

**CONFLICT MANAGEMENT STRATEGIES AND ORGANIZATIONAL PERFORMANCE:
AN EVIDENCE FROM SPDC IN THE NIGER DELTA**

BY

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**DELTA STATE UNIVERSITY,
ABRAKA**

APRIL, 2016

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SUPERVISOR: DR J.O. OGBOR

APRIL, 2016

DECLARATION

I hereby declare that this dissertation is a product of my original ideas and has not been previously submitted either in part or in full to any institution for the award of any certificate or degree whatsoever.

Oruboke Church-ere Theresa

Signature / Date

CERTIFICATION

It is hereby certified that the dissertation which was written and submitted by ORUBOKE CHURCH – ERE THERESA (PG/M.Sc./12/13/213825) of the Department of Management, Faculty of Management Sciences, Delta State University, Abraka (Asaba Campus) accepted in partial fulfilment of the requirements for the award of Master of Science (M.Sc.) Degree in Management.

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DEDICATION

This research work is dedicated to God Almighty for His Grace and Mercy. And also to the memory of my beloved father, Late Mr. Michael Tuluku Febebebo who sacrificed all earthly pleasure for the well being of his children.

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ABSTRACT

In a society where people with a diverse interests, views and values co-exist, differences between such individuals and group are to be expected. This study is focused on “Conflict Management Strategies and Organizational Performance” Using SPDC in the Niger Delta as a focal point. The study examined the problems, causes and the various factors that precipitate conflicts as well as possible ways on how these conflicting situations will be minimized. A stratified sampling techniques was used. The instruments of data collection was the questionnaire which was administered to 200 respondents. The correlation co-efficient, regression analysis, 5 point likert scale and descriptive statistics such as the frequency distribution tables and percentages were the tools used for the analysis of data which was performed with the aid of version – 21 of the Statistical Package for Social Sciences (SPSS) software. The result showed that majority of the respondents are male (60%), majority (60%) are married, 95% of the people are literates and about 71% of them fall between the age bracket of 35 – 54 years. This revealed that the respondents are competent enough to give a rightful answer. The result of the correlation analysis showed that environmental degradation, lack of social amenities, weak communication, poor organizational structure and poor attitude towards the stakeholders of the host community positively correlate with conflict. The result further showed that oil spillage, environmental degradation, abject poverty, lack of social amenities, unemployment, marginalization, corruption, etc. had a positive effect on organizational performance. It equally revealed that dominating, integrating, compromising, avoiding and accommodating are the most effective conflict management strategies in the study area. The result also showed that among conflict types intra-personal, inter-group and organizational conflict, inter-group and organizational conflict had negative relationship among the variables while intra-personal and inter-personal had positive relationship among the variables. Thus, it is pertinent on the organization’s management to ensure that efficient management strategies must be employed in order to combat conflicting situations as well as bringing and maintaining peace and harmony in the organization by strengthening the relationships among all the stakeholders. The study recommends that the government and SPDC should adopt the conflict management strategies identified in the study area to enhance organizational performance.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Today, nearly all successful organizations, in local and national level spend most of their time in resolving conflicts among its employees and other stakeholder such as customers, suppliers, legislative bodies, the government and its regulatory agencies, the community in which it does business, opinion leaders and other interest – based organizations and parties in negotiation on how to improve organizational performance and efficiency socially, ethically, economically and ecologically (Ogbor and Orishede, 2013). In order for us to understand the role of organizations in society, it is imperative that we know how organizations manage conflicts which arise from disparate and conflicting interest and demands from its various employees (Scott, 2013). To understand the relationship between conflicts and the relevance of a stakeholder perspective in managing conflict, it is also necessary that we see organizations not only as rational entities consciously designed to produce goods and services by passive on looking employees and society, but more importantly as an arena where conflicts and competing interests are managed. According to Anthony and Bhattachryya (2010), organizational performance could be defined as a measure of organizational success with regards to the value it creates and deliver to internal as well as external customers. It is described as an action or achievement considered in relation to how successful it is. Within any organization there are usually different positions and jobs. People occupying these positions have different perceptions, goals, thought and concerns. It is difficult to conceptualize a society or an organization without inherent differences and contradictions and these leads to conflict. Conflict can be a serious

problem in an organization. It can create organizational climate that makes it nearly impossible for employees to work together.

Kalins (2013) stated that although Organizations are set up with some pre-defined goals and objectives, these can only be achieved when the diverse interests of the organization's employees are effectively managed. However, organizations can successfully produce their products or services over time while managed the different workers and their interests upon which they are founded.

Because conflicts is an inevitable and unavoidable aspect of everyday life, power differences exists in organizations and that the effective use of power is necessary to established objectives and to secure contribution of them. The pluralists see organization as a fragmented terrain on arena where each member has his or her own interests to pursue, using the organization as an instrument for the pursuance of individual interests. Conflicts theorists such as Alpher, Tjosvoid and Law (2000), Baron and Kozan (1997), Kuhn and Rahim (2008) and Wall and Callister (1995) have argued that much of the power generated by organizations is not placed in the service of achieving organizational performance but is used to perpetuate an exploitative system, to preserve class privilege and to secure narrow private gain. This line of argumentation resonates well among those who have observed the increasing disparity between the compensation of execute and pay level of rank and file employees and between expatriates and local employees and the extent to which certain ethnic groups remain in segregated jobs and lower-paying less secured jobs while more relevant strategic positions in both public and private enterprises are exclusively reserved for a particular ethnic group. It is on this basis that Perrow (1986) suggested that "organizations generate power, it is the inescapable accompaniment of the

production of goods and services which comes in many forms from many sources, it is contested and it is certainly used”.

Conflict is ever present in an organization as a result of conflicting goals and interests (Amason 1968), Long 2009, Rahim 2000). Conflict is a disagreement between employees and management or owners and workers in an organization (Ogbor, 2013). It is struggle or contest between people with opposing needs, ideas, beliefs, values or goals (Ribinson, 1998).

Conflict can be seen as a disagreement between employees and management or owners and workers in an organization (Ogbor, 2013). The usefulness of the concept of stakeholder in an attempt to understand how conflict is manifested and managed in an organization can thus be seen against the background of actors within and outside the organization having multiple and conflicting interest. For example, the village fisherman in the Niger Delta of Southern Nigeria has an interest in how Shell Petroleum Development Corporation (SPDC) is managed. Similarly, labour union has a stake in how shells operation does not negatively affect the ecosystem. Thus, a stake is a claim, which is an assertion to a title or a right to something. According to Carroll and Buchholtz (2006), a claim is also a demand for something 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. For example, a competitor will fight against unethical advertisement that unduly places it at a disadvantageous strategic position vis-a-vis that of the competitor. The idea of a stake, therefore, can range from simply an interest in an undertaking at one extreme to a legal claim at ownership at the other extreme. In between these two extreme is having a “right” to something.

According to Carroll and Buchholtz (2006) a stakeholder may be described as any individual or group who can affect or is affected by the actions, decisions, policies, practices or goals of the organization". Just as conflict refers to the outcome of organizational intricacies, values, actions, views, directions and disagreements which can be settled by identifying and neutralizing etological factors, the stakeholders, may also be affected by the actions, decisions, policies or practices of the business organizations. With stakeholders, therefore, there is a potential two way interaction or exchange of influence.

In today's competitive global business environment, 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 operation of the organization. The most obvious of these groups are stakeholders, employees, and customers, from a highly pluralistic society point of view, stakeholders include not only these groups but also other groups like competitors, suppliers, the community, special interest groups, the media, government and its agencies, and the society or the public at large. Many observes such as Starik (1993), Hemmati et al (2002) and Buyese and Verbeke (2003) have argued that the natural environment and future generations should also be considered among company's important stakeholders. As pointed out by Ogbor and Orishede (2013) that Nigeria has had to battle with the containment of conflict at all levels. Ethnic conflicts, social conflicts, organizational conflicts all have taken their toll on the Nigerian project. There has been an increase in such conflicts since the onset of the present democratic dispensation in the country. The mushrooming conflicts include, the labour unions versus government, Muslims versus Christians, especially in Northern Nigeria, husband versus wife, mother – in-law versus daughter –in-law, one ethnic group against another and owners versus employee's/ management in most oil companies.

Conflict can also be said to be beneficial where it brings about radical change in the organization existing power structure, current interaction pattern and entrenched attitude and also can lead to increase in productivity. While some conflict are functional others are not. It can also affect the organization negatively when it is associated with decreased employee satisfaction, decreased productivity, leads to economic loss, fragmentation to mention but a few. It is the management major responsibility to device strategies in bringing down conflict as low as possible, which will enable the organization to still function to succeed (Robbins and Sanghi, 2005).

Considering the vital position which SPDC occupies in the Nation as one of the major oil producing business organization that supports the economy, it therefore become pertinent to conduct a research on the impact of conflict management strategies on organizational performance, using SPDC as a focal point since the production capability of the company will directly have a great impact on the Nation economy.

It is against this background the study was undertaken so as to enable the organization to understand and appreciate the inherent of conflict and how to resolving it will result to an improvement of organizational efficiency.

1.2 STATEMENT OF THE PROBLEM

Every successful organization considers distinctive opposing views and arguments in order to take different organizational decisions. The decisions are conscientious on the side of the leaders and on the side of the employees as well. The conflict in organization is considered healthy if there is a diametrically opposed of ideas pertaining to the nature of the business and the advantage is far the improvement, but in the context of personal conflicts, the organization faces a great predicament that requires to be managed.

Organization is the collection of people working under one roof for the same purpose and objective. People working beneath one command are considered as a team that has a harmony, which develops a sense of relationship in every activity that they perform.

On the other hand, conflict is an action, which occurs due to sort of dissimilarities. Sometimes different behaviours adopted by the members working together as a team are subjected to conflict. Conflict may arise from the contradictory goals and interests and the results may deteriorate the organization, decreased employee satisfaction, insubordination, decreased productivity, lead to economic losses, fragmentation, etc. These problem results in organizational looses which impact negatively on performance.

1.3 RESEARCH OBJECTIVES

The general purpose of this study is to determine the impact of conflict management strategies on organizational performance.

The specific objectives are:

1. To determine the factors that precipitate conflict between the host communities and SPDC in the Niger Delta.
2. To determine the effect of conflict on organizational performance.
3. To determine which conflict management strategies are most effective in enhancing organizational performance
4. To asses which conflict type exert the most constraints on organizational performance.

1.4 RESEARCH QUESTIONS

To achieve the above research objectives, the following research questions are formulated to guide this study:

1. What are the factors that precipitate conflict between the host communities and SPDC in the Niger Delta?
2. What are the effects of such conflict on organizational performance?
3. Which conflict management strategies are most effective in enhancing organizational performance?
4. Which conflict type exert the most constraints on organizational performance?

1.5 STATEMENT OF THE HYPOTHESES

The following hypotheses were formulated to guide this study:

HO₁: There is no significant relationship between the factors that precipitate conflict between the host communities and SPDC in the Niger Delta.

HO₂: There is no significant relationship between the effects of conflict on organizational performance.

HO₃: There is no significant relationship between conflict management strategies that are most effective in enhancing organizational **performance**.

HO₄: There is no significant relationship between the type of conflict that exert the most constraints on organizational performance

1.6 SCOPE OF THE STUDY

The study covers the effect of conflict management and its impact on organizational performance. And is limited only to SPDC specifically in the Niger Delta region of Nigeria. The staff, management, suppliers and other stakeholders such as the community leaders and the military men were involved. Also inclusive, is the role some union leaders play in resolving conflict in the oil industry.

1.7 SIGNIFICANCE OF THE STUDY

Conflict emerges in an organization when an individual perceive that its goals are threatened or hindered by the activities of another person. Most conflict in organization arises from the inability of the company to fulfill its collective agreement with its employees resulting in employees embarking on industrial action which may be work-to-rule or total strike.

