions. It is dangerous for an organization to have too many conflicts, as well as not to have any conflicts at all. Conflict management encourages solving conflicts, rather than eliminating, reducing or limiting their duration. This means that each organization should have a macro strategy, reducing the negative consequences of conflicts (Eke et al 2020). In modern business, conflict management needs some changes in its approach. Modern organization needs a macro strategy that totally reduces negative effects of conflicts, makes use of their constructive dimension and contributes to organizational learning and success Ogbor, & Erumafuru (2018). The area known as Niger Delta is made up of the oil producing communities of the southern region of the country, Nigeria. Its transverses nine of the thirty-six states of Nigeria, namely: Abia, Akwa-Ibom, Bayelsa, Cross River, Delta, Edo, Imo, Ondo, and Rivers states. Most of the oil exploration so far had been at the three Niger Delta States in south south, that is, Bayelsa, Delta and Rivers. These three states have witnessed the major crises in the region.

Considering there are number of views that conflict managers have to contend with, it is not an easy task for SPDC managers to identify the right strategies or styles to apply for them to successfully manage conflict situations and therefore preserve organizational environment and maintain optimal level of work performance.

For people to progress in every aspect of life, there must be cooperation which is necessary to ensure task accomplishment and stability attainment in life. However, it would be wrong to conclude that conflict is bad while cooperation is good, this is because both concepts are necessary and co-exist in our social life (Moh & Avid. 2019).

Conflict is inevitable given the wide range of goals for the different stakeholder in the organization and its absence signifies management emphasizes conformity and stifles innovation. David & Deborah (2019) maintains that conflict can be inter group or inter personal, with interpersonal conflict occurring between two persons at the same level within organizational hierarchy or between subordinate and their supervisors.

Inter group conflicts often occur between trade unions, departments or between workers and management while trying to implement the policies and programmes of the organization. This study examines conflict management strategy and organizational performance. The study concentrates on group harmony as an aspect of organizational performance.

According to Nailul (2020), harmony is a major goal and the ability to interact harmoniously is a core component of communication competence in conflict management. However, SPDC should understand the harmony culture of the host community. Some researchers are of the view that harmony begets progress David & Deborah (2019). Adeshina (2021) sees harmony as the pursuit of equilibrium and the sustenance of hierarchical relationships by being honest and sincere.

Generally speaking, (Chen 2002) viewed harmony-seeking behavior in a positive light. There is obvious need to integrate the conflict and harmony frameworks for a full understanding behavior of Niger Delta people. In fact, such an integrated model will shed new light of conflict behaviors in diverse cultures.

## **1.2 Statement of the Problem**

It is generally presumed that most organization has failed to deliver on the purposes for which they were created, especially in developing countries.

Arguably, Niger Delta region has witnessed a number of crises and conflicts over the years as a result of perceived neglect and other factors. These include, but not limited to severe economic deprivation and social exclusion in sharp contrast to the enormous wealth of the area. Others include environmental degradation, lack of infrastructural facilities, inadequate

functional educational system and deplorable socio-economic standard in the region. Specifically, the situation in the Niger Delta region is that of a neglected area in spite of the huge wealth made away by the multinational oil corporations, especially the expatriates that also live in affluence and the politicians. These developments have led to series of conflicts between the oil producing companies and their host communities. The persistence of these conflicts implies that the conflict management strategies so far adopted by the oil producing companies have not been effective and therefore need a re-examination. This study seeks to examine the extent to which conflict management strategies as adopted by oil producing companies has helped to minimize contestation within the Niger Delta, using SPDC and its host communities as a case study.

### **1.3 Research Questions**

This study is guided by the following research questions.

- i. What is the effect of collaborating conflict management strategy on organizational performance?
- ii. What is the effect of accommodating conflict management strategy on organizational performance?
- iii. To what extent does corporate social responsibility as conflict management strategy affect organizational performance?
- iv. What impact does alternative dispute resolution conflict management strategy have on organizational performance?
- v. What is the effect of arbitration conflict management strategy on organizational performance?

### **1.4 Objectives of the Study**

The general objective of this study is to examine conflict management strategies and organizational performance, in SPDC and its host communities in the Niger Delta area of

Nigeria. The specific objectives are to:

- i. examine the effect of collaborating conflict management strategy on organizational performance.
- ii. find out the effect of accommodating conflict management strategy on organizational performance.
- iii. examine if corporate social responsibility, as conflict management strategy, affect organizational performance.
- iv. ascertain if alternative dispute resolution conflict management strategy affects organizational performance.
- v. determine the effect of arbitration conflict management strategy on organizational performance

### **1.5 Statement of Research Hypotheses**

Base on the research questions and objectives the following hypotheses were formulated thus;

**H0<sub>1</sub>:** There is no significant positive effect of collaborating conflict management strategy on organizational performance.

**H0<sub>2</sub>:** There is no significant positive effect of accommodating conflict management strategy on organizational performance.

**H0<sub>3</sub>:** There is no significant positive effect of corporate social responsibility as conflict management strategy on organizational performance.

**H0<sub>4</sub>:** There is no significant positive influence of alternative dispute resolution conflict management strategy on organizational performance.

**H0<sub>5</sub>:** There is no significant positive effect of arbitration as conflict management strategy on organizational performance

## **1.6 Significance of the Study**

Most of the previous studies were conducted in developed countries (Garcia, 2008; Hotepo, 2010) and developing countries such as Pakistan (Awan & Sohar 2015). However, very few studies in this area were conducted in the Nigerian context specifically in the oil sector. We have noted earlier that one of the problems facing social economic development in Niger delta region is the conflict between oil producing firm and their host communities. Consequently, a study of this nature is significant in the sense that it will provide knowledge on how conflict can be managed between the organization and its host communities in a developing country such as Nigeria.

i The focus of this study is on conflict management strategy and organizational performance. The purpose of this study is to examine the performance of the firms and effective conflict management. The study uses Collaborating Conflict Management strategy, accommodating conflict management strategy, Corporate Social Responsibility management strategy, Alternative Dispute Resolution management strategy and arbitration conflict management strategy as components of the independent variable, which is conflict management while group harmony is used as a measure of organizational performance (the dependent variable). In this study, we are referring to how a harmonious relationship among an organization's stakeholder is a prerequisite for achieving the goals of the organization. One of these stakeholders is the community in which the organization is embedded.

Although previous studies have highlighted the link between conflict management and organizational performance, none has looked at how the combined variables of collaborating conflict management strategy, alternative dispute resolution, corporate social responsibility,

accommodating conflict management strategy and arbitration conflict management strategy collectively affect the management of conflicts between an organization and its host communities, thereby leaving a gap in the existing research and literature. Consequently, the purpose of this present study is to fill this gap by holistically looking at the chosen components of conflict management and their impact on organizational performance.

ii The study would draw attention to the relationship between the oil exploring producing companies and their roles in social economic development in the oil producing communities in the Niger Delta region.

iii The study would be of significance to the government because it will help her to recognize and regulate the activities of oil companies in Niger Delta Region. They can also use the information in this study to guide their actions in other industries or sectors of the Nigerian economy.

iv This study will also be beneficial to other business organizations in the country by providing the knowledge on how to manage conflicts arising from conflicting in their host communities.

v Finally, the study would be a reference material and addition to the existing literature on the subject matter.

## **1.7 Scope of the Study**

**Content Scope:** The content scope for this study is conflict management strategy and organizational performance in SPDC and its host communities in the Niger Delta.

**Variable Scope:** The independent variable for this study are: collaborating conflict management strategy, accommodating conflict management strategy, corporate social responsibility conflict management strategy, alternative dispute resolution conflict management strategy and arbitration conflict management strategy, while organizational performance is the dependent variable.

**Geographical Scope:** This study covered three state in the Niger Delta region of Nigeria, namely, Delta, Bayelsa and Rivers state.

**Unit Scope:** Youth leaders, elders representing each communities and top management staff of SPDC in Delta, Bayelsa and Rivers state within Niger Delta region of Nigeria form the unite scope of the study.

### **1.8 Limitations of the Study**

Every research is expected to encounter some challenges in attempting to actualize it objectives. The researcher experienced some difficulties. Among the limitations of the study are the following:

- a) Official bureaucracies in some offices where we have challenges in making the respondents keep to appointment this was on account of the demand of their job.
- b) Most of the information is classified as official. By this, most respondents were indisposed and uncooperative to release valuable information.
- c) Due to the tensed and suspicion nature of the Niger Delta area, some of the respondents were reluctant to fill the questionnaire. Some also insisted on being paid before responding because they were under the impression that the study was sponsored by the government or the oil companies. This was because they claimed that several people, governments, agencies, and even their leaders had come to interview them and to collect their names without any benefit resulting from such contacts. This problem was resolved by presenting proper identification to prove that the study was not connected with any of the suspected sources. The help of indigenous research assistants was also employed to help enlighten the participants on the purpose of the study. Consequent on the systematic approach adopted in managing the limitations of this study, it is believed that the overall quality of the study would not be undermined.

### **1.9 Conceptual Definition of Terms**

**Conflict:** This is a social problem in which two or more individuals, parties, families, communities, or districts state arguments with each other. In the words of Azamosa (2004), conflict involves the total range of behaviors and attitude that is in opposition between owners/managers on the one hand and working people on the other. Conflict Management: It is a way of making progress or as part of improving the situation (Rahim, 2001).

**Organizational Performance:** It comprises the actual output or result of the organization as measured against its intended output or goals and objectives (Fang, 2010). Stakeholder Interest: A sense of concern with and curiosity about someone or something. In this context, Morgan (1997) refer to interest as predispositions embracing goal, value, desire, expectations, and other orientations and inclinations that lead a person to act in one way rather another. Is an individual or group of various kind of stake in business or otherwise?

It is any individual or a group who can affect or is affected by the action, decision, policies, practices or goal of an organization (Carroll & Buchholtz, 2006). Collaborating: Is a means by which members reach agreement by employing solution (Gross & Guerrero, 2000).

**Accommodating:** This is setting aside one's own needs and wants to accommodate the need of others in order to arrive at a solution that is acceptable by the parties in a dispute. (Ogbor, 2014).

**Corporate Social Responsibility:** This is concerned with the relationship between a corporation and the local society in which it resides or operates. It is also concerned with the relationship between a corporation and its stakeholders (David & Deborah, 2019) Host Community: In this context, host community refers to the place in which an organization exist (Azamosa, 2004).

**Alternative Dispute Resolution (ADR):** Alternative dispute resolution (ADR) approaches seek to involve the disputing parties in the resolution of their conflict, thereby increasing the probability that each of them will be more satisfied with the outcome than a situation in which



a manager or a trial judge imposes a decision. Eke et al (2020).

**Arbitration:** This is a formal process in which a third party, who has been chosen by the disputing parties, renders a decision on the legal merits of the dispute (Howard, 1995)

**Collaborating:** Collaboration conflict management is activities in which members reach agreement by exploring integrative solutions

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.0 Introduction

This chapter reviews the work of authors that are related to conflict management and organizational performance. The chapter also discusses the construct variables using existing related literature. Theories relating to conflict management strategies are reviewed and their implications also addressed. The conceptual framework for this study is also presented. The chapter examines the concept of conflict management, sources of conflict, a review of empirical literature and the development of a conceptual model etc.

#### 2.1 Conceptual Review

##### 2.1.1 Concept of Conflict Management

Conflict may be seen as a result of a dynamic relationship between interested parties, struggling to gain control of valuable resources. According to Eke et al (2020), conflict arises when persons or groups in a defined environment seek divergent interests, goals and ambitions.

When there is a change in the social environment, for instance, the discovery of new resources from development in the physical environment, a fertile ground for conflict is created. The ensuing conflict usually involves groups who are interested in using the new resources to achieve their goals. He further explains conflict as a conscious act in which personal or group contact and communication are involved.

Fadipe (2020), sees conflict as a form of disagreement in an organization between individuals or groups who have reason to interact formally or informally. Similarly, Miller, David & Deborah (2019), see it as disagreement between two or more persons or groups over similar or compatible goals and objectives. Conflict therefore is a process of incompatible behaviours.

It may involve the interference or obstruction by one or group of persons, or in some ways which make another action less likely to be effective. Conflict is also a social problem in which two or more individuals, parties, families, communities, or districts state arguments with each other Eke et al (2020). Conflict is unavoidable and persistent life of the organization (Fisher, 1993). Conflict is inevitable when there is a human factor involved.

Conflict being a may view points of social life such as social disagreement, conflicts of interests, and quarrels between people, groups, or organizations without appropriate arrangement or management, conflicts in these social circumstances may cause stress and tensions among individuals. Conflict is unavoidable because people change over time, and with change, it creates disturbance (Boss, 2002).

Conflict management has increasingly received attention in the organizational conflict literature since past two decades due to the swings in attitudes toward conflict within firms and its external stakeholders such as owners/shareholders/investors, managers/board of directors, employees, customers, host communities, government, suppliers, distributors, competitors etc.

Traditionally, conflict was viewed as something harmful but now changed to a view that realizes conflict as a reality of organizational life. The term “conflict” has become a significant instrument in the development of organizations when it is cautiously managed. Schramm-Nielsen (2002) sees conflict as a level of disagreement about issues perceived to be important by at least one of the parties involved.

Azamosa (2004) says industrial conflict comprises the total range of attitudes and behaviour that is in opposition between owners, managers, and the working people. However, there are several sources of organizational conflicts as categorize by Moh, et al (2019) with each category having its unique characteristics.

Conflict management can therefore be seen as “making progress.” As part of improving the situation, progress can include such ideas as reaching consensus, developing mutual gains, learning, resolving a dispute, achieving agreement, and laying a foundation for future

negotiations.

Progress is a way of thinking about a conflict situation that recognizes that conflicts are inevitable and ongoing, and that the competent management of those conflicts comes from continual improvements in areas of substance, procedure, and relationships. Conflict is a necessary and useful part of organizational high life. It is inevitable and an integral part of the process of change. Indeed, it is an aid to cooperation.

There are two sides to a conflict, one is destructive and the other has a problem-solving base where those involved are willing to resolve personality differences, to hear others' views and to be candid to each other, to be supportive and helpful whereas the former defeats cooperation. Chinoye, Bethel & Richard (2020) cited that there are productive and destructive conflicts.

According to him, "Conflict is said to be positive when it is carefully discussed by the parties and reached amicable terms for settlement". Carefully managed conflict induces a positive performance while poorly managed conflict heats up the environment to bring about 'disagreement of the entire group and polarization, reduced productivity on job performance, physical and psychological effect, emotional distress and inability to rest, interference with problem activities, resulting into antagonistic position, malice and increased hostility David & Deborah (2019).

Through conflict management, peaceful atmosphere is created for promoting opportunities directed towards non-violent, reconciliation or basic clashing interest. An integral body of research on conflict has indicated that conflict is not stationary and that it can be seen as a dynamic procedure. Conflict cannot be recognized as particular phenomena which begins and is perceived and felt at once.

Conflict may already be in existence in an organization but parties may fail to perceive it, or feel it. Perhaps this is due to fear of the existence of conflict or, people prefer to maintain peace and continue to assert that there is no conflict. This conflict will gradually move through

various numbers of stages until a time when people or groups will no longer reject its presence.

The number and range of potential sources of conflict suggested by scholars are substantive, but most of these were theoretical conceptualizations with difficult empirical research a rarity Adeshina et al (2021). The scientific legitimacy of these claimed sources of conflict as well as the categorization systems remain problematic in the absence of empirical research.

Greenberg & Baron (2017) note that research into organizational conflict tended to focus on the organizational causes of conflict. Recent attention has however, focused on the possibility that in some cases, costly organizational conflicts stem as much, or perhaps more, from interpersonal factors. Conflict in the work setting often stems from relations between individuals and from personal characteristics as well as from underlying structural organization based-factors (Greenberg & Baron, 2017).

Conflict management possibilities also depend on the ratio of assertiveness to cooperation among the parties involved in the conflict, as well as on the type of conflict. Conflict resolution techniques range from the power-based steamroller approach to a more defensive, diplomatic, and tactical approach. Intermediate views suggest variations of avoidance, give-and -take negotiation, collaboration, and problem solving.

Block & Mouton (1964) presented five general techniques for resolving conflict: withdrawing, smoothing, forcing, compromising, and collaborating/confronting/problem solving (also referred to as negotiating). According to Addai & Arhin (2019), organizations must analyze the problem and chose the right mode for managing conflict within their organizations in order to create a climate conducive to achieving a constructive outcome.

### **2.1.2 Sources of Conflict**

According to Ran (2000), early reviews in the area of conflict resolution identified a large number of schemes for describing sources or types of conflict Addai et al (2019). One of the old theorists on conflict, Daniel-Katz (1965), created a typology that identified three main

sources of conflict: economic, value, and power.

1. Economic conflict involves competing motives to attain scarce resources. Each party wants to get the most that it can, and the attitudes and emotions of each group are directed toward achieving its gain. Union and management conflict often have as one of its sources the incompatible goals of how to slice up the “economic pie”.

2. Value conflict involves incompatibility in ways of life, ideologies – the preferences, principles and practices that people believe in. International conflict (e.g., the Cold War) often has a strong value component, wherein each side asserts the rightness and superiority of its way of life and its political-economic system. 3. Power conflict is when parties wished to maintain or maximize the amount of influence that it exerts in the relationship and the social setting.

It is impossible for one party to be stronger without the other being weaker, at least in terms of direct influence over each other. Thus, a power struggle ensues which usually ends in victory and defeat, or in a “stand-off” with a continuing state of worry. Power conflicts can occur between persons, groups or nations, whenever one or both parties choose to take a power approach to the relationship.

Power also enters into all conflict since the parties are attempting to control each other. It must be noted that most conflicts are not of a pure type, but involve a mixture of sources. For example, union-management conflict typically involves economic competition, but may also take the form of a power struggle and often involves different ideologies or political values. The more sources that are involved, the more intense and intractable the conflict usually is.

Another important source of conflict is ineffective communication. Miscommunication and misunderstanding can create conflict even where there are no basic incompatibilities. In addition, parties may have different perceptions as to what are the facts in a situation, and until they share information and clarify their perceptions, resolution is impossible. Self-centeredness, selective perception, emotional bias, prejudices, etc, are all forces that lead us to perceive situations very differently from the other party. Lack of skill in communicating clear

and respectful fashion often results in confusion, hurt and anger, all of which simply feed the conflict process. Whether, the conflict has objective sources or is due only to perceptual or communication problems. It is experienced as very real by the parties involved.

### **2.1.3 Stakeholders, Sources of Power and Legitimacy**

Organizations are made up coalitions-groups of individuals pursuing certain and diverse interest. Also, organizations exist as arena for the exercise of power and this power is exercised in the pursuance of individual or group goals. However, one cannot understand the mechanisms shaping conflicts in an organization without understanding the various sources of power opened to the stakeholders and how each of them mobilizes and makes use of power within his/her disposal in the process of managing conflict.

Morgan (1997) provides the following important sources of power: formal authority, use of scarce resources, use of organizational structure, rules and regulations, control of decision processes, use of knowledge and information, control of boundaries, ability to cope with uncertainty, control of technology, interpersonal alliances, networks, and control of “informal organization”, control of counter-organizations, symbolism and the management of meaning, gender and the management of gender relations, structural factors that define the stage of action and the power one already has.

How these sources of power are used and the basis for their legitimacy from a stakeholders’ perspective and their implication for conflict resolution and management are discussed below.

Owners/Shareholders/Investors: As pointed out by Scott (2003), there are many potential sources of power in modern organizations. Those who own property, whether in the form of capital, land, machinery, or disposable goods, have a socially defensible right to make a decision on how to use these resources. Thus, ownership is an important basis of power in most economic systems and in organizations.

The shareholders of a corporation and its investors constitute the prime ownership of a typical corporation especially when that corporation is publicly quoted. There are many ways through which this group exercises its powers. It has the power to hire and fire the management of the organization; the decision on executive compensation also lies in the hands of the owners so also as the direction to which the organization should be managed.

Their power is derived from formal authority, control of scarce resources, control of decision processes, and control of counter-organizations in the sense that many major shareholders in one company also have controlling votes in other companies. The Community: According to Buysse & Verbeke (2003), the community in which an organization exists (town, state or country) demands that the activities of the business are in sync with their best interest.

In this community, there are various pressure groups in addition to the organization's customers, including for example, market women, labour union, professional bodies, youth movements, environmental groups, etc. attention has increasingly been drawn in recent times to the responsiveness of private organizations to the interest of not only their clients, but more importantly to the immediate community and the larger public.

For example, most private organizations have responded to these various demands from their host communities by connecting their activities to corporate social responsibility programmes. The Natural Environment: An important stakeholder of the organization according to Buysse & Verbeke (2003) is the natural environment or its ecosystem. The natural environment includes all ecological units that functions as natural systems without massive human control, including vegetation, animals, micro-organisms, rocks, atmosphere, natural resources and physical phenomena that lack clear-cut boundaries, such as water, air, climate, energy, radiation, electric charge, and magnetism, not originating from human activities.

Unfortunately, virtually, every sector of business is responsible for consuming significant amount of materials and energy and causing waste accumulation and resource degradation. For



instance, forestry firms and companies that process raw materials have caused major air, water and land pollution problems in their extraction, transportation and processing. From meat processing factories, to restaurants and oil refineries, the natural environment has been a victim of business activities.

Nanna (2020) suggests that although manufacturing and operations processes are the most visible contributors to air, water and land pollution, virtually every other business activity in all sectors potentially plays some role in affecting the natural environment. Thus, in order to act responsibly with natural environment, they suggest that an organization must have a strict environmental policy.

Manager/Board of Directors: Owners delegate control over resources to managers, who are expected to act on their behalf, that is, to serve as their agents. This is the basis of the agency theory (Eke et al 2020). When two or more contribute to a common activity, how can each be certain that the other is doing his fair share? The language employs by agency theory pertains to the situation in which one party, termed the “principal”, seeks to achieve some outcome but requires the assistance of another, the “agent”, to carry out the necessary activities. Stakeholder – board of director/management is an example of principal – agent relations.

According to Utaka & Silas (2020), it is assumed that both parties are motivated by self-interest, and these interests may diverge. Thus, the challenge in the agency relationship arises whenever the principal cannot perfectly and costly monitor the agent’s action and information. The problem of inducement and enforcement then come to the fore (Scott, 2003).

Employees: Verbeke & Buysse (2003), Hemmati (2002), the organization also depends on the energies and skills of employees or labour who carry out the work of transforming resources. Scott (2003) said that although, as individuals, employees may exercise little power or influence collectively they are often able to acquire and exert considerable power by engaging in or threatening strikes, slow down, or sabotage and expressing their demands

through collective bargaining or other forms of negotiation in the process of conflict resolution. Employees, as critical stakeholders of the organization, are supposed to be treated fairly.

Many organizations exist in industries or sectors that are regulated by trade associations (e.g, Nigeria Medical Association, Academic Staff Union of Universities, Nigeria Bar Association, etc) with their own code of conduct. These trade associations are there to protect the interest of their employees.

In turn, management is expected to abide by the code of conduct established by the association or regulatory agency. In general, the sources of employees' power range from the control of knowledge and information, control of technology, inter personal alliances, networks and control of informal organizations which they can effectively use in the process of conflict resolution.

The Customers: The most important stakeholder group outside the organization's boundary is the customer or client group. In for profit organizations, the duty and obligation to the customer is the de-facto reason the organization is in business (Maynard, 1995). Customers must be provided with what they expected from the organization.

A major theme of recent, popular business literature is the central, and often over looked, importance of the customer. Levitt (2006) asserts that the reason of a business is to get and keep customer. Amin, Aldrin & Dvid (2018) emphasis that "excellent companies are those who stay "close to the customer" especially for customer, their most important source of power is control of resources (monetary) and control of counter organization.

The Government and its Agencies: The nation – state is the prime sovereign in the modern world, the major source of legitimate order, and the agent defining, managing, and over-seeing the framework of society. In the Nigeria system, the character of the federal government is that which divides power between national, state and local government units.

According to Mackey (2007), from perspective of stakeholder and conflict management, each of these units has its own legitimate claim on how the organization should function. Thus,

the government and its agencies constitute an important stakeholder group because they exercise extensive powers over economic and other types of exchange processes, playing a central role in enforcing the general rules governing economic transactions (Block, 1994).

Many types of organizations confront governmental regulatory bodies that monitor closely the quality of their products or services or their transactions with exchange partners or competitors. Utility providers e.g. (energy, telecommunications and water), transportation, banks, insurance, education and pharmaceutical companies, for example, have long operated under the close scrutiny of public regulatory agencies. Such surveillance not only helps to protect the public interest, but also protect the interest of the organization being regulated – by restraining competitive pressure in the case of anti-trust laws and managing prices. According to Mackey (2007) making firms to pay their other fees, government is able to provide not only the necessary infrastructural environment in which the organization functions effectively, but more importantly, to exercise its power in period of conflict resolution as a result of its power to sanction errant organizations.

**Suppliers and Distribution:** These are individuals or groups that provide the organization with its critical resources outside their boundary and help in distributing its finished products or services to the consumers. Individuals and groups that connect the organization important resource suppliers have considerable influence on organization functions. This understanding is based on resource dependence approach, which says “no organization is self-sufficient; all must engage in exchanges within the environment as a condition for survival” (Scott, 2003). The need to acquire resources from suppliers creates dependencies between organization and external units. How important and how scarce these resources are determined the nature and extent of organizational dependency, which will in turn the outcome of conflict resolution.

**Competitors:** the firm’s competitors are also an important stakeholder group, according to Maynard (1995), stakeholder management said that the organization, that is, its management, seriously consider its obligations to its stakeholders and their rights and expectations towards

their products and /or services.

Particularly in the area of advertisement, the organization is expected to use due diligence and avoid adverts that directly hurt the competitor.

#### **2.1.4 Resource Exploration, Conflict and Criminality in Warri and its Environs**

Since the 1990s, oil exploration in the Niger Delta has provoked unprecedented responses of violence and crime. There is various dimension to the reactions just as the political mobilization and armed struggle towards redress have assumed dimensions that sometimes border on criminality, much as the expression of grievances and marginalization are founded. Crime, violence accumulation and guerilla warfare have become inevitable whenever there is conflict. Careful observation revealed that oil boom and its exploration disaggregated erstwhile peaceful communities as leaders clash over land ownership and supremacy, Ikenyei (2017). The environment is terribly altered by oil exploration activities. As companies concentrated on maximizing oil revenues, the forest and surrounding rivers are polluted by effluents and waste from oil installations.

The forest and which were used as the refrigerator, bath room, the bole hole, relaxation sports and convenience room has been degraded by oil exploration activities. To make a living become difficult and almost impossible as their source of livelihood is destroyed in the in the presence of high level of illiteracy. There is distortion in social and economic fabrics of the local people. Insecurity of lives and the environment create tension in the heart of the affected and concerned citizens. This situation is made worse with violation of human right. Faced with blocked opportunities, hunger and frustration, members of host communities who are worst affected become aggressive and destructive. Out frustration, they device and use unconventional means to gain the attention of concerned authorities to better their state of living. It is arguable that Warri and other communities which make up the Niger Delta space are at the receiving end of horrendous multinational and government oppression and brutality, often resulting in fatalities (Ikenyei 2017). Despite over 40 years of oil production and hundreds

of billions of dollars of oil revenue, host communities remain in abject poverty without the basic amenities such as road, water and electricity. Although the Niger Delta has a long history of violence, the situation has gone from bad to worse to disastrous recently to the emergence of armed militant group willing to kill as part of their campaign for a greater share of the regions oil wealth. The campaign for fair deal or control of the oil wells has generated a lot of conflict in which horrendous crime are committed. Thus, the discovery and exploration of oil and other resources in Warri, prominent personalities in various communities began to shift boundaries in order to benefit from oil royalties. This has resulted in a series of fatal conflict among erstwhile united ethnic nationalities that have lived peacefully prior to the onset of oil exploration

### **2.1.5 The Niger Delta Region and the Current State of Triadic Mutually Assisted Destruction**

The crude oil clime in Nigeria is manifestly dominated by the Transnational oil companies (TNC) as today represented by the likes of Shell Petroleum Development Corporation of (SPDC), Chevron Nigeria Limited (CNL), Exxon Mobil Nigeria Unlimited, and few others.

Beside those within TNCs categorization, there is also another group within the oil and gas sector that harbors those that can be categorized as lesser players by virtue of their limited oil production capacities, including very weak economic and political influence in Nigeria when compared with the respective particulars within the TNCs bloc. This group which we have describe as lesser players are in all honesty new entrants to the crude oil theater in Nigeria; and thus, contribute very infinitesimal to the unwholesome devastations arising from oil and gas activities in the region.