Employees industrial action usually results in loss of man-hours, machine-hours, output, skilled personnel, employees moral and organizational reputation. Although, SPDC has not been experiencing incessant labour unrest since its mobilization to site in 1956, it become pertinent to examine its conflict management and employees performance from the perception of the impact of conflict management strategies and organizational performance and the stakeholders of the company.

1.8 LIMITATION

This has been a constraint by a number of factors. Some of these include:

1. Challenges in assessing the point of view of SPDC officials as well as that of the community and youth leaders who are themselves very numerous.
2. Again, moving around the community with difficult asses roads and dangerous creeks and water ways posses a lot of challenge in moving from one community to another.

3. Finally, the economic resources to conduct this research is also a challenge, however, all these considering the constraints are not to invalidate the findings and discourse

1.9 CONCEPTUAL DEFINITION OF TERMS

The following words or phrases are defined for clarity purpose and to soothe this research work:

1. **CONFLICT:** This is a clash of interest, struggle or contest between people with opposing needs, ideas, beliefs, values or goals.
2. **CONFLICT MANAGEMENT:** This is the practice of being able to identify and handle conflicts sensibly, fairly and efficiently.
3. **CONFLICT RESOLUTION:** This involves all the initiatives and intervention methods geared towards preventing relapse into further violence where irreconcilable differences and interests have already escalated into serious conflict.
4. **TRADE UNION:** This is an organization of employees which aims to protect and promote their interests in the workplace mainly by means of collective bargaining and consultation with employees.
5. **STAKEHOLDERS:** A stakeholder is an individual or a group that has one or more of the various kinds of interests in the organization.
6. **GRIEVANCE:** This is an alleged violation of the rights of an employee.
7. **CONTRADICTION:** This is a lack of agreement between facts, opinions or actions.
8. **ARBITRATION:** This is the official process of settling an argument or disagreement by somebody who is not involved.
9. **MEDIATOR:** This is person or organization that tries to get agreement between people or groups who disagree with each other.
10. **EFFICIENCY:** This is the quality of doing something well with no waste of time or money.

11. **AMBIQUITY:** This is a statement that can be understood in more than one way.
12. **ORGANIZATIONAL PERFORMANCE:** Is the actual output or results of an organization as measured against its intended outputs (or goals and objectives).
13. **LEADER:** A leader is a person who acts as a guide to his people as well as control and direct the affairs of the group.
14. **COMMUNITY:** A community is a place where people live as a group.
15. **COMMUNITY LEADERS:** These consist of the community chairman, the local government chairman, the secretary, the Amananaowei, etc, who works with the government hand in hand to ensure that there is peace in the community.
16. **MILITARY MEN:** These are force personnel like the Police, Navy, Army, etc, who works with the government to restore peace in the warring communities.
17. **MARGINALIZATION:** These is a situation in which one is been excluded from participating in any group effort in the society.

1.10 HISTORICAL BACKGROUND OF SHELL PETROLEUM DEVELOPMENT CORPORATION

SPDC is a global group of energy and petrochemical companies with around 92,000 employees in more than 70 countries and territories. The headquarters are in the Hague the Netherlands and their chief Executive officer is Ben Van Beurden. The parent company of the Shell group is Royal Dutch Shell PLC, which is incorporated in England and Wales.

They use advanced technologies and take an innovative approach to help build a sustainable energy future. Their aim is to meet the energy needs of society, in ways that are economically, socially and environmentally viable, now and in the future. They also aim to improve energy efficiency in their own operations by supporting customers in managing their energy demands and

continue to research and develop technologies that increase efficiency and reduce emissions in the production of liquid products and natural gas.

The strategy to generate profitable growth remains to drive, forward with their investments programme, to deliver sustainable growth and provide competitive returns to shareholders, while helping to meet global energy demand in a responsible way.

In upstream, they focus on exploring for new oil and gas reserves and developing major projects where their technology and know-how adds value to the resource holders.

In Downstream, their emphasis remains on sustained cash generation from our existing assets and selective investments in growth markets.

Their strategy also seeks to reinforce their position as a leader in the oil and gas industry while helping to meet global energy demand in a responsible way. They also strive to create competitive returns for shareholders. Safety, environmental and social responsibilities are at the heart of their activities. SPDC focus on a series of strategic themes, each requiring distinctive technologies and risk management.

1. Downstream engine
2. Upstream engine
3. Integrated gas
4. Deep water
5. Resources plays
6. Future opportunities.

Meeting the growing demands for energy worldwide in ways that minimize environmental and social impact is a major challenge for the global energy industry. Their commitment to technology

and innovation continue to be at the core of their strategy. As energy projects become more complex and more technically demanding, they believed that their engineering expertise will be a deciding factor in the growth of their business.

They key strengths of SPDC include the development and application of technology, the financial and project management skills that allow them to deliver large field development projects and the management of integrated value chains. Their major objective is to engage efficiency and responsibly in oil, gas and other selected businesses and participate in the development of energy sources. The SPDC General Business Principles, Code of conduct and Code of Ethics help everyone at Shell Act in line with their Core values.

They aim to leverage their diverse and global business portfolio and customer focused businesses built around the strength of the Shell brand.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter deals with the related literature as they relates to this study, for the purpose of brevity and clarity.

2.1 SPDC AND CONFLICT IN THE NIGER DELTA

Shell Petroleum Development Corporation (SPDC) of Nigeria is the largest oil and gas company in Nigeria. SPDC is the operator of a joint venture involving the Nigeria National Petroleum Company (NNPC), which holds 55%, SPDC 30%, ELF 10%, and AGIP 5%. The partners fund the operations in proportion to their shareholding. SPDC concentrates its operation in the Niger Delta and the company has over 6,000 kilometres of pipeline and flow lines, 87 flow stations, eight gas plants and more than 1,000 producing wells. The operations of SPDC which are mainly in Delta, Edo, Bayelsa, Akwa Ibom, Rivers, Cross River, Ondo, Imo and Abia State began in 1956 when the campaigns processing seismic exploration led to the discovery of oil in Oloibiri. In contemporary time SPDC produces nearly half of Nigeria's oil about 95% of its commercial gas requirements.

Conflict in the Niger Delta dates back to the Akassa Raid of 1895, when the inhabitants of the area resisted economic domination by British Merchants. The effects of the Akassa Raid include the British invalidation and overthrow of the Royal Niger Company (RNC) and later colonialism. However, the region's feeling of domination was exacerbated in the 1990s. The reason being that after many years of oil exploitation there is yet to be any meaningful development. Instead, the region has remained impoverished, polluted, under employed and neglected (Etekpe, 2009). In fact, the inhabitants of the region have been subjected to untold hardship through oil pollution, environmental degradation and the destruction of both the entire environment and the local populations source of livelihood (Oviasuyi and Uwadiae,2010,

Okolie-Osemene,2015, Adams, 2014, Aghalino, 2009, Aghalino, 2011, Arinze,2010 and Evoh, 2009). According to Aghalino (2011), the need for compensation of an occupation of land by the oil companies which construct flow lines, flow stations and other oil installations is the main driver of acrimony between the oil companies, the government and the host communities. This is due to the Socio-Cultural significance of the land in such communities where some corporate practices clash with the traditional belief of the people. Oviasuyi and Uwadiae (2010), maintained that the region has been faced with the problems of oil spillages and gas flaring which have caused serious atmospheric pollution, ground water and soil contamination, constant heat around the flare pits and abnormal salinity of the pool water, resulting in serious health hazards for the local inhabitants and of course grave disturbance to the life cycles of plants and animals in the region.

The conflict in the Niger Delta is triggered by a number of factors. These include but are not limited to; the revenue allocation formula and resource control, true federalism, environmental degradation, state imposed poverty, unfulfilled promises made by the government, to mention just a few. The revenue allocation formula being adopted by the Nigerian Government has been particularly criticized and rejected by scholars for not reflecting the interests of the people in the Niger Delta region, where over 80% of the national resources is generated. The restiveness in the Niger Delta region is attributed to the politics surrounding resource control by the Federal Government. In the opinion of Ojabor (2009), the Niger Delta upheaval in relation to revenue allocation has gone from bad to worse by assuming horrendous dimensions in the early 1980s with the emergence of social movement and militant youth groups that became aggressive and started to challenge not only the Nigerian state but also the policies, attitude and activities of the multinational oil companies in the region. The

Niger Delta conflict is premised on the laws regulating oil exploitation and land ownership, which the Niger Delta militants believe must be abrogated as they do not represent their interests as the host communities (Nna and Ibaba, 2011). Closely related to this view is the argument by Watts, Okonta and Kemedi (2004), stating that at the heart of the struggle for participatory democracy lies in the question of resource control and self determination. The Niger Delta conflict has been given different interpretations by different ethnic groups, comprising the Nigerian state. Notwithstanding, the divergent interpretations of the Nigerian people on the issue of conflict in the region, the people of Niger Delta tend to be highly passionate about the issue of resource control. It has been observed that over the years, the people of the Niger Delta have consistently argued at various forums that resource control is the basis of the problems in the region (Ojakorotu, 2009). He further stressed that as far as the region is concerned, resource control is the *Sine Quo Non* for sustainable development in Nigeria. To corroborate this point, Obi (2001) argues that the revenue sharing formula being adopted in Nigeria is the major cause of most of the conflict in the area, and how well the government is able to resolve it would largely determine the peace and development of the region. Consequently, the dialectics of resource control are critical to an understanding of the dilemma of the minorities in the oil producing communities in Nigeria. This is because resource control has been the basis of many of the unending conflicts in the region, especially in recent times. The agitation for resource control draws heavily on the structural deformities of the Nigerian state, which have constantly negated the aspirations of sustainable development of the region (Ojakortu, 2009).

The perception of the people within the host communities of the Niger Delta is that, rather than achieve development, oil production activities in the region has bedeviled the

Communities with environmental degradation, mass poverty, oppression, coupled with cases of human rights violations by government security agents in the region. Onyefusi (2007), opine that the absence of workable institutional and financial Mechanisms to deal with the cases of ecological damage caused by oil exploitation tend to have provided a basis for militancy and activism in the region over the years. The grievances of the Niger Delta People over the revenue allocation mechanism in the country allegeable prompted the revenue environmental activist Ken-Sarowiwa, to embark on a peaceful struggle for the emancipation of the Ogoni people from state-imposed poverty (Moro, 2009).

According to Ejibunu (2007), the Ogoni's took an evaluation of their situation and came to a conclusion that despite the enormous oil and gas wealth in their land that feeds the entire nation, the people in the Niger Delta still unfortunately live in poverty and squalor. Unemployment and under employment are running higher by the day, and worse still, Niger Delta environment has been adversely affected by reckless oil exploitation or ecological warfare being sponsored against the people by the transnational oil industries operating in the area. They believe that their existence as a people is endangered by environmental degradation, political marginalization, economic strangulation and slavery which the people of the region are being subjected to every day. Despite this, both the government and the multinational oil companies are yet to respond to the local people call for justice. It was towards this direction that Ojakorotu (2009) advocate that this state of affairs in the region, generated the emergence of environmental rights activism by civil organizations fighting for the economic liberation of the Niger Delta people include the Pan-Niger Delta Resistance Movement, the Environmental Rights Action (ERA), the Ijaw Youth Council (IYC), the Movement for the survival of the Ogoni people (MOSOP), the Movement for Reparation to Ogbia and the rest. It is pertinent to mention that

each group was formed in an inclination toward ethnic nationalism in order to liberate the people in the Niger Delta region. Ethnic nationalism in the Niger Delta has become one of the major problems in the region as many people under the disguise of fighting for the economic emancipation of the Niger Delta people exploit the oil companies and federal government by demanding money that never gets to the hands of the downtrodden citizen in the Niger Delta.