Ikenyei (2017), explain That Niger Delta region including its coastal belt has scientifically been confirmed to constitute one of the world's fragile spots in the ecosystem. Its mangrove forest remains the third largest in the entire world such that it has sustained lives therein from pre-historic era. It is this ecosystem in all its fragility including the environment, that has since

the mid-fifties been victims of devastation through prospecting, exploiting and transporting of crude oil and gas by oil companies. Such hostile activities which are necessary consequences of crude oil search and extraction have inadvertently turned the region into an endangered zone such that it is gradually losing its nature capacities, including lives being gradually snuffed out of all species of living organism therein; with once robust mangrove vegetation gradually disappearing. Example is the artificial canals that are usually being dug in oil producing areas as parts of the activities to search, extract and transport crude oil and gas. The consequences which has been devastating includes among others; artificial merging of natural channels of fresh and salt waters including the resultant loss of vegetation, agricultural potentials/fertility, marine and wild lives, undermining ecological balance that has historically sustained lives, and displacement of the populace among others.

### **2.1.6 Stakeholders and Conflict Management**

A stakeholder is an individual or a group that has one or more of the various kinds of stakes in a business. Just as stakeholders may be affected by the actions, decisions, policies, or practices of the business firm, these stakeholders also may affect the organization's actions, decisions, policies, or practices. With stakeholders, therefore, there is a potential two-way interaction or exchange of influence.

In short, a stakeholder is 'any individual or group who can affect or is affected by the actions, policies, decisions, practices, or goals of the organization' (Carroll & Buchholtz, 2006). The usefulness of the concept of stakeholder in an attempt to understand how conflict is manifested and managed in an organization can be seen against the background of actors within and outside the organization having multiple and conflicting stake. According to Kuhn (2008), a stake is an interest or a share in an undertaking. For example, the village fisherman in the Niger Delta of Southern Nigeria has an interest or stake in how SPDC Petroleum Development Corporation (SPDC) is managed. In a similar manner, labour union has a stake

in how SPDC should be managed in a way that does not infringe on the rights of its members. Environmentalists have a stake in how SPDCs' operation does not negatively affect the ecosystem. Thus, a stake is also a claim, which is an assertion to a title or a right to something. According to Carroll & Buchholtz (2006), a claim is a demand for something either due or believed to be due. In other words, an owner/investor or a stakeholder in a business organization has an interest in how the business ought to be conducted profitably without jeopardizing its long-term competitiveness and survival.

Secondly, a competitor of a business organization also has an interest in the manner in which its competitor conducts its business without putting the later at a competitively disadvantaged position.

### **2.1.7 Conflict Management Strategy**

According to Mwaniki & Mauthe (2021) positive approach to organizational conflict is absolutely necessary. Accordingly, opposition to ideas should be explicitly encouraged and both the stimulation and resolution of conflict should be encouraged. Even if this view is not hold by, conflict management in organizations is inevitable. This inevitability of conflict is caused by forces residing both inside and outside the organization.

The external environments of the organization sometime change in ways that necessitate a reshuffling of priorities and resources allocation among internal subunits, and stimulate shifts in the balance of power and patterns of influence between them, therefore instead of avoiding conflict, organizations should endeavour to manage or reduce them to the benefit of the organization.

According to Omisor & Ashimi (2014), there are several managerial strategies used in managing conflict, and essentially, they are directed at its cause, these include: Controlling the Context: To minimize conflict that arises out of organizational design and layout strategies,

management must formulate sound procedural strategies to institutionalize and channel conflict. If conflicts are inevitable and normal in organizational life, then proper procedures for solving them must be established.

**Controlling the Issue in Dispute:** The emphasis here is to issue in an attempt to resolve the dispute. This involves separating issues into their smallest components and dealing with them separately in attempt to make it easier to resolve major disputes. Fractioning conflict issues help to avoid stalemate by making it possible for one party to concede on one issue without feeling it has lost the contest.

**Controlling the Relationship Directly:** In adapting this strategy, management hopes to change the attitudes of the group members or individuals toward each other. This approach is more functional in inter-group conflict. Management directly intervenes in the dispute by physically separating the unit involved on holding direct negotiations between the units or individual or formally requiring intense interaction.

**Altering the Individual Involved:** Because altering the individual personality is much more difficult than altering his position in the organization, it may be feasible to swap the individuals in dispute. **Develop a Common Set of Goal:** Much of the conflict between groups in any social organization arises because the subsystems have different goals.

Most managers are rewarded through pay increases, promotions etc to the extent that they accomplish the goals and the objectives of their particular subsystem is concerned about making itself look good and is also concerned about working with other subsystems towards common goals and objectives. An approach known as “the organizational confrontation meeting” is developed by Beckhard to encourage organizational subsystems to work towards establishing and striving for common goals.

### **2.1.8 Conflict Resolution in Nigeria**

This is the focal point of this study. It could be defined as the tools, methods, art or style of handling conflict. According to Osabiya (2015) a union leader at PHCN once said the best way



to manage conflict is to prevent crises. Other methods of conflict resolution as given by Omisore & Ashimi (2014) are discussed below.

**Joint Consultation:** This is a powerful tool for resolving conflicts. Joint consultation could be defined as a meeting between the workers and their employers where the relationships is seen not as terms of bargaining strength but in terms of their worth and ability to contribute to the subject being discussed. Hence, discussions focus on mutual interest to both sides. Subjects like welfare, canteen, safety, productivity and so on are discussed.

It is perhaps the joint benefit to be derived from such meeting that makes joint consultation suitable for discussing problems in industry. **Mediation:** The Trade Disputes Act of 1976 and amended by the Trade Disputes (Amendment) Act of 1977. Section 3 of the Act, provides a comprehensive process of dispute settlement aside the internal procedure.

Under this Act, if the attempt to settle the disputes through enterprise's own machinery and procedures fails, the party shall within 7 days of failure meet together either by themselves or through their representatives under the presidency of a mediator to settle the disputes amicably. **Collective Bargaining:** One important attribute of collective bargaining is that it is based on the principle of voluntarism.

This means that both employees and management are expected to voluntarily iron out their differences. **Conciliation:** A conciliator is appointed to look into the cases and circumstances of the disputes between employees and management and by negotiation with the parties attempt to bring about a settlement. **Arbitration:** The arbitration procedure is generally time consuming, but it has the advantage of encouraging parties.

In the interim, the Head of State or the Minister of labour can make the arbitration obligatory and binding if the possibility of a strike action is considered familial to public order or against the general interest, as in cases involving essential service.

### **2.1.9 Accommodating Conflict Management as an Approach**

This is when a party cooperates to a high-degree, and it may be at its own expense, and actually work against its own goals, objectives, and desired outcomes. This approach is effective when the other party is the expert or has a better solution. It can also be effective for preserving future relations with the other party. Accommodation conflict management approach involves network members allowing others to have their way and/or accepting the other members' perspectives (Papa, & Pood 1988). The use of accommodation conflict management can be effective because it signals a willingness to listen, accept the points of view raised by others, and make concessions (Papa & Pood, 1988). On the other hand, accommodation conflict management can lead to dissatisfaction among the members employing this approach.

The accommodating members may feel that they have not had the opportunity to express their views and that their needs are not being adequately addressed. Papa & Pood (1988) proposed that the use of accommodation conflict management is particularly effective when dealing with relational conflict in organizations but detrimental when dealing with task conflict.

When relational conflict occurs, the process of making concessions, associated with accommodation conflict management, reduces the negative emotion in the network that impedes the attainment of network outcomes. By accommodating to relational concerns, organization members can concentrate on task-related issues undertaken by the organization and thus organization member satisfaction and processes as well as the desire for organization performance improve.

#### **2.1.10 Collaborating Conflict Management as an Approach**

Collaboration conflict management is activities in which members reach agreement by exploring integrative solutions. When members use this style of conflict management, they face conflict directly and try to find new and creative solutions to problems by focusing on their needs as well as on the needs of all members (Gross & Guerrero,2000). When collaboration is used in an organization, communication focuses on reaching a successful

resolution that keeps the relationship intact for future interaction (Hocker & Wilmot, 1998), this style of managing conflict has the greatest potential to produce positive outcomes.

Its use can lead to integrative solutions that can be mutually beneficial for all stakeholders.

### **2.1.11 Corporate Social Responsibility (CSR) as an Approach**

Corporate social responsibility refers to practices and policies undertaken by corporation that are intended to have positive influence on the world. The key idea behind CSR is for corporations to pursue other pro-social objectives, in addition to maximizing profit. CSR is traditionally broken into four categories: environmental, philanthropic, ethical and economic responsibility.

The concept of CSR was derived from business ethics, the attention was at the beginning internally; by avoiding all kinds of discrimination, stressing on workers' rights injustice, fairness and good working conditions (Tengblad & Ohlsson, 2009). It was later extended externally to include participation in value creation and society welfare, donations, environmental protection (Sotorrio & Sa´nchez, 2008).

According to Campbell (2007), CSR was distinguished through two actions; the first: organizations through their decisions must not cause any harm to any part of its internal or external stakeholders, while the second was that any negative consequences and harm caused by the organization had to be totally fixed. During the past four decades the notion and the content of CSR was formulated and developed from fragmented activities related to organizations' citizenship and sustainability (Gavin & Maynard, 1975), to be classified into four dimensions taking a pyramid shape; ranging from compliance to legislations, up to voluntary environmental and charitable actions (Thompson & Martin, 2010).

The first is the economic dimension which is concerned of being efficient and making enough profits for survival and future continuity (David, & Deborah 2019). The legal

dimension is the second: organizations are compelled to obey rules and regulations, without any kind of invasion. The third is the ethical dimension which is tied with stakeholders' goodwill and virtuous expectations, and the last, which occupied the top of the pyramid is the philanthropic. It implies coping with what it's called good citizenship towards the society with convenience levels of sponsorship (Oluwaleye, 2013).

According to Gamble and Thompson (2011), the balance between the inconsistencies of the four dimensions is the main issue, to satisfy shareholders anticipation of revenue and profits, without any law violation, and being at the same time adjusted to society moral and ethical system and to satisfy part of the citizens' urgent needs.

Several strategies are used to make these dimensions come true; they are ranging from the minimum effort strategy; the reactive to the defensive, the accommodative, and finally the proactive (Jones & George, 2009). The reactive strategy is tied with conformity to the right internal processes and procedures to work in harmony with stakeholders' requirements.

If the organization is intended to be socially responsible, then it can first work out within the defensive approach in making decisions without law breach. Through the accommodative strategy; organizations tried in their decisions to handle the diversion of all legally and ethically stakeholders' needs which includes the maximum endeavor; by being proactive and devoted part of resources, time and efforts to consolidate the benefit of all stakeholders (Fang et al., 2010); (Ganescu, 2012) and for exceptional movements in pollution reduction, recycling, promoting green products, and environmental safeguard (David, 2011).

#### **2.1.12 Alternative Dispute Resolution as an Approach**

Alternative dispute resolution (ADR) is known in some countries as external dispute resolution. This includes dispute resolution process and techniques that act as a means for disagreeing parties to come to an agreement short of litigation (Rowe, 1996). It is a collective term for the ways that parties can settle disputes with or without the help of a third party.

Despite historic resistance to ADR by many popular parties and their advocates, ADR has

gain wide spread acceptance among both the general public and the legal profession in recent years. In fact, some court now requires some practice to result to ADR of some types, usually mediation before permitting the party cases to be tried. According to Ebe, Iyiola & Osibanjo (2014), Alternative dispute resolution (ADR) approaches seek to involve the disputing parties in the resolution of their conflict, thereby increasing the probability that each of them will be more satisfied with the outcome than a situation in which a manager or a trial judge imposes a decision.

Workplaces are breeding grounds for conflict, including those arising out of harassment, discrimination and personality clashes (between employees, employees and their managers, particularly recently assigned managers) (Oluwaleye, 2013). The result is often performance problems, violations of company rules or the need for discipline or termination. And sometimes these conflicts escalate into violence.

This increase in the level and effect of workplace conflict illustrates the importance of dispute resolution processes to resolve problems, before they lead to litigation or violent confrontations Ebe, Iyiola & Osibanjo (2014) noted that there are many benefits to implementing dispute resolution processes in the workplace reducing conflict increases productivity.

The organization is less likely to have wrongful dismissal claims or human rights or other complaints. -Any received complaints can be resolved quicker and more effectively. -Conflict-related absenteeism rate decreases. The rising population of ADR can be explain by the increasing case load of tradition court, the perception that ADR imposes fewer cost than litigation (Kochan, 1996), a preference for confidentiality, and the desire of some parties to have greater controls over the selection of the individual or individuals who will decide their disputes. Some of the senior judiciary in certain jurisdiction (of which England and Wales is one) are strongly in favour of ADR use of mediation to settle dispute.

### **2.1.13 Arbitration Conflict Management as an Approach**

This is a formal process in which a third party, who has been chosen by the disputing parties, renders a decision on the legal merits of the dispute. The arbitrator renders this decision after a hearing that generally involves the presentation of evidence and oral argument. Widespread employers make use of arbitration to resolve employment disputes as an alternative to litigation began in the early 1990s. In what Howard (1995) labelled a “stampede,” employers post Gilmer began earnestly implementing binding employment arbitration agreements. In employment arbitration procedures, both the employer and employee agree that employment disputes will be taken to an arbitration tribunal rather than to court. More narrow agreements may be limited to claims involving alleged statutory violations while others may apply more broadly to any type of employee or a claim by the employer against the employee. Regardless of the scope, most employer-promulgated arbitration agreements are mandatory, and the decisions are final and binding.

Thus, employment arbitration is a hard justice system. Numerous arguments oppose employment arbitration with most of the criticism centering on pre-dispute binding arbitration which requires employees (or prospective employees) to choose between accepting the employer’s arbitration process or losing either their present job or the chance to be hired. Moreover, these are contracts of adhesion. There is no bargaining over the terms of the procedure as it is presented to the employee on a purely take-it-or-leave-it basis (Wheeler, Klaas & Mahony 2004). Unlike labor arbitration agreements, employer promulgated arbitration procedures are designed by the employer without employee input so such agreements can, in perception if not substance, be unfairly tilted against employees. Indeed, some organizations, such as the Pony Express Courier Corporation, drafted agreements Conciliation, facilitation and mediation are interest-based processes; the disputing parties themselves craft a resolution that meets their needs. Arbitration is a rights-based process; a third party determines the legal rights of the parties.

#### **2.1.14 Organizational Performance**

According to Richard (2009), organizational performance is one of the most important variables in the management research and arguably the most important indicator of the organizational growth. Although the concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings. For this reason, there is no universally accepted definition of this concept. Hence, Organizational performance comprises the actual output or results of an organization as measured against its intended outputs or goals and objectives.

According to Richard (2009) organizational performance covered three major areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Nanna & Guobin (2020) stated that organizational effectiveness is broader. People in different fields are concerned with organizational performance including legal, and organizational development, operations, strategic planners, finance. In recent years, many organizations have tried to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach), employee stewardship, organizational performance (Ritzer, 2003). In this study, performance is measured by group harmony.

#### **2.1.15 Interest among Stakeholders, Conflict Management and Organizational Performance**

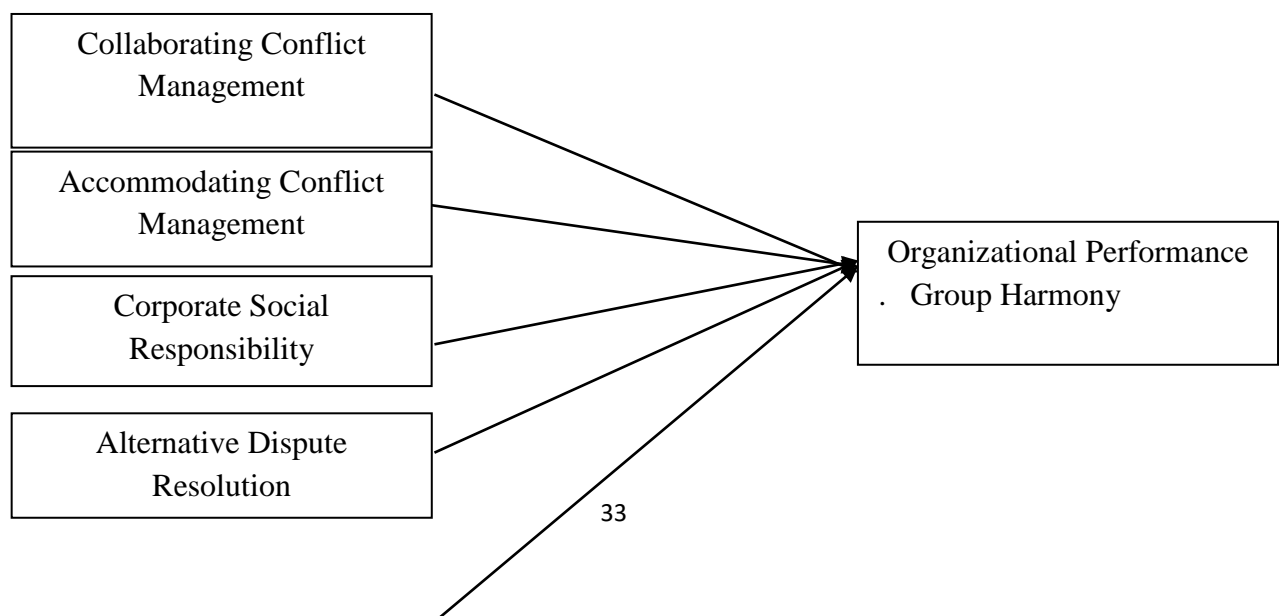
The concept of a stakeholder highlights the fact that the activities of the business organization are not limited to a series of market transactions, but also include a cooperative endeavour involving large numbers of people organized in various ways. A firm is an organizational entity through which different persons and groups attempt to achieve their ends. The firm interacts continually with its stakeholder groups, and much of its success depends on how well all of

these stakeholder relations are managed (Ogbor, Iyamabor & Awosigho 2020). In today's competitive, global business environment, there are many individuals and groups who are business's stakeholders. From the business point of view, there are certain individuals and group that have legitimacy in the eyes of management. That is, they have a legitimate interest in, or claim on, the functions of the firm (Ogbor, 2014). The most obvious of these groups are stockholders, employees, and customers. From the point of view of a highly pluralistic society, stakeholders include not only these groups, but other groups as well. These other groups include competitors, suppliers, the community, special-interest groups, the media, government and its agencies, and society or the public at large. The interests of these stakeholders have influence on organizational performance.

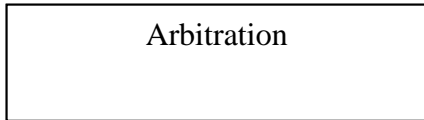
### **Independent Variable**

#### **Conflict Management Strategy:**

#### **Dependent Variable**







**Fig. 2.1 Conceptual Model**

**Source:** Researcher's model (2021).

### **2.1.15:1 Collaborating Conflict Management Strategy and Organizational Performance**

Collaborating conflict management is commonly named as problem solving strategy. People who resolve the conflict with the best solution agreeable to all parties attend to the issue openly, frankly and neutrally by communicating with the other party (Flanagan & Rund2008).

Previous study showed that there is significant positive relationship in using collaborating style and people's satisfying their task, their supervision and their job in general (Alexander, 1995). The collaborative style views conflict as problems to be solved and finding creative solutions that satisfy all the parties' concerns. You don't give up yourself interest; you dig into the issue to identify the underlying concerns, test your own assumptions, and understand the views of others.

Collaboration fosters respect, trust, and builds relationships which in turn increase organizational performance (Runde & Flanagan, 2008). To make an environment more collaborative, one need to address the conflict directly and in a way that expresses willingness for all parties to get what they need.

### **2.1.15.2 Accommodating Conflict Management strategy and Organizational Performance**

By accommodating the organization set aside its own needs because it wants to please others in order to keep peace. According to Ogbor, et al (2020), the emphasis is on preserving the relationship.

Smoothing or harmonizing can result in a false solution to a problem and can create feelings

in a person that range from anger to pleasure. Accommodators are unassertive and cooperative and may play the role of a martyr, complainer, or saboteur. However, accommodation can be useful when one is wrong or when you want to minimize losses when you are going to lose anyway because it preserves relationships.

If you use it all the time it can become competitive which can result to organizational high performance. Accommodating conflict resolution style reflects a high degree of cooperativeness. According to Orishede & Ogbor (2014), it has also been labeled as obliging. Accommodation conflict management behavior involves organization members allowing others to have their way and/or accepting the other members' perspectives.

Accommodation conflict management can be effective since it signals a willingness to listen, accommodate the points of view raised by others, and make concessions (Papa & Pood1988). A manager using this style subjugates his/her own goals, objectives, and desired outcomes to allow other individuals to achieve their goals and outcomes.

This behavior is appropriate when people realize that they are in the wrong or when an issue is more important to one side than the other. Accommodating conflict resolution style is important for protecting future relations between the parties (Orishede & Ogbor, 2014).

### **2.1.15.3 Corporate Social Responsibility Conflict Management Strategy and Organizational Performance**

The term corporate social responsibility is not an emergent practice but linked to the social enterprise; back to the Victorian age in England and then step by step covered all over Europe, working under the slogan of "social cooperative" (Cornelius, et al., 2008). Lately the concept and its contents expanded to cover variety of important activities that need to be carried out by all organizations, either voluntary or compulsory (Waagstein, 2011).

Stakeholders' pressure from organizations' stakeholders, along with a set of rules and regulations issued by many national and international organizations, specialized in supporting

human rights and environment protection, all, propelled organizations to be committed to make ethical and legal decisions (Garcia et al.2008), and to go above effectiveness and efficiency performance criteria, thereby ensuring that organizational actions are also accompanied with social responsibility initiatives (Fooks et al., 2013).

With the challenge that these issues are complex, not static; the public priorities and desires vary at different times (Lattimore, 2012). In addition to the debates about the disadvantage and advantages of being socially responsible and the paradox of maximizing owners' capital and the cost of social actions (Mackey et al., 2007), organizations are faced with the daunting task of, on the one hand, meeting share-holders' profit expectations, and on the other hand, remaining socially responsible. No matter the direction of the debate, Mintzberg, Simons and Bose (2002), suggest that "Corporations are economic entities, to be sure, but they are also social institutions that must justify their existence by their overall contribution to society."

#### **2.1.15:4 Alternative Dispute Resolution as Conflict Management Strategy and Organizational Performance**

Broadly defined, 'alternative dispute resolution' (ADR) often refers to method which are used to settle conflict on the basis of the interests rather than on the basis of power (Rowe 1996) Furthermore, ADR refers to any process of dispute resolution but not formal adjudication such as court litigation or administrative proceedings (Costantino & Merchant 1996). As a result of an increased interest in ADR among practitioners, a growing number of organizations are using mechanisms such as arbitration and mediation to avoid formal adjudication or court action.

One estimate for the United States is that 'almost all employers with 100 or more employees use one or more ADR methods,' and in a survey of 96 leading companies, it was reported that 53 percent had an ADR program 'to resolving employment-related issues' (Rowe 1996). Based on several U.S. studies, Rowe attributes the rise in the use of ADR to the growing concern for employee rights; an increased interest in procedural justice as well as substantive justice; a desire on the part of employers to foster greater trust in and commitment to participative

management; a decline in unionization and therefore in the availability of grievance procedures; an emphasis on controlling costs, including productivity losses and litigation costs; and a desire by employers to avoid unionization.

The Commission on the Future of Worker Management Relations, chaired by Harvard University professor John T. Dunlop, addressed the issue of dispute resolution. In its report, the commission recommended greater use of high quality ADR systems, including both in-house settlement procedures and voluntary arbitration systems to promote fair, speedy, and efficient resolution of workplace disputes (Commission on the Future of Worker-Management Relations 1994).

Aside from resolving employment disputes within the workplace, ADR is also being increasingly used for commercial, family, environmental, international, and community disputes and is changing the way courts resolve conflict (Adams 1997). Recently, the Attorney General of Ontario announced that private mediation will be compared in all civil suits except family disputes (Makin 1997).

Major companies such as Molson Breweries, Maple Leaf Gardens, McCain Foods, and Groupe Videtron Ltee have resorted to ADR mechanisms such as mediation or arbitration (McFarland 1996). Automobile dealers and manufacturers have established the national Automobile Dealer Arbitration Program to resolve disputes through mediation and arbitration instead of court system (Heinzl 1996).

The North American Free Trade Agreement (NAFTA) contains a dispute resolution process based on an arbitral panel for enforcement of the labour principles related health and safety, minimum wage and child labour (Morpaw, 1995). In a related development, dispute resolution is being adapted to cyberspace. This is in response to the growth in the number of persons and groups in cyberspace and the broader range of activities and interactions taking place in cyberspace. As a result of this intensified on-line activity, there has been an increase in disputes

involving the 'acquisition, use, possession, processing and communication of information,' for example, disputes about copyright, obscenity, and free expression (Katsh 1996). In 1996, the Online Ombuds Office was established as a pilot project. This 'next generation' conflict management/dispute resolution mechanism indicates the extent to which ADR is evolving. Looking ahead, one of the important areas of research and public policy debate may be whether ADR procedures can 'deliver due process and fair systems of conflict resolution that complement other private and public institutions and legal structures' (Kochan 1996).

#### **2.1.15.5 Arbitration as Conflict Management Strategy and Organizational Performance**

Cahn and Abigail (2007), arbitration is a process whereby a neutral third parties listen to both sides of a dispute and makes a binding ruling. They add that there are usually no avenues of appeal following arbitration. In Portugal arbitration is the most entrenched, developed and highly rated ADR method (Almada 2001). It has proven its importance and efficiency especially in the commercial areas. In the light, arbitration procedures can be compulsory, if imposed by law or voluntary, if submitted by the parties in conflict by means of arbitration agreement the advantage of arbitration is that it can deliver quick decisions and those involved have some degree of control over the process (Pitchforth, 2007). This means they can have input into areas such as where and when the arbitration will take place and who the arbitrator is.

Another advantage of arbitration is that it is usually relatively cheap and the awards it delivers are final, meaning dispute end with arbitration. Pitchforth (2007), there are four disadvantages: the first, the law does not allow arbitrators to use some techniques that mediators are allowed to use; the second, in some cases one of the parties could be better served by the law rather than having an arbitrator giving a practical ruling; the third disadvantage with arbitration is that it utilizes an adversarial process that results in win-lose outcomes. This means arbitration delivers outcomes that Lulofs & Cahn (2000) would describe as conflict

management rather than conflict resolution.

## **2.2 Theoretical Review**

In this section, the discussions of conflict management strategies and organizational performance are anchored on four theoretical foundations, namely: conflict theory, stakeholder theory, agency theory and self-enlightenment. This is followed by a synthesis of the four theories as they relate to conflict management.

### **2.2.1 Conflict Theory**

Critical theory posits that in a society or an organization, each participant and/or group struggles to maximize certain benefits and this inevitably contributes to social change. This change may include political struggles and revolution. The theory focuses on the idea that personal or group's ability has a role to play in exercising influence and control over others in producing social order.

Therefore, conflict theorists believe that there is a continual struggle between all different elements of a particular society (e.g., between government and the governed; between MNCs and local communities; between management and workers). According to Wallace & Wolf (2006), conflict theory evolved as a major alternative to the functionalist approach to analyzing a society's general structure. Ritzer (2003) also observes that apart from the theory's origination in reaction to structural functionalism, it also has other roots that include Marxian theory and works of Georg Simmel on social conflict. Conflict theory provides an alternative to the functionalist approach in the 1950s and 1960s.

Although it was superseded by a variety of neo-Marxian theories after the 1960s (Ritzer & Goodman, 2004), it has become increasingly popular and relevant in modern sociology (Wallace & Wolf, 2006) and in sociology of organization (Ogbor, et al 2020). Functionalists consider societies and social institutions as systems in which equilibrium is created through the interdependence of all the parts.

Functionalists do not deny the existence of conflict; however, they believe that the society

evolves means of controlling it. This forms the basis of functionalist analysis. Conflict theorists, on the other hand, perceive the society in a different light. Contrary to functionalists' view of the existence of interdependence and unity in the society, conflict theorists view the society as an arena where groups contend for power. For conflict to be controlled, one group must be able to, at least temporarily, suppress its rivals. According to Pease (2003), Marxists argue that international organizations are products of hegemony. While traditional Marxists tend to equate hegemony with military and economic dominance, Gramscian-inspired Marxists claim that it is the relation of consent to political and ideological leadership (Simon, 1982). Both the traditional and the Gramscian Marxists perspectives can be applied to this study, though in varying degrees.

The notion of the traditional Marxists is applicable, more so when we consider that the Multi-national companies (MNCs) actually dominate the economy of the countries (e.g. America and Japan), but particularly the communities, in which they operate. This they do by taking over the means of production of the communities, while the people live on compensations.

SPDC, however, did not dominate the Niger Delta through the use of force, at least at the initial stage. Military force was introduced much later with the rise of vandalism and militancy. On the other hand, the Gramscian Marxists' argument is also very fundamental to the study.