The Niger Delta region is seen as the engine house of the Nigerian economy that has been generating billion of dollars for the government, since oil was first discovered in 1956. Oviasuyi and Uwadica (2010), observed that despite this huge amount of money, the local people in the Niger Delta live in abject poverty that expresses a state of deprivation, to the extent that the people have no access to basic social amenities, like good water and electricity. The majority of the Niger Delta people live in creeks, where they watch daily seeing the oil industries making a fortune from the petroleum deposits in the region. Similarly, Ejibunu (2007), Opines that the region tends to be a place where time seems to have stood still and where people live in poverty, leaving the residents of the region without any other option than to be bitter and angry over the neglect of their people by the federal government.

Ejibunu reflected on the comment made by Mukagbo, the CNN reporter on Inside Africa and I quote “In Niger Delta, a scene of abject poverty pervades the area, which is similar to what one is likely to find in a refugee camp notwithstanding the fact that the region fetches the government the money for running the affairs of the state (Ejibunu, 2007). Corroborating this view, Oviasuyi and Uwadica (2010), argue that prior to when oil was discovered in the Niger Delta area, agriculture was the mainstay of the people and the major source of revenue for both state and federal government. The government of the Western region used the revenue from Cocoa to develop the region, providing the people with basic social amenities from cocoa House

in Ibadan. The government constructed a good road network and schools providing free education at all levels.

On the other hand, the federal government ignores public call to compensate the people of the Niger Delta region for the negative impacts of oil production on the environment which includes oil spillages, reduction of arable land, and the destruction of wild life and fish reserves. However, the government has been making several unfulfilled promises which probably accounted for the hostage-taking and kidnapping by some suspected angry youths in the region.

2.2 CONFLICT AND ORGANIZATION

The successful management of human resources is one of the keys to the effective operation of an organization. For any organization to be effective and efficient in achieving its goal, the people in the organization need to have a shared vision of what they are striving to achieve, as well as clear objective for each team/department and individual. One also needs ways of recognizing and resolving conflicts amongst people so that it does not become so serious as to make co-operation impossible. All members of any organisation need to have ways of keeping conflict to a minimum by solving problems caused by conflict before it becomes a major obstacle to the work. This could happen to any organization, whether it is an NGO, an oil company, a political party, business organization, a university or a government.

Conflict could result from disagreement about the allocation of scarce resources or a clash of goals, status, values, perceptions or personalities. Much of the conflicts we experience arise from either communication of our wants, needs and values to others. We sometimes communicate clearly or poorly which escalates to conflict as a result of misunderstanding (Stoner et al. 2007).

Rahim, (1992) and Antonioni, (1999) identified conflict as an interactive process manifested in incompatibility, disagreement or dissonance within or between social entities. Conflict can occur between individual, groups, organizations and even nations (Rahim and Bonoma, 1979, Rahim, 1983, 1986). Hence, conflicts cannot be treated in isolation from an organization. According to Rogers and Rogers in their book “Organizational Communication” 1976. He defined organization as a stable system of individuals who work together to achieve, through a hierarchy of ranks and division of labour, common goals.

Since organizations are made up of individuals and these individuals have their whims, idiosyncrasies, goals and aspirants that are peculiar to themselves. It becomes imperative to state that because of the human element which is a vital and major component of any organization, therefore, organization is not conceived as being harmonious, at best, it is seen as more or less a product of compromise or rather as an organized chaos. Conflict is an outcome of organizational intricacies, interactions and disagreements which can be settled by identifying and neutralizing the etological factors.

Conflicts arises as a process of social interaction involving a struggle over claims to resources, power, status and beliefs (Bisno 1988), conflicts as was defined by Coser quoted in David R. Hampton and others, in organizational behaviour and practice of Management 1973 as a “a struggle over values or claims to status, power and scares resources in which claims of the conflicting parties are not only to gain desired values, but also to neutralize, injure or eliminate their rival”.

Conflict is a social problem in which two or more individuals, parties, families, communities or districts state arguments with each other (Dzurgba, 2006). Conflict is an unavoidable and persistent part of the organizational life (Baron, 1984, Fisher, 1993; Fafa and

Pood, 1988). Conflict being a viewpoints of many social life such as social disagreement, conflict of interests, and quarrels between people, groups or organizations without appropriate social arrangement or management, conflicts in these social circumstances may result in stress among individuals. Conflict is inevitable because people change over time and with change, it creates disturbance (Boss, 2002).

Conflict cannot be recognized as a particular phenomena which begins and is perceived and felt at once because it is not stationary and it can be seen as a dynamic procedure. Perhaps this is due to the fact that people fear the existence of conflict or, they 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. Within any organization, there are usually different positions and jobs. People occupying these positions have different perceptions, goals, thoughts and concerns. It is difficult to conceptualize an organization without inherent differences and contradictions and these lead to conflict. Conflict can be a serious problem in an organization. It can create an organizational climate that makes it nearly impossible for employees to work together. Conflict is a natural and inevitable part of people working together and should be kept at a manageable level where it will not disorganize the activities of the organization towards the attainment of its objectives.

Organizational conflicts can therefore be defined as a struggle between groups of individuals in an organization over values or claims to status, power and scarce resources. However, not all writers agree that organizational conflict is always dysfunctional. Delton E. McFarland in his book titled: "management" 1974, maintained that some degree of conflicts is inevitable and that management should therefore seek ways to take advantage of it. Joe Kelly in

article “Make Conflicts work for you, published in the Harvard Review, suggested that conflict is a necessary side-effect of change and that it is useful if kept under control.

Dipaola and Hoy, (2001); Putman (1997) also stated that the initial studies of conflicts therefore, stemmed from the belief that it was dysfunctional to organizational harmony and performance. The elimination of conflict seemed to be the primary goal of any manager confronted with a conflict situation. Furthermore, conflict can be functional to the extent to which it results on the emergence of abilities and talents which might otherwise lie dormant. Litterer (1995) in his article “Conflict in Organization, A Re-examination” published in Academy of management Journal suggests that conflict may be useful in so far as it hampers supervisors from becoming too closely involved in supervising subordinates.

Morgan (1986) state that most functional outcomes of conflicts emanate from cognitive conflicts, which occurs as team members examines and reconciles differences. Henkin *et al.*, (2000) found that cognitive conflict develops solidarity among team members and heightens motivation.

Conflict is an inevitable part of organizational life because the goals of different stakeholders such as managers and workers are often incompatible. Conflict as we all know is a force that needs to be managed rather than eliminated. Managers should never try to eliminate all conflict but rather should try to keep conflict at a moderate and functional level to promote change effects that benefit the organization.

2.3 CONFLICT MANAGEMENT AND ITS STRATEGIES

“Conflict management is the process of planning to avoid conflict where possible and organising to resolve where it does happen as rapidly and smoothly as possible.” (www.etu.org)

It is the use of resolution and stimulation techniques to achieve the desired level of conflict (Robbin and Sanghi 2005)

Conflict management is a way of managing organizational conflict so as to keep it at a level where it will not result in disorganising the activities of an organization thereby resulting in not allowing effective, attainment of organizational objective (Onwuchekwa, 2007). Management is the act of planning, organizing, leading and controlling the workforce of an organization and the use of all available organization resources to reach stated organizational goal (Stoner et al, 1995). Conflict management is the only gate way to resolve the crucial situations of the conflict and through which the management can not only strive to maintain bonhomie in the organizational environment as well as ensure the increased productivity of the work by maintaining efficient work performances and team work solidarity.

Conflict management on its part cover entire sphere of handling conflicts positively at different stages; including those proactive measures instituted to prevent or regulate conflict (Francis, 2009). Conflict management implies integration of all factors which can contribute to its resolution or its prevention. Those factors are improvement of communication and practicing discipline in the organization as well as having in mind the life phase of parties.

Conflict management as according to Hellriegel and Slocum (1996), consists of interventions designed to reduce conflict or in some instances, to increase insufficient conflict. Conflict management is a process whereby managers design plans and implement policies and procedures to ensure that conflict situations are resolved effectively.

Conflict management broadens understanding of the problem, increases the resolutions and tend to work towards consensus and to seek a genuine commitment to decision making. Because there is a broader, strange element of disagreement and discord within the conflict

process, a considerable amount of mental and psychological energy into productive achievement for both parties involved in the conflict can result in the conversion of conflict into a joint finding and problem solving solution (Prentice, 1984).

In order to maintain and positively influence the organization work performance, conflict can be managed in different ways, Robinson et al advocates that administering conflict toward “constructive action” is the best technique in combating conflict in organization. When conflict emerges, we required to be able to administer them correctly, so that it can become an optimistic force, instead of a pessimistic force, which would likely to harm the individuals or groups.

Parker contended that if conflicts emerge and are not appropriately taken into consideration, they will lead to work pending, lack of concern and lack of action, and in extreme situations it might lead to complete collapse of the groups. Inappropriately managed conflicts may result in abandonment of employees and disinclination on their part to contribute in other groups or assist with various group action activities in the workplace. Hence, conflict management has the capability to handle conflict efficiently and effectively.

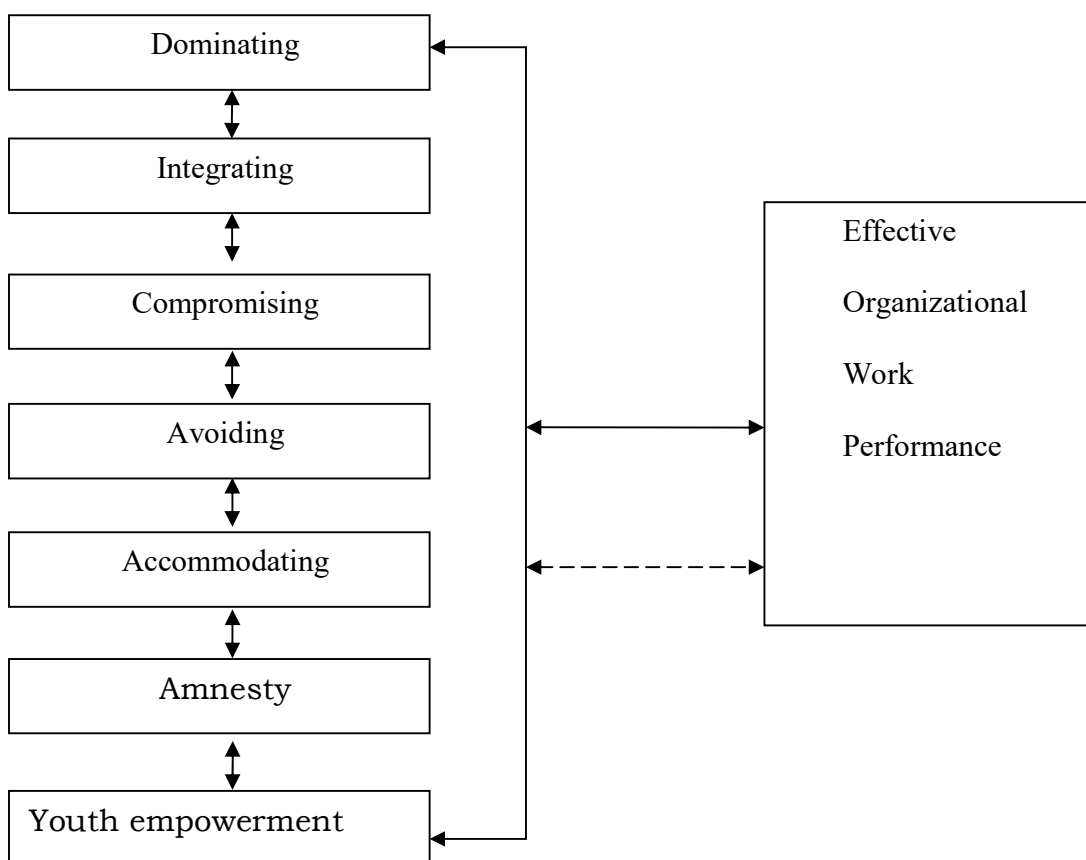
Conflict handling simply refers to the methods used by any one or mutually groups to deal with conflict (Gordon, 2013).