The relevance of their own argument is embedded in the question: "How does the ruling class get subordinate classes to consent to their own domination and exploitation?" (Pease, 2003). Pease (2003) presents the answer; it is by linking the dominant class' interests to the interests of the subordinate classes. This involves the development of a coherent set of values that transcends both class and national boundaries without compromising the dominant class' position.

According to Saiyou (2006), the initial reaction of the Niger Delta communities to the discovery of oil in their territory was that of joy and anticipation of development. At that initial

stage, the goals of the oil companies were linked with those of the communities. However, as the communities began to realize that the goals of the oil companies were being realized while theirs were abandoned, conflict began to develop.

Marxists believe that MNCs are tools of exploitation and mechanisms of domination that promotes underdevelopment. According to Pease (2003), multinational corporations (MNCs) seek out states with lax environmental and labour standards under the guise of drive for market efficiency. Many of them locate areas where labour is not represented by unions so as to keep labour cost low.

It is obvious that the oil companies in the Niger Delta are taking advantage of the inconsistency of the Nigerian Government to increase their profit. Several deadlines have been set for the termination of gas flaring, yet, it is still being flared. A vast majority of the Niger Delta residents increasingly face child respiratory diseases, asthma, cancer, and premature deaths due to the massive flaring (Rizvi, 2005). From the foregoing, it is obvious that the conflict theory is pivotal to this study. The theory has enabled us to identify the sources and nature of conflicts as well as how they relate to the Niger Delta.

### **2.2.2. Stakeholder Theory**

Stakeholder theory is a further development on the concept of stakeholder and its relationship to any business corporation and its application in the practice of corporate governance. Freeman (1984) offers a traditional definition of a stakeholder thus, “any group or individual who can affect or is affected by the achievement of the organization’s objectives” Therefore, the general idea of stakeholder theory is a redefinition of the organization. That is, what the organization should be and how it should be conceptualized.

From the stakeholder theory, a stakeholder, then, is an individual or a group that has one or more of the various kinds of stakes in a business. Just as stakeholders may be affected by the actions, decisions, policies, or practices of the business firm, these stakeholders also may affect



the organization's actions, decisions, policies, strategies or practices. With stakeholders, therefore, there is a potential two-way interaction or exchange of influence. In short, a stakeholder may be thought of as "any individual or group who can affect or is affected by the actions, decisions, policies, practices, or goals of the organization" (Carroll & Buchholtz, 2006).

From the business point of view, there are certain individuals and groups that have legitimacy in the eyes of management. That is, they have a legitimate interest in, or claim on, the operations of the firm. The most obvious of these groups are stockholders, employees, and customers. From the point of view of a highly pluralistic society, stakeholders include not only these groups, but other groups as well. These other groups include competitors, suppliers, the community, special-interest groups, the media, government and its agencies, and society or the public at large. Many observers, such as Ogbor (2014), have argued that the natural environment and future generations should also be considered among business's important stakeholders.

The concept of a stakeholder highlights the fact that the activities of an enterprise (whether privately-owned, publicly-quoted or state-owned) are not limited to a series of market transactions, but also include a cooperative endeavor involving large numbers of people organized in various ways. A firm is an organizational entity through which many different individuals and groups attempt to achieve their ends. It also interacts continually with its stakeholder groups, and much of its success depends on how well all of these stakeholder relations are managed. (Rizvi, 2005)

Studies with a focus on conflict management from a stakeholder perspective have argued for the inseparability of stakeholder management and conflict management. Similarly, the importance of stakeholder relations for building sustainable enterprises has been recognized by several observers of corporate performance and sustainable development including the OECD

Principles of Corporate Governance, which states that: “The competitiveness and ultimate success of a corporation is the result of teamwork that embodies contributions from a range of different resource providers including investors, employees, creditors, and suppliers (ogbor 2014). It is, therefore, in the long-term interests of corporations to foster wealth-creating co-operation among stakeholders” (OECD, 2005).

The role of stakeholders in conflict management (both in private and/or state-owned enterprises) has been a subject of debate for quite some time. Complaints by consumers about poor product and service and the judgment that many enterprises were being run in favor of narrow sectional interests at great expense to the public including the environment has led to the establishment of consumer bodies attached to regulators rather than to the company.

The subjects of stakes, power and legitimacy have recurred frequently enough in the stakeholder discourse that their importance in corporate governance must now be established. Extant literature has also shown that organizations consist of *coalitions* – groups of individuals (within and outside the organization’s boundary) pursuing certain interests. It has also been established that organizations exist as arena for the exercise of power and this power is exercised in the pursuance of individual or group goals (Rizvi 2005). The argument here is simple: We cannot understand how organizations function without understanding how power is manifested and used by organization’s various stakeholders. This brings us to a discussion of the “stakeholders of the corporation” and their sources and uses of power.

The theory as noted by Friedman and Miles (2006) states that the organization itself should be thought of as grouping of stakeholders and the purpose of the organization should be to manage their interests, needs and viewpoints. This stakeholder management is thought to be fulfilled by the managers of a firm. The managers should on the one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and participation in decision making and on the other hand, the management must act as the stockholder’s agent to ensure the survival of the firm to safeguard the long terms stakes of each group. Ogbor (2018)

equally observes that stakeholder's theory takes account of a wider group of constituents rather than focusing on shareholders. Where there is an emphasis on stakeholders, the governance structure of the company may provide for some direct representation of the stakeholder groups.

According to Friedman and Miles (2006), the main groups of stakeholders are: customers, employees, local communities, suppliers and distributors, shareholders, the media, general public, business partners, future generations, past generations (past founders) academics, competitors, NGOs, trade unions, competitors, regulators and governments. For good practice of corporate governance in order to achieve the overall corporate objectives, managers of business corporations need to understand, appreciate and conscientiously apply the propositions of stakeholder theory. For every individual or groups that have stake in the organization, effort must be made by the so-called agents to preserve and protect their interests for the survival of the corporations.

### **2.2.3 Agency Theory**

In its simplest form, the Agency Theory is a theory of corporate behavior in which it is recognized that the manager, as agent, may have differing motives from the owner, as principal in their relationship. Issues such as remuneration, accounting techniques or risk-taking are among the major concerns of both parties in this relationship (Jensen & Meckling, 1976).

To be sure, Agency Theory explains how to best organize relationships in which one party (the principal - owner) determines the work, which another party (the agent - manager) undertakes. The theory argues that under conditions of incomplete information and uncertainty, which characterize most business settings, two agency problems arise: adverse selection and moral hazard. Adverse selection is the condition under which the principal cannot ascertain if the agent accurately represents his ability to do the work for which he is being paid. Moral

hazard is the condition under which the principal cannot be sure if the agent has put forth maximal effort.

The problems of adverse selection and moral hazard mean that fixed wage contracts are not always the optimal way to organize relationships between principals and agents. A fixed wage might create an incentive for the agent to shirk since his compensation will be the same regardless of the quality of his work or his effort level. When agents have incentive to shirk, it is often more efficient to replace fixed wages with compensation based on residual claims on the profits of the firm. The provision of ownership rights reduces the incentive for agents' adverse selection and moral hazard since it makes their compensation dependent on their performance.

At the initial levels of the development of the theory of agency, especially as it relates to the firm, concern seemed to focus more on the relationship between the management and shareholders than between them and other categories of stakeholders. Hence the stakeholder theory is seen as important theoretical bedrock for understanding corporate governance and management's relationship to the organization's stakeholders.

Financial economists and organization theorists have long been concerned with ways to address the problem that arises from the incongruence of the interests of the equity owners and managers, and have conducted significant research towards resolving it. The literature emanating from such efforts has grown, and much of the evidence has been built on the theoretical works underpinning Agency Theory. (Jensen & Meckling, 1976).

But for the purpose of this study, conflict theory is given cognizance because the relevant of the conflict theory to this study is precisely what it is about: how and why do conflicts arise in an organization? As noted earlier, conflict theories perceive the society in terms of struggle between the dominant groups (elites) and proletariat (the masses) over resource availability and their distribution and conflict theorists view the society as an arena where groups contend for power. For conflict to be controlled, one group must be able to, at least temporarily, suppress

its rivals. Thus, with conflict theory, our focus is shifted from seeing society and social interaction (e.g., the situation in the Niger Delta and SPDC) as that of equilibrium and interdependency to that of exploitation and ultimately to conflict and disputes. This, as in the case of relationship between SPDC and its host communities, has long been acknowledged Marxists as the reality of the relationship between international organizations/MNCs and the underdeveloped or developing economies in the world system of exchange.

#### **2.2.4 Theory of Self-Enlightenment**

The theory of self-enlightenment emphasized the need for organization to promote and educate organizational various stakeholders on the consequences and negative outcome of conflict in the absence of peace and harmony (Davis, 1966).

It explains that it is better for organization to be proactive by developing strategies and implementing them in such a way, educating on the interest of various stakeholders, because, it cost les sensitizing stakeholders positively instead of waiting for conflict to occur before strategizing and negotiating on possible solutions.

#### **2.2.5 Theoretical Synthesis**

In this section, we briefly provide a synthesis of the above three theories and their relevant to the subject of conflict management and organizational performance.

The relevant of the conflict theory to this study is precisely what it is about: how and why do conflicts arise in an organization? As noted earlier, conflict theories perceive the society in terms of struggle between the dominant groups (elites) and proletariat (the masses) over resource availability and their distribution and conflict theorists view the society as an arena where groups contend for power. For conflict to be controlled, one group must be able to, at least temporarily, suppress its rivals. Thus, with conflict theory, our focus is shifted from seeing society and social interaction (e.g., the situation in the Niger Delta and SPDC) as that of equilibrium and interdependency to that of exploitation and ultimately to conflict and disputes. This, as in the case of relationship between SPDC and its host communities, has long been

acknowledged Marxists as the reality of the relationship between international organizations/MNCs and the underdeveloped or developing economies in the world system of exchange, this is supported by the work of (Kolawole & Husan 2020)

From the stakeholder theory combine with self-enlightenment theory, conflict in an organization is seen as the product of tension or disagreement between the different stakeholders in the organization. Specifically, conflict in an organization occurs when one party, usually as stakeholder, believes that his or her interests are not met by the organization or its management. Second, conflict can also occur in a situation of perceived dominance or exploitation by a dominant group over a group with lesser decision-making power. This is accord with the conflict theory. Thirdly, conflict occurs when available resources at the hands of the organization are unevenly distributed or when the benefits are skewed against one party.

As noted in Ogbor (2018), management and organization theorists have long been concerned with ways to address the conflict that arises from the incongruence of the interests of the equity owners and managers, and have conducted significant research towards resolving it. The literature emanating from such efforts has grown, and much of the evidence has been built on the theoretical works underpinning Agency Theory. In essence, theory posits that conflict occurs in an organization whenever the interests of the two parties, owners (as principals) run counter to the interests of management (agents). The Agency theory thus encourages researchers to focus on conflict management from the point of principals – agent relationships.

Thus, we can summarize by this statement: conflicts in organizations occur when dominant groups suppress non-dominant group in society (Conflict Theory); when the interests of stakeholders are not adequately met (Stakeholder Theory), when there is perceived incongruence between principals and agents (Agency Theory) and when there is stakeholder sensitization on the negative effect of conflict (Self-enlightenment Theory).

### **2.3 Empirical Review**

Several efforts have been carried out in times past on conflict and organizational performance. This section reviews some of these scholarly works with a view to adding relevance to this current study.

Hotope (2010) investigate the effect of organizational conflict on organizational performance. This was carried out by investigating the causes, types, reason and strategies for managing conflicts in some selected service organizations in Nigeria, with a view of coming out with ways of improving their performance and productivity. The study employs descriptive research design and uses questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that limited resources is the major cause of conflict and that conflicts have both negative and positive effects on organization, but when managed properly, the positive effects can be use encourage organizational innovativeness and build cooperation among the employees.

Iravo (2011) examine the effect of conflict management in performance of organizations with a view to solving the current phenomenon of conflicts being experienced in public secondary school organizations and make them more effective, efficient and conducive for the development of human resources. The specific objectives of the study were to: assess the effect of conflict in performance of public secondary schools, determine whether management being aware of conflict in the school organization help towards conflict resolution and management, establish management approaches used by the educational institutions managers in Kenya in conflict management and resolution, evaluate the role of environment in conflict resolutions and suggest recommendations for solving conflict in public secondary school organizations. Both qualitative and quantitative research was used. The research design used in this study was descriptive survey. Data was collected using a semi-structured questionnaire. The target population was 140 secondary school principals. Using stratified probability sampling based on different categories of schools and non-probability sampling, an optimum proportion of

30% was drawn from each category of the target population of schools to satisfy these requirements of optimality and representativeness.

From each of the selected school, the principal was selected. Therefore, 43 principals were selected as the chief executive officers in-charge of management of the school organizations. Since the study was concerned with the relationships between identified dependent and independent variables, structural equation modeling and other multivariate statistical tools were used to analyze the data. The regression and ANOVA analysis were used to analyze the relationship between conflict management and performance in educational institutions. The correlation coefficients indicated a positive strong relationship,  $r = 0.69$ . this indicates that the relationship is not weak and can be used to explain and predict the rate of performance. On the ANOVA, the beta coefficient of the resulting regression model  $t=2.822$  indicates that the beta coefficient is significantly greater than 0,  $p = 0.07$  which is less than  $p = 0.05$  the test statistic. This further confirms that there is a strong relationship between conflict resolution and performance in an educational institution. All the four null hypotheses of the study, which were analyzed using Chi and T-test, were rejected. Stepwise regression analysis showed zero significance between the role of environment in conflict management and performance of school organizations. These results were consistent with earlier empirical research on conflict management and organizational performance in organizations. In conclusion therefore, relationship between conflict management and the performance of school organizations seems to be clear. When the management is knowledgeable in conflict management and at the same time putting this knowledge into practice, the schools will experience less conflict and do well in all activities and areas.

The study recommends that conflict management systems should be integrated within the system of the organization and the integration should be at a higher level of the organization hierarchy rather than mere interconnection; conflict management is a human sub-system which is achieved through typical development process.



Mba (2013) examines conflict management and employee performance in Julius Berger Nigeria Plc. Bonny Island. It views organizational conflict as a dispute that occurs when goals, interests, and values of different group/individuals are incompatible with each other. It assumes that integration of all stakeholders' interests will go a long way in reducing conflicts in organizations and enhancing employees' performance. It is based on management democratic conflict strategy. The research questions explain the extent of the relationship between conflict management strategies and employees' performance including perception of the effectiveness of conflict management strategies in Julius Berger Nigeria Plc. Bonny Island. The place of study is Julius Berger Nigeria Plc. Bonny Island while the duration of study is between August, 2012 and September, 2013. A descriptive research design was used in executing the study using 50 purposively selected sample respondents consisting of 25 managerial employees and 25 non-managerial employees of Julius Berger Nigeria Plc. Bonny Island. The core aspect of the study is the use of cross-sectional survey research design in generating the required primary data. Data were analyzed using descriptive and inferential statistics. Results from the data analysis indicated that significant relationship exists between conflict management strategies and employees' performance and no differences exist between non-managerial and managerial employees' perception of the effectiveness of conflict management strategies. The research therefore recommends: promotion of industrial democracy, regular management / employee meetings, and strict implementation of collective agreements and regular review of personnel policies.

Omisore & Ashimi (2014) work focus on managerial approach to conflict management in an organization. The objectives of this study are to ascertain what constitute conflict, sources of conflict, views of conflict, consequences of conflict in an organization and the strategies for dealing with organizational conflict etc. To effectively examine how conflict management will improve organizational performance, the study relies mainly on secondary data from textbook, internet, journals etc. The study shows that conflict is endemic in human life's and cannot

totally be eradicated rather its effect can be managed to ensure that it does not hinder the organizational activities by way of reducing performance. The study recommends that managers at all levels should acquaint themselves with potential causes of conflict in their organization and address them early enough to forestall activities that will hamper the smooth running of the organization

Omisore & Ashimi (2014) examine the causes, effects and remedies of organizational conflict. The study examine that conflicts occur in organizations as a result of competition for supremacy, leadership style, scarcity of common resources, etc. If a conflict is not well and timely managed, it can lead to low productivity or service delivery. The study also discovered that conflict can sometimes produce positive result, if well managed. Thus, not all conflict situations are bad. Efforts should always be made to ensure causes of conflicts are addressed as soon as they are noticed. The paper concludes that early recognition and paying attention to the conflicting parties and negotiation between parties involved in the conflict should be adopted in resolving conflicts while force should never be used to resolve conflicting parties. Force and intimidation can only be counterproductive

Olu & Abolande (2014) examine the impact of conflict management on employees' performance in a public sector organization, a case of Power Holding Company of Nigeria (PHCN). This study used the survey research design. A total of 100 respondents were selected for the study using stratified sampling technique. Questionnaire was used to collect primary data. Data collected were analyzed using descriptive statistics. Hypotheses were tested through regression analysis and correlation coefficient. The findings revealed that effective conflict management enhance employee's performance in an organization and that organization's conflict management system influences employee performance in the organization. It was recommended that organization should embark on training and retraining of its employees in area of conflict management so as to create a conducive working environment for the

employees and that there should be efficient and effective communication between all categories of the employees in the organization. This will reduce conflicting situations in the organization

Longe (2015) examines the impact of workplace conflict management on organizational performance in a Nigerian manufacturing firm. Participants comprised 250 employees selected through the use of stratified random sampling technique. Data were generated through the use of validated structured questionnaire. Descriptive and inferential statistics were employed to analyze data collected from the respondents. Employing Spearman correlation analysis, the results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance. In addition, study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace. Union-management conflict was discovered as the most prevalent type of industrial conflict in the organization. The study concluded that conflict was an unavoidable phenomenon in organizational life and it could contribute to or detract from organizational performance depending on the conflict management methods adopted in the workplace.

Ajinke (2015) examined effect of conflict management on organizational performance of banks in Nigeria using Access Bank Plc as a case study. A sample size of eighty-one (81) out of the numerous employees of the bank was administered with questionnaires in three branches of the bank located in Lagos State. A descriptive and regression analysis with the aid of SPSS was used to analyze the relationship between conflict management on organizational performance of Access Bank Plc. The result of the study indicated that there was a significant

positive relationship between conflict management and organizational performance ( $r= 0.715$ ;  $p<0.05$ ). It is therefore recommended that management should develop diverse appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level in the organization.

Crossfield & Paul (2018), examined management of interpersonal conflict between principal and teachers in selected secondary schools in Bermuda. This quantitative study was designed to identify and manage factors contributing to interpersonal conflicts between principals and teachers in Secondary Schools in Bermuda. The study also explores the effects of interpersonal conflict on student achievement and on school success, and suggests conflict management strategies and measures that can be adopted to enhance and maintain positive and productive interpersonal relationships between principals and teachers. The quota sample used consisted of 120 secondary school teachers and four principals, 118 of the teachers completed and returned the 30 items questionnaire, which were used to collect the data. Descriptive statistics were used to analyze the data using SPSS to obtain percentages and frequency values of specific responses. The findings revealed that despite the fact that the physical environment of the schools appeared healthy and competition for limited resources was rare, intergroup and interpersonal relations were major sources of interpersonal conflict. It was also found that management issues, personnel practices, work structure, employee development, cultural differences and ethical concerns were major causes of interpersonal conflicts.

Adejoke (2017), understanding the nature and process of alternative dispute resolution and collective conciliation. This paper presents a systematic investigation into previous studies, conducted among scholars on the nature and process of Alternative Dispute Resolution and collective conciliation in some selected countries. It presents an assessment of previously conducted empirical studies on the factors that shape the nature and process of ADR and collective conciliation. It examines how these factors influence the attitude and opinion of the users of the service and impact on outcomes in practice. The findings of the study illustrate the

significance of the state and its machinery in the establishment and funding of ADR institutions. It demonstrates the importance of trade unions and management representatives acknowledging their inability to resolve their dispute and the extent which their request for conciliation indicate their level of trust and confidence in the process as evident in South Africa, the United Kingdom, Canada and Japan. In addition, the findings establish how the behaviour of the state, as reflected through its approach to the employment relationship influences the actions and perception of trade unions and management representatives. The study recommends that in order to further increase the trust and confidence of trade unions and management on the outcomes of dispute resolution, the neutrality and confidentiality of the process of conciliation is essential. The role and style of conciliators during resolution is also important because; it has the tendency to influence the assessment of trade unions and management representatives during negotiation and impact on their attitude to the process and outcomes of conciliation in practice.

Labrague (2018), Conflict management is an essential skill for an effective nurse leader. As the inappropriate use of conflict resolution skills leads to degeneration of communication and poor working relationships particularly between nurse leader and their staff nurses. Aim: The present study aimed to determine the effect of conflict-management enhancing strategy for head nurses on the quality of vertical dyad linkage with nurses. Material and methods: Pre-experimental research design (one-group pretest-posttest) was used on 31 head nurses and 203 staff nurses working in Port Said Hospitals. Tools of data collection: Three tools were used; A Self-Administered Conflict Knowledge Questionnaire, Thomas-Kilmann Conflict Mode Instrument and Vertical Dyad Linkage Scale. Results: Revealed a statistically significant improvement in head nurses' knowledge regarding conflict and its management strategies after strategy implementation. Conclusion: There was a statistical improvement related to the quality of vertical dyad linkage among head nurses and their staff after implementation. So, the findings pointed to enhance head nurses' abilities related to conflict management through

educational programs. Also, further researches are suggested in this area.

Stepanova, Merritt & Saldert (2019) Conflicts over land use and their resolution are one of the core challenges in reaching sustainable development today. The aim of this paper is to better understand the mechanisms that underlie conflict resolution. To do so we focus on the use and integration of different knowledge types for conflict resolution in three fields: natural resource management, transdisciplinary research and urban planning. We seek to understand what role different types of knowledge have in the different examples and contexts given. How is knowledge conceptualized and defined? How is it used and integrated to resolve conflicts? These questions are answered through a thematic review of the literature and a discussion of the different knowledge typologies from the respective research fields. We compare conflict resolution approaches and, as a synthesis, present an interdisciplinary knowledge typology for conflict resolution. We find that knowledge use centered approaches are seen as facilitating a common understanding of a problem and creating a necessary base for more productive collaboration across disciplines. However, it is often unclear what knowledge means in the studies analyzed. More attention to the role that different knowledge types have in conflict resolution is needed in order to shed more light on the possible shortcomings of the resolution processes. This might serve as a base to improve conflict resolution towards more lasting, long-term oriented and therefore more sustainable solutions. We conclude that the three literatures inform and enrich each other across disciplinary boundaries and can be used to develop more refined approaches to understanding knowledge use in conflict analysis and resolution.

Moh, Irwandi & Avid (2019) examined corporate social responsibility (CSR) and social conflict potencies in mining areas communities. Mining companies are business units that are required to carry out Corporate Social Responsibility (CSR). The implementation of CSR is one mechanism to improve the company's brand image in the community and also reduce the potential for conflict between the company and the people who live around the operational area. This study aims to look at the relationship between the implementation of CSR with the

potential for social conflict, both vertically and horizontally in communities around mining areas. The study was conducted using qualitative methods, in several mining areas in Indonesia. The existence of corporations in the midst of society also has a broad impact on complex aspects both economically, socially, politically, culturally and environmentally. This can trigger conflicts in the community. The results found that the implementation of CSR programs conducted by the company can reduce the potential for conflict in the community, both vertically and horizontally.

David & Deborah (2019), *strategic conflict management: a study of workplace dispute resolution in wales*. In this article, the authors examine the relationship between organizational strategy and the approach taken to conflict management using a large-scale survey of companies in Wales, a constituent part of the United Kingdom. They focus on conflicts among employees, an under-researched form of conflict, to examine which types of organizations adopt a more strategic approach to conflict management that aligns with broader HR objectives. They find that organizations with a unitary, and often anti-union, orientation are more likely to make strategic choices about how they address conflict. Equally, the authors argue that some evidence suggests that organizations that take high-road approaches to HR are more likely to stake an intentional approach to how they address conflict.

Kolawole & Husam (2020), This study investigates conflict management climate as perceived by the owners and contractors significantly affect trust and relationship quality in the Nigerian construction industry. This empirical study also assesses trust as a mediator between conflict management climate and relationship quality. Data gathered from 426 owners and contractor employees in the Nigerian construction industry were used to verify the abovementioned relationships via structural equation modeling. The results show that conflict management climate significantly predicted trust and relationship quality. Trust significantly predicted relationship quality and partially mediates the relationship between conflict management climate and relationship quality. This study contributes to theory within this

research by showing trust and relationship quality is significantly affected when owners and contractors are aware of the conflict management climate. The study offers important practical implications for managing conflict management between owners and contractors in the construction industry. Insights into future research directions are also documented.

Ogbor, Iyamabor, & Awosigho (2020), the politics of organizing and the organization of politics, managing power, interest and conflict in organization. The paper examined a discourse of conflict management within the context of organization theory, using the stakeholder perspective as a theoretical framework. For this purpose, the paper critically examines the three dominant schools in organizational theorizing: the rational, the natural, and the open system perspectives in relation to conflict management. The idea of viewing the organization from rational school of thought is seen as an inadequate analytical tool for understanding the dynamics of conflict in an organization. The natural system approach with its emphasis on organization as consisting of members with diverse and multiple interests and the open system perspective with its focus on the organization's relationship with its environment are seen as appropriate for studying the relationship between stakeholder management and conflict management. As conclusion and recommendation, the paper suggests nine guiding precepts regarding how stakeholders should be treated in a conflict resolution and conflict management process. The key words in the principles suggest the kind of cooperative spirit that should be used in building stakeholder relations: acknowledge, monitor, listen, communicate, adopt, recognize, work, avoid, and acknowledge conflict.

## **2.4 Summary and Gaps in the Reviewed Literature**

This section reviews the work of authors that are related to conflict management and organizational performance. First, a conceptual review was done in which the concept of conflict management as it relates to this study is presented. Next, sources of conflicts are examined, including the concept of stakeholder, sources of power and legitimacy. This is followed by a discussion of the relationship between stakeholder management and conflict



management. Different conflict management approaches or styles are examined. Next, the conceptual review discusses the concept of accommodating conflict management strategy, collaborating conflict management strategy, corporate social responsibility, alternative dispute resolution (ADR) arbitration as conflict management strategy and the concept of organizational performance. Finally, the conceptual model including the independent and dependent variables are discussed.

Theories relating to conflict management strategies are reviewed and their implications also addressed. In this section, the discussions of conflict management strategies and organizational performance are anchored on four theoretical foundations, namely: conflict theory, stakeholder theory, agency theory and self-enlightenment theory. This is followed by a synthesis of the four theories as they relate to conflict management strategies.

Section three provides a review of seventeen (17) previous empirical studies on (i) managerial approach to conflict management in an organization; (ii) conflict management and employees performance in Julius Berger Nigeria Plc. Bonny Island, (iii) the impact of conflict management on employees' performance in a public sector organization, a case of Power Holding Company of Nigeria (PHCN); (iv) the impact of workplace conflict management on organizational performance in a Nigerian manufacturing firm; (v) the causes, types, reason and strategies for managing conflicts in some selected service organizations in Nigeria; (vi) the causes, effects and remedies of organizational conflict; and (vii) the effect of conflict management on organizational performance of banks in Nigeria using Access Bank Plc as a case study; (viii) the impact of conflict management on employees performance in a public sector organization in Nigeria, (ix) organizational conflict causes, effect and remedies in organizations, (x) management of interpersonal conflict between principal and teachers in selected secondary schools in Bermuda, (xi) understanding the nature and process of alternative dispute resolution and collective conciliation, (xii) corporate social responsibility (CSR) and social conflict potencies in mining area communities, (xiii) strategic conflict management; A

study of workplace dispute resolution in wales, (xiv) understanding mechanism of conflict resolution beyond collaboration; an interdisciplinary typology of knowledge, types and their integration in practice, (xv) the politics of organizing and the organization of politics, managing power, interest and conflict in organization, (xvi) an integrative review on conflict management styles among nursing professionals; implication for nursing management, (xvii) using conflict management in improving owners and contractors relationship quality in the construction industry; the mediation role of trust

The literature review showed a number of gaps in the extant literature and research in the subject of study. First, to the best knowledge of this researcher, no study has carried out a holistic research into how the combination of various variables affects conflict management and its impact on organizational performance. To this researcher, this constitutes a gap in the literature.

Previous studies have highlighted the link between conflict management and organizational performance. However, the generality of the existing studies focused on organizational performance, leaving a gap on the course of their studies which this study attempts to fill by focusing on the effect between conflict management strategies and organizational performance with emphasis on SPDC and its host communities, using collaborating conflict management, alternative dispute resolution, corporate social responsibility, accommodating conflict management and arbitration as conflict management strategy and how they affect organizational performance through group harmony.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

This study seeks to examine conflict management strategies and organizational performance in petroleum industry and its host communities. This chapter provides the methods adopted in carrying out the study. Therefore, the procedures applied in this study include research design, the study population, sampling technique, research instrument, validation of research instrument, methods of data collection and analytical procedure.