Various researchers know about numerous techniques to manage conflicts, along with five typical strategies on conflict management. It is therefore essential to point out that a significant role bears also the organization itself acting as a third-party in conflict management. The organization tends to appear as a mediator between “adversaries” or as “arbitrator” This third party in organizations are those managers which by using their experiences have to continuously develop new strategies and techniques for conflict resolution by utilizing their experiences. It is

commonly acknowledge that conflict presents the most severe test of managers, inter-personal skills.

Thus, some of the various conflicting management strategies that are extensively adopted by the members of workforce include the following:

2.4 CONFLICT MANAGEMENT STRATEGIES



SOURCE: Adopted from Osisoma H.E. (2012).

Different strategies can be used to manage conflict namely:

2.4.1 Dominating: A dominating approach by a group to conflict resolution represents a maximum focus on meeting its own concerns, coupled with a minimal focus on meeting the concerns of the other group. In other words, dominating occurs when the co-operation is extremely low, and the persistence in satisfying of personal interests high. It tends to be a power-oriented approach. That is, to be successful it requires that the dominating group have sufficient power to (force) its resolution on the other group. A group may hold the balance of power because it is higher up in the organizational hierarchy, it controls critical resources (for example, budgets, personnel or important knowledge). It has allied with powerful groups, or for a variety of other reasons.

It is unusual for both groups in a conflict to attempt a dominating approach to resolving their differences because it is direct and unco-operative and within inter-personal context, the competing strategy has been found to be associated with low levels of effectiveness and appropriateness. However, Papa and Canary(1995) suggested that this strategy might be somewhat effective in organizational context when there are production related goals.

2.4.2 Accommodating: In many respects, accommodating is just the opposite approach from dominating. An accommodating party places emphasis on meeting the needs of the other group, while minimizing its own concerns. Although accommodating may appear to be 'giving in', there are situations in which this may be an extremely beneficial approach for a conflicting group to use. For example, issues over which groups might conflict are not always of equal importance to each group. If the issue is critical to one group and of little importance to the other, obliging the first group through accommodating costs the second group little and may be seen as a goodwill which helps maintain a co-operative relationship.

2.4.3 Problem Solving: Problem solving represents what might appear to be theoretically best approach to conflict resolution. However, it can be extremely difficult approach to implement effectively. Problem solving, sometimes called collaborating or integrating, seeks to resolve conflict by placing maximum focus on both group's concerns. Successful problem solving requires that conflict groups display a willingness to work collaboratively towards an integrative solution that satisfies the need of all concerned. The greatest obstacle which must be overcome is the win-lose mentality that so often characterizes, conflicting groups.

Unless the parties involved can rise above that thinking, problem solving is not likely to be successful. Lawrence and Lorsch(1967) argued that the problem solving strategy is more effective than other strategies for attaining integration of the activities of different sub-systems because it provides each disputant with access to the other person's perceptions or incompatible goals thereby enabling them to find solution that integrates the goals and needs of both parties.

2.4.4 Avoiding: Frequently some way can be found to avoid conflict, while avoiding may not bring any long-run benefit, it can be an effective and appropriate strategy in some conflict situations. Foremost among these is when avoiding is used as temporary alternative. Avoiding may also buy time needed by one or more of the groups to gather additional information necessary for a long range solution. Avoiding may also be appropriate when other policies are in a better position to resolve the conflict or when other matters that are more important need to be addressed.

2.4.5 Compromising: This is a traditional method for resolving conflict. With compromise, there is no distinct winner or loser, and the resolution reached is not ideal for either group.

Compromising can be used very effectively when the goal sought (for example, money) can be divided equitably if this is not possible, one group must give something of value as a concession.

Compromising might be useful when two conflicting parties with relatively equal power are both strongly committed to mutually exclusive goals. It may also represent a way of gathering a temporary settlement for particularly complex and difficult issues.

Compromise is a good 'back up' strategy when conflicting parties can fall back on if their attempts at problem solving are unsuccessful. Sometimes it may involve third party intervention, such intervention may take the form of appealing to a- submit the conflict to some form of mediation or arbitration.

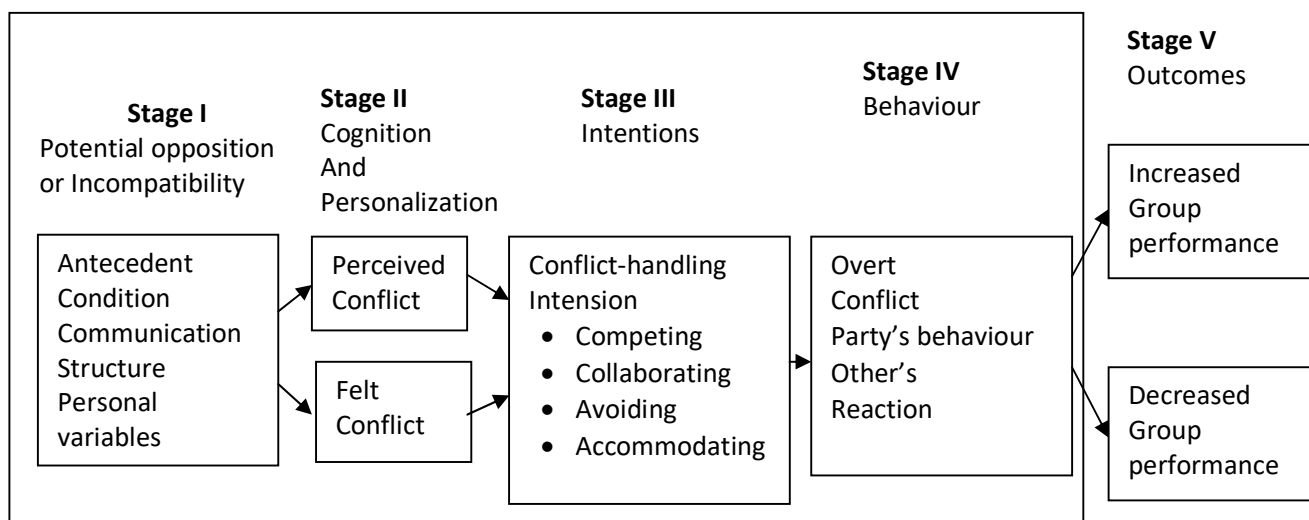
Krathner and Kinicki,(2004) suggested that inadequate in excessive level of conflict can hinder the effectiveness absence and turning of a group or an organization, resulting in reduced satisfaction of group members, increased absence and turnover rates and eventually lower productivity. On the other hand when conflict is at an optimal level, complacency and apathy should be minimized, motivation should be enhanced through the creation of a challenging and questioning environment with a vitality that work interesting.

2.4.6 Consolidation of the Amnesty Programme: The escalating conflict in the Niger Delta region posed a veritable threat to the stability and suitability of the nation's oil and gas industry. Militant violence against oil and gas exploration and exploitation through pipeline vandalism as well as attacks and kidnapping of oil company executives and security agents were particularly dreadful. The success of the amnesty programme which the government began in 2007, is critical to peace and stability in the Niger Delta. Therefore, government, in partnership with SPDC and other stakeholders, should engage political leaders and youths in the Niger Delta in political and

economic empowerment initiatives, aimed at eliminating violence and fostering economic and social development in the troubled region of Nigeria. This approach should be hinged on transparency and reinforced with justice and equity, which are necessary ingredients to reverse the long-standing marginalization of the people in the Niger Delta.

2.4.7 Youth Empowerment: Reducing unemployment among the youth is a top priority for shell companies in Nigeria. From the experience of shell in Nigeria, the company believes that the oil industry is key to the Nigerian economy and the disruption of it by Militant who are affected is a matter of great concern. Thus, SPDC has pointed out the youth are Nigeria's greatest hope for the future and it is essential that they have real job opportunities through vocational training and job creation programmes. Hence, they offer training opportunities to young people in skills sets including welding, sewing, auto mechanics, electrical work, computer technology, hair dressing, building, baking, soap making, plumbing and fitting.

2.5 CONFLICT PROCESS



Source: (Robbins and Sanghi: 2005).

STAGE 1: POTENTIAL OPPOSITION – The first step in the conflict process is the presence of conditions that create opportunities for conflict to arise.

The conditions are:

Communication – Communication can be a source of conflict. It represents the opposing forces that arise from semantic difficulties, misunderstanding and noise in the communication channels. Differing word connotations, jargon, insufficient exchange of information, and noise in the communication channel are all barriers to communication and potential antecedent conditions to conflict. Evidence demonstrates that semantic difficulties arise as a result of differences in training, selective perception and inadequate information about others. The potential for conflict increases when either too little or too much communication takes place. Apparently, an increase in communication is functional up to a point, whereupon it is possible to over communicate, with a resultant increase in the potential for conflict. The filtering process that occurs as information is passed between members and the divergence of communications from formal or previously established channels offer potential opportunities for conflict to arise.

Structure – Structure as used in the context includes variables such as size, degree of specialization in the task assigned to group, members, jurisdictional clarity, member goal compatibility, leadership style, reward system and the degree of dependence between groups. This is an indication that size and specialization act as a force to stimulate conflict. The larger the group and the more specialized its activities, the greater the likelihood of conflict. Tenure and conflict have been found to be inversely related. The potential for conflict tends to be greater when the group members are groups and when turnover is high.

The greater ambiguity in precisely defining where responsibility for actions lies, the greater the potential for conflict to emerge. Such jurisdictional ambiguities increase inter-group

fighting for control of resources and territory. There are also some indications that a close style of leadership-tight and continuous observation with general control of other's behaviours increases conflict potential, but the evidence is not particularly strong. Research tends to confirm that participation and conflict are highly correlated, apparently because participation encourages the promotion of differences. Reward systems, too, are found to create conflict when one member's gain is at another's expense.

Personal Variables – Considering the individual values system that each person has and the personality characteristics that account for individual idiosyncrasies and differences, the evidence indicates that certain personality types – for example, individuals who are highly authoritarian and dogmatic leading to potential conflict.

STAGE 11: Cognition and Personalization – If the condition cited in stage 1 negatively affect something that one party cares about, then the potential for opposition or incompatibility becomes actualized in the second stage. The antecedent conditions can lead to conflict only when one party or more is affected by, and aware of, the conflict, as perception is required in conflict. Therefore one or more of the parties must be aware of the existence of the antecedent conditions.

STAGE 111: Intentions – This intervene between people's perceptions and emotions and their overt behaviour. These intentions are decisions to act in a given way. Why are intentions separated out as a distinct stage? You have to infer the other's intent in order to know how to respond to that other's behaviour. Merely one party attributing the wrong intentions to the party escalates a lot of conflicts. In addition, there is typically a great deal of slippage between intentions and behaviour, so behaviour does not always accurately reflect a person's intentions. The five conflict handling intentions are competing, collaborating, avoiding, accommodating and compromising.

STAGE 1V: Behaviour – This is where conflict becomes visible. The behaviour stage includes statements, actions and reactions made by the conflicting parties. These conflicts behaviour are usually overt attempt to implement each party's intentions which sometimes deviate from original plans.

STAGE V: Outcomes:

Functional Outcomes – Conflict is constructive when it improves the quality of decisions, stimulates creativity and innovation, encourages interest and curiosity among group members. Conflict challenges the status quo and therefore fathers the creation of new ideas, promotes reassessment of group goals and activities, and increases the probability that the group will respond to change.

Dysfunctional Outcomes – The destructive consequences of conflict on an organization's performance are generally known. A reasonable summary might state that uncontrolled opposition breed discontent, which act to dissolve common ties, and eventually lead to the destruction of the group. Dysfunctional varieties can reduce group effectiveness, communication, cohesiveness, and insubordination of group goals to the primary infighting between members. At the extreme, conflict can bring group functioning to a halt and potentially threaten the group's survival.

2.6 FACTORS THAT PRECIPITATE CONFLICTS

There are many factors that precipitate conflict in the host communities and SPDC in the Niger Delta namely;

2.6.1 Poor Organizational Structure: Organizational structure creates a culture of commitment. It makes employees aware of their responsibility, authorities and goal. But when is poorly structured it brings about conflict in the organization.