#### **3.1 Research Design**

Research design refers to the approaches, framework or plan for carrying out research studies (Olannye,2017). According to (Elikwu 2008) it is described as a programme that is meant to guide the researcher in the process of collecting, analyzing and interpreting observations. Research design articulate the tools through which the data are gathered and analyzed. According to Anyiwe, Idahosa & Ibeh (2005), research design is a guide showing how the data or information concerning a research problem is to be collected and analyze within the research setting and economy of time and materials. The authors also suggest that a research design refer to the approaches, framework and strategy of conducting research studies.

Survey research design is chosen for this study, according to Granger & Newbold (2004), survey research method is concern with collection and analysis of data for the purpose of relating the respondent view to the subject matter in order to achieve the stated goal. The reason for this method is that it helped researcher in collecting the required data and also helped in answering the research questions in order to achieve the research objectives. The research design of the study is based on a combination of quantitative and qualitative methods of data collection and analysis. Such a combination of methods constitutes a rigorous scientific approach to compensate for weaknesses in the study methodology by application of different

approaches for measuring the same characteristic or phenomenon. The objective is to understand and explain the impact of conflict management strategies on organizational performance. It is the opinion of this researcher that such a study demands a combination of multiple sources of data and theory, rather than relying on only one source such as questionnaire.

Survey research design is defined as the collection of information from a sample of individuals through their response to questions to enable ascertain adequate data Hamed T (2016).

Survey research design in combination of in-depth personal interview is chosen for this study, because, according to Granger & Longe (2004), survey research method is concerned with the collection and analysis of data for the purpose of relating the respondent view to the subject matter in order to achieve the stated goal. The reason for this method is that, it helps researcher in collecting the required data and also help in answering the research questions in order to achieve the research objectives.

The use of personal interviews has its own specific advantages. A face-to-face interview captures verbal and non-verbal questions including body language, which can indicate a level of discomfort with the questions. In addition, the interviewer is the one that has control over the interview and can keep the interviewee focused and on track to completion. Third, personal or face-to-face interviews can no doubt capture an interviewee's emotions and behaviors.

### **3.2 Population of the Study**

Population of a study is defined with respect to the sampling size used for the study (Wiklund, 1998). Elikwu (2008), population is the totality of any group, persons or objects which is defined by some unique attributes. The population of this study consist of SPDC and its host communities in Niger Delta region of Nigeria. All the communities are being taken from Delta state, Bayelsa state and Rivers state. The population and the sample element are centered on youth leaders, elders representing each communities and top management staff of

SPDC. On the whole, the population of the study is one thousand, eight hundred and sixteen (1,816) and this figure is gotten from the offices of SPDC and secretariat of the host communities in both Delta, Bayesal and Rivers state.

### 3.3 Sample Size

The sample size of this study is centered on a proportion of individuals drawn from the population in order to examine conflict management strategies and organizational performance, a study of SPDC and its host communities in the Niger Delta region of Nigeria. The subset of the study population is chosen in place of the entire population as determine using Krejcie & Morgan (as cited in Kenpro, 2012) sample size determination table. To make up the subset, the approximate number is three hundred and seventeen (317).

**Table for determining sample size for a finite population**

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morga, 1970

The table is constructed using the formula below

Formula for determining sample size

$$s = \frac{X^2 NP(1 - P)}{d^2 (N - 1) + X^2 P(1 - P)}$$

$s$  = required sample size.

$X^2$  = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

$N$  = the population size.

$P$  = the population proportion (assumed to be .50 since this would provide the maximum sample size).

$d$  = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie & Morgan, 1970

### 3.4 Sampling Procedure/Techniques

A sample is said to be representative of the population from which it is drawn if the aggregate characteristics of the sample closely approximate those same aggregate characteristics of the population (Yomere and Agbonifoh, 1999). Olannye (2017) noted that stratified random sampling technique is a probabilistic sampling method which ensures that the resultant sample is representative enough of the entire population. It is a sampling technique that gives every member of the population an equal chance of participation. A stratified sampling technique is adopted for this study. This is due to the fact that the population was divided into two categories, the company and the host communities. Stratified random sampling according to Olannye (2017) is a means of obtaining representative samples from heterogeneous population. This method involves a process of dividing the target population into mutually exclusive/ non-overlapping homogenous groups which is called strata.

**Table 3.1 Sampling Procedure/Techniques Table Analysis**

	<b>Delta</b>	<b>Bayelsa</b>	<b>Rivers</b>	<b>Total</b>
SPDC	53	53	53	159
Host community representative	53	53	52	158
<b>Total</b>	<b>106</b>	<b>106</b>	<b>105</b>	<b>317</b>

Source: Field survey 2020

### **3.5 Research Instrument for Data Collection**

Research instrument for data collection is the instrument used for the collection of information for the problem solving. Structured sets of questionnaires constitute the primary instrument for data collection in this study. Olannye (2017) stated that questionnaire is an instrument for gathering data from respondents to aid in finding solution to research problems. The questionnaire is divided into two sections A and B. Section A contained questions relating to the respondents' profile while section B contained information about conflict management and organizational performance. The set of questionnaires is self-administered to three hundred and seventeen (317) selected respondents.

### **3.6 Validity of Research Instrument**

According to Olannye (2017), Validity of a research instrument is defined as the extent to which an instrument measures what it asserts or design to measure? Validity is concerned with what the test is actually measuring. Content validity is chosen in the study to test if the content of the questionnaire has really addressed what it supposed to measure.

Content validity involves evaluation of a new survey instrument in order to ensure that it includes all the items that are essential and eliminate undesirable items to a particular construct domain Hamed Taberdoost (2016).

Content validity has been defined as “the degree to which elements of an assessment instrument are relevant to and representative of the targeted construct for a particular assessment purpose” (Haynes, Richards & Kubany, 1995). For the purpose of this study, content validity is considered by giving the questionnaire to some team of lecturers in the department of business administration, faculty of Management sciences, Delta State University, Asaba campus who are experts in the field of management sciences to assess the content of the questionnaire so as to determine whether the information gathered from the respondents is relevant to the objective of the research collected from the literature review.

### 3.7 Reliability of Research Instrument

Olannye (2017) stated that the concept of reliability deals with an issue of consistency or accuracy of an instrument. Unlike validity which is established by making value judgment, reliability can be achieved through statistical procedures. Reliability demonstrates that the test is measuring consistently. Cronbach's Alpha based test is used in this study to test for the reliability coefficient. A reliability coefficient of 0.7 and above, are high and is acceptable while a reliability coefficient 0.6 and below shows poor reliability (Sekaran, 2003).

Reliability refers to the degree to which a measurement or a phenomenon provide or yield consistent and stable result in a research study Hamed T (2016)

**Table 3.1 Reliability Statistics**

Cronbac's Alpha	Cronbac's Alpha Base on Standardization Items	No of Items
.834	.833	24

From table 3.1 above the calculated CA is 0.834 and is higher than the recommended acceptable measure of CA 0.7 which makes measurement of model reliability accepted.

### 3.8 Method of Data Collection

The strategy used to obtain the data for this study was through the administration of validated structured questionnaire. Data for this study were collected strictly from (i) primary source.

Primary data: This is the information gathered directly from the field. Primary data are collected through the use of research instrument, such as questionnaire and interview schedules. For the purpose of this research, primary data were collected using questionnaire and interview instrument.



Secondary data: This is information collected by others for the purposes, which can be different from those of the researcher. They are existing published and unpublished materials related to the research. The secondary data used for this study includes: textbooks, magazine, academic articles and journals related to the study

### **3.9 Techniques of Data Analysis**

According to Elikwu (2008), the method / technique of data analysis simply means the statistical tools or techniques utilized in processing the data collected, with a view to arriving at valid conclusions. The statistical techniques that were adopted for this study are pearson correlation and multiple regression analysis via the use of SPSS version 23. The justification for the choice is based on the fact that it produced a robust and dependable result since it is highly efficient and technically reliable (Olannye, 2017). The regression analysis that was used to test the hypotheses was conducted at significant level of 0.05.

## CHAPTER FOUR

### RESULTS AND DISCUSSION

#### 4.0 Introduction

Data presentation analysis and test of hypothesis represent a three phrase approaches which serves as a link between the research objectives and research findings. In this chapter the research takes decisive action at presenting the variables obtained from the field survey conducted by the researcher.

#### 4.1 Data Presentation

Data presentation, according to Yadolah (2005), includes description of the table contents with their data breakdowns consisting of summary information on unit of measurement, time span covered, adjustment to time and availability. In another view, Osuala (2005) huts that data presentation entails the use of tables, charts, and graphs to demonstrate the trend, pattern and behaviour of any research data.

Following the perspective discussed above, the researcher administered a total of 317 copies of questionnaires to respondents drawn from SPDC and Host community in Delta, Bayelsa and Rivers States. The pattern of retrieval is as presented below in table 4.2.

#### 4.2 Pattern of Retrieval

The pattern of retrieval is as presented in the table below:

**Table 4.2: Questionnaire Retrieval Table**

<b>Respondents</b>	<b>Questionnaire administered</b>	<b>Number Retrieved</b>	<b>Questionnaire Suitable for Use</b>	<b>Percentage</b>
SPDC	159	150	150	94.6%
Host community	158	152	150	94.6%
Total	317	302	300	

**Source:** Field survey (2020)

### 4.3 Data Analysis

#### 4.3.1 Bio-Data Response

**Table 4.3:1 Bio-data of Respondents**

S/N	Statement	Frequency		Percentage		Total	
		Freq.	Freq.	Freq.	%	%	%
1	Gender	COMM	SPDC	TOTAL	COMM	SPDC	TOTAL
	Male	108	123	231	72	82	154
	Female	42	27	69	28	18	46
	Total	150	150	300	100	100	200
2	Age Range						
	20-29 years	63	71	134	42	47	89
	30-39 years	47	57	104	31	38	69
	40-49 years	19	19	38	13	13	26
	50- years and above	21	3	34	14	2	16
	Total	150	150	300	100	100	200
3	Ethnicity						
	Ibo	49	62	111	33	41	74
	Hausa	9	13	22	6	9	15
	Yoruba	21	28	49	14	19	33
	Others	71	47	118	47	31	78
	Total	150	150	300	100	100	200
4	Educational Level						
	Diploma	60	66	126	40	44	84
	Degree	56	69	125	37	46	83
	Masters	31	11	42	21	7	28
	Ph.D	3	4	7	2	3	5
	TOTAL	150	150	300	100	100	200
5	Work Experience						
	2-5 years	68	78	146	45	52	97
	6-10 years	31	21	52	21	14	35
	11-15 years	26	34	60	17	23	40
	More than 15 years	25	17	42	17	11	28
	TOTAL	150	150	300	100	100	200
6	Position in the Organization						
	Senior manager	7	10	17	5	7	12
	Manager	19	16	35	13	11	24
	Senior executive	29	4	33	19	3	22
	Executive	32	11	43	21	7	28
	Supervisor	14	41	55	9	27	36
	Entry level	49	68	117	33	45	78
	Total	150	150	300	100	100	200
7	Natonality						
	Nigerian	129	137	266	86	91	177
	Foreigner	21	13	34	14	9	23
	Total	150	150	300	100	100	200
8	Host states						
	Delta	90	60	150	60	40	100
	Bayelsa	21	41	62	14	27	41
	Rivers	39	49	88	26	33	59
	Total	150	150	300	100	100	200

**Source:** Field survey (2020).

From the table 4.1 above, 231(82%) of the total respondents are male while 69(18%) are female; The implication of the above analysis shows that men involved in the Niger Delta conflict more than the women, 134(47%) of the respondents are within 20-29 years, 104(38%) are within 30-39 years, 38(13%) are within 40-49 years and 34(12%) are above 50 years age, this implies that the working rate centered more on the energetic young ones that are between the age of 20 to 29 years, By ethnicity, 111(41%) of the respondents are Ibo, 22(9%) are Hausa, 49(19%) are Yoruba and 118(31%) are other tribe, the analysis shows that the Ibos have the highest numbers of employment compared to other tribe, Academically, 126(44%) of the total respondents are Diploma holders, 125(46%) are Degree holders, 42(7%) have Masters degrees while 7(3%) have PhD degree, this indicate that the literate numbers employed centered more on degree holders. On working experience, 146(52%) of the total respondents have worked 2-5 years, 52(14%) have worked 6-10 years, 60(23%) have worked 11-15years while 42(11%) have worked above 15 years. On job position, 17(7%) are senior managers, 35(19%) are managers, 33(12%) are senior Executive, 43(23%) are Executives, 53(27%) are supervisors and 117(45%) are entry level Graduates, the implication is that the greater part of the job is carried out by entry level graduate. On nationality, Nigeria appear to be the dominant with 266 (91%) as showed by the analysis while 34(9%) are foreigners. Lastly on host states, Delta have the highest ratio among the selected state as showed with a total of 150 (40%) from Delta state, 62 (27%) are from Bayelsa State while 68 (33%) are from Rivers State.

#### **4.3.2: Research Question One**

What is the effect of collaborating conflict management strategy on organizational performance?

**Table 4.3.2: Response table for Collaborative conflict management strategy and organizational performance (SPDC).**

SHELL PETROLEUM DEVELOPMENT COMPANY							
S/N	Statement	SA	A	U	D	SD	Total
9	I explore issues with others so as to find solutions that meet everyone need	65 (43.3%)	52 (34.7%)	6 (4%)	20 (13.3%)	7 (4.7%)	150 (100%)
10	We gather as much information as we can and keep the line of communication open when there is a disagreement	47 (31.3%)	62 (41.3%)	4 (2.7%)	22 (15%)	15 (10%)	150 (100%)
11	We try to see conflict from both sides. What do we need and what does the other person need	60 (40%)	49 (32.7%)	7 (4.7%)	20 (13.3%)	14 (9.3%)	150 (100%)
12	We try to see much as possible to find n integrative solution when both sets of concern are too important to be compromised	62 (41.3%)	26 (17.3%)	12 (8%)	30 (20%)	20 (13.3%)	150 (100%)

**Source:** Field survey (2020)

From table 4.3.2 above, 65 (43.3%) of the total respondents strongly agreed that “I explore issues with others so as to find solutions that meet everyone need”, 52 (34.7%) agreed. 6 (4%) is undecided while 20 (13.3%) disagreed and 7(4.7%) strongly disagreed to the first question. For the second question, 47 (31.3%) of the total respondents strongly agreed that “We gather as much information as we can and keep the line of communication open when there is a disagreement”, 62 (41.3%) agreed. 4 (2.7%) is undecided while 22 (15%) disagreed and 15(10%) strongly disagreed. For the third question, 60 (40%) of the total respondents strongly agreed that “We try to see conflict from both sides. What do we need and what does the other person need”, 49 (32.7%) agreed.7 (4.7%) are undecided while 20 (13.3%) disagreed and 14 (9.3%) strongly disagreed? For the fourth question, 62 (41.3%) of the total respondents strongly

agreed that “We try to see much as possible to find integrative solution when both sets of concern are too important to be compromised”, 26 (17.3%) agreed. 12 (8%) are undecided while 30 (20%) disagreed and 20(13.3%) strongly disagreed.

**Table 4.3.3: Response Table for Collaborative conflict management strategy and organizational performance (HOST COMMUNITY)**

HOST COMMUNITY							
S/N	Statement	SA	A	U	D	SD	Total
13	I critically examine issues between my community and SPDC so as to find solutions that best meet our interest	81 (54%)	35 (23.3%)	4 (2.66%)	16 (11%)	14 (9.3%)	150 (100%)
14	I participate in gatherings where relevant information that can help resolve conflict between Host community and SPDC	50 (33.3%)	65 (43.3%)	13 (9%)	10 (7%)	12 (8%)	150 (100%)
15	I examine inherent conflict from the point of view of both parties	63 (42%)	49 (33%)	10 (7%)	11 (7.3%)	17 (11.3%)	150 (100%)
16	I believe that integrative solution can best resolve conflict between my community and SPDC	40 (27%)	57 (38%)	13 (9%)	12 (8%)	28 (19%)	150 (100%)

**Source:** Field survey (2020).

From table 4.3.3 above, 81(54%) of the total respondents strongly agreed that “I critically examine issues between my community and SPDC so as to find solutions that best meet our interest”, 35(23.3%) agreed. 4(2.67%) is undecided while 16(11%) disagreed and 14(9.3%) strongly disagreed to the first question. For the second question, 50(34.3%) of the total respondents strongly agreed that “I participate in gatherings where relevant information that can help resolve conflict between Host community and SPDC”, 65(33.5%) agreed. 13(9%) is undecided while 10(7%) disagreed and 12(8%) strongly disagreed. For the third question, 63(42%) of the total respondents strongly agreed that “I examine inherent conflict from the point of view of both parties”, 49(33%) agreed. 10(7%) are undecided while 11(7.3%) disagreed and 17(11.3%) strongly disagreed. For the fourth question, 40(27%) of the total respondents strongly agreed that “I believe that integrative solution can best resolve conflict between my community and SPDC”, 57(38%) agreed. 13(9%) are undecided while 12(8%) disagreed and 28(19%) strongly disagreed. The implication of the above analysis shows that those strongly agreed are more than those that agreed, undecided and disagreed to the questioned that was raised.

**Table 4.3.4: Showing Collaborating Conflict Management Strategy correlation with Organizational performance**

		ORGANIZATI ONALPERFO RMANCE	COLLABORA TIVECONFLIC TMANAGEME NTSTYLESPD C	COLLABORATI VECONFLICTM ANAGEMENTST YLEHOSTCOM MUNITY
ORGANIZATIONALPERFORM ANCE	Pearson Correlation  Sig. (2-tailed)  N	1   150	.987**  .000  150	.991**  .000  150
COLLABORATIVECONFLICTM ANAGEMENTSTYLESPDC	Pearson Correlation  Sig. (2-tailed)  N	.987**  .000  150	1   150	.988**  .000  150
COLLABORATIVECONFLICTM ANAGEMENTSTYLEHOSTCO MMUNITY	Pearson Correlation  Sig. (2-tailed)  N	.991**  .000  150	.988**  .000  150	1   150

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

Source: SPSS version 23.

Table 4.3.4 shows the correlation of Collaborative Strategy (CS) and organizational performance. CS indicated an overwhelming positive correlation coefficient with organizational performance at (0.987 and 0.991 respectively for SPDC and Host Community) which means that CS is a good measure of Organizational performance.

**Table 4.3.5: Regression Analysis Between Collaborating Conflict Management Strategy and Org. performance for SPDC**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.987 <sup>a</sup>	.974	.974	.85165	.315

a. Predictors: (Constant), COLLABORATIVECONFLICTMANAGEMENTSTYLESPDC

b. Dependent Variable: ORGANIZATIONALPERFORMANCE



ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4012.048	1	4012.048	5531.525	.000 <sup>b</sup>
	Residual	107.345	148	.725		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONALPERFORMANCE

b. Predictors: (Constant), COLLABORATIVECONFLICTMANAGEMENTSTYLESPDC

Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.264	.212		1.243	.216
	COLLABORATIVECONF LICTMANAGEMENTSTY LESPDC	.994	.013	.987	74.374	.000

a. Dependent Variable: ORGANIZATIONALPERFORMANCE

Source: SPSS Version 23 Output.

Table 4.3.5 shows the regression analysis for Collaborating Strategy and Organizational performance which indicates that Collaborating Style exhibit a positive effect on organizational performance having a beta value ( $\beta = 0.987$ ).

It has been observed that the SPSS P-values of 0.000 for collaborative management style (SPDC) is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted.

On the other hand, the coefficient of determination  $R^2 = 0.974$  indicates that only 97.4% of the total variation is explained by the explanatory/independent variable (Collaborating Style) while the remaining 2.6% is accounted for by other variables not included in the model but has been taken care of by the stochastic disturbance or error term U.

Durbin-Watson statistic 0.315 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.315 < 2$ ).

The F-statistic 5531.525 shows that the model is statistically significant in terms of its overall goodness of fit.

**For Host Community:**

**Table 4.3.6: Regression Analysis Between Collaborating Conflict Management Strategy and Org. performance (Host Community).**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.991 <sup>a</sup>	.981	.981	.72505	.310

a. Predictors: (Constant), COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY

b. Dependent Variable: ORGANIZATIONALPERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4041.589	1	4041.589	7687.945	.000 <sup>b</sup>
	Residual	77.804	148	.526		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONALPERFORMANCE

b. Predictors: (Constant), COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.098	.184		-.534	.594
	COLLABORATIVE CONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY	1.005	.011	.991	87.681	.000

a. Dependent Variable: ORGANIZATIONALPERFORMANCE

**Source:** SPSS Version 23 Output.

Table 4.3.6 shows the regression analysis for Collaborating conflict management strategy and Organizational performance which indicates that Collaborating strategy exhibit a positive effect on organizational performance having a beta value ( $\beta = 0.991$ ).

It has been observed that the SPSS Sign P-values of 0.000 for collaborative conflict management strategy (Host Community) is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted.

On the other hand, the coefficient of determination  $R^2 = 0.981$  indicates that only 98.1% of the total variation is explained by the explanatory/independent variable (Collaborating Style) while the remaining 1.9% is accounted for by other variables not included in the model but has been taken care of by the stochastic disturbance or error term U.

Durbin-Watson statistic 0.310 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.310 < 2$ ).

The F-statistic 7687.945 shows that the model is statistically significant in terms of its overall goodness of fit.

### 4.3.3 Research Question Two

What is the effect of accommodating conflict management strategy on organizational performance?

**Table 4.3.7: Response table for Accommodating conflict management strategy and organizational performance (SPDC)**

SHELL PETROLEUM DEVELOPMENT COMPANY							
S/N	Statement	SA	A	U	D	SD	Total
17	We try to meet the expectation of others.	75 (50%)	42 (28%)	1 (0.66%)	25 (16.7%)	7 (4.7%)	150 (100%)
18	We try to accommodate the wishes of our clients.	87 (58%)	22 (15%)	0 (0%)	26 (17.3%)	15 (10%)	150 (100%)
19	We may not get what we want but it's a small price to pay for keeping the peace	65 (43.3%)	49 (32.7%)	3 (2%)	24 (16%)	9 (6%)	150 (100%)
20	We arrive at expedient solution under time pressure.	72 (48%)	16 (10.7%)	2 (1.3%)	40 (26.7%)	20 (13.3%)	150 (100%)

**Source:** Field survey (2020)

From table 4.3.7 above, 75(50%) of the total respondents strongly agreed that “We try to meet the expectation of others”, 42 (28%) agreed. 1 (0.66%) is undecided while 25(16.7%) disagreed and 7(4.7%) strongly disagreed to the first question. For the second question, 87(58%) of the total respondents strongly agreed that “We try to accommodate the wishes of our clients”, 22(15%) agreed. 0(0%) is undecided while 26(17.3%) disagreed and 15(10%) strongly disagreed. For the third question, 65(43.3%) of the total respondents strongly agreed that “We may not get what we want but it’s a small price to pay for keeping the peace”, 49 (32.7%) agreed. 3(2%) are undecided while 24(16%) disagreed and 9(6%) strongly disagreed. For the fourth question, 72(48%) of the total respondents strongly agreed that “We arrive at expedient solution under time pressure”, 16(10.7%) agreed. 2(1.3%) are undecided while 40(26.7%) disagreed and 20(13.3%) strongly disagreed.

**Table 4.3.8: Response table for Accommodating conflict management strategy and organizational performance (HOST COMMUNITY)**

HOST COMMUNITY							
S/N	Statement	SA	A	U	D	SD	Total
21	I like to oblige to the wishes of the company as it relates to my community	40 (27%)	67 (45%)	5 (3.3%)	17 (11.3%)	21 (14%)	150 (100%)
22	Even though the company did not meet my needs, I try to keep peace	58 (39%)	51 (34%)	8 (5.3%)	22 (15%)	11 (7.3%)	150 (100%)
23	Sometimes, I agree to loss some and win some in the period of negotiation between SPDC and host community.	73 (49%)	45 (30%)	2 (1.3%)	13 (9%)	17 (11.3%)	150 (100%)
24	Under time pressure, my community and SPDC try to arrive at an expedient solution	39 (26%)	54 (36%)	13 (8.6%)	22 (15%)	22 (15%)	150 (100%)

**Source:** Field survey (2020)

From table 4.3.8 above, 40(27%) of the total respondents strongly agreed that “I like to oblige to the wishes of the company as it relates to my community”, 67(45%) agreed. 5(3.3%) is undecided while 5(3.3%) disagreed and 17(11.3%) strongly disagreed to the first question. For the second question, 58(39%) of the total respondents strongly agreed that “Even though the company did not meet my needs, I try to keep peace”, 51(34%) agreed. 8(5.3%) is undecided while 22(15%) disagreed and 11(7.3%) strongly disagreed. For the third question, 73(49%) of the total respondents strongly agreed that “Sometimes, I agree to loss some and win some in the period of negotiation between SPDC and host community”, 45(30%) agreed. 2(1.3%) are undecided while 13(9%) disagreed and 17(11.3%) strongly disagreed. For the fourth question, 39(26%) of the total respondents strongly agreed that “Under time pressure, my community and SPDC try to arrive at an expedient solution”, 54(36%) agreed. 13(8.6%) are undecided while 22(15%) disagreed and 22(15%) strongly disagreed.

**Table 4.3.9: Showing Accommodating Conflict Management Strategy correlation with Organizational performance.**

**Correlations**

		ORGANIZATIONAL PERFORMANCE	ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE SPDC	ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE HOST COMMUNITY
ORGANIZATIONAL PERFORMANCE	Pearson Correlation	1	.972**	.991**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE SPDC	Pearson Correlation	.792**	1	.977**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE HOST COMMUNITY	Pearson Correlation	.991**	.977**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

**Source:** SPSS Version 23 Output.

Table 4.3.9 shows the correlation of Accommodating Strategy (AS) and Organizational performance. AS indicated an overwhelming positive correlation coefficient with Organizational performance at (0.792 and 0.991 respectively for SPDC and host community) which means that Accommodating style is a good measure of Organizational performance.

**Table 4.3.10: Regression Analysis Coefficients for Accommodating Conflict Management Strategy and Organizational Performance (SPDC).**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.792 <sup>a</sup>	.946	.945	1.23156	.168

a. Predictors: (Constant), ACCOMMODATING ASPECT OF CONFLICT MAMGEMENT STRATEGY SPDC

b. Dependent Variable: ORGANIZATIONALPERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3894.916	1	3894.916	2567.960	.000 <sup>b</sup>
	Residual	224.477	148	1.517		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONALPERFORMANCE

b. Predictors: (Constant), ACCOMMODATING ASPECT OF CONFLICT MAMGEMENT STRATEGY SPDC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.668	.304		2.198	.029
	ACCOMMODATINGA SPECTOFCONFLICT MAMGEMENTSTYLE SPDC	.943	.019	.792	50.675	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Source:** SPSS Version 23 Output.

Table 4.3.10 shows the regression analysis for Accommodating Style (AS) and Organizational performance which indicates that AS exhibit a positive effect on Organizational performance having a beta value ( $\beta = 0.792$ ).

It has been observed that the P-values of 0.000 for Accommodating Strategy (SPDC) is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted.

On the other hand, the coefficient of determination  $R^2 = 0.946$  indicates that only 94.6% of the total variation is explained by the explanatory/independent variable (Accommodating Strategy) while the remaining 5.4% is accounted for by other variables not included in the model but has been taken care of by the stochastic disturbance or error term U.

Durbin-Watson statistic 0.168 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.168 < 2$ ).

The F-statistic 2567.960 shows that the model is statistically significant in terms of its overall goodness of fit.

**For Host Community:**

**Table 4.3.11: Regression Analysis Coefficients for Accommodating Conflict Management Strategy and Organizational Performance (Host Community).**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.991 <sup>a</sup>	.981	.981	.72060	.360

a. Predictors: (Constant), ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE HOST COMMUNITY

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4042.543	1	4042.543	7785.218	.000 <sup>b</sup>
	Residual	76.850	148	.519		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE HOST COMMUNITY

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.582	.176		3.312	.001
	ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE HOST COMMUNITY	.987	.011	.991	88.234	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE  
**Source:** SPSS Version 23 Output.

Table 4.3.11 shows the regression analysis for Accommodating Strategy (AS) and Organizational performance which indicates that AS exhibit a positive effect on Organizational performance having a beta value ( $\beta = 0.991$ ).

It has been observed that the P-values of 0.000 for Accommodating Strategy (Host Community) is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted.