2.6.2 Weak Communication: Where there is a miscommunication leading to unclear expectation may lead to conflict. The ability to communicate is one of our most commonly used skills. As such, we sometimes take it for granted so that the words we use to communicate don't always clearly state the picture in our minds.

2.6.3 Personality Conflicts: This occur when individuals clash with each other because of distinct strategies, styles of interaction, differing values or beliefs.

2.6.4 Ego Problem: This is another driver of our behaviour and decisions. Ego wants us to be right and moves us into defending our positions, sometimes unreasonably. One of the quickest ways to diffuse an argument is to admit one's mistakes and be able to see the situation from the other person's point of view.

2.6.5 Lack of Cordial Relationship Between Management and Labour: Especially when the disagreement is on how decisions will be taken on behalf of the employees and a consensus is not reached, there is bound to be conflict.

2.6.6 Corruption: One of the most challenging issues in contemporary development trends is the prevalence of endemic corruption exhibited by some of the community leaders who connived with staff of SPDC the benefits accrued to them. Along with war, pipeline vandalism, attacks, kidnapping, political instability and illiteracy, endemic corruption has become a major challenge that spawns poverty and underdevelopment in the Niger Delta.

2.6.7 Unemployment: There is high level of unemployment in the Niger Delta.

2.6.8 Lack of Infrastructural Development: Inadequate infrastructural facilities such as roads, water, electricity, hospitals, schools, etc, leads to low economic development in the region.

2.6.9 Leadership and Governance Problems in the Niger Delta: This has become a major source and factor that precipitate conflict, due to their undemocratic, authoritarian and selfish nature, as well the practice of exclusion from power sharing and winner takes all and loser losses all mentality. As Nzongola Ntalaja (2002) points out, conflicts, poverty and underdevelopment will continue to exist when Niger Delta itself is under the control of self-serving leaders who have privatized public resources and are impervious to popular suffering.

2.7 CAUSES OF CONFLICT IN THE NIGER DELTA

2.7.1 Abject Poverty: The Niger Delta region is seen as the engine house of the nation's economy that has been generating billions of dollars for the government, despite its contributions to the economy of the country, the area remains largely underdeveloped on account of serious environmental degradation and worsening economic conditions.

2.7.2 Deprivation of Means of Livelihood: Environmental pollution resulted in the destruction of Wetland thereby, affecting fish and crustaceans, wildlife migration and the destruction of farmlands which reduces agricultural productivity, the displacement of people and of course the spread of water-borne epidemic in the Niger Delta, many people like the fishermen, farmers, etc; have been deprived of their means of livelihood due to heavy oil spillage and pollution.

2.7.3 Environmental Degradation: Oil and gas exploration and exploitation in the Niger Delta has caused serious environmental degradation of the land, water and air in the area whereby people in the region now live in poverty and squalor.

2.7.4 Oil Spillage: The oil spillage has polluted the Niger Delta environment and also caused serious health hazards to people while consuming sea foods contaminated by the oil spills.

2.7.5 Lack of Social Amenities: The people of Niger Delta have no access to basic social amenities like good water and electricity, many communities lived in total darkness, no good road, no government school, etc.

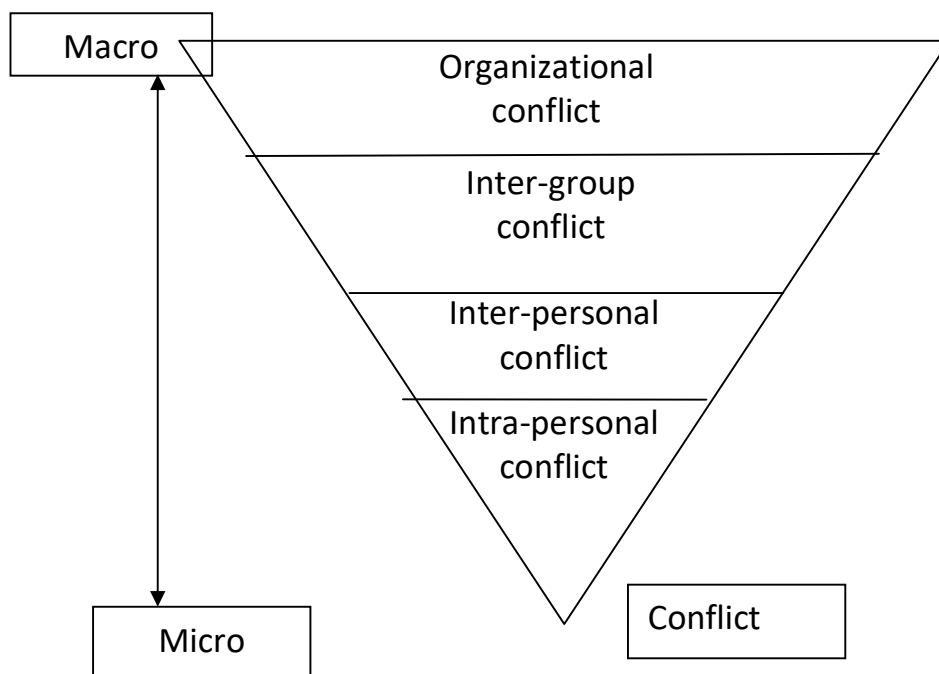
2.7.6 Marginalization: The people of the Niger Delta are always marginalized and denied of the rights.

2.8 TYPES OF CONFLICT

There are four basic types of conflict namely:

1. Intra-personal conflict
2. Inter-personal conflict
3. Inter-group/inter-organizational conflict.
4. Organizational/situational conflicts.

LEVELS/TYPES OF CONFLICTS



SOURCE: Adopted from Mughal, M.R. (2013)

1. INTRA-PERSONAL CONFLICTS

This is found and operates within an individual and arises from conflicting needs and situational frustration. For example a person may desire both security and love. He finds it difficult to determine the more pressing need to choose at that particular time. He becomes confused and exposes himself to the need that may hurt him. Situational frustration is a condition which a person knows that he wants but cannot obtain it because, we have external barriers which may or may not be human, which results to a feeling of relative deprivation. David R. Hampton in his book, “Organizational Behaviour and practice of Management” 1973, content that when an external barrier is between a motivated person and his goals, he normally would tend to circumvent, remove, or otherwise master it. But when the barrier is not overcome of the motivation increases in intensity, the resulting frustration of goal directed behaviour may lead to aggression.

2. INTER-PERSONAL CONFLICTS

This is a conflict between two or more individuals or between an individual and his group, conflict involving only individual members of an organization, i.e. individual vs. individual. Conflicts may emanate from two people competing for promotion in the same position, for example two executives arguing for a share of corporate capital and so on. In each of these cases, each group is aiming and striving to possess the scarce resources by trying to eliminate the rival. At times, the scarce resources may be non-materials such as status, prestige, fame, power etc. and the conflicts may be pleasurable, ritualize or intrinsically rewarding. Individual versus group, conflict may arise from an individual's effort to promote his own interest by transgressing the emergent rules of the group, such as trying to earn more thereby

breaking the groups' norms or required production. This unwelcome behaviour may lead to collective retaliation on the unfortunate offender.

3. INTER-GROUP/INTER-ORGANISATIONAL CONFLICTS

Inter group conflicts or conflicts among group occur frequently whenever the condition for co-operation is rare. G.W Delton in his article "Diagnosing Interdepartmental Conflict" Published in Harvard Business Review 1963 summarized these conditions as:

- i. Internal social stability within each unit
- ii. External value – sharing between parties that means they recognize their interdependence and agree on their values, and the objectives of the larger unit of which they are a part of.
- iii. A legitimate authority and interaction for the organization to act as a unity, integration of collaboration among the various departments is needed.

4. ORGANIZATIONAL CONFLICTS

Organizational conflict can be situational, arising from conflicts in which one unknowingly finds himself as a result of ethnic fragmentation, clash of interest and discrimination among workers

2.9 SIGNS OF CONFLICT

Conflict is like water; too much causes damage to people, too little creates a dry barren landscape devoid of life and colour. We need water to survive, we need an appropriate level of conflict to thrive and grow as well. How we manage our natural resources of water through dams, reservoirs, and sluices determines whether we achieve the balance necessary for life. So too little conflict management, a balance must be struck between opposing forces and

competing forces. Typically, organizational leaders do not view the management of conflict as systematically as they do information, human resources and financial management. Rather, conflict in organizations is viewed and managed in a piecemeal instead of looking for patterns and systematic issues.

Conflict is the process of expressing dissatisfaction, disagreement or unmet expectations within any organization. Conflicts in an organization may show up in several ways such as:

- 1. Disputes:** Grievance, disciplinary action, complaints lawsuits, strikes, threatened legal actions, and disagreements [whether with internal parties or outside disputants] are all signs of conflict, they are the by-product of conflict.
- 2. Competition:** Some organizational conflict manifests itself more subtly than as outright disputes. Competition, particularly within an organization or among individuals within the organization may also be a sign of emerging conflict.
- 3. Sabotage:** This not so subtle manifestation of conflict can be seen in turf' battles when competence and integrity issues surface. Inefficiency or decreased output can be evidence of conflict. Hidden conflict can lead a disgruntled. Yet vital employee refuse to participate effectively and meaningfully as part of a team effort.
- 4. Low Morale:** Similar to inefficiency or lack of productivity, low morale is often a reaction to hidden conflict. Often it is the result of attempting to avoid, deny conflict or of frustration with attempts to protest organizational action or inaction. Employees get weary of being treated poorly with no mechanisms for dealing with their frustrations they often lose energy, morale and motivation. Lack of productivity at work and home is also a sign of conflict.
- 5. Withholding Knowledge:** -Within many organizational cultures is power, and withholding information is practiced as a form of control. Such behaviour is often a sign of distrust, status

hierarchies, and an 'information caste system'. Only certain group of people are entitled to know certain information, which is very bad in an organizational setting.

2.10 CONSEQUENCES OF CONFLICTS

Some of the effects of conflict are:

- a. Insubordination:** An organization with weak management develops problems with conflict that continue for the long term. Employees see that management is unable to resolve conflicts within the organization and respect for the authority of management can be eroded. Insubordination develops because employees do not think management can maintain control over the company.
- b. Drop in Productivity:** Allowing a conflict to continue means that employee attention becomes more focused on the conflict and not on productivity. As a problem is allowed to linger, employees will attach more importance to resolving the issue in their favour rather than attending to worker productivity.
- c. Lack of Direction:** Conflict can sometimes arise when management is unable to communicate the direction of the organization to employees. Conflict will erupt as employees are allowed to interpret change within organization in their own way.
- d. Fragmentation:** Conflict creates rival functions. Sometimes those functions are individuals, at times they are groups. Unresolved conflict can create tension between groups that may normally need to work together. Such rivalries can make progress within the organization difficult.
- e. Environmental Degradation:** Oil exploration has led to serious environmental degradation of the land, air, and water in the Niger Delta region of Nigeria.

f. Deprivation of Means of Livelihood: As a result of the exploration of crude oil by SPDC in the Niger Delta, many people like the fishermen, farmers, etc, have been deprived of their means of livelihood due to heavy oil spillage and pollution.

g. Political Instability: The discovery of crude oil has led to political instability in the area as people in the Niger Delta are always at war with other groups, causing social insecurity.

h. Economic Instability: Oil glut, which had once spelt doom for the nation always reminds us not to over- rely on crude oil as the high prices of the crude being experienced now can collapse anytime.

i. Rural –Urban Migration: It has also led to the movement of able-bodied men and women from the rural to urban centres in search of white-collar jobs.

Conflict can be exhibited physically or psychologically.

Physical problems due to conflict can be linked to health problems and such stress has effect on individuals which also affects the productivity of the organization.

Psychological effects are accompanied by anger, anxiety, depression, etc., these problems are relevant to poor job performance, low morale and dissatisfaction.