On the other hand, the coefficient of determination  $R^2 = 0.981$  indicates that only 98.1% of the total variation is explained by the explanatory/independent variable (Accommodating Strategy) while the remaining 1.9% is accounted for by other variables not included in the model but has been taken care of by the stochastic disturbance or error term U.

Durbin-Watson statistic 0.360 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.360 < 2$ ).

The F-statistic 7785.218 shows that the model is statistically significant in terms of its overall goodness of fit.

#### 4.3.4 Research Question Three

What impact does corporate social responsibility as conflict management strategy have on organizational performance?

**Table 4.3.12: Response table for Corporate Social Responsibility as Conflict Management Strategy and organizational performance (SPDC)**

SHELL PETROLEUM DEVELOPMENT COMPANY							
S/N	Statement	SA	A	U	D	SD	Total
25	We organize training on social issues	16 (10.7%)	78 (52%)	2 (1.3%)	34 (27%)	20 (13.3%)	150 (100%)
26	My company has a formal environmental policy, which includes a commitment to legal	56 (37.3%)	74 (49.3%)	0 (0%)	6 (4%)	14 (9.3%)	150 (100%)



	compliance, continuous measurement and continuous improvement in environmental performance						
27	SPDC gives regular financial support to local communities on regular basis.	39 (26%)	87 (58%)	5 (0.33%)	13 (8.6%)	6 (4%)	150 (100%)
28	My company gives scholarship to host communities on regular basis	103 (68.7%)	23 (15.3%)	2 (1.3%)	7 (4.67%)	15 (10%)	150 (100%)

**Source:** Field survey (2020)

From table 4.3.12 above, 16(10.7%) of the total respondents strongly agreed that “We organize training on social issues”, 78(52%) agreed. 2(1.3%) is undecided while 34(27%) disagreed and 20(13.3%) strongly disagreed to the first question. For the second question, 56(37.3%) of the total respondents strongly agreed that “My company has a formal environmental policy, which includes a commitment to legal compliance, continuous measurement and continuous improvement in environmental performance”, 74(49.3%) agreed. 0(0%) is undecided while 6(4%) disagreed and 14(9.3%) strongly disagreed. For the third question, 39(26%) of the total respondents strongly agreed that “SPDC gives regular financial support to local communities on regular basis”, 87(58%) agreed. 5(0.33%) are undecided while 13(8.6%) disagreed and 6(4%) strongly disagreed. For the fourth question, 103(68.7%) of the total respondents strongly agreed that “My company gives scholarship to host communities on regular basis”, 23(15.3%) agreed. 2(1.3%) are undecided while 7(4.67%) disagreed and 15(10%) strongly disagreed.

**Table 4.3.13: Response table for Corporate Social Responsibility and organizational performance (HOST COMMUNITY)**

HOST COMMUNITY							
S/N	Statement	SA	A	U	D	SD	Total

29	I participate in training on social issues in my community	48 (32%)	91 (61%)	0 (0%)	8 (5.3%)	3 (2%)	150 (100%)
20	I have benefitted from financial incentives from SPDC operating in my community	50 (33.3%)	78 (52%)	0 (0%)	9 (6%)	13 (8.67%)	150 (100%)
31	SPDC has contributed to providing amenities that I have benefitted from in my community	63 (42%)	67 (45%)	3 (2%)	10 (7%)	7 (5%)	150 (100%)
32	SPDC regularly gives financial support and scholarship to indigenes from my community	46 (30.6%)	59 (39.3%)	2 (1.3%)	27 (18%)	16 (11%)	150 (100%)

**Source:** Field Survey (2020)

From table 4.3.13 above, 48(32.2%) of the total respondents strongly agreed that “I participate in training on social issues in my community”, 91(61%) agreed. 0(0%) is undecided while 8(5.3%) disagreed and 3(2%) strongly disagreed to the first question. For the second question, 50(33.3%) of the total respondents strongly agreed that I have benefitted from financial incentives from SPDC operating in my community”, 78(52%) agreed. 0(0%) is undecided while 9(6%) disagreed and 13(8.67%) strongly disagreed. For the third question, 63(42%) of the total respondents strongly agreed that “SPDC has contributed to providing amenities that I have benefitted from in my community”, 67(45%) agreed. 3(2%) are undecided while 10(7%) disagreed and 7(5%) strongly disagreed. For the fourth question, 73(30.2%) of the total respondents strongly agreed that “SPDC regularly gives financial support and scholarship to indigenes from my community”, 59(39.3%) agreed. 2(1.3%) are undecided while 27(18%) disagreed and 16(11%) strongly disagreed.

**Table 4.3.14: Showing CSR correlation with Organizational performance**

### Correlations

		ORGANIZATION ALPERFORMAN CE	CORPORATESO CIALRESPONSIB ILITYSPDC	CORPORATESO CIALRESPONSIB ILITYHOSTCOM MUNITY
ORGANIZATIONALPERFORM ANCE	Pearson Correlation Sig. (2-tailed) N	1  150	.938** .000 150	.929** .000 150
CORPORATESOCIALRESPON SIBILITYSPDC	Pearson Correlation Sig. (2-tailed) N	.938** .000 150	1  150	.967** .000 150
CORPORATESOCIALRESPON SIBILITYHOSTCOMMUNITY	Pearson Correlation Sig. (2-tailed) N	.929** .000 150	.967** .000 150	1  150

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

Source: SPSS Version 23 Output.

Table 4.3.14 shows the correlation of Corporate Social Responsibility (CSR) and customer Organizational Performance. CSR indicated an overwhelming positive correlation coefficient with Organizational performance at (0.938 and 0.929 respectively for SPDC and Host community) which means that CSR is a good measure of Organizational performance.

**Table 4.3.15.: Regression Analysis Coefficients for CSR and organizational performance (SPDC).**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.938 <sup>a</sup>	.880	.880	1.82466	.099

a. Predictors: (Constant), CORPORATE SOCIAL RESPONSIBILITY SPDC

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3626.644	1	3626.644	1089.284	.000 <sup>b</sup>
	Residual	492.749	148	3.329		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), CORPORATE SOCIAL RESPONSIBILITY SPDC

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.735	.534		-3.249	.001
	CORPORATESOCIAL RESPONSIBILITYSP DC	1.095	.033	.938	33.004	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS Version 23 Output.

Table 4.3.15 shows the regression analysis for CSR and Organizational Performance which indicates that CSR exhibit a positive effect on Organizational Performance having a beta value ( $\beta = 0.938$ ).

It has been observed that the SPSS Sign P-values of 0.000 for Corporate Social Responsibility (CSR) for SPDC is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted.

On the other hand, the coefficient of determination  $R^2 = 0.880$  indicates that only 88% of the total variation is explained by the explanatory/independent variable (Corporate Social Responsibility) while the remaining 12% is accounted for by other variables not included in the model but has been taken care off by the stochastic disturbance or error term U.

Durbin-Watson statistic 0.099 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.099 < 2$ ).

The F-statistic 1089.284 shows that the model is statistically significant in terms of its overall goodness of fit.

**For Host Community:**

**Table 4.3.16.: Regression Analysis Coefficients for CSR and organizational performance (Host Community).**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.929 <sup>a</sup>	.863	.862	1.95603	.071

- a. Predictors: (Constant), CORPORATE SOCIAL RESPONSIBILITY HOST COMMUNITY  
 b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3553.140	1	3553.140	928.673	.000 <sup>b</sup>
	Residual	566.254	148	3.826		
	Total	4119.393	149			

- a. Dependent Variable: ORGANIZATIONAL PERFORMANCE  
 b. Predictors: (Constant), CORPORATE SOCIAL RESPONSIBILITY HOST COMMUNITY

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.362	.629		-5.341	.000
	CORPORATESOCIALRES PONSIBILITYHOSTCOMM UNITY	1.171	.038	.929	30.474	.000

- a. Dependent Variable: ORGANIZATIONAL PERFORMANCE  
**Source: SPSS Version 23 Output.**

Table 4.3.16 shows the regression analysis for CSR and Organizational Performance which indicates that CSR exhibit a positive effect on Organizational Performance having a beta value ( $\beta = 0.929$ ).

It has been observed that the SPSS Sign P-values of 0.000 for Corporate Social Responsibility (CSR) for Host Community is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted.

On the other hand, the coefficient of determination  $R^2 = 0.863$  indicates that only 86.3% of the total variation is explained by the explanatory/independent variable (Corporate Social Responsibility) while the remaining 13.7% is accounted for by other variables not included in the model but has been taken care off by the stochastic disturbance or error term U.

Durbin-Watson statistic 0.071 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.071 < 2$ ).

The F-statistic 928.673 shows that the model is statistically significant in terms of its overall goodness of fit.

#### 4.3.5 Research Question Four

What impact does alternative dispute resolution conflict management strategy have on organizational performance?

**Table 4.3.17: Response table for Alternative Dispute Resolution and organizational performance (SPDC)**

SHELL PETROLEUM DEVELOPMENT COMPANY							
S/N	Statement	SA	A	U	D	SD	Total
33	My organization has a co-hence way of managing conflict.	28 (18.7%)	79 (52.7%)	3 (2%)	26 (17.3%)	14 (9.3%)	150 (100%)
34	My organization uses mediation in order to resolve conflict.	86 (57.3%)	49 (32.7%)	0 (0%)	11 (7.3%)	4 (2.6%)	150 (100%)
35	My organization avoids former adjudication or court action in the process of managing conflict.	67 (44.7%)	59 (39.3%)	3 (2%)	14 (9.3%)	7 (4.7%)	150 (100%)
36	My organization employs in house settlement procedures to settle conflict.	12 (8%)	56 (37.3%)	2 (1.3%)	43 (28.7%)	37 (24.7%)	150 (100%)

**Source:** Field survey (2020)

From table 4.3.17 above, 28(18.7%) of the total respondents strongly agreed that “My organization has a co-hence way of managing conflict”, 79(52.7%) agreed. 3(2%) is undecided while 26(17.3%) disagreed and 14(9.3%) strongly disagreed to the first question. For the second question, 86(57.3%) of the total respondents strongly agreed that “My organization uses mediation in order to resolve conflict”, 49(32.7%) agreed. 0(0%) is undecided while 11(7.3%) disagreed and 4(2.6%) strongly disagreed. For the third question, 67(44.7%) of the total respondents strongly agreed that “My organization avoids former adjudication or court action in the process of managing conflict”, 59(39.3%) agreed. 3(2%) are undecided while 14(9.3%) disagreed and 7(4.7%) strongly disagreed. For the fourth question, 12(8%) of the total

respondents strongly agreed that “My organization employs in house settlement procedures to settle conflict”, 56(37.3%) agreed. 2(1.3%) are undecided while 43(28.7%) disagreed and 37(24.7%) strongly disagreed.

**Table 4.3.18: Response table for Alternative Dispute Resolution and organizational performance (HOST COMMUNITY)**

HOST COMMUNITY							
S/N	Statement	SA	A	U	D	SD	Total
37	There is a coherent way of managing conflict and SPDC	56 (37.3%)	46 (31%)	10 (7%)	15 (10%)	23 (15.3%)	150 (100%)
38	Mediation is one of the conflict styles used to resolve conflict between my community and SPDC	68 (45.3%)	44 (29.3%)	3 (2%)	19 (13%)	16 (11%)	150 (100%)
39	My community avoids formal adjudication or court action in the process of managing conflict with SPDC	36 (24%)	87 (58%)	13 (9%)	4 (3%)	10 (6.6%)	150 (100%)
40	Traditional rulers in my community can help in the resolution of conflict between SPDC and host community	36 (24%)	73 (49%)	5 (3.3%)	19 (13%)	17 (11.3%)	150 (100%)

**Source:** Field survey (2020)

From table 4.3.18 above, 56(37.3%) of the total respondents strongly agreed that “There is a coherent way of managing conflict and SPDC”, 46(31%) agreed. 10(7%) is undecided while 15(10%) disagreed and 23(15.3%) strongly disagreed to the first question. For the second question, 68(45.3%) of the total respondents strongly agreed that “Mediation is one of the conflict styles used to resolve conflict between my community and SPDC”, 44(29.3%) agreed. 3(2%) is undecided while 19(13%) disagreed and 16(11%) strongly disagreed. For the third question, 36(24%) of the total respondents strongly agreed that “My community avoids formal adjudication or court action in the process of managing conflict with SPDC”, 87(58%) agreed. 13(9%) are undecided while 4(3%) disagreed and 10(6.6%) strongly disagreed. For the fourth question, 73(30.2%) of the total respondents strongly agreed that “Traditional rulers in my

community can help in the resolution of conflict between SPDC and host community”, 36(24%) agreed. 5(3.3%) are undecided while 19(13%) disagreed and 17(11.3%) strongly disagreed.

**Table 4.3.19: Showing Alternative Dispute Resolution correlation with Organizational Performance**

		Correlations		
		ORGANIZATIONAL PERFORMANCE	ALTERNATIVEDISPUTERESOLUTIONSPDC	ALTERNATIVEDISPUTERESOLUTIONHOSTCOMMUNITY
ORGANIZATIONAL PERFORMANCE	Pearson Correlation	1	.966**	.981**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
ALTERNATIVEDISPUTERESOLUTIONSPDC	Pearson Correlation	.966**	1	.976**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
ALTERNATIVEDISPUTERESOLUTIONHOSTCOMMUNITY	Pearson Correlation	.981**	.976**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

**Source:** SPSS Version 23 Output.

Table 4.3.19 shows the correlation of Dispute Resolution (DR) and Organizational performance. DR indicated an overwhelming positive correlation coefficient with Organizational performance at (0.966 and 0.981 respectively for SPDC and host community) which means that DR is a good measure of Organizational performance.

It has been observed that the SPSS Sign P-values of 0.000 for Corporate Social Responsibility (CSR) for SPDC is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted.

On the other hand, the coefficient of determination  $R^2 = 0.880$  indicates that only 88% of the total variation is explained by the explanatory/independent variable (Corporate Social Responsibility) while the remaining 12% is accounted for by other variables not included in the model but has been taken care off by the stochastic disturbance or error term U.



Durbin-Watson statistic 0.099 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.099 < 2$ ).

The F-statistic 1089.284 shows that the model is statistically significant in terms of its overall goodness of fit.

**Table 4.3.20: Regression Analysis Coefficients for Alternative Dispute Resolution and organizational Performance (SPDC).**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.966 <sup>a</sup>	.932	.932	1.37255	.200

a. Predictors: (Constant), ALTERNATIVE DISPUTE RESOLUTION SPDC

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3840.579	1	3840.579	2038.650	.000 <sup>b</sup>
	Residual	278.815	148	1.884		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), ALTERNATIVE DISPUTE RESOLUTION SPDC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.092	.399		-5.244	.000
	ALTERNATIVE DISPUTE RESOLUTION SPDC	1.167	.026	.966	45.151	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Source:** SPSS Version 23 Output.

Table 4.3.20 shows the regression analysis for Dispute Resolution and Organizational Performance loyalty which indicates that DR exhibit a positive effect on Organizational Performance having a beta value ( $\beta = 0.966$ ).

It has been observed that the SPSS Sign P-values of 0.000 for Dispute Resolution (DR) for SPDC is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted

On the other hand, the coefficient of determination  $R^2 = 0.932$  indicates that only 93.2% of the total variation is explained by the explanatory/independent variable (Dispute Resolution) while the remaining 6.8% is accounted for by other variables not included in the model but has been taken care off by the stochastic disturbance or error term U.

Durbin-Watson statistic 0.200 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.200 < 2$ ).

The F-statistic 2038.650 shows that the model is statistically significant in terms of its overall goodness of fit.

**For Host Community:**

**Table 4.3.21: Regression Analysis Coefficients for Alternative Dispute Resolution and organizational Performance (Host Community).**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.981 <sup>a</sup>	.963	.963	1.01306	.256

a. Predictors: (Constant), ALTERNATIVE DISPUTE RESOLUTION HOST COMMUNITY

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3967.503	1	3967.503	3865.891	.000 <sup>b</sup>
	Residual	151.890	148	1.026		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), ALTERNATIVE DISPUTE RESOLUTION HOST COMMUNITY

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.942	.288		-6.749	.000
	ALTERNATIVE DISPUTE RESOLUTION HOST COMMUNITY	1.119	.018	.981	62.176	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE  
**Source:** SPSS Version 23 Output.

It has been observed that the SPSS Sign P-values of 0.000 for Dispute Resolution (DR) for Host Community is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted.

On the other hand, the coefficient of determination  $R^2 = 0.963$  indicates that only 96.3% of the total variation is explained by the explanatory/independent variable (Dispute Resolution) while the remaining 3.7% is accounted for by other variables not included in the model but has been taken care off by the stochastic disturbance or error term U.

Durbin-Watson statistic 0.256 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.256 < 2$ ).

The F-statistic 3865.891 shows that the model is statistically significant in terms of its overall goodness of fit.

#### 4.3.6 Research Question Five

What is the effect of arbitration conflict management strategy on organizational performance?

**Table 4.3.22: Response table for arbitration conflict management strategy and organizational performance (SPDC)**

SHELL PETROLEUM DEVELOPMENT COMPANY							
S/N	Statement	SA	A	U	D	SD	Total
41	My organization renders a decision on legal merits of the dispute	52 (34.7%)	55 (36.7%)	9 (6%)	20 (13.3%)	14 (9.3%)	150 (100%)
42	My organization uses of arbitration to resolve employment disputes as an alternative to litigation	64 (42.7%)	71 (47.3%)	0 (0%)	11 (7.3%)	4 (2.6%)	150 (100%)
43	My organization agrees that employment disputes will be taken to an arbitration tribunal rather than to court	59 (39.3%)	67 (44.7%)	3 (2%)	14 (9.3%)	7 (4.7%)	150 (100%)

44	My organization promulgates arbitration procedures are designed by the employer without employee input	56 (37.3%)	12 (8%)	12 (8%)	40 (26.7%)	30 (20%)	150 (100%)
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**Source:** Field survey (2020)

From table 4.3.22 above, 52 (34.7%) of the total respondents strongly agreed that “My organization renders a decision on legal merits of the dispute”, 55 (36.7%) agreed. 9 (6%) is undecided while 20 (13.3%) disagreed and 14 (9.3%) strongly disagreed to the first question. For the second question, 64 (42.7%) of the total respondents strongly agreed that “My organization uses of arbitration to resolve employment disputes as an alternative to litigation”, 71 (47.3%) agreed. 0(0%) is undecided while 11(7.3%) disagreed and 4(2.6%) strongly disagreed. For the third question, 59 (39.3%) of the total respondents strongly agreed that “My organization agrees that employment disputes will be taken to an arbitration tribunal rather than to court”, 67 (44.7%) agreed. 3(2%) are undecided while 14(9.3%) disagreed and 7(4.7%) strongly disagreed. For the fourth question, 56 (37.3%) of the total respondents strongly agreed that “My organization promulgates arbitration procedures are designed by the employer without employee input”, 12 (8%) agreed. 12 (8%) are undecided while 40 (26.7%) disagreed and 30 (20%) strongly disagreed.

**Table 4.3.23: Response table for arbitration conflict management strategy and organizational performance (HOST COMMUNITY)**

HOST COMMUNITY							
S/N	Statement	SA	A	U	D	SD	Total
45	There is a legal way of managing conflict and SPDC	46 (30.7%)	56 (37.3%)	10 (7%)	23 (15.3%)	15 (10%)	150 (100%)
46	Arbitration is one of the conflict styles used to resolve conflict between my community and SPDC	44 (29.3%)	68 (45.3%)	6 (4%)	17 (11.3%)	15 (10%)	150 (100%)
47	Arbitration tribunal is the best place to resolves conflict with SPDC	87 (58%)	36 (24%)	10 (6.6%)	7 (4.7%)	10 (6.6%)	150 (100%)

48	Traditional rulers used arbitration procedures in the resolution of conflict between SPDC and host community	36 (24%)	73 (49%)	5 (3.3%)	19 (13%)	17 (11.3%)	150 (100%)
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**Source:** Field survey (2020)

From table 4.3.23 above, 46 (30.7%) of the total respondents strongly agreed that “There is a legal way of managing conflict and SPDC”, 56 (37.3%) agreed. 10(7%) is undecided while 23 (15.3%) disagreed and 15 (10%) strongly disagreed to the first question. For the second question, 44 (29.3%) of the total respondents strongly agreed that “Arbitration is one of the conflict styles used to resolve conflict between my community and SPDC”, 68 (45.3%) agreed. 6 (4%) is undecided while 17 (11.3%) disagreed and 15 (10%) strongly disagreed. For the third question, 87 (58%) of the total respondents strongly agreed that “Arbitration tribunal is the best place to resolves conflict with SPDC”, 36 (24%) agreed. 10 (6.6%) are undecided while 7 (4.7%) disagreed and 10(6.6%) strongly disagreed. For the fourth question, 73(30.2%) of the total respondents strongly agreed that “Traditional rulers uses arbitration procedures in the resolution of conflict between SPDC and host community”, 36(24%) agreed. 5(3.3%) are undecided while 19(13%) disagreed and 17(11.3%) strongly disagreed.

**Table 4.3.24: Showing arbitration conflict management strategy correlation with Organizational Performance**

		Correlations		
		ORGANIZATIONAL PERFORMANCE	ARBITRATIONCONFLI CTMANAGEMENTSTRATE GYSPDC	ARBITRATIONCONFLI CTMANAGEMENTSTRATE GYHOSTCOMMUNITY
ORGANIZATIONALPERFORM ANCE	Pearson Correlation	1	.956**	.971**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
ARBITRATIONCONFLI CTMANAGEMENTSTRATE GYSPDC	Pearson Correlation	.956**	1	.950**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
		.971**	.950**	1

ARBITRATIONCONFLICTMAN	Sig. (2-tailed)	.000	.000	
AGEMENTSTRATEGYHOSTC	N	150	150	150
COMMUNITY				

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

Source: SPSS Version 23 Output.

Table 4.3.25 shows the correlation of arbitration conflict management strategy (ACMS) and Organizational performance. ACMS indicated an overwhelming positive correlation coefficient with Organizational performance at 0.956 and 0.971 respectively for SPDC and Host Community which means that ACMS is a good measure of Organizational performance.

**Table 4.3.25: Regression Analysis Coefficients for arbitration conflict management strategy and organizational Performance (SPDC).**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.956 <sup>a</sup>	.913	.912	1.55629	.101

a. Predictors: (Constant), ARBITRATIONCONFLICTMANAGEMENTSTRATEGYSPDC

b. Dependent Variable: ORGANIZATIONALPERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3760.931	1	3760.931	1552.792	.000 <sup>b</sup>
	Residual	358.462	148	2.422		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONALPERFORMANCE

b. Predictors: (Constant), ARBITRATION CONFLICT MANAGEMENT STRATEGY SPDC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.945	.429		-2.205	.029
	ARBITRATIONCONFLIC T MANAGEMENTSTRAT EGYSPDC	1.065	.027	.956	39.405	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Source:** SPSS Version 23 Output.

Table 4.3.25 shows the regression analysis for arbitration conflict management strategy and Organizational Performance which indicates that ACMS exhibit a positive effect on Organizational Performance having a beta value ( $\beta = 0.956$ ).

It has been observed that the SPSS Sign P-values of 0.000 for Arbitration Conflict Management Style (ACMS) for SPDC is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted.

On the other hand, the coefficient of determination  $R^2 = 0.913$  indicates that only 91.3% of the total variation is explained by the explanatory/independent variable (Arbitration conflict management style) while the remaining 8.7% is accounted for by other variables not included in the model but has been taken care off by the stochastic disturbance or error term U.

Durbin-Watson statistic 0.101 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.101 < 2$ ).

The F-statistic 1552.792 shows that the model is statistically significant in terms of its overall goodness of fit.

**For Host Community:**

**Table 4.3.26: Model Summary for arbitration conflict management strategy and organizational Performance (Host Community).**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.971 <sup>a</sup>	.943	.943	1.25908	.163

a. Predictors: (Constant), ARBITRATION CONFLICT MANAGEMENT STRATEGY HOST COMMUNITY

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3884.772	1	3884.772	2450.527	.000 <sup>b</sup>
	Residual	234.621	148	1.585		

Total	4119.393	149		
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a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), ARBITRATION CONFLICT MANAGEMENT STRATEGY HOST COMMUNITY

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-2.219	.366		-6.055	.000
	ARBITRATIONCONFLIC T MANAGEMENTSTRAT EGYHOSTCOMMUNITY	1.100	.022	.971	49.503	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS version 23

Table 4.3.26 shows the regression analysis for arbitration conflict management strategy and Organizational Performance which indicates that ACMS exhibit a positive effect on Organizational Performance having a beta value of  $\beta = 0.971$ .

It has been observed that the SPSS Sign P-values of 0.000 for Arbitration Conflict Management Style (ACMS) for SPDC is less than the chosen level of significance 0.05, hence our null hypothesis is rejected and alternative accepted.

On the other hand, the coefficient of determination  $R^2 = 0.943$  indicates that only 94.3% of the total variation is explained by the explanatory/independent variable (Arbitration Conflict Management Style) while the remaining 5.7% is accounted for by other variables not included in the model but has been taken care off by the stochastic disturbance or error term U.

Durbin-Watson statistic 0.163 indicates the presence of autocorrelation in the model specified as the value is less than 2 ( $0.163 < 2$ ).

The F-statistic 2450.527 shows that the model is statistically significant in terms of its overall goodness of fit.

#### 4.3.7 Organizational performance:

**Table 4.3.27: Response table for organizational performance (SPDC and HOST COMMUNITY combined)**

<b>ORGANIZATIONAL PERFORMANCE</b>
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S/N	Statement	SA	A	U	D	SD	Total
49	Cumbersome and ineffective means of communicating grievances between parties involved in conflict worsen situation	126 (42%)	94 (31.3%)	2 (0.6%)	36 (12%)	42 (14%)	300 (100%)
50	Non consultation Of the host community by the companies can further aggravate conflict	142 (47%)	96 (32%)	4 (1.3%)	24 (8%)	34 (11.3%)	300 (100%)
51	Putting in place formal approach for conflict prevention can help avoid future conflict between both parties	76 (25.3%)	144 (48%)	12 (4%)	62 (21%)	6 (2%)	300 (100%)
52	Effecting necessary changes in process and procedures can help resolve conflict between both parties	120 (40%)	104 (35%)	0 (0%)	30 (10%)	46 (15%)	300 (100%)

**Source:** Field survey (2020)

From table 4.3.27 above, 126(42%) of the total respondents strongly agreed that “Cumbersome and ineffective means of communicating grievances between parties involved in conflict worsen situation”, 94(31.3%) agreed. 2(0.67%) is undecided while 36(12%) disagreed and 42(14%) strongly disagreed to the first question. For the second question, 142(47%) of the total respondents strongly agreed that “Non consultation of the host community by the companies can further aggravate conflict”, 96(32%) agreed. 4(1.3%) is undecided while 24(8%) disagreed and 34(11.3%) strongly disagreed. For the third question, 76(25.3%) of the total respondents strongly agreed that “Putting in place formal approach for conflict prevention can help avoid future conflict between both parties”, 144(48%) agreed. 12(4%) are undecided while 62(21%) disagreed and 6(2%) strongly disagreed. For the fourth question, 120(40%) of the total respondents strongly agreed that “Effecting necessary changes in process and procedures can help resolve conflict between both parties”, 104(35%) agreed. 0(0%) are undecided while 30(10%) disagreed and 46(15%) strongly disagreed.

#### 4.4 Test of Hypothesis

In testing the research hypothesis, the researchers made use of the regression analysis and as such regressed the research hypothesis on an individual basis, subject to the following rules:

1. The study utilizes 0.05 level of significance as a basis for accepting and or rejecting either the  $H_1$  or  $H_0$ . Where the significant value is less than or equal to 0.05, accept  $H_1$  and reject  $H_0$  but where the significant value is greater than 0.05, accept  $H_0$  and reject  $H_1$ .
2. The significant value represents the probability value establishing the relationship between the independent variables and the dependent variable.

#### 4.4.1: Test of Hypothesis One

**H0<sub>1</sub>:** There is no significant effect between Collaborating Conflict Management and Organizational performance.

**Table 4.4.1.1: Coefficient table for Collaborating conflict management strategy and Org. performance for SPDC**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.264	.212		1.243	.216
	COLLABORATIVECONF LICTMANAGEMENTSTY LESPDC	.994	.013	.987	74.374	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS Version 23 Output.

**Table 4.4.1.2: Coefficient table for Collaborating conflict management strategy and Org. performance for Host Community.**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.098	.184		-.534	.594

COLLABORATIVE CONFLICTMANAG EMENTSTYLEHO STCOMMUNITY	1.005	.011	.991	87.681	.000
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a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS Version 23 Output.