2.11 ROLE OF THE UNIONS

The role of the workers organization known as “Trade Union” is enormous. Many of the grievances that ultimately result into trade dispute are the consequences of individual grievance. It is however, noted that the oil sector has recorded less industrial action in the past twenty years compared to other sectors of Nigeria economy. This perhaps, according to Mr. L.A Oweidare, a senior officer of AGIP of Nigeria PLC area office Lagos may be due to the strategic position

occupied by the oil sector. In order to prevent prolonged crisis, the management of the company always reacts swiftly to the demand of unions which had increased the efficiency of workers.

However, the senior staff association has been less active compared to the junior staff union. Most times, it is after the junior workers had achieved a demand from management that the senior workers swing into similar actions.

However, the success or failure of unions in achieving its goal and objectives and more importantly, industrial peace depends largely on the leadership qualities and effectiveness of the union leaders. The leader must be a skillful negotiator, with the ability to secure the best for his union members during a negotiation or bargaining exercise.

Moreover, he must be informed and educated about the existing labour laws and lay down rules. Another role that may influence the role played by the trade union in organization conflict is its financial state. This is the check off dues because union could not function effectively without financial backing.

In conclusion, the aforementioned points will go a long way in influencing the activities and role of trade union in resolving organizational conflicts.

2.12 CONFLICTS/DISPUTES RESOLUTION MECHANISMS

Conflicts are inescapable in an organization. However, conflicts can be used as motivators for healthy change. In today's environment, several factors create competition; they may be differing departmental objectives, individual objectives, competition for use of resources or differing viewpoints. These have to be integrated and exploited efficiently to achieve organizational objectives.

Conflicts left unchecked can have serious destructive effects. The time and animosity involved in intra-organizational rivalry can divert attention from goal attainment. Conflict can result in fighting, strike actions, sabotage and other events which leave scars long after the conflict has ceased. It can determine the emotional and physical well-being of the persons involved, particularly since winning or losing may have powerful implications for the self esteem, values and beliefs of participants.

Just as the nature and causes of conflicts in organizations varied, so are the procedures, strategies or techniques for their resolution. The first major step in handling conflict in an organization is the creation of awareness by manager of its existence rather than pretending that they do not exist. It will be argued that creation of awareness enables managers to identify the challenges and how to resolve them, so that dysfunctional ones can be eliminated or minimized, and functional ones harnessed for the betterment of the organizational effectiveness and efficiency.

Conflict in bifurcation of goals and causes can be resolved through arbitration. This involves calling the heads of those conflicting departments or units by the top management to discuss and resolve the conflict. In arbitration, the solution suggested by the intermediary is binding upon the conflicting parties.

Problem solving and super-ordinate goals are in the main stream of resolving conflicts in the organization. Problem solving assumes that the conflicting parties shares mutual objectives and satisfies those shared goals. While super ordinate goals are ones which all the members desire but cannot be achieved by the resources and energies of the groups alone. The essence of this is that co-operation and unity should be emphasized and stimulated in an organization, so as to reduce conflict syndrome.

Management may use lock outs, disciplinary actions or even dismissal to end a perennial conflict situation. Similarly, conflicts can under given circumstances be resolved authoritatively or by command. In this situation, the issue of conflict can be brought before a common superior who resolves the conflict by making an indisputable and unbiased decision.

However, more of the means by which conflict is resolved rely to a greater or lesser extent upon some form of power or leadership skills and abilities. A less authoritarian style of leadership from workers resentment of the power of managers, where managers are pleasant, cordial and co-operative, and acknowledge feelings of others, conflict is reduced to its dearest minimum level in such organization.

Lastly a manager should manage conflicts effectively rather than suppress or avoid them. To manage them a manager needs to ask “What?” and “Why?” and not “Who?” to get at the root of problem. In the process of resolving conflicts, many problems can be identified and solved by removing obstacles and creating a new environment of individual growth. If conflicts are not managed properly, they can be damaging, as they waste a lot of energy and time and invoke tension, which reduces the productivity and creativity of those involved.

2.13 RELEVANT THEORETICAL FRAMEWORK

The Theoretical Framework is based on the effect of conflict on organizational performance and so many school of thought aired their views namely:

The Functionalist School of Thought

The functionalist school was championed by Lewis Coser. He suggested that internal conflict has a range of salutary consequences such as stabilizing group relation by bringing simmering grievances to a manageable level. Lewis school believed that conflict had a

positive function to the organization and provides a central explanation for the Analysis of social change and progress.

The Traditional School of Thought

This school views conflict as bad for organizations because it is disruptive, unnatural and represents a form of deviant behavior which should be controlled and changed if the objectives of the organization is to be achieved. To the traditional school of thought, conflict situations can have tragic consequences for some people and adverse effect on organizational performance, Adeoti D.O (1999).

The Interactionist School

Townsend (1983) sees conflict as a sign of a healthy organization up to a point. A good manager according to him, does not try to eliminate conflict, he tries to keep it from wasting the energies of his people. If you are the boss and your people fight you openly when they think you are wrong, that's healthy. If your people fight each other openly in your presence for what they believed in – that's healthy. But keep all the conflict eyeball to eyeball.

Robins (1998) believes that conflict is a positive force and necessary for effective performance. This approach encourages a minimum level of conflict within the group in order to encourage self criticism, change and innovation and to help prevent apathy or too great a tolerance for harmony and the status quo. Conflict is an inevitable feature of organizational life and should be judged by its performance.

The researcher tries to outline herself with the traditional school of thought, which views conflicts as bad for organizations because it is disruptive, unnatural and represents a form of deviant behaviour which if not controlled and checkmated, will jeopardized the

objectives of the organization. She argued that conflict must be avoided because it indicates malfunction within the group. Conflict is a disagreement in which parties involved disagree about facts or opinion expressed by other in authority.

In this regard, we shall discuss the functional and dysfunctional conflict.

Functional – conflict is a confrontation between groups that enhances the organizational performances. For instance various department in an organization may be in conflict over most efficient and adaptive method of achieving a goal. They may agree on a goal but not on the means to achieving it.

Dysfunctional – conflict is a confrontation between groups that harm or hinder the organizational goal. Management must seek to eliminate dysfunctional – conflict.

Effects of conflict also have both functional and dysfunctional outcome. (Robbins and Sanghi, 2006).

Functional Outcomes – It is hard to visualize a situation in which open or violent aggression may be functional. But there are a number of instances in which it's possible to envision how low or moderate levels of conflict could improve the effectiveness of a group. Conflict is constructive when it improves the quality of decisions, stimulates creativity and innovation, encourages interest and curiosity among group members, provides the medium through which problems can be aired and tension released, and foster an environment of self evaluation and change.

Dysfunctional Outcomes – The disruptive consequences of conflict on a group or organization's performance are generally well known. A reasonable summary might state: uncontrolled opposition breed discontent, which act to dissolve common ties, and eventually lead to the destruction of the group. Dysfunctional varieties can reduce group effectiveness. Among the

more undesirable consequences are a retarding of communication, reduction in group cohesiveness and subordination of group goals to the primary of infighting between members.

2.14 CONCEPTUAL FRAMEWORK

ON OIL AND GAS EXPLORATION AND EXPLOITATION IN THE NIGER DELTA

Oil was first discovered in the Niger Delta region in 1956 at Oloibiri in the present Bayelsa State. After half century of oil and gas exploration, it has triggered a chain of events which has led to both political and economic marginalization of the people of the region. Hence, it can be argued that oil and gas exploration in the region has become a Curse rather than a Blessing to the people of Niger Delta who have been at the receiving end of horrendous government oppression and brutality that have led to fatalities. Almost about sixty years of oil and gas production by SPDC and other multinational oil companies in the region which have resulted in hundreds of billions of dollars of oil and gas revenue, the people of Niger Delta have remain in abject poverty without basic amenities to boast for such as good roads, potable water, electricity, and employment opportunities in oil firms, etc. Even though, 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 groups willing to kill as part of their campaign for a greater share of the regions oil and gas wealth. The campaign for fair deal and control of the oil wells by the people did not start today. It started in 1966 when Isaac Adaka -Boro led a rebellion with his Delta Volunteer Service(DVS) against the Federal Government and formed the Niger Delta Republic. However, the rebellion was crushed, but it has brought consciousness into the minds of the people.

The suffering and deprivation of the people of the Niger Delta was latter championed by Late Ken Saro- wiwa in the 90s. He applied a peaceful and non-violent means that reminiscent of the strategy and tactics of Mahatma Ghandi of India. He aimed to redress the political and social-economic wrongs imposed on the Niger Delta people. But he was crushed by Late General Sani Abacha, the then military Head of State. The people of Niger Delta depends solely on their immediate environment for survival. Therefore, anything that alters their environment threatens the people's only source of livelihood. Hence SPDC exploration activity in the area has negatively affected the economic, political, and social development of the people. This is so because, the activity of the company result to the pollution of environment and reduction of land for the traditional occupation (ie farming and fishing) of the people. The fact remains that the people of Niger Delta (communities) is still rural and underdeveloped despite the huge and immense financial benefits the Federal and Multinational firms like Agip, SPDC, Mobil, etc, enjoy from their activities in the region. As a result of the oil exploration activities, most of the land in the region now yield little or no harvest, plants shrinks and fade away because of gas flaring .A medical and environmental expert explains that gas flaring toxic leads to respiratory problems among other dangers to humans , environment and animal life. Unfortunately, the oil exploration activity is carried out in the area in a daily basis which constitutes a serious health hazards in the Niger Delta. Considering the impact of oil and gas exploration activities on rural development in the Niger Delta, it is apt to ask:

1. What extent oil and gas exploration activities impacted positively on the rural community's development in Niger Delta?
2. What effort has SPDC put in place to ameliorate their sufferings as well as pay adequate compensation to their host communities?

3. What effort has the Government put in place to reduce this effect in the Niger Delta?

The operations of the SPDC which includes exploration, production, refining, transportation and marketing of oil and gas products which is based mostly in the Niger Delta region has been the giant spider spinning the web of environmental degradation. These activities in the area does not only altered the people's livelihoods, but continue to disrupt the natural balance of the regions earth crust (George,2000). During seismic surveys and exploration drilling, harmful materials like dynamites and explosive are used. The method involves into the earth's crust to measure the depth of the earth's make up. The implication of this is that the more oil is explored in the region using this method, the more the regions natural environment witness shocks and rifts in its crust. Gas flaring and venting, which represents a significant source of global warming is one of the biggest environmental problems associated with oil exploration and exploitation in the south-south region of Nigeria (Uguaren,2008). This has become so worrisome that most host communities to oil and gas producing facilities in the Niger Delta, lives with gas stacks that flare gas twenty-four hours' daily. This scenario exposes the people of the area to a lot of environmental and health hazards. This causes major devastating environmental effects that are associated with oil and gas exploration activity such as oil spillage.

One of the most visible impacts of the numerous oil spills has been loss of mangrove trees, which was once a source of both fuel woods for the indigenous people and a habit for the areas biodiversity. Oil spills also causes serious health hazards to people when they consume sea foods contaminated by oil spillage (Onuogha, 2007). More so, oil and gas exploration and exploitation activity in the Niger Delta regions has adversely destroys its original forest. Indeed, the oil industry is an implant factor of mangrove forest destruction in the Niger Delta.

Every human society depends to a large extent on their immediate environment for survival. Indeed, the operation of SPDC activities in the Niger Delta region has on one hand lead to the degradation of the immediate natural environment of the region, and on the other hand, contributed significantly to the release of many Green House gas which are the major causes of climate change. Thus, the consumption and development patterns have reached unsustainable levels manifested by widespread land degradation, erosion, deforestation, and air, water, and soil pollution.