Table 4.4.1.1 for SPDC shows that the SPSS Sign P-value 0.000 is less than the 0.05 chosen level of significance ( $0.000 < 0.05$ ); also, Table 4.4.1.2 for Host Community shows that the SPSS Sign P-value 0.000 is less than the 0.05 chosen level of significance ( $0.000 < 0.05$ ). Our null hypothesis which states that there is no significant effect between Collaborating conflict management strategy and organizational performance is thereby rejected, the implication of which is that there is significant effect between Collaborating conflict management strategy and organizational performance.

#### 4.4.2 Test of Hypothesis Two

**H0<sub>2</sub>:** There is no significant effect between Accommodating conflict management strategy and Organizational performance.

**Table 4.4.2.1: Coefficients table for Accommodating strategy and org. performance for SPDC.**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.668	.304		2.198	.029
	ACCOMMODATINGA SPECTOFCONFLICT MAMGEMENTSTYLE SPDC	.943	.019	.972	50.675	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS Version 23 Output.

**Table 4.4.2.2: Coefficients table for Accommodating strategy and org. performance for Host Community:**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.

		B	Std. Error	Beta		
1	(Constant)	.582	.176		3.312	.001
	ACCOMMODATINGASPECT OFCONFLICTMANAGEMEN TSTYLEHOSTCOMMUNITY	.987	.011	.991	88.234	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS Version 23 Output.

Table 4.4.2.1 for SPDC shows that the SPSS Sign P-value 0.000 is less than the 0.05 chosen level of significance ( $0.000 < 0.05$ ); while Table 4.4.2.2 for Host Community shows that the SPSS Sign P-value 0.000 is less than the 0.05 chosen level of significance ( $0.000 < 0.05$ ).

Our null hypothesis which states that there is no significant effect between Accommodating conflict management strategy and organizational performance is thereby rejected, the implication of which is that there is significant effect between Accommodating conflict management strategy and organizational performance.

#### 4.4.3 Test of Hypothesis Three

**H0<sub>3</sub>:** There is no significant effect between Corporate Social Responsibility and Organizational performance.

**Table 4.4.3.1: Coefficients Table for Corporate Social Responsibility and Org. performance for SPDC.**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
Model		B	Std. Error	Beta		
1	(Constant)	-1.735	.534		-3.249	.001
	CORPORATESOCIAL RESPONSIBILITYSP DC	1.095	.033	.938	33.004	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS Version 23 Output.

**Table 4.4.3.2: Coefficients Table for Corporate Social Responsibility and Org. performance for Host**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-3.362	.629		-5.341	.000
	CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY	1.171	.038	.929	30.474	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS Version 23 Output.

Table 4.4.3.1 for SPDC shows that the SPSS Sign P-value 0.000 is less than the 0.05 chosen level of significance ( $0.000 < 0.05$ ); Also, table 4.4.3.2 for Host Community shows that the SPSS Sign P-value 0.000 is less than the 0.05 chosen level of significance ( $0.000 < 0.05$ ).

Our null hypothesis which states that there is no significant effect between Corporate Social Responsibility and organizational performance is thereby rejected, the implication of which is that there is significant effect between Corporate Social Responsibility and organizational performance.

#### 4.4.4: Test of Hypothesis Four

**H0<sub>4</sub>:** There is no significant effect between Alternative Dispute Resolution and organizational performance.

**Table 4.4.4.1: Coefficients Table for Alternative dispute resolution and org. performance for SPDC.**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-2.092	.399		-5.244	.000
	ALTERNATIVEDISPUTERESOLUTIONSPDC	1.167	.026	.966	45.151	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS Version 23 Output.

**Table 4.4.4.2: Coefficients Table for Alternative dispute resolution and org. performance for Host Community.**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-1.942	.288		-6.749	.000
	ALTERNATIVEDIS PUTERESOLUTIO NHOSTCOMMUNI TY	1.119	.018	.981	62.176	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS Version 23 Output.

Table 4.4.4.1 for SPDC shows that the SPSS Sign P-value 0.000 is less than the 0.05 chosen level of significance ( $0.000 < 0.05$ ); Also, table 4.4.4.2 for Host Community shows that the SPSS Sign P-value 0.000 is less than the 0.05 chosen level of significance ( $0.000 < 0.05$ ). Our null hypothesis which states that there is no significant effect between Alternative Dispute Resolution and organizational performance is thereby rejected, the implication of which is that there is significant effect between Alternative Dispute Resolution and organizational performance.

#### 4.4.5: Test of Hypothesis Five

**H0:** There is no significant effect between arbitration as conflict management strategy and organizational performance.

**Table 4.4.5 1: Coefficients Table for arbitration conflict management strategy and organizational performance for SPDC.**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	-.945	.429		-2.205	.029
	ARBITRATIONCONFLIC TMANAGEMENTSTRAT EGYSPDC	1.065	.027	.956	39.405	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS Version 23 Output.

**Table 4.4.5 2: Coefficients Table for arbitration conflict management strategy and organizational performance for Host Community.**

		Coefficients <sup>a</sup>				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-2.219	.366		-6.055	.000
	ARBITRATIONCONFLIC TMANAGEMENTSTRAT EGYHOSTCOMMUNITY	1.100	.022	.971	49.503	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

Source: SPSS version 23

Table 4.4.5.1 for SPDC shows that the SPSS Sign P-value 0.000 is less than the 0.05 chosen level of significance ( $0.000 < 0.05$ ); Also, table 4.4.5.2 for Host Community shows that the SPSS Sign P-value 0.000 is less than the 0.05 chosen level of significance ( $0.000 < 0.05$ ).

Our null hypothesis which states that there is no significant effect between arbitration conflict management strategy and organizational performance is thereby rejected, the implication of which is that there is significant effect between arbitration conflict management strategy and organizational performance.

#### 4.5 Discussion of Findings

The findings of the study are discussed with empirical findings as contained in the literature review of the study

##### 4.5.1 Collaborative Conflict Management Style and Organizational Performance

The result seen in table 4.3.4 shows correlation coefficients of 0.987 and 0.0.991 respectively for SPDC and Host community, the implication of which is that a significant positive effect exists between Collaborating conflict management strategy and organizational performance.

From coefficient table 4.3.5 and table 4.3.6 the Beta value of  $\beta = 0.987$  and  $\beta = 0.991$  respectively for SPDC and Host Community of Collaborating conflict management strategy has positive effect on organizational performance.

The F-statistic 5531.525 for SPDC and F-statistic 7687.945 for Host Community respectively shows that the model is statistically significant in terms of its overall goodness of fit.

Lastly, the coefficient of determination  $R^2$  shows the extent to which change in Collaborating conflict management strategy is reflected in organizational performance with the value of 0.974 (97.4%) for SPDC and 0.981 (98.1%) for Host Community and a significant value of 0.000 and 0.000 respectively for SPDC and Host Community from SPSS Sign P-value, indicating that there is a significant effect between Collaborating strategy and Organizational performance.

The implication of the findings is that Collaborating conflict management strategy determines to a large extent, organizational performance. This view is supported by the works of Ajike and Afolabi (2015), Garcia (2013) and Omisore and Ashimi (2014).

#### **4.5.2 Accommodating Conflict Management Strategy and Organizational Performance.**

The result seen in table 4.3.9 shows correlation coefficients of 0.972 and 0.0.991 respectively for SPDC and Host community, the implication of which is that a significant positive effect exists between Accommodating conflict management strategy and organizational performance.

From coefficient table 4.3.10 and table 4.3.11 the Beta value of  $\beta = 0.972$  and  $\beta = 0.991$  respectively for SPDC and Host Community of Accommodating conflict management strategy has positive effect on organizational performance.



The F-statistic 2567.960 for SPDC and F-statistic 7785.218 for Host Community respectively shows that the model is statistically significant in terms of its overall goodness of fit.

Lastly, the coefficient of determination  $R^2$  shows the extent to which change in Accommodating conflict management strategy is reflected in organizational performance with the value of 0.946 (94.6%) for SPDC and 0.981 (98.1%) for Host Community and a significant value of 0.000 and 0.000 respectively for SPDC and Host Community from SPSS Sign P-value, indicating that there is a significant effect between Accommodating conflict management strategy and Organizational performance.

The implication of the findings is that Accommodating conflict management strategy is a key determining factor of organizational performance as supported by the works of Awan and Sohar (2015), Longe (2015) and Mba (2013)

#### **4.5.3 Corporate Social Responsibility and Organizational Performance**

The result seen in table 4.3.14 shows correlation coefficients of 0.938 and 0.929 respectively for SPDC and Host community, the implication of which is that a significant positive effect exists between Corporate Social Responsibility and organizational performance.

From coefficient table 4.3.15 and table 4.3.16 the Beta value of  $\beta = 0.938$  and  $\beta = 0.929$  respectively for SPDC and Host Community of Corporate Social Responsibility has positive effect on organizational performance.

The F-statistic 1089.284 for SPDC and F-statistic 928.673 for Host Community respectively shows that the model is statistically significant in terms of its overall goodness of fit.

Lastly, the coefficient of determination  $R^2$  shows the extent to which change in Corporate Social Responsibility is reflected in organizational performance with the value of 0.880 (88%) for SPDC and 0.863 (86.3%) for Host Community and a significant value of 0.000 and 0.000

respectively for SPDC and Host Community from SPSS Sign P-value, indicating that there is a significant effect between Corporate Social Responsibility and Organizational performance.

The implication of the findings is that CSR is a key determining factor of organizational performance as supported by the works of Ojo and Abolade (2014), Mba (2013) and Hotepo et al (2015)

#### **4.5.4 Alternative Dispute resolution and Organizational Performance**

The result seen in table 4.3.19 shows correlation coefficients of 0.966 and 0.981 respectively for SPDC and Host community, the implication of which is that a significant positive effect exists between Alternative Dispute Resolution and organizational performance.

From coefficient table 4.3.20 and table 4.3.21 the Beta value of  $\beta = 0.966$  and  $\beta = 0.981$  respectively for SPDC and Host Community of Alternative Dispute Resolution has positive effect on organizational performance.

The F-statistic 2038.650 for SPDC and F-statistic 3865.891 for Host Community respectively shows that the model is statistically significant in terms of its overall goodness of fit.

Lastly, the coefficient of determination  $R^2$  shows the extent to which change in Alternative Dispute Resolution is reflected in organizational performance with the value of 0.932 (93.2%) for SPDC and 0.963 (96.3%) for Host Community and a significant value of 0.000 and 0.000 respectively for SPDC and Host Community from SPSS Sign P-value, indicating that there is a significant effect between Alternative Dispute Resolution and Organizational performance.

The implication of the findings is that Alternative Dispute Resolution is a key determining factor of organizational performance as supported by the works of Ebe, Iyiola and Osibanjo (2014), Awan and Sohar (2015), Longe (2015) and Mba (2013)

#### **4.5.5 Arbitration conflict management strategy and Organizational Performance**

The result seen in table 4.3.24 shows correlation coefficients of 0.956 and 0.971 respectively for SPDC and Host community, the implication of which is that a significant positive effect exists between Arbitration conflict management strategy and organizational performance.

From coefficient table 4.3.25 and table 4.3.26 the Beta value of  $\beta = 0.956$  and  $\beta = 0.971$  respectively for SPDC and Host Community of Arbitration conflict management strategy has positive effect on organizational performance.

The F-statistic 1552.792 for SPDC and F-statistic 2450.527 for Host Community respectively shows that the model is statistically significant in terms of its overall goodness of fit.

Lastly, the coefficient of determination  $R^2$  shows the extent to which change in Arbitration conflict management strategy is reflected in organizational performance with the value of 0.913 (91.3%) for SPDC and 0.943 (94.3%) for Host Community and a significant value of 0.000 and 0.000 respectively for SPDC and Host Community from SPSS Sign P-value, indicating that there is a significant effect between Arbitration conflict management strategy and Organizational performance.

The implication of the findings is that Arbitration conflict management strategy is a key determining factor of organizational performance as supported by the works of Olu and Dupe (2014), Longe (2015) and Mba (2013)

## **INDEPTH INTERVIEW GUIDES WITH THE HOST COMMUNITY PROMINENT MEMBERS**

### **1) What conflict management strategy would host communities prefer in their relationship with the oil company (SPDC)?**

The question of the company conflict preference strategy of host communities is one of the most important questions that must be answered if relationship will be developed between the host communities and SPDC. Reason is because SPDC can keep making effort without their

being appreciated by the host communities because they are not desired. The company is the source of community relation effort and the communities are the recipient, studies reveals that the oil company identified consultation, transparency, provision of amenities, community initiatives as the perceived preference to communities. While it is important to know what the company think those preference was, it is also important to ensure what the communities identified as their own preference.

**2) How often have conflicts occurred in the Niger Delta involving SPDC and its host communities and what are the causes?**

Conflict is a complex phenomenon arising from human interactions. Sociologists, social psychologist and scholars in other related fields have noted in their studies of human interactions that conflict is inevitable in human societies. Hence, that there is conflict in the Niger Delta is not abnormal. The abnormality, however, arises because the situation defers solutions because every effort made to resolve the conflicts has failed to yield positive result. Also, the conflicts in the Niger Delta have further underdeveloped the region, thereby contesting the assertion that it is a normal process of development.

**3) What are the consequences of the conflicts on host communities and oil companies?**

Functionalists consider societies and social institutions as systems in which equilibrium is created through the interdependence of all parts. While they do not deny the existence of conflicts, they believe the society naturally evolves means of controlling it. In the Niger Delta, conflicts have not resulted in peace; therefore, the functionalist approach is not applicable. For instance, both oil companies and host communities have incurred losses in the course of the conflicts. Both the oil companies and the communities were affected by the conflicts. While reflecting on the consequences of conflicts on the communities, some participants said that there had been loss of lives and properties. As much as violence might have seemed a practical

way of attracting the attention of the government and oil companies, the participants claimed that it also destroyed, in just a moment, what had been built over time.

**4) What are the conflict management strategies employed by oil companies to avoid/resolve conflicts with host communities?**

In recent times, individuals and agencies have begun to pay special attention to the reality of the community. He emphasized that though organizations might be preoccupied by regional, national, and international community relations programmes, they ought not to forget their immediate communities, i.e. their host communities. This, therefore, necessitates the adoption of viable conflict management strategies by SPDC. Shell insisted that it was not in its place, but the government's, to lead the process of development. Hence, the company involved the government so as to encourage it to take responsibility for its people. He stated that the conflicts the company endured in the communities were as a result of the communities' displeasure towards the government. He explained that if the government would take responsibility for the development of the communities, the challenges would reduce, and the violence against the company would stop.

**5) What structural differences are inherent in the conflict management strategies adopted by the selected oil company in the Niger Delta?**

SPDC engage specific conflict management strategies to create and maintain profitable relationships with their host communities. Also, considering that oil companies are different, it is to be expected that some differences would be inherent in their strategies. The oil companies under study SPDC also claimed some uniqueness in their strategic approach to conflict management. The company allowed communities to originate development ideas and they were made to work with non-governmental organizations (NGOs) to draw up their own plans to achieve the ideas.

**6) What Are the Communities Actual Conflict Management Preference Strategies  
Company-Community Partnership:**

The participants also suggested that there should be cooperation between SPDC and the communities. The women leader pleaded for the communities and Shell to work together. She said it would make receiving things easier, and the women in the community would be happy with that

### **Skill Training:**

Some of the participants emphasized their preference for skilled training as a strategy for achieving crises resolution. They were of the opinion that not everyone could have the opportunity to go to school; hence, provision should be made for the uneducated members of the community. Even some of the educated ones are still trying to make something out of their lives; to get one job or the other, because in Nigeria today, work is not easy to get after leaving school. So, at least, if they can establish the training institute in this community, it will help the younger ones who are coming up, particularly those who can't afford education, to learn a trade and make a living.

### **Withdrawal of Military Forces:**

The first strategy the communities wanted the oil companies to adopt for better relationship was to withdraw the forces from the communities. They said it would be the first step that would lay the foundation for peaceful cohabitation. According to some of the youth leaders and some elder state men, if they (Shell) want to work successfully, let them go back to the first time, that first time when they came as civilians. They should forget security and face the community. But now, we do not understand each other, the security now differentiates us; they cannot hear from us, we cannot hear from them. So, to make cordial relationship, they should stop all those nonsense- running to the state governments, running to JTF.

The youth leader also agreed with this: We are looking to the government to also come in, and also advice the oil companies, because if the government had come in and advised the

companies, the company wouldn't have been using the soldiers and some other war forces to intimidate the community

### **Better Employment:**

The participants also said that it would be a strategic move for the oil companies to look into the issue of employment in the communities. They believed it would get the youths off the streets and make them less susceptible to restiveness. According to the community leader association: I will say it is a very simple thing because the oil companies know that the place they're working is the people's land. At least, they are supposed to provide employment, as much as possible, to help people from that community. I feel that if they provide employment, there would be fewer militants.

### **Company's Physical Presence:**

It was discovered in this study that the most popular strategy among the participants, which they believed would go a long way in resolving conflict problems, was the companies' physical presence in the communities. When crises began in the communities, the oil companies became recluses, surrounding their facilities with high fences and security men. One of the youths said that the oil companies should leave out the military forces and come to the communities themselves. He said, "If they really want a good relationship, they should come down and put things in place." He warned that if the situation was not attended to immediately, it might degenerate further and become uncontrollable.

### **Education:**

Another strategy that the participants said they would prefer was education. The elders state men suggested, "The children here are supposed to have free education from primary to university because we don't have much population." One of the elders also said, "If the oil

companies were able to say, “Ok, create job opportunities and create scholarship awards for the youths,” it will enable peace to reign in the community, and even in the company itself.”

Some of the young girls also advocated for female education. One of the girls suggested that female education would prevent teenage pregnancy which was rampant in the community.

#### **Effective Communication:**

The participants considered effective communication indispensable if there would be peaceful cohabitation between the oil companies and communities. The youth leaders advised: Whenever the oil companies come for a Memorandum of Understanding with the traditional rulers, with the CDC, and the youths, whatever has been agreed on must be implemented. By so doing, there would be effective results for the people in question. The company should be sincere with the host community.

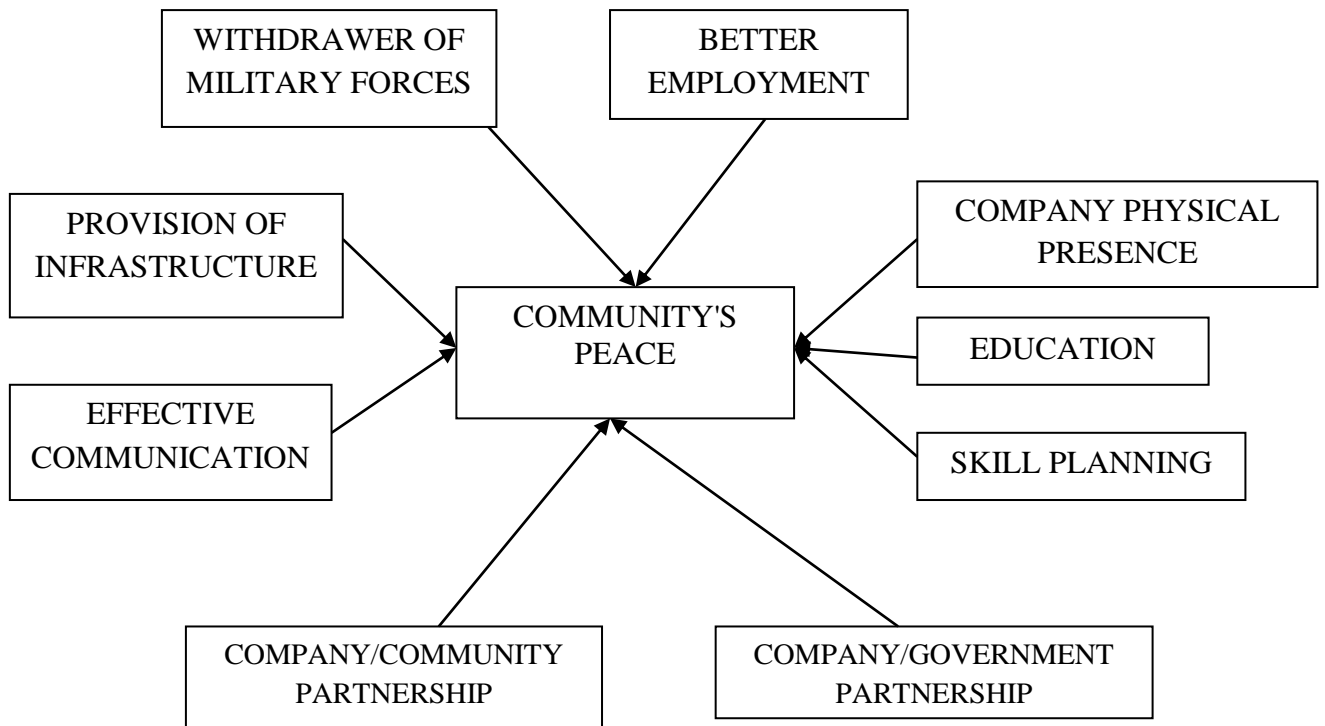
#### **Provision of Infrastructure:**

Another strategy that was stated as the preference of the communities was the provision of infrastructure. One of the men leader said that the community suffered without electricity while SPDC facility always had power supply. He said, “If these people could extend their light to us, if they could extend their water to us, at least they would have done something better for the communities.

#### **Company-Government Partnership:**

Some of the participants stated that they would appreciate the strategy that would involve a partnership between the oil companies and the government. They believed that the joint venture would help to develop the communities better. This partnership would also terminate the regime of trading blames between the two parties.





**Fig. 4.1 DIAGRAMATICAL REPRESENTATION OF THE COMMUNITIES ACTUAL CONFLICT MANAGEMENT PREFERENCE STRATEGIES.**

**Source:** Author's model interview.

## CHAPTER FIVE

### SUMMARY, CONCLUSION AND RECOMMENDATION

#### 5.0 Introduction

This chapter is the concluding part of this study. It focuses on discussion of findings, conclusion recommendations and contribution to knowledge.

#### 5.1 Summary of Findings

The following were summarized from the findings of the data analysis and test of hypothesis procedures as obtained in the previous chapter:

- i the study finds out that there is significant positive effect between Collaborating conflict management strategy and Organizational performance. The implication of the findings is that Collaborating conflict management strategy determines to a large extent, the performance of the organization.
- ii it was also revealed that a significant positive effect exists between Accommodating conflict management strategy and Organizational performance. The implication of the findings is that Accommodating conflict management strategy is a key determining factor of organizational performance as supported by the several scholarly works.
- iii furthermore, the research also indicates that there is a positive significant effect between cooperate social responsibility (CSR) and Organizational performance with the former being a core instrument used by corporate entities to boost their organizational performance.
- iv the study also found out that there is significant positive effect between Alternative Dispute Resolution strategy and Organizational performance. The implication of the findings is that Alternative Dispute Resolution is a key determining factor of organizational performance.

v finally, the research also indicates that there is significant positive effect between arbitration conflict management strategy and organizational performance is also a factor that supported by the several scholarly works.

## **5.2 Conclusion**

i based on the foregoing, therefore, the conclusion of this study is that the conflict management strategies adopted by the selected oil company SPDC are adequate and positively significant in preventing and resolving conflicts in the Niger Delta, however a grass-root approach would serve as a check as reviewed by the qualitative interview analysis shown in this study.

ii it further explains that collaborating conflict management strategy enhances organizational performance. This is because collaborating conflict management strategy helps to explore issues with others so as to find solutions that meet everyone's needs, it helps gather as much information as one can and keep the lines of communication open when there is a disagreement, it also helps to see conflicts from both sides, and try as much as possible to find an integrative solution when the concerns parties are too important to compromised.

iii the study also concluded that accommodating aspect of conflict management has positive effect on organizational performance. This is because it helps to meet the expectations of others, it's a small price to pay for keeping the peace, it helps to arrive at expedient solutions under time pressure, and it try to accommodate the wishes of clients.

iv the study further concludes that there is positive effect between corporate social responsibility and organizational performance since it helps to organize training on social issues, helps companies to have formal environmental policy, which includes a commitment to legal compliance, continuous measurement and continuous improvements in environmental performance, it help SPDC to gives regular financial support to local community activities and projects and also help companies to give scholarship to host communities on regular basis.

v the study concludes that alternative dispute resolution affects organizational performance positively as the organizations have coherent ways of managing conflict, use mediation in order to resolve conflict, avoid former adjudication or court action in the process of managing conflict and employ in-house settlement procedures to settle conflict.

The study finally concludes that arbitration conflict management strategy affects organizational performance positively as the organizations have coherent ways of managing conflict, use arbitration in order to resolve conflict, agreement the advantage of arbitration is that it can deliver quick decisions and those involved have some degree of control over the process.

### **5.3 Recommendation:**

The study has shown that good conflict management strategies are indispensable if conflicts between oil companies and host communities would be resolved. Having examined the effect of conflict management strategy in SPDC and its host communities, the following recommendations are made:

i collaboration conflict management strategy is activities in which members reach agreement by exploring integrative solutions. When members use this strategy of conflict management, they face conflict directly and try to find new and creative solutions to problems by focusing on their needs as well as on the needs of all members. When collaboration is used in an organization, communication focuses on reaching a successful resolution that keeps the relationship intact for future interaction. It is therefore recommended that SPDC and its host communities should always employ collaborating conflict management strategy to handle conflict so as to maintain strong relationship. Also, the oil companies should pay specific attention to the factors identified by the host communities as being responsible for the occurrence of conflicts. For instance, the companies should be mindful that the performance of the government in the state or country in which they operate would have immense implications on the perception they enjoy from their host communities. Hence, they should use their

strategic economic position to encourage or pressurize the government into being responsible, also the oil companies should make efforts to spread their contributions to all the communities in the Niger Delta rather than paying too much attention to the restive ones alone. This is because some of the conflicts that occurred were due to the need for attention by some of the communities.

ii the use of accommodating conflict management strategy can be effective because it signals a willingness to listen, accept the points of view raised by others, and make concessions. It is recommended that SPDC and its host communities should adopt accommodating conflict management strategy in handling conflict so that they will be free to accept the view of other parties and reach concessions. Both the oil companies and the host communities should constantly bear in mind the doubled edged consequences of conflicts; hence, they must be avoided at all cost. The companies must not be seen to be covertly instigating communal conflicts so as to make more profits while the communities are busy warring.

iii corporate social responsibility (CSR) refers to business practices involving initiatives that benefit society. A business's CSR can encompass a wide variety of tactics, from giving away a portion of a company's proceeds to charity, to implementing "greener" business operations. Organizations that participate in value creation and society welfare, donations, environmental protection, etc will win the heart of host communities thereby reducing conflict with the communities. Therefore, SPDC should ensure that host community welfare is taken seriously to avoid conflict which can jeopardize her operations.

The oil companies should work harder to improve the communities' perception of their positive influence on the communities, effective communication, conflict resolution, readiness to negotiate during conflicts and keeping of promises. The companies should try as much as possible to reduce the presence of military forces in the communities. If they are really interested in building a good relationship with the people, they should not treat them as

enemies. Military involvement should be limited to the protection of the companies and their staff, rather than giving them the unbridled access to subdue the communities and extort money from them.

iv alternative dispute resolution is conflict external dispute resolution strategy. It is a collective term for the way parties can settle disputes with or without the help of a third party. Therefore, SPDC should seek to use this means of conflict resolution to avoid delay in handling conflict.

It is also recommended that skill training should be encouraged so as to cater for members of the communities who are not educated. The fact that they are uneducated does not mean that they are useless. Training can be provided in the technical areas that the oil companies would need their services. The government should implement the policies that regulate the activities of oil companies, this will help to curb the excesses of the companies and reduce as well as make them take responsibility for environmental degradations and other poor business practices.

v arbitration is relatively cheap and the awards it delivers are final, meaning dispute end with arbitration. It is recommended that SPDC and its host communities should adopt arbitration conflict management in handling conflict to maintain strong relationship among the parties involved in the conflict.

The government is also advised to co-operate with the oil companies to develop the Niger Delta communities, rather than trading blames. It will be difficult to achieve development if the communities do not know who to turn to for their various needs. The government and the oil companies should clearly define their individual and joint responsibilities so that the communities can rightly channel their requests. The community members should be properly enlightened by NGOs, which are more readily accepted than the government, on their rights as individuals and their roles in national development. This will prevent them from being used by deceptive politicians as tools for winning elections. It would

also protect them from some influential community leaders who may incite the people to protest for their own ends. This is because the people would seek out information and facts for themselves before they act, rather than depending on the instructions of some privileged class

#### **5.4 Contributions to Knowledge**

i this study has expanded the frontier of knowledge in the field of conflict management strategies and organizational performance with special reference to SPDC and its host communities in Niger Delta. It is an exploratory study of conflict management and organizational performance with regards to the strategies used by SPDC for conflict resolution in the Niger Delta. The study is unique because, unlike several studies that focused either on the host communities or the oil companies, it presents reports from both the oil company SPDC and its host communities. This enables us to evaluate the positions of both parties, find common grounds and identify areas of divergence.

ii the study identifies the strategic conflict management strategy preferences of the communities, thereby helping us to determine whether or not SPDC are able to meet up with those expectations. We are also able to compare what the oil company consider to be the preferences of the communities and what the communities actually prefer.

iii this study offers an addition to the process of the government memorandum of understanding GMoU so as to ensure the achievement of its purpose. This is based on an examination of SPDC conception of the GMoU and the communities' understanding and perception of it.

iv a Grass-root monitoring scheme is suggested to help to maintain the contact between the oil companies and the communities. This is the only way the companies can be in touch with the realities in the communities and monitor their development.

v the study also establishes that there is indeed a gap in communication between the oil

company SPDC and its host communities. This results in the company claiming that they invest a lot into community development while the communities insist that the company do not do enough to justify their presence. The study raises a possibility that the middle men selected to represent the communities with the oil companies may be receiving the benefits without passing them on to the people.

**Vi** The study also contributed to knowledge with respect content Scope: The content scope for this study is conflict management strategy and organizational performance in SPDC and its host communities in the Niger Delta.

**Variable Scope:** The independent variable for this study are: collaborating conflict management strategy, accommodating conflict management strategy, corporate social responsibility conflict management strategy, alternative dispute resolution conflict management strategy and arbitration conflict management strategy, while organizational performance is the dependent variable.

**Geographical Scope:** This study covered three state in the Niger Delta region of Nigeria, namely, Delta, Bayelsa and Rivers state.

**Unit Scope:** Youth leaders, elders representing each communities and top management staff of SPDC in Delta, Bayelsa and Rivers state within Niger Delta region of Nigeria form the unite scope of the study.

## **5.5 Suggestions for Further Study**

The findings of this study have revealed other areas that could be explored in further studies.

i one of such areas is the implication of the amnesty programme for peace building efforts in the Niger Delta. While the present study focuses on conflict management strategies used by SPDC to build a favourable relationship with the communities, further studies can



evaluate the objectives of the amnesty programme and its ability to restore peace in the Niger Delta.

ii further studies could also examine the nature of partnership that exists between the oil companies and the Nigerian government, and the implication of this for community development. Since the two parties are in joint venture, it is necessary to investigate the extent to which they protect each other's interests and at what expense.

iii the study could also find out the degree of influence that one party enjoys over the other and the effect of this on the Niger Delta communities.

iv another important area that could be explored is the role of the Niger Delta leaders in the development or the underdevelopment of the region. This becomes necessary as a result of the findings of the current study from the qualitative interview that some leaders prosper at the expense of their communities.

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## APPENDIX 1

Table for determining sample size for a finite population

<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>	<i>N</i>	<i>S</i>
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size. *S* is sample size.

Source: Krejcie & Morgan, 1970

The table is constructed using the formula below:

*Formula for determining sample size*

$$s = \frac{X^2 NP(1 - P) + d^2(N - 1) + X^2 P(1 - P)}{d^2}$$

*s* = required sample size.

$X^2$  = the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

*N* = the population size.

*P* = the population proportion (assumed to be .50 since this would provide the maximum sample size).

*d* = the degree of accuracy expressed as a proportion (.05).

Source: Krejcie & Morgan, 1970

## APPENDIX 2

Department of Business  
Administration and Marketing  
Faculty of Management Sciences,  
Delta State University,  
Asaba campus.

Dear Respondent,

### **REQUEST FOR THE COMPLETION OF STRUCTURED QUESTIONNAIRE**

I am a post graduate student of the above name institution. I am conducting a research on conflict management strategy and organizational performance in Nigeria with special reference to oil producing companies using SPDC as a case study in the Niger Delta region. The questionnaire is designed to elicit your opinion on how conflict management will enhance organizational performance. It shall be appreciated if you will kindly respond objectively to the sets of questions contained in the structured questionnaire. This exercise is strictly academic and your views will be treated with confidence. Thanks for your time and assistance on this research.

---

**Iyamabhor Martins**  
(Researcher)

## **SECTION A: Demographic Information**

Instruction: please tick (x) for the option you consider most appropriate.

1. Gender: Male ( ) Female ( )
2. Age: 20–29yrs old ( ), 30–39yrs old ( ), 40–49yrs old ( ), 50yrs old and above ( )
3. Ethnicity: Ibo ( ), Hausa ( ), Yoruba ( ), Others ( )
4. Educational Level: Diploma ( ), Degree( ), Master( ), Ph.D ( )

Work Experience: 2–5yrs ( ), 6–10yrs ( ), 11–15yrs ( ), more than15yrs ( )

Position in the organization: Senior manager ( ), Manager ( ), Senior Executive ( ), Executive ( )

Entry Level ( ), Supervisor ( )

Nationality: Nigerian ( ), Foreigner ( )

Host State: Delta State ( ), Bayelsa State: ( ), Rivers State ( ).

## **SECTIONB**

Based on your dispositions, please indicate the most appropriate opinion / response with the scale below:

Strongly Disagree (SD)

Disagree (D)

Neutral (N)

Agree (A)

Strongly Agree (SA)

**RESEARCH QUESTION ONE**

SHELL PETROLEUM DEVELOPMENT COMPANY							
S/N	Statement	SA	A	U	D	SD	Total
9	I explore issues with others so as to find solutions that meet everyone need						
10	We gather as much information as we can and keep the line of communication open when there is a disagreement						
11	We try to see conflict from both sides. What do we need and what does the other person need						
12	We try to see much as possible to find n integrative solution when both sets of concern are too important to be compromised						

HOST COMMUNITY							
S/N	Statement	SA	A	U	D	SD	Total
13	I critically examine issues between my community and SPDC so as to find solutions that best meet our interest						
14	I participate in gatherings where relevant information that can help resolve conflict between Host community and SPDC						
15	I examine inherent conflict from the point of view of both parties						
16	I believe that integrative solution can best resolve conflict between my community and SPDC						

**RESEARCH QUESTION TWO**

SHELL PETROLEUM DEVELOPMENT COMPANY							
S/N	Statement	SA	A	U	D	SD	Total
17	We try to meet the expectation of others.						
18	We try to accommodate the wishes of our clients.						
19	We may not get what we want but it's a small price to pay for keeping the peace						
20	We arrive at expedient solution under time pressure.						



HOST COMMUNITY							
S/N	Statement	SA	A	U	D	SD	Total
21	I like to oblige to the wishes of the company as it relates to my community						
22	Even though the company did not meet my needs, I try to keep peace						
23	Sometimes, I agree to loss some and win some in the period of negotiation between SPDC and host community.						
24	Under time pressure, my community and SPDC try to arrive at an expedient solution						

### RESEARCH QUESTION THREE

SHELL PETROLEUM DEVELOPMENT COMPANY							
S/N	Statement	SA	A	U	D	SD	Total
25	We organize training on social issues						
26	My company has a formal environmental policy, which includes a commitment to legal compliance, continuous measurement and continuous improvement in environmental performance						
27	SPDC gives regular financial support to local communities on regular basis.						
28	My company gives scholarship to host communities on regular basis						

HOST COMMUNITY							
S/N	Statement	SA	A	U	D	SD	Total
29	I participate in training on social issues in my community						
20	I have benefitted from financial incentives from SPDC operating in my community						
31	SPDC has contributed to providing amenities that I have benefitted from in my community						
32	SPDC regularly gives financial support and scholarship to indigenes from my community						

### RESEARCH QUESTION FOUR

SHELL PETROLEUM DEVELOPMENT COMPANY							
S/N	Statement	SA	A	U	D	SD	Total
33	My organization has a co-hence way of managing conflict.						
34	My organization uses mediation in order to resolve conflict.						
35	My organization avoids former adjudication or court action in the process of managing conflict.						
36	My organization employs in house settlement procedures to settle conflict.						

HOST COMMUNITY							
S/N	Statement	SA	A	U	D	SD	Total
37	There is a coherent way of managing conflict and SPDC						
38	Mediation is one of the conflict styles used to resolve conflict between my community and SPDC						
39	My community avoids formal adjudication or court action in the process of managing conflict with SPDC						
40	Traditional rulers in my community can help in the resolution of conflict between SPDC and host community						

### RESEARCH QUESTION FIVE

SHELL PETROLEUM DEVELOPMENT COMPANY						
S/N	Statement	SA	A	U	D	SD
41	My organization renders a decision on legal merits of the dispute					
42	My organization uses of arbitration to resolve employment disputes as an alternative to litigation					
43	My organization agrees that employment disputes will be taken to an arbitration tribunal rather than to court					
44	My organization promulgates arbitration procedures are designed by the employer without employee input					

<b>HOST COMMUNITY</b>						
S/N	Statement	SA	A	U	D	SD
45	There is a legal way of managing conflict and SPDC					
46	Arbitration is one of the conflict styles used to resolve conflict between my community and SPDC					
47	Arbitration tribunal is the best place to resolves conflict with SPDC					
48	Traditional rulers uses arbitration procedures in the resolution of conflict between SPDC and host community					

### **ORGANIZATIONAL PERFORMANCE**

<b>ORGANIZATIONAL PERFORMANCE</b>							
S/N	Statement	SA	A	U	D	SD	Total
49	Cumbersome and ineffective means of communicating grievances between parties involved in conflict worsen situation						
50	Non consultation Of the host community by the companies can further aggravate conflict						
51	Putting in place formal approach for conflict prevention can help avoid future conflict between both parties						
52	Effecting necessary changes in process and procedures can help resolve conflict between both parties						

**EXTRACTED EFFICIENCY PARAMETERS FOR SPDC.**

S/N	ORGANIZATIONAL PERFORMANCE	COLLABORATIVE CONFLICT MANAGEMENT STYLE (SPDC)	ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE (SPDC)	CORPORATE SOCIAL RESPONSIBILITY (SPDC)	ALTERNATIVE DISPUTE RESOLUTION (SPDC)	ARBITRAGE CONFLICT MANAGEMENT (SPDC)
1	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
2	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
3	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
4	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
5	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
6	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
7	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
8	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
9	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
10	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
11	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
12	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
13	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+4=19	5+5+5+4=19
14	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+4=19	5+5+5+4=19
15	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+4=19	5+5+5+4=19
16	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+4=19	5+5+5+4=19
17	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
18	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
19	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
21	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
22	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
23	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
24	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
25	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
26	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
27	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
28	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	5+5+5+4=19	5+5+5+4=19
29	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18
30	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18
31	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18
32	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18
33	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18
34	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18
35	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18
36	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18
37	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18
38	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18
39	5+5+4+5=19	5+5+5+5=20	5+5+5+5=20	4+5+5+5=19	4+5+5+4=18	4+5+5+4=18





126	2+2+2+2=8	2+2+2+2=8	2+2+2+2=8	2+4+4+4=14	2+4+4+1=11	2+4+4+1=11
127	2+2+2+2=8	2+2+2+2=8	2+2+2+2=8	2+4+3+3=12	2+4+3+1=10	2+4+3+1=10
128	2+2+2+1=7	2+2+2+2=8	2+2+2+2=8	2+4+3+3=12	2+4+3+1=10	2+4+3+1=10
129	2+2+2+1=7	2+2+2+2=8	2+2+2+2=8	2+4+3+2=11	2+4+3+1=10	2+4+3+1=10
130	1+2+2+1=6	2+2+2+2=8	2+2+2+2=8	2+4+3+2=11	2+4+2+1=9	2+4+2+1=9
131	1+2+2+1=6	2+2+2+1=7	2+2+2+1=7	1+2+3+2=8	2+4+2+1=9	2+4+2+1=9
132	1+2+2+1=6	2+2+2+1=7	2+2+2+1=7	1+2+2+2=7	2+4+2+1=9	2+4+2+1=9
133	1+2+2+1=6	2+2+2+1=7	2+2+2+1=7	1+2+2+2=7	2+4+2+1=9	2+4+2+1=9
134	1+1+2+1=5	2+2+2+1=7	2+2+2+1=7	1+2+2+2=7	2+4+2+1=9	2+4+2+1=9
135	1+1+2+1=5	2+2+2+1=7	2+2+2+1=7	1+2+2+2=7	2+4+2+1=9	2+4+2+1=9
136	1+1+2+1=5	2+1+2+1=6	2+1+2+1=6	1+2+2+1=6	2+2+2+1=9	2+2+2+1=7
137	1+1+2+1=5	2+1+2+1=6	2+1+2+1=6	1+1+2+1=5	1+2+2+1=6	1+2+2+1=6
138	1+1+2+1=5	2+1+2+1=6	2+1+2+1=6	1+1+2+1=5	1+2+2+1=6	1+2+2+1=6
139	1+1+2+1=5	2+1+2+1=6	2+1+2+1=6	1+1+2+1=5	1+2+2+1=6	1+2+2+1=6
140	1+1+2+1=5	2+1+2+1=6	2+1+2+1=6	1+1+2+1=5	1+2+2+1=6	1+2+2+1=6
141	1+1+2+1=5	2+1+2+1=6	2+1+2+1=6	1+1+2+1=5	1+2+2+1=6	1+2+2+1=6
142	1+1+2+1=5	2+1+1+1=5	2+1+1+1=5	1+1+2+1=5	1+2+2+1=6	1+2+2+1=6
143	1+1+2+1=5	2+1+1+1=5	2+1+1+1=5	1+1+2+1=5	1+2+2+1=6	1+2+2+1=6
144	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	1+1+2+1=5	1+2+1+1=5	1+2+1+1=5
145	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+2+1+1=5	1+2+1+1=5
146	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+2+1+1=5	1+2+1+1=5
147	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4
148	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4
149	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4
150	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4

Source: Field survey (2020)

#### SUMMARY OF EXTRACTED EFFICIENCY PARAMETERS FOR SPDC

S/N	ORGANIZATIONAL PERFORMANCE	COLLABORATIVE CONFLICT MANAGEMENT STYLE (SPDC)	ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE (SPDC)	CORPORATE SOCIAL RESPONSIBILITY (SPDC)	ALTERNATIVE DISPUTE RESOLUTION (SPDC)	ARBITRAGE CONFLICT MANAGEMENT (SPDC)
1	20	20	20	20	20	20
2	20	20	20	20	20	20
3	20	20	20	20	20	20
4	20	20	20	20	20	20
5	20	20	20	20	20	20
6	20	20	20	20	20	20
7	20	20	20	20	20	20
8	20	20	20	20	20	20
9	20	20	20	20	20	20
10	20	20	20	20	20	20
11	20	20	20	20	20	20

12	20	20	20	20	20	20
13	20	20	20	20	19	19
14	20	20	20	20	19	19
15	20	20	20	20	19	19
16	20	20	20	20	19	19
17	20	20	20	19	19	19
18	20	20	20	19	19	19
19	20	20	20	19	19	19
20	20	20	20	19	19	19
21	20	20	20	19	19	19
22	20	20	20	19	19	19
23	20	20	20	19	19	19
24	20	20	20	19	19	19
25	20	20	20	19	19	19
26	20	20	20	19	19	19
27	20	20	20	19	19	19
28	20	20	20	19	19	19
29	20	20	20	19	18	18
30	20	20	20	19	18	18
31	20	20	20	19	18	18
32	20	20	20	19	18	18
33	20	20	20	19	18	18
34	20	20	20	19	18	18
35	20	20	20	19	18	18
36	20	20	20	19	18	18
37	20	20	20	19	18	18
38	20	20	20	19	18	18
39	19	20	20	19	18	18
40	19	20	20	18	18	18
41	19	20	20	18	18	18
42	19	20	20	18	18	18
43	19	20	20	18	18	18
44	19	20	20	18	18	18
45	19	20	20	18	18	18
46	19	20	20	18	18	18
47	19	20	20	18	18	18
48	19	20	20	18	18	18
49	19	20	20	18	18	18
50	19	20	20	18	18	18
51	19	20	20	18	18	18
52	19	20	20	18	18	18
53	19	20	20	18	18	18
54	19	20	20	18	18	18



55	19	20	20	18	18	18
56	19	20	20	18	18	18
57	19	20	20	17	18	18
58	19	20	20	17	18	18
59	19	20	20	17	18	18
60	19	20	20	17	18	18
61	18	20	20	17	18	18
62	18	20	20	17	18	18
63	18	20	20	17	18	18
64	17	20	20	17	18	18
65	17	20	20	17	18	18
66	17	19	19	17	18	18
67	17	19	19	17	18	18
68	17	19	19	17	17	17
69	17	19	19	17	16	16
70	17	19	19	17	16	16
71	17	19	19	17	15	15
72	16	19	19	17	15	15
73	16	18	18	17	15	15
74	16	18	18	17	15	15
75	16	18	18	17	15	15
76	16	17	17	17	15	15
77	16	17	17	17	15	15
78	16	17	17	17	15	15
79	16	17	17	17	15	15
80	16	17	17	17	15	15
81	16	17	17	17	15	15
82	16	17	17	17	15	15
83	16	17	17	17	15	15
84	16	17	17	17	15	15
85	16	17	17	17	15	15
86	16	17	17	17	15	15
87	16	17	17	17	14	14
88	16	16	16	17	14	14
89	16	15	15	17	14	14
90	16	15	15	17	14	14
91	16	14	14	17	14	14
92	16	14	14	17	14	14
93	16	14	14	17	14	14
94	16	14	14	17	14	14
95	16	14	14	16	14	14
96	16	14	14	16	14	14
97	16	14	14	15	14	14

98	16	14	14	15	14	14
99	16	14	14	15	14	14
100	16	14	14	15	14	14
101	16	14	14	15	14	14
102	16	14	14	15	14	14
103	16	14	14	15	14	14
104	16	14	14	14	14	14
105	16	14	14	14	14	14
106	16	14	14	14	14	14
107	16	14	14	14	14	14
108	16	14	14	14	14	13
109	16	14	14	14	14	13
110	16	12	12	14	14	13
111	14	12	12	14	14	12
112	13	12	12	14	14	12
113	11	12	12	14	14	12
114	11	12	12	14	11	11
115	11	11	11	14	11	11
116	11	11	11	14	11	11
117	10	11	11	14	11	11
118	10	9	9	14	11	11
119	10	8	8	14	11	11
120	9	8	8	14	11	11
121	9	8	8	14	11	11
122	8	8	8	14	11	11
123	8	8	8	14	11	11
124	8	8	8	14	11	11
125	8	8	8	14	11	11
126	8	8	8	14	11	11
127	8	8	8	12	10	10
128	7	8	8	12	10	10
129	7	8	8	11	10	10
130	6	8	8	11	9	9
131	6	7	7	8	9	9
132	6	7	7	7	9	9
133	6	7	7	7	9	9
134	5	7	7	7	9	9
135	5	7	7	7	9	9
136	5	6	6	6	9	7
137	5	6	6	5	6	6
138	5	6	6	5	6	6
139	5	6	6	5	6	6
140	5	6	6	5	6	6

141	5	6	6	5	6	6
142	5	5	5	5	6	6
143	5	5	5	5	6	6
144	5	4	4	5	5	5
145	5	4	4	4	5	5
146	5	4	4	4	5	5
147	5	4	4	4	4	4
148	4	4	4	4	4	4
149	4	4	4	4	4	4
150	4	4	4	4	4	4

Source: Field survey (2020)

**EXTRACTED EFFICIENCY PARAMETERS FOR HOST COMMUNITY.**

S/N	ORGANIZATIONAL PERFORMANCE	COLLABORATIVE CONFLICT MANAGEMENT STYLE (HOST COMMUNITY)	ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE (HOST COMMUNITY)	CORPORATE SOCIAL RESPONSIBILITY (HOST COMMUNITY)	ALTERNATIVE DISPUTE RESOLUTION (HOST COMMUNITY)	ARBITRAGE CONFLICT MANAGEMENT (HOST COMMUNITY)
1	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
2	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
3	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
4	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
5	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
6	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
7	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
8	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
9	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
10	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
11	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
12	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
13	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
14	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
15	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
16	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
17	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
18	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
19	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
21	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
22	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
23	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
24	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
25	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20
26	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20	5+5+5+5=20





113	2+4+3+2=11	4+4+3+2=13	2+3+4+2=11	4+4+4+2=14	2+3+4+4=13	2+3+4+4=13
114	2+4+3+2=11	4+4+3+2=13	2+3+4+2=11	4+4+4+2=14	2+3+4+4=13	2+3+4+4=13
115	2+4+3+2=11	4+4+3+2=13	2+3+4+2=11	4+4+4+2=14	2+3+4+4=13	2+3+4+4=13
116	2+4+3+2=11	4+3+3+2=12	2+3+4+2=11	4+4+4+2=14	2+2+4+4=12	2+2+4+4=12
117	2+4+2+2=10	3+3+3+2=11	2+3+4+2=11	4+4+4+2=14	2+2+4+4=12	2+2+4+4=12
118	2+4+2+2=10	3+3+3+2=11	2+2+4+2=10	4+4+4+2=14	2+2+4+4=12	2+2+4+4=12
119	2+4+2+2=10	3+3+3+2=11	2+2+3+2=9	4+4+4+2=14	2+2+4+4=12	2+2+4+4=12
120	2+3+2+2=9	3+3+3+2=11	2+2+3+2=9	4+4+4+2=14	2+2+4+4=12	2+2+4+4=12
121	2+3+2+2=9	2+3+3+2=10	2+2+2+2=8	4+4+4+2=14	2+2+4+4=12	2+2+4+4=12
122	2+2+2+2=8	2+3+3+2=10	2+2+2+2=8	4+4+4+2=14	2+2+4+4=12	2+2+4+4=12
123	2+2+2+2=8	2+3+2+1=8	2+2+2+2=8	4+4+4+2=14	2+2+4+4=12	2+2+4+4=12
124	2+2+2+2=8	2+3+2+1=8	2+2+2+2=8	4+4+4+2=14	2+2+3+3=10	2+2+3+3=10
125	2+2+2+2=8	2+3+2+1=8	2+2+2+2=8	4+4+4+2=14	2+2+3+3=10	2+2+3+3=10
126	2+2+2+2=8	2+3+2+1=8	2+2+2+2=8	4+4+4+2=14	2+2+3+3=10	2+2+3+3=10
127	2+2+2+2=8	2+3+2+1=8	2+2+2+2=8	4+4+4+2=14	2+2+3+3=10	2+2+3+3=10
128	2+2+2+1=7	2+3+2+1=8	2+2+2+2=8	4+4+4+2=14	2+2+3+3=10	2+2+3+3=10
129	2+2+2+1=7	2+2+2+1=7	2+2+2+1=7	4+2+4+2=12	1+2+3+2=8	1+2+3+2=8
130	1+2+2+1=6	2+2+2+1=7	1+2+2+1=6	4+2+4+2=12	1+2+3+2=8	1+2+3+2=8
131	1+2+2+1=6	2+2+2+1=7	1+2+2+1=6	4+2+3+2=11	1+2+3+2=8	1+2+3+2=8
132	1+2+2+1=6	2+2+2+1=7	1+2+2+1=6	4+2+3+2=11	1+2+3+2=8	1+2+3+2=8
133	1+2+2+1=6	2+2+2+1=7	1+2+2+1=6	4+2+3+2=11	1+2+3+2=8	1+2+3+2=8
134	1+1+2+1=5	2+2+1+1=6	1+2+1+1=5	4+2+2+2=10	1+2+3+2=8	1+2+3+2=8
135	1+1+2+1=5	2+2+1+1=6	1+2+1+1=5	4+2+2+1=9	1+1+3+2=7	1+1+3+2=7
136	1+1+2+1=5	2+2+1+1=6	1+2+1+1=5	4+2+2+1=9	1+1+3+2=7	1+1+3+2=7
137	1+1+2+1=5	1+2+1+1=5	1+2+1+1=5	4+2+2+1=9	1+1+2+2=6	1+1+2+2=6
138	1+1+2+1=5	1+2+1+1=5	1+2+1+1=5	4+1+2+1=8	1+1+2+2=6	1+1+2+2=6
139	1+1+2+1=5	1+1+1+1=4	1+2+1+1=5	4+1+2+1=8	1+1+2+2=6	1+1+2+2=6
140	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	2+1+2+1=6	1+1+2+2=6	1+1+2+2=6
141	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	2+1+2+1=6	1+1+1+2=5	1+1+1+2=5
142	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	2+1+2+1=6	1+1+1+2=5	1+1+1+2=5
143	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	2+1+2+1=6	1+1+1+2=5	1+1+1+2=5
144	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	2+1+1+1=5	1+1+1+2=5	1+1+1+2=5
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146	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	2+1+1+1=5	1+1+1+2=5	1+1+1+2=5
147	1+1+2+1=5	1+1+1+1=4	1+1+1+1=4	2+1+1+1=5	1+1+1+2=5	1+1+1+2=5
148	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4
149	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4
150	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4	1+1+1+1=4

Source: Field survey (2020)

**SUMMARY EXTRACTED EFFICIENCY PARAMETERS FOR HOST COMMUNITY.**

S/N	ORGANIZATIONAL PERFORMANCE	COLLABORATIVE CONFLICT MANAGEMENT STYLE (HOST COMMUNITY)	ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE (HOST COMMUNITY)	CORPORATE SOCIAL RESPONSIBILITY (HOST COMMUNITY)	ALTERNATIVE DISPUTE RESOLUTION (HOST COMMUNITY)	ARBITRAGE CONFLICT MANAGEMENT (HOST COMMUNITY)
-----	----------------------------	--	--	--	---	--

1	20	20	20	20	20	20
2	20	20	20	20	20	20
3	20	20	20	20	20	20
4	20	20	20	20	20	20
5	20	20	20	20	20	20
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146	5	4	4	5	5	5
147	5	4	4	5	5	5
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150	4	4	4	4	4	4

**Source:** Field survey (2020)

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CORRELATIONS
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  COLLABORATIVECONFLICTMANAGEMENTSTYLESPDC
  COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.