However, before the advent of the oil industry, the Niger Delta people are hardworking people contrary to what non- indigenes say about the people. One would be disillusioned at the rate of activities embarked upon by both male and female inhabitants of the region. Given the fact that most of the settlement is rural, agricultural activities such as fishing and farming dominates all other economic activity in the area. Almost, all the natives in the region have embarked on one form of fishing and farming, etc. It is however, worthy to note that the Niger Delta region alone, contribute to the natural economy not only in petroleum and gas exploration but also in agricultural production (Ndiyo ,2008). The major food crops commonly found in the region are water yam, cocoa yam, maize, rice, melon, groundnuts, potato, plantain, banana, pepper, to mention just a few. Also, economic trees like oil palm, raffia palm, coconut, rubber and cocoa as well as livestock such as goat, pigs, fish ponds farming, etc, are abound (Ndiyo, 2008). The mangrove forest of the Niger Delta provide a lot of economic trees such as raffia palm used in the production of gin commonly called ogogoro, harvesting of timber (lumbering) is another serious economic activity of the people of the region. It is a lucrative business such that during its season, it offset over 65% of hunger and poverty of people of the region. In fact, many rural development projects like building projects and sponsoring children

to school are attributed to this factor by the inhabitants of the natives of the region. In the water, people go to pick periwinkles and water snails for both subsistence and commercial purposes. Scouting for snails is a very viable lucrative economic activity especially among people between the age bracket of 18 and 35 years. It is a lucrative business for those who were gifted in the art of scouting. Pottery, mat and rope makings are also economic activities of the people of the region. It is worthy to note that these and many other activities are source of rural development as well as viable source of income for survival to the people of the region especially in the people of Bayelsa.

These notwithstanding, it is regrettable to note that oil and gas exploration and exploitation activities by SPDC in the region have displaced their local source of income and their only source of survival. Flora and fauna have been destroyed. The citizenry have been transformed from great fishermen to great consumers of frozen sea fish (Ogbodo, 1992). Also, that before the advent of oil, there were three predominant sources of water supply for the people. These are rain water, river and open well water. Researchers has shown that pollution caused by acid rain from gas flaring does not end with sanitizing the water bodies but causes infections such as bronchitis and gives married coupled other side effects in form of genetic mutations (Olusi, 1981).

Similarly, oil and gas exploration and exploitation activities by SPDC in the area have impacted negatively on the people of Niger Delta with a trail of devastation such as poisoned air, acid rain, destroyed roofing sheets, odious gases and smells, poisoned water, destroyed fishing colonies, declining wild fisheries, and wild- life, failing crops, infertile soil and dying forest. Worst hit among other negative impact is the intervention of oil industry operation in the area into community policies. Before the advents of SPDC, the Niger Delta region has been a

peaceful one. But today, the region especially Bayelsa State has been described as being at war against itself. The conflicts are pervasive, replete and reoccurring in the host communities. It is so pervasive that it is quite difficult to get any hosts community in the region that have been permanently peaceful and conflict free.

Host communities have further witnessed a high level of inter-communal and ethnic conflicts. The multinational oil companies such as SPDC operating in the region use different strategies to set confusion, some of which are silence, denial, defiance, co-operation and payment of money to selected community leaders. Involvement in community projects, the concept of divide and rule, blaming the victim, promotion of false consciousness and violence (Iyayi,2000).In essence, the local people, their developmental interest, livelihoods, environment and needs are immaterial. Besides, SPDC operation in the region has been created a lazy and indolent class of youths who want to obtain and accumulate wealth without hard-work. It has also created false expectation of easy wealth which has increase a culture of greed and dependency among the people of the region (Ngiyo, 2008, zowan,2007, kimidi,2002).

On the whole, oil exploration and exploitation in the region by SPDC have been destructive, destabilizing and repressive because it has brought about high level of poverty, lack of food, asset, and access to basic development, economic stagnation, unemployment, under-development, soil infertility, poor quality of life, unhealthy environment as well as spreading diseases and malnutrition to the people of Niger Delta.

2.15 CONTENDING ISSUES IN THE NIGER DELTA CONFLICT

Ethnic militancy in the Niger Delta is continually fuelled by various issues and grievances against the government and oil companies. Perhaps the strongest grouse of the region is that the federal government dominated by the majority ethnic groups is using Nigeria's oil wealth to develop other areas at the expense of the oil producing communities of the Niger Delta has continuously being deployed by the Federal Government towards the development of states, towns and villages of the Hausa-Fulani, Yoruba and Igbo majority ethnic groups to the neglect and consternation of the oil communities. This lopsided developmental approach is evidenced by huge federal funding of extensive dam and irrigation projects as well as heavily subsidized agricultural and social development programmes in northern Nigeria. In addition to these are the geo-political motivated state-owned socio-economic projects like the Kaduna Refinery and many educational, administrative and military institutions with their headquarters in the territories of the major ethnic groups.

Consequently, the region continues to live in abysmal poverty amidst abundant oil wealth. As an illustration Ogoni-land, considered to be the luckiest of the oil producing communities in River State is reported to have provided Nigeria with total oil revenue of about 40 million dollars between 198 and 1992 (Ogoni Bill of Rights, 1992). In addition, between 1999 and 2004, Nigeria made a whopping ninety six billion dollar from oil (The Guardian, 18 April, 2006). Despite this massive contribution to the country's revenue base, Ogoni-land, presently can only boast of seven oil fields, a large petrochemical plant, several oil servicing companies that are closely located, Nigeria's only fertilizer plant and fourth largest ocean port (Naanen, 1995).

The case of Urhobo land in Delta State is even worse. In forty-one years of petroleum industry in Nigeria, Shell, Pan-Ocean and the Nigerian National Petroleum Corporation (NNPC)

have gained up to 22 trillion naira, an average of 56 billion naira yearly (Ovwasa, 1999). The whole budget of Delta State is about Four billion naira per annum, whereas the state accounts for at least 36% of Gross National Product (GNP). Moreover, everyday of the year, Urhobo natural gas worth about 68 million naira is wasted through wanton flaring (The Guardian, 19 August, 1998), yet, Urhobo land does not have any significant federal industry apart from the epileptic Warri Refinery and the inactive Aladja Steel Company. In addition, Delta State as a whole has no federal higher institution except the Petroleum Training Institute (PTI) established to train skilled manpower for effective oil extraction, whereas almost all the ethnic majority states have one form of federal institution or the other (Ovwasa, 1999).

The Niger Delta people are also aggrieved by environmental degradation and the attendant disruption of farming and fishing which are their major occupations. Due to oil exploration, oil spillages unto land, swamps and offshore areas over the decades have had serious adverse effects on the economic welfare and health of the inhabitants. Oil exploration activities often results in the destruction of the environment, erosion, destruction of aquatic life, extermination of some important soil organisms, promotion of malaria infestation due to the accumulation of water in the pits which serve as breeding ground and lastly general ecological disturbance (Jimoh, 2008). The Jesse, Delta State tragedy of 1998 in which about 1,200 persons were burnt to death by petrol explosion while attempting to glean a living from the gushing and wasting petrol is an illustration of the horrible situation faced by oil minorities in their daily lives. Political marginalization is another source of anger among the oil minorities. This marginalization depicted in their inadequate representation in government is most acute and evident appointment into oil related federal government parastatals.

Agitations over resource control and revenue allocation by the poor and underdeveloped oil producing communities of the Niger Delta now appear and to have reached its peak lately due to age

long grievances. Decades of peaceful protests gave way to violent militancy. In recent years, the agitations have become more militant and radical, including calls for self-determination and outright secession. On 8 November, 1999, the Egbesu killed a policeman in Odi, Bayelsa state, following the kidnap and killing of policemen by Egbesu youths in retaliation for the killing of their members. The federal government deployed soldier who consequently, liquidated the town. On 25 April, 2003, Ijaw militant men attacked the Army and Navy in Warri, Delta State leaving ten persons dead. The militants also intercepted the radio communication of the army and navy.

Five days later, women were killed in cross-fire between the militants (Ijaws) and the Nigerian security forces. The security forces intervened when the warring group attacked Itshekiri town, killing five women, On 1st May, 2003. Ijaw militiamen attacked government forces and oil installations in Opumani, Tanke farm, Okere-koko, Delta State. While similar action was replicated in Effurun the next day. In early 2004, the Niger Delta People's Volunteer Force under Mujahid Dokubo Asari threatened dissolution of the Nigerian state and outright war against the oil companies and the federal and state governments (Crisis Group Africa Report, 2006). The list is indeed endless.

CHAPTER THREE

RESEARCH METHOD

3.0 INTRODUCTION

Research Methodology is a way to collect information for the purpose of solving the research problem. It provides a guide or frame work for collection of data. This chapter focuses on the data gathering techniques, presentation and analysis of data information collected. Consideration such as the nature, size as well as the location of information determined the type of data gathering methodology employed in this research work. Therefore the procedures applied in this study include the following.

- Research design
- Area of study
- Population of the study
- Sample design and determination of sample size
- Sampling techniques
- Sources of data collection
- Method of data collection
- Data analysis technique
- Validation of research instrument

3.1 RESEARCH DESIGN

Research design refers to the approaches, framework or plans for carrying out research studies (Olannye 2006). Eliukwu (2008), also described it as a programme that is meant to guide the researcher in the process of collecting, analyzing and interpreting observations. Nwana (2007) stated that, research design is a term used to describe a number of decision which need to be taken regarding the collection of data. According to Nwachukwu (2007), research design means the plan for a research investigation.

The survey research method is employed for this study. This method was considered to be relevant to the study because the method does not only consider the sample size of the population under study, but also has to ensure that the resultant sample sufficiently represents the population. A survey is method of data collection in which respondent opinions are elicited with a questionnaire. This method is preferable in obtaining correct information and also affects the future direction of this research.

This method constitutes a class of empirical studies with human beings, organizations, groups, communities, etc. Because of its descriptive nature, it would be useful for generating new factors and natural experimentation without intentional manipulation of the variables of the research (Olannye, 2006). The description survey design will help in adopting a variety of data and information directly from the sample object.

Finally, the researcher is interested in observing what is happening to sample objects without any attempt to manipulate or control them and this makes the selected survey design the most appropriate for the study.

3.2 AREA OF STUDY

The area of this study relates to the geographical location covered by the study. The study covers the impact of conflict management strategies on organizational performance with reference to SPDC in the Niger Delta.

3.3 THE POPULATION OF THE STUDY

This study will take the form of a field survey, and it is expedient to mention that the population of this study is strictly restricted to SPDC in the Niger Delta Metropolis and their esteem customers. Ronald (2004) assesses population of the study as a census of all items or subject that possess the characteristics, or that have knowledge of the phenomenon being study. The population of the study covers SPDC staff, suppliers and customers of the organization, community and youth leaders of the host communities and the military men all in the Niger Delta. This include management staff and employees (workers) of SPDC. Management staff was 100, employees (workers) was 200, suppliers and customers was 20, community and youth leaders was 40, while the military men was 40. Thus, the population of the study was 400.

A population is the aggregate of all cases which conforms to designated set of specification, comprises of all the management staff, employees and the other groups stated above.

3.4 SAMPLE DESIGN AND DETERMINATION OF SAMPLE SIZE

Sample according to Nwabueke (2007), is the number of the respondent of the total population of the universe to be studied. Since the population is a finite one, application of statistiscal formular becomes imperative in determining the sample size. The sample size according to Olannye (2006), can be determined by using Yaro-Yamani formular:

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n= Is the required sample size to be captured.

N=Is the total number of members in the population.

e= Is the tolerance error margin for the selection of appropriate representative unit of the population (i.e. assume 0.05).

$$n = ?$$

$$N = 400$$

$$e = (0.05)^2$$

$$n = \frac{400}{1 + 400(0.05)^2}$$

$$= \frac{400}{1 + 400(0.05)^2}$$

$$= \frac{400}{1 + 400(0.0025)}$$

$$= \frac{400}{1 + 1}$$

$$= \frac{400}{2}$$

$$n = 200$$

$$n = 200$$

Also, using Bourley's proportional allocation formular:

$$n = \frac{n(n)}{N}$$

Where,

n = Element within the sample frame (i.e. number allocated to each management staff, employees and other groups).

n = Sample or proportion of the universe used for the study (total sample size).