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## Correlations

[DataSet1] C:\Users\ANTHONY EDAFE\Desktop\LORDWIN PhD SPSS\LORDWIN SPSS.sav

**Correlations**

		ORGANIZATI ONALPERFO RMANCE	COLLABORA TIVECONFLIC TMANAGEME NTSTYLESPD C	COLLABORATI VECONFLICTM ANAGEMENTST YLEHOSTCOM MUNITY
ORGANIZATIONALPERFORM ANCE	Pearson Correlation  Sig. (2-tailed)  N	1   150	.987**  .000 150	.991**  .000 150
COLLABORATIVECONFLICTM ANAGEMENTSTYLESPDC	Pearson Correlation  Sig. (2-tailed)  N	.987**  .000 150	1   150	.988**  .000 150
COLLABORATIVECONFLICTM ANAGEMENTSTYLEHOSTCO MMUNITY	Pearson Correlation  Sig. (2-tailed)  N	.991**  .000 150	.988**  .000 150	1   150

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

```

CORRELATIONS
/VARIABLES=ORGANIZATIONALPERFORMANCE
ACCOMMODATINGASPECTOFCONFLICTMAMGEMENTSTYLES PDC
ACCOMMODATINGASPECTOFCONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

## Correlations

		Correlations		
		ORGANIZA TIONALPE RFORMAN CE	ACCOMMODATI NGASPECTOFC ONFLICTMAMG EMENTSTYLES PDC	ACCOMMOD ATINGASPEC TOFCONFLIC TMANAGEME NTSTYLEHO STCOMMUNI TY
ORGANIZATIONALPERFORM ANCE	Pearson Correlation Sig. (2-tailed) N	1  150	.972**  150	.991**  150
ACCOMMODATINGASPECTO FCONFLICTMAMGEMENTSTY LESPDC	Pearson Correlation Sig. (2-tailed) N	.972**  150	1  150	.977**  150
ACCOMMODATINGASPECTO FCONFLICTMANAGEMENTST YLEHOSTCOMMUNITY	Pearson Correlation Sig. (2-tailed) N	.991**  150	.977**  150	1  150

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

CORRELATIONS

/VARIABLES=ORGANIZATIONALPERFORMANCE CORPORATESOCIALRESPONSIBILITYSPDC  
 CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY  
 /PRINT=TWOTAIL NOSIG  
 /MISSING=PAIRWISE.

**Correlations**

**Correlations**

		ORGANIZATION ALPERFORMAN CE	CORPORATESO CIALRESPONSIB ILITYSPDC	CORPORATESO CIALRESPONSIB ILITYHOSTCOM MUNITY
ORGANIZATIONALPERFORM ANCE	Pearson Correlation Sig. (2-tailed) N	1  150	.938** .000 150	.929** .000 150
CORPORATESOCIALRESPON SIBILITYSPDC	Pearson Correlation Sig. (2-tailed) N	.938** .000 150	1 .000 150	.967** .000 150
CORPORATESOCIALRESPON SIBILITYHOSTCOMMUNITY	Pearson Correlation Sig. (2-tailed) N	.929** .000 150	.967** .000 150	1  150

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

CORRELATIONS

/VARIABLES=ORGANIZATIONALPERFORMANCE ALTERNATIVEDI SPUTERESOLUTIONSPDC  
 ALTERNATIVEDI SPUTERESOLUTIONHOSTCOMMUNITY  
 /PRINT=TWOTAIL NOSIG  
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**Correlations**

**Correlations**

		ORGANIZATION ALPERFORMAN CE	ALTERNATIVEDI SPUTERESOLUT IONSPDC	ALTERNATIVEDI SPUTERESOLUT IONHOSTCOMM UNITY
ORGANIZATIONALPERFORM ANCE	Pearson Correlation	1	.966**	.981**
	Sig. (2-tailed)		.000	.000
	N	150	150	150
ALTERNATIVEDI SPUTERESO LUTIONSPDC	Pearson Correlation	.966**	1	.976**
	Sig. (2-tailed)	.000		.000
	N	150	150	150
ALTERNATIVEDI SPUTERESO LUTIONHOSTCOMMUNITY	Pearson Correlation	.981**	.976**	1
	Sig. (2-tailed)	.000	.000	
	N	150	150	150

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

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CORRELATIONS
/VARIABLES=ORGANIZATIONALPERFORMANCE
ARBITRATIONCONFLICTMANAGEMENTSTRATEGYSPDC
ARBITRATIONCONFLICTMANAGEMENTSTRATEGYHOSTCOMMUNITY
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## Correlations

		Correlations		
		ORGANIZATION ALPERFORMAN CE	ARBITRATIONCO NFLICTMANAGE MENTSTRATEGY SPDC	ARBITRATIONCO NFLICTMANAGE MENTSTRATEGY HOSTCOMMUNI TY
ORGANIZATIONALPERFORM ANCE	Pearson Correlation Sig. (2-tailed) N	1  150	.956**  150	.971**  150
ARBITRATIONCONFLICTMAN AGEMENTSTRATEGYSPDC	Pearson Correlation Sig. (2-tailed) N	.956**  150	1  150	.950**  150
ARBITRATIONCONFLICTMAN AGEMENTSTRATEGYHOSTC COMMUNITY	Pearson Correlation Sig. (2-tailed) N	.971**  150	.950**  150	1  150

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

CORRELATIONS

/VARIABLES=ORGANIZATIONALPERFORMANCE COLLABORATIVECONFLICTMANAGEMENTSTYLESPDC  
 ACCOMMODATINGASPECTOFCONFLICTMAMGEMENTSTYLESPDC CORPORATESOCIALRESPONSIBILITYSPDC  
 ALTERNATIVEDISPUTERESOLUTIONSPDC ARBITRATIONCONFLICTMANAGEMENTSTRATEGYSPDC  
 /PRINT=TWOTAIL NOSIG  
 /MISSING=PAIRWISE.

Correlations

[DataSet1] C:\Users\ANTHONY EDAFE\Desktop\LORDWIN SPSS.sav

Correlations

		ORGANIZA TIONALPE RFORMAN CE	COLLABO RATIVEC ONFLICT MANAGE MENTSTY LESPDC	ACCOMMO DATINGAS PECTOF CONFLICT MAMGEMENT STYLE SPDC	CORPORA TESOCIA LRESPON SIBILITY SPDC	ALTERNA TIVEDISP UTERESO LUTION SPDC	ARBITRAT IONCONFL ICTMANA GEMENTS TRATEGY SPDC
ORGANIZATIONALPERFORMANC E	Pearson Correlation Sig. (2- tailed) N	1  150	.987**  150	.972**  150	.938**  150	.966**  150	.956**  150
COLLABORATIVECONFLICTMAN AGEMENTSTYLESPDC	Pearson Correlation Sig. (2- tailed) N	.987**  150	1  150	.985**  150	.943**  150	.977**  150	.978**  150
ACCOMMODATINGASPECTOF CONFLICTMAMGEMENTSTYLESPDC	Pearson Correlation Sig. (2- tailed) N	.972**  150	.985**  150	1  150	.924**  150	.968**  150	.954**  150
CORPORATESOCIALRESPONSIBI LITYSPDC	Pearson Correlation Sig. (2- tailed) N	.938**  150	.943**  150	.924**  150	1  150	.953**  150	.941**  150
ALTERNATIVEDISPUTERESOLUTI ONSPDC	Pearson Correlation Sig. (2- tailed) N	.966**  150	.977**  150	.968**  150	.953**  150	1  150	.978**  150
ARBITRATIONCONFLICTMANAGE MENTSTRATEGYSPDC	Pearson Correlation Sig. (2- tailed) N	.956**  150	.978**  150	.954**  150	.941**  150	.978**  150	1  150

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



**CORRELATIONS**

/VARIABLES=ORGANIZATIONALPERFORMANCE COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY  
 ACCOMMODATINGASPECTOFCONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY  
 CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY ALTERNATIVEDISPUTERESOLUTIONHOSTCOMMUNITY  
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**Correlations**

**Correlations**

		ORGANIZATIONAL PERFORM ANCE	COLLABO RATIVEC ONFLIC TMANE GEMENTS LEHOSTC OMMUNI TY	ACCOMM ODATING ASPECTO FCONFLI CTMANA GEMENTS TYLEHOS TCOMMU NITY	CORPOR ATESOC IALRESP ONSIBIL ITYHOS TCOMM UNITY	ALTERNAT IVEDISPUT ERESOLUT IONHOSTC OMMUNIT Y	ARBITRATI ONCONFLIC TMANE GEMENTS STRATE GYHOST COMMUNIT Y
ORGANIZATIONALPERFORMANC E	Pearson Correlation Sig. (2- tailed) N	1 .000 150	.991** .000 150	.991** .000 150	.929** .000 150	.981** .000 150	.971** .000 150
COLLABORATIVECONFLICTMAN AGEMENTSTYLEHOSTCOMMUNI TY	Pearson Correlation Sig. (2- tailed) N	.991** .000 150	1 .000 150	.992** .000 150	.950** .000 150	.989** .000 150	.987** .000 150
ACCOMMODATINGASPECTOFCON FLICTMANAGEMENTSTYLEHOS TCOMMUNITY	Pearson Correlation Sig. (2- tailed) N	.991** .000 150	.992** .000 150	1 .000 150	.943** .000 150	.984** .000 150	.980** .000 150
CORPORATESOCIALRESPONSIBIL ITYHOSTCOMMUNITY	Pearson Correlation Sig. (2- tailed) N	.929** .000 150	.950** .000 150	.943** .000 150	1 .000 150	.966** .000 150	.957** .000 150
ALTERNATIVEDISPUTERESOLUTI ONHOSTCOMMUNITY	Pearson Correlation Sig. (2- tailed) N	.981** .000 150	.989** .000 150	.984** .000 150	.966** .000 150	1 150	.986** .000 150
ARBITRATIONCONFLICTMANE GEMENTSTRATEGYHOSTCOMMUNI TY	Pearson Correlation Sig. (2- tailed) N	.971** .000 150	.987** .000 150	.980** .000 150	.957** .000 150	.986** .000 150	1 150

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

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  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT ORGANIZATIONALPERFORMANCE
  /METHOD=ENTER COLLABORATIVECONFLICTMANAGEMENTSTYLESPDC
    ACCOMMODATINGASPECTOFCONFLICTMAMGEMENTSTYLESPDC
CORPORATESOCIALRESPONSIBILITYSPDC
  ALTERNATIVEDISPUTERESOLUTIONSPDC
ARBITRATIONCONFLICTMANAGEMENTSTRATEGYSPDC
  /RESIDUALS DURBIN.

```

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORM ANCE	15.1933	5.25804	150
COLLABORATIVECONFLICTM ANAGEMENTSTYLESPDC	15.0200	5.22060	150
ACCOMMODATINGASPECTO FCONFLICTMAMGEMENTSTY LESPDC	15.4000	5.42057	150
CORPORATESOCIALRESPON SIBILITYSPDC	15.4667	4.50751	150
ALTERNATIVEDISPUTERESO LUTIONSPDC	14.8133	4.35102	150
ARBITRATIONCONFLICTMAN AGEMENTSTRATEGYSPDC	15.1467	4.71523	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	ARBITRATIONCONFLICTMANAGEMENTSTRATEGYSPDC, CORPORATESOCIALRESPONSIBILITYSPDC, ACCOMMODATINGASPECTOFCONFLICTMAMGEMENTSTYLESPDC, ALTERNATIVEDISPUTERESOLUTIONSPDC, COLLABORATIVECONFLICTMANAGEMENTSTYLESPDC <sup>b</sup>		Enter

a. Dependent Variable: ORGANIZATIONALPERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.989 <sup>a</sup>	.978	.977	.79275	.473

a. Predictors: (Constant), ARBITRATIONCONFLICTMANAGEMENTSTRATEGYSPDC,

b. CORPORATE SOCIAL RESPONSIBILITY SPDC,

c. ACCOMMODATING ASPECT OF CONFLICT MAMGEMENT STYLE SPDC,

d. ALTERNATIVE DISPUTE RESOLUTIONS PDC,

e. COLLABORATIVE CONFLICT MANAGEMENT STYLE SPDC

b. Dependent Variable: ORGANIZATIONALPERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4028.897	5	805.779	1282.169	.000 <sup>b</sup>
	Residual	90.497	144	.628		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), ARBITRATION CONFLICT MANAGEMENT STRATEGY SPDC, CORPORATE SOCIAL RESPONSIBILITY SPDC, ACCOMMODATING ASPECT OF CONFLICT MAMGEMENT STYLE SPDC, ALTERNATIVE DISPUTE RESOLUTION SPDC, COLLABORATIVE CONFLICT MANAGEMENT STYLE SPDC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.209	.279		.749	.455
	COLLABORATIVECONFLIC TMANAGEMENTSTYLESPD C	1.211	.108	1.203	11.236	.000
	ACCOMMODATINGASPECT OFCONFLICTMAMGEMENT STYLESPDC	-.100	.076	-.103	-1.311	.192
	CORPORATESOCIALRESP ONSIBILITYSPDC	.088	.049	.076	1.795	.075
	ALTERNATIVEDISPUTERE SOLUTIONSPDC	.204	.095	.169	2.149	.033
	ARBITRATIONCONFLICTM ANAGEMENTSTRATEGYSP DC	-.400	.083	-.359	-4.813	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.0281	20.2835	15.1933	5.19996	150
Residual	-2.30740	3.56144	.00000	.77933	150
Std. Predicted Value	-2.147	.979	.000	1.000	150
Std. Residual	-2.911	4.493	.000	.983	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

```

REGRESSION
  /DESCRIPTIVES MEAN STDDEV CORR SIG N
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT ORGANIZATIONALPERFORMANCE
  /METHOD=ENTER COLLABORATIVECONFLICTMANAGEMENTSTYLESPDC
  /RESIDUALS DURBIN.

```

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORMANCE	15.1933	5.25804	150
COLLABORATIVECONFLICTMANAGEMENTSTYLESPDC	15.0200	5.22060	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	COLLABORATIVECONFLICTMANAGEMENTSTYLESPDC <sup>b</sup>		Enter

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.987 <sup>a</sup>	.974	.974	.85165	.315

a. Predictors: (Constant), COLLABORATIVE CONFLICT MANAGEMENT STYLE SPDC

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4012.048	1	4012.048	5531.525	.000 <sup>b</sup>
	Residual	107.345	148	.725		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), COLLABORATIVE CONFLICT MANAGEMENT STYLE SPDC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.264	.212		1.243	.216
	COLLABORATIVECONF					
	LICTMANAGEMENTSTY	.994	.013	.987	74.374	.000
	LESPDC					

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.2399	20.1433	15.1933	5.18907	150
Residual	-2.22176	3.80843	.00000	.84879	150
Std. Predicted Value	-2.111	.954	.000	1.000	150
Std. Residual	-2.609	4.472	.000	.997	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

REGRESSION

```

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT ORGANIZATIONALPERFORMANCE
/METHOD=ENTER ACCOMMODATINGASPECTOFCONFLICTMAMGEMENTSTYLES
PCD
/RESIDUALS DURBIN.
    
```

**Regression**

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORM ANCE	15.1933	5.25804	150
ACCOMMODATINGASPECTO FCONFLICTMAMGEMENTSTY LESPDC	15.4000	5.42057	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	ACCOMMODATI NGASPECTOFC ONFLICTMAMGE MENTSTYLESPD C <sup>b</sup>		Enter

- a. Dependent Variable: ORGANIZATIONAL PERFORMANCE
- b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.972 <sup>a</sup>	.946	.945	1.23156	.168

- a. Predictors: (Constant), ACCOMMODATING ASPECT OF CONFLICT MAMGEMENT STYLE SPDC
- b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3894.916	1	3894.916	2567.960	.000 <sup>b</sup>
	Residual	224.477	148	1.517		
	Total	4119.393	149			

- a. Dependent Variable: ORGANIZATIONAL PERFORMANCE
- b. Predictors: (Constant), ACCOMMODATING ASPECT OF CONFLICT MAMGEMENT STYLE SPDC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.668	.304		2.198	.029
	ACCOMMODATINGA SPECTOFCONFLICT MAMGEMENTSTYLE SPDC	.943	.019	.972	50.675	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.4407	19.5321	15.1933	5.11277	150
Residual	-2.58891	4.01360	.00000	1.22742	150
Std. Predicted Value	-2.103	.849	.000	1.000	150
Std. Residual	-2.102	3.259	.000	.997	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE



```

REGRESSION
  /DESCRIPTIVES MEAN STDDEV CORR SIG N
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT ORGANIZATIONALPERFORMANCE
  /METHOD=ENTER CORPORATESOCIALRESPONSIBILITYSPDC
  /RESIDUALS DURBIN.

```

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORMANCE	15.1933	5.25804	150
CORPORATESOCIALRESPONSIBILITYSPDC	15.4667	4.50751	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	CORPORATESOCIALRESPONSIBILITYSPDC <sup>b</sup>		Enter

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.938 <sup>a</sup>	.880	.880	1.82466	.099

a. Predictors: (Constant), CORPORATE SOCIAL RESPONSIBILITY SPDC

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3626.644	1	3626.644	1089.284	.000 <sup>b</sup>
	Residual	492.749	148	3.329		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), CORPORATE SOCIAL RESPONSIBILITY SPDC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.735	.534		-3.249	.001
	CORPORATESOCIAL RESPONSIBILITYSP DC	1.095	.033	.938	33.004	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.6429	20.1551	15.1933	4.93355	150
Residual	-5.58804	2.41196	.00000	1.81853	150
Std. Predicted Value	-2.544	1.006	.000	1.000	150
Std. Residual	-3.063	1.322	.000	.997	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

```

REGRESSION
  /DESCRIPTIVES MEAN STDDEV CORR SIG N
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT ORGANIZATIONALPERFORMANCE
  /METHOD=ENTER ALTERNATIVEDISPUTERESOLUTIONSPDC
  /RESIDUALS DURBIN.

```

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORMANCE	15.1933	5.25804	150
ALTERNATIVEDISPUTERESOLUTIONSPDC	14.8133	4.35102	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	ALTERNATIVEDISPUTERESOLUTIONSPDC <sup>b</sup>		Enter

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.966 <sup>a</sup>	.932	.932	1.37255	.200

a. Predictors: (Constant), ALTERNATIVE DISPUTE RESOLUTION SPDC

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3840.579	1	3840.579	2038.650	.000 <sup>b</sup>
	Residual	278.815	148	1.884		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), ALTERNATIVE DISPUTE RESOLUTION SPDC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.092	.399		-5.244	.000
	ALTERNATIVEDISPUTE RESOLUTIONSPDC	1.167	.026	.966	45.151	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5758	21.2454	15.1933	5.07698	150
Residual	-3.41006	2.42418	.00000	1.36793	150
Std. Predicted Value	-2.485	1.192	.000	1.000	150
Std. Residual	-2.484	1.766	.000	.997	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

REGRESSION

```

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT ORGANIZATIONALPERFORMANCE
/METHOD=ENTER ARBITRATIONCONFLICTMANAGEMENTSTRATEGYSPDC
/RESIDUALS DURBIN.
    
```

**Regression**

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORMANCE	15.1933	5.25804	150
ARBITRATIONCONFLICTMANAGEMENTSTRATEGYSPDC	15.1467	4.71523	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	ARBITRATIONCONFLICTMANAGEMENTSTRATEGYSPDC <sup>b</sup>		Enter

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.956 <sup>a</sup>	.913	.912	1.55629	.101

a. Predictors: (Constant), ARBITRATION CONFLICT MANAGEMENT STRATEGY SPDC

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3760.931	1	3760.931	1552.792	.000 <sup>b</sup>
	Residual	358.462	148	2.422		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), ARBITRATION CONFLICT MANAGEMENT STRATEGY SPDC

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.945	.429		-2.205	.029
	ARBITRATIONCONFLIC TMANAGEMENTSTRAT EGYSPDC	1.065	.027	.956	39.405	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.3166	20.3645	15.1933	5.02406	150
Residual	-3.64408	3.09393	.00000	1.55106	150
Std. Predicted Value	-2.364	1.029	.000	1.000	150
Std. Residual	-2.342	1.988	.000	.997	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

```

REGRESSION
  /DESCRIPTIVES MEAN STDDEV CORR SIG N
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT ORGANIZATIONALPERFORMANCE
  /METHOD=ENTER COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY
    ACCOMMODATINGASPECTOFCONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY
    CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY
  ALTERNATIVEDISPUTERESOLUTIONHOSTCOMMUNITY
    ARBITRATIONCONFLICTMANAGEMENTSTRATEGYHOSTCOMMUNITY
  /RESIDUALS DURBIN.

```

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORMANCE	15.1933	5.25804	150
COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY	15.2200	5.18370	150
ACCOMMODATINGASPECTOFCONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY	14.8067	5.27842	150
CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY	15.8467	4.17042	150
ALTERNATIVEDISPUTERESOLUTIONHOSTCOMMUNITY	15.3067	4.60951	150
ARBITRATIONCONFLICTMANAGEMENTSTRATEGYHOSTCOMMUNITY	15.8267	4.64114	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	ARBITRATIONCONFLICTMANAGEMENTSTRATEGY HOSTCOMMUNITY, CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY, ACCOMMODATINGASPECTOFCONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY, ALTERNATIVEDISPUTERESOLUTIONHOSTCOMMUNITY, COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY <sup>b</sup>		Enter

a. Dependent Variable: ORGANIZATIONALPERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.995 <sup>a</sup>	.989	.989	.55997	.541

a. Predictors: (Constant), ARBITRATIONCONFLICTMANAGEMENTSTRATEGY HOSTCOMMUNITY,

b. CORPORATESOCIALRESPONSIBILITY HOSTCOMMUNITY,

c. ACCOMMODATINGASPECTOFCONFLICTMANAGEMENTSTYLE HOSTCOMMUNITY,

d. ALTERNATIVEDISPUTERESOLUTION HOSTCOMMUNITY,

e. COLLABORATIVECONFLICTMANAGEMENTSTYLE HOSTCOMMUNITY

b. Dependent Variable: ORGANIZATIONALPERFORMANCE



**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4074.240	5	814.848	2598.674	.000 <sup>b</sup>
	Residual	45.153	144	.314		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), ARBITRATION CONFLICT MANAGEMENT STRATEGY HOST COMMUNITY, CORPORATE SOCIAL RESPONSIBILITY HOST COMMUNITY, ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE HOST COMMUNITY, ALTERNATIVE DISPUTE RESOLUTION HOST COMMUNITY, COLLABORATIVE CONFLICT MANAGEMENT STYLE HOST COMMUNITY

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.008	.234		4.304	.000
	COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY	.623	.091	.614	6.835	.000
	ACCOMMODATINGASPECTOFCONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY	.459	.071	.460	6.505	.000
	CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY	-.211	.044	-.168	-4.790	.000
	ALTERNATIVEDISPUTERESOLUTIONHOSTCOMMUNITY	.381	.087	.334	4.396	.000
	ARBITRATIONCONFLICTMANAGEMENTSTRATEGYHOSTCOMMUNITY	-.289	.068	-.255	-4.218	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.5276	20.2583	15.1933	5.22914	150
Residual	-1.39203	1.71861	.00000	.55049	150
Std. Predicted Value	-2.040	.969	.000	1.000	150
Std. Residual	-2.486	3.069	.000	.983	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

REGRESSION

```

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT ORGANIZATIONALPERFORMANCE
/METHOD=ENTER COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY
/RESIDUALS DURBIN.
    
```

**Regression**

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORMANCE	15.1933	5.25804	150
COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY	15.2200	5.18370	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY <sup>b</sup>		Enter

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.991 <sup>a</sup>	.981	.981	.72505	.310

a. Predictors: (Constant), COLLABORATIVE CONFLICT MANAGEMENT STYLE HOST COMMUNITY

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4041.589	1	4041.589	7687.945	.000 <sup>b</sup>
	Residual	77.804	148	.526		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), COLLABORATIVECONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.098	.184		-.534	.594
	COLLABORATIVE CONFLICTMANAG EMENTSTYLEHO STCOMMUNITY	1.005	.011	.991	87.681	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3.9204	19.9959	15.1933	5.20814	150
Residual	-1.96286	1.07958	.00000	.72262	150
Std. Predicted Value	-2.164	.922	.000	1.000	150
Std. Residual	-2.707	1.489	.000	.997	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

```

REGRESSION
  /DESCRIPTIVES MEAN STDDEV CORR SIG N
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT ORGANIZATIONALPERFORMANCE
  /METHOD=ENTER ACCOMMODATINGASPECTOFCONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY
  /RESIDUALS DURBIN.

```

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORMANCE	15.1933	5.25804	150
ACCOMMODATINGASPECTOFCONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY	14.8067	5.27842	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	ACCOMMODATINGASPECTOFCONFLICTMANAGEMENTSTYLEHOSTCOMMUNITY <sup>b</sup>	.	Enter

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.991 <sup>a</sup>	.981	.981	.72060	.360

a. Predictors: (Constant), ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE HOST COMMUNITY

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	4042.543	1	4042.543	7785.218	.000 <sup>b</sup>
	Residual	76.850	148	.519		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONALPERFORMANCE

b. Predictors: (Constant), ACCOMMODATING ASPECT OF CONFLICT MANAGEMENT STYLE HOST COMMUNITY

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.582	.176		3.312	.001
	ACCOMMODATINGASPECTO FCONFLICTMANAGEMENTST YLEHOSTCOMMUNITY	.987	.011	.991	88.234	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4.5293	20.3181	15.1933	5.20876	150
Residual	-1.47650	3.57629	.00000	.71817	150
Std. Predicted Value	-2.047	.984	.000	1.000	150
Std. Residual	-2.049	4.963	.000	.997	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

REGRESSION

```

/DESCRIPTIVES MEAN STDDEV CORR SIG N
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT ORGANIZATIONALPERFORMANCE
/METHOD=ENTER CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY
/RESIDUALS DURBIN.
    
```

**Regression**

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORMANCE	15.1933	5.25804	150
CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY	15.8467	4.17042	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY <sup>b</sup>		Enter

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.929 <sup>a</sup>	.863	.862	1.95603	.071

a. Predictors: (Constant), CORPORATE SOCIAL RESPONSIBILITY HOST COMMUNITY

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3553.140	1	3553.140	928.673	.000 <sup>b</sup>
	Residual	566.254	148	3.826		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), CORPORATE SOCIAL RESPONSIBILITY HOST COMMUNITY

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.362	.629		-5.341	.000
	CORPORATESOCIALRESPONSIBILITYHOSTCOMMUNITY	1.171	.038	.929	30.474	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	1.3217	20.0566	15.1933	4.88330	150
Residual	-6.03101	2.96899	.00000	1.94945	150
Std. Predicted Value	-2.841	.996	.000	1.000	150
Std. Residual	-3.083	1.518	.000	.997	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

REGRESSION

/DESCRIPTIVES MEAN STDDEV CORR SIG N  
 /MISSING LISTWISE  
 /STATISTICS COEFF OUTS R ANOVA  
 /CRITERIA=PIN(.05) POUT(.10)  
 /NOORIGIN  
 /DEPENDENT ORGANIZATIONALPERFORMANCE  
 /METHOD=ENTER ALTERNATIVEDISPUTERESOLUTIONHOSTCOMMUNITY  
 /RESIDUALS DURBIN.

**Regression**

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORMANCE	15.1933	5.25804	150
ALTERNATIVEDISPUTERESOLUTIONHOSTCOMMUNITY	15.3067	4.60951	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	ALTERNATIVEDISPUTERESOLUTIONHOSTCOMMUNITY <sup>b</sup>		Enter

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.981 <sup>a</sup>	.963	.963	1.01306	.256

a. Predictors: (Constant), ALTERNATIVE DISPUTE RESOLUTION HOST COMMUNITY

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3967.503	1	3967.503	3865.891	.000 <sup>b</sup>
	Residual	151.890	148	1.026		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), ALTERNATIVE DISPUTE RESOLUTION HOST COMMUNITY



**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.942	.288		-6.749	.000
	ALTERNATIVEDIS PUTERESOLUTIO NHOSTCOMMUNI TY	1.119	.018	.981	62.176	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.5359	20.4474	15.1933	5.16019	150
Residual	-3.49164	1.91104	.00000	1.00965	150
Std. Predicted Value	-2.453	1.018	.000	1.000	150
Std. Residual	-3.447	1.886	.000	.997	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

```

REGRESSION
  /DESCRIPTIVES MEAN STDDEV CORR SIG N
  /MISSING LISTWISE
  /STATISTICS COEFF OUTS R ANOVA
  /CRITERIA=PIN(.05) POUT(.10)
  /NOORIGIN
  /DEPENDENT ORGANIZATIONALPERFORMANCE
  /METHOD=ENTER ARBITRATIONCONFLICTMANAGEMENTSTRATEGYHOSTCOMMUNITY
  /RESIDUALS DURBIN.

```

## Regression

**Descriptive Statistics**

	Mean	Std. Deviation	N
ORGANIZATIONALPERFORMANCE	15.1933	5.25804	150
ARBITRATIONCONFLICTMANAGEMENTSTRATEGYHOSTCOMMUNITY	15.8267	4.64114	150

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	ARBITRATIONCONFLICTMANAGEMENTSTRATEGYHOSTCOMMUNITY <sup>b</sup>		Enter

a. Dependent Variable: ORGANIZATIONALPERFORMANCE

b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.971 <sup>a</sup>	.943	.943	1.25908	.163

a. Predictors: (Constant), ARBITRATION CONFLICT MANAGEMENT STRATEGY HOST COMMUNITY

b. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3884.772	1	3884.772	2450.527	.000 <sup>b</sup>
	Residual	234.621	148	1.585		
	Total	4119.393	149			

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

b. Predictors: (Constant), ARBITRATION CONFLICT MANAGEMENT STRATEGY HOST COMMUNITY

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-2.219	.366		-6.055	.000
	ARBITRATIONCONFLIC TMANAGEMENTSTRAT EGYHOSTCOMMUNITY	1.100	.022	.971	49.503	.000

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.1818	19.7848	15.1933	5.10610	150
Residual	-2.98330	1.81815	.00000	1.25485	150
Std. Predicted Value	-2.548	.899	.000	1.000	150
Std. Residual	-2.369	1.444	.000	.997	150

a. Dependent Variable: ORGANIZATIONAL PERFORMANCE

### APPENDIX 3

#### **INDEPTH INTERVIEW GUIDES WITH THE HOST COMMUNITY PROMINENT MEMBERS**

Department of Business  
Administration and Marketing  
Faculty of Management Sciences,  
Delta State University,  
Asaba campus.

Dear Respondent,

#### **REQUEST FOR THE COMPLETION OF AN INDEPTH INTERVIEW WITH THE HOST COMMUNITY PROMINENT MEMBERS**

I am a post graduate student of the above name institution. I am conducting a research on conflict management strategy and organizational performance in Nigeria with special reference to oil producing companies using SPDC as a case study in the Niger Delta region. The interview is designed to elicit your opinion on how conflict management will enhance organizational performance. It shall be appreciated if you will kindly respond objectively to the sets of questions. This exercise is strictly academic and your views will be treated with confidence.

Thanks for your time and assistance on this research.

---

**Iyamabhor Martins**  
(Researcher)

- 1) What conflict management strategy would host communities prefer in their relationship with oil company?
- 2) How often have conflicts occurred in the Niger Delta involving SPDC and its host communities and what are the causes?
- 3) What are the consequences of the conflicts on host communities and SPDC?
- 4) What are the conflict management strategies employed by SPDC to avoid/resolve conflicts with host communities?
- 5) What structural differences are inherent in the conflict management strategies adopted by the selected oil company in the Niger Delta?
- 6) What are the actual conflict management strategies preferred by the communities