N = Population of the study.

i. Management staff = 100

$$\begin{aligned}n &= \frac{n(n)}{N} \\&= \frac{100 \times (200)}{400} \\&= \frac{20,000}{400} \\&= 50\end{aligned}$$

ii. Employees (Workers) = 200

$$\begin{aligned}n &= \frac{n(n)}{N} \\&= \frac{200 \times (200)}{400} \\&= \frac{40,000}{400} \\&= 100\end{aligned}$$

iii. Suppliers and customers = 20

$$\begin{aligned}n &= \frac{n(n)}{N} \\&= \frac{20 \times (200)}{400}\end{aligned}$$

$$= \frac{4,000}{400}$$

$$= 10$$

iv. Community and Youth leaders = 40

$$n = \frac{n(n)}{N}$$

$$= \frac{40 \times (200)}{400}$$

$$= \frac{8,000}{400}$$

$$= 20$$

v. The Military men = 40

$$n = \frac{n(n)}{N}$$

$$= \frac{40 \times (200)}{400}$$

$$= \frac{8,000}{400}$$

$$= 20$$

To cross check: 50+100+10+20+20=200 (Sample size).

3.5 SAMPLING TECHNIQUES

A stratified sampling technique will be adopted for this study as this gives everyone an equal chance of being selected or chosen. The sampling technique was adopted due to the fact that the Population will be divided into sub-strata, based on the criteria of levels of management task and stakeholders of the firm as seen below.

Management level of employees

- * Top management level
- * Middle management level

Suppliers and customers of the Organization

Stakeholders of the host Communities

- * Community and youth leaders
- * Military men

3.6 SOURCES OF DATA COLLECTION

In adopting any method in research study, it is important to put into consideration the approach that will yield the most productive result relevant to the problems at hand. In this regard, data for this study were gathered from the following sources:

- * Primary Source
- * Secondary Source

3.6.1 PRIMARY SOURCE OF DATA

This is the most important and reliable source of data collection. The researcher used both structured interviews and questionnaires including observation method to obtain relevant data from the respondents. The researcher used the likert five scale questionnaire model.

3.6.2 SECONDARY SOURCE OF DATA

Secondary data are those obtained from review of related literatures of opinions of experts in the subject matter. These data were obtained from internet, textbooks, business journals, magazines, newspapers and newsletters from private professionals, public and academic libraries.

3.7 METHOD OF DATA COLLECTION

The instrument that will be used for collection of information shall be primarily the questionnaire which will be distributed to respondents and this served as a source of primary data. The internet as well as the library constituted our secondary data collection medium, as well as business journals, textbooks, research finding reports, newspapers, Newsletters and Magazines will be consulted in a bid to carry out the research work. Olannye (2006), defined questionnaire as an instrument for gathering data from respondents to aid in finding solution to research problem. The questionnaire was divided into A and B containing questions on respondents profile and another on closed ended questions patterns using likert scale as follows:

I= Strongly Disagree (SD), ii = Disagree (D), iii = Undecided (U), iv = Agree (A), v = Strongly Agree (SA).

3.8 RESEARCH INSTRUMENT FOR DATA COLLECTION.

The data collected was analyzed using Correlation Coefficient and Regression data analysis. The aim of the statistical analysis of data with regards to this research study was to assist the researcher make sense of the data and helps the researcher make conclusions that are valid and lead to good decision (Olannye,2006).

Correlation can be used to show the relationship between variables, while regression is used for the prediction of outcome. All analysis was run using versions 21 of the Statistical Package for Social Sciences (SPSS) software.

3.9 VALIDATION OF RESEARCH INSTRUMENT

In order to validate the instrument for data collection, the researcher seek the opinion of her supervisor and others that are experts in the field of management and research in the department of Business Administration and Marketing, Delta state university, Asaba Campus for validity. Consequently, adjustments and corrections were affected to ensure that it elicits the desired information.

To establish the reliability of instrument, a test-retest method will be employed. This entailed the collection of two sets of scores on two occasions. The instrument will be administered to a group of employees and suppliers of SPDC and some eminent stakeholders of the host communities in the Niger Delta Metropolis of Nigeria at interval of three (3) weeks. The result from the two-test showed some similarity which suggested that the questionnaire is reliable.

3.7 DATA ANALYSIS TECHNIQUE

The data collected will be analyzed using the simple percentage and tables as the data analytical tools. The data will first be deducted from the questionnaire distributed and a frequency corresponding to the response will be converted into percentage using Yamane's (1968) sample size determination formular.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.0 INTRODUCTION

This chapter covers the data analysis. The presentation is in sections. The first section is on the preliminary presentation of data which involves the demographic characters. The second section is on research questions while the last section is the test of hypotheses. The whole analysis were done using a computer software called SPSS (statistical package for social science version 21).

4.1 PRELIMINARY PRESENTATION OF DATA

This section presents the demographic characteristics of the respondents. Only four characteristics were treated, vis-avis gender of respondents, age distribution, marital status distribution and education/qualification. Percentage were used to further describe these features.

TABLE 4.1.1: GENDER DISTRIBUTION OF THE RESPONDENTS

Gender	Frequency	Percentage (%)
Male	120	60
Female	80	40
Total	200	100

Source: Field survey, 20105

Table 4.1 shows that 120 representing 60% of the respondents are males. While 80 representing 40% of the respondents are females. This indicates that majority of the respondents are males.

TABLE 4.1.2: AGE DISTRIBUTION OF THE RESPONDENTS

Age Ranges	Frequency	Percentage (%)
Below 15years	20	10
15 – 24years	17	9
25 – 34years	20	10
35 – 44years	73	35.5
45years and above	70	35
Total	200	100

Source: Field survey, 2015.

Table 4.2 above show age distribution of respondents which was spread across various age ranges. It equally shows the highest concentration of the respondents within age of 35years and above, constituted about 70.5% Of the respondents. However, those in the age bracket of 15 – 24years are 17 in number, making about 9% of the total respondents. While 25 – 34years and below 15years were 20 representing 10% of the total respondents respectively.

TABLE 4.1.3: MARITAL STATUS DISTRIBUTION OF RESPONDENTS.

Marital Status	Frequency	Percentage (%)
Single	30	15
Married	120	60
Divorced	40	20
Widowed	10	5
Total	200	100

Source: Field Survey, 2015

The above table indicates that there are 30 single males and females among the 200 respondents. This group represents about 15% of the total respondents. The table actually shows relatively high response rate of married respondents of 120, representing about 60% of them. About 40(20%) of the respondents are divorced while 10(5%) of the respondents are widows. However, married, unmarried and separated respondents actively took part in the study.

Table 4.1.4: Educational Qualification of Respondents

Educational level	Frequency	Percentage (%)
FSLC	0	0
WAEC/GCE/NECO	10	5
OND/NCE	30	15
HND/B.SC	130	65
MBA/M.SC/PH.D	20	10
PROFESSIONAL CERTIFICATE	10	5
TOTAL	200	100

Source: Field Survey, 2015.

Table 4.4 above show relatively highest response rate among HND/B.SC degree programmers of 130, representing 60% of the respondents and OND/NCE of 30, representing 15% of the total respondents respectively. However, the lowest response rates were shown among WAEC/GCE/NECO and professional certificates of about 10(5%) holders while FSLC has no respondents.

4.2 ANALYSIS OF RESPONDENTS PROFILE

RESEARCH QUESTION ONE: What are the factors that precipitate conflict between the host communities and SPDC in the Niger Delta?

Correlation among variable of factors that precipitate conflict is represented as X_1 and the questionnaire item, such as poor organizational structure, environmental degradation, weak communication, poor attitude towards community stakeholders and lack of socio amenities are explained by X_{1_1} , X_{1_2} , X_{1_3} and X_{1_4} respectively as presented thus:

Table 4.5: Correlation among variable of factors that precipitate conflict.

	X_{1_1}	X_{1_2}	X_{1_3}	X_{1_4}
X_{1_1}	1			
X_{1_2}	.044	1		
X_{1_3}	.108	.289**	1	
X_{1_4}	.052	.680**	.313	1

Source: Analysis of field survey, 2015.

The correlation coefficient of factors that precipitate conflict as shown in table 4.5 above, indicated that all the indicators of X_1 (factors that precipitate conflict) shows a positive correlation among variable.

Specifically X_{1_1} , which is the first variable correlated positively with X_{1_2} ($r = .044, 0.05$), X_{1_1} , also correlated positively with X_{1_3} ($r = .108, 0.05$), and lastly X_{1_1} , also correlated positively with X_{1_4} ($r = .052, 0.05$).

The second variable been X_{1_2} correlated positively with X_{1_3} ($r = .289^{**}, 0.05$) and lastly X_{1_2} also correlated with X_{1_4} ($r = .680^{**}, 0.01$).

The third variable been X_{1_3} correlated positively with X_{1_4} ($r = .313^{**}, 0.01$).

Table 4.6 Regression analysis for factors that precipitate conflict

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 Constant	8.063	1.011	.507	7.972	.000
COC	.486	.059		8.279	.000

Source: Analysis of field survey, 2015

Dependent Variable: Organizational performance

In the table 4.6 above, results from the regression analysis showed how the factors that precipitate conflict exhibited a significant positive effect on organizational performance.

($\beta = .507$, $P < 0.01$). β value show how the factors which precipitate conflict has positive effect on organizational performance.

Table 4.7 Model Summary

Model	R	R Square	Adjusted Square	Std Error of the Estimate
1	.507 ^a	.257	.253	1.7269

Source: Analysis of field survey, 2015.

In table 4.7, it reveals the extent to which factors that precipitate conflict accounted for change in organizational performance indicated by the adjusted R Square, which shows that 25.3% (.253) of the change in organizational performance is brought by factors that precipitate conflict.

RESEARCCH QUESTION TWO: What are the prominent effects of such conflict on organizational performance?

Correlation of prominent effects variable is represented as X2 such as economic instability, drop in productivity, and deprivation are explained by X2₁, X2, X2₃ and X2₄ respectively.

Table 4.8 Correlation of prominent effects

	X2 ₁	X2 ₂	X2 ₃	X2 ₄
X2 ₁	1			
X2 ₂	.297**	1		
X2 ₃	.093	.357**	1	
X2 ₄	.002	.478**	.195**	1

Source: Analysis of field survey, 2015

Table 4.8 above, indicated positively for the correlation coefficients of indicators of X2(Prominent effects), an indication that they are a good measure of prominent effects. The findings showed that X2₁, which is the first variable correlated positively with X2₂ ($r = .297^{**}$, 0.01), also correlated with X2₃ ($r = .093$, 0.05).

The second variable which is X2₂ maintain a positive correlation with X2₃ ($r = .357^{**}$, 0.01), and lastly correlated with X2₄ ($r = .478^{**}$, 0.01).

X2₃, the third variable is positively correlated with X2₄ ($r = .195^{**}$, 0.01).

Table 4.9 Regression analysis for prominent effects

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 Constant	.097	.082		1.178	.240
PE	..993	.005	.998	199.219	.000

Source: Analysis of field survey, 2015.

Dependent Variable: Organizational performance

In table 4.9 above, results from the regression analysis showed that prominent effects exhibited a significant positive effect on organizational performance ($\beta = .998$, $P \leq 0.01$). The β value show that prominent effects has a positive impact on organizational performance.

Table 4.10 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.998 ^a	.995	.995	.1412

Source: Analysis of field survey, 2015

In table 4.10 above, it reveals the extent to which prominent effects accounted for change in organizational performance indicated by the adjusted R Square, which shows that 995%(.995) of the change in organizational performance is brought about by prominent effects.

RESEARCH QUESTION THREE: Which conflict management strategies are most effective in enhancing organizational performance?

Correlation among the variables of conflict management strategies are represented as X3 such as Dominating, Integrating, Compromising, and Accommodating. These are explained by X3₁, X3₂, X3₃, and X3₄ respectively.

Table 4.11 Correlation of Conflict management strategies

	X3 ₁	X3 ₂	X3 ₃	X3 ₄	
X3 ₁	1				
X3 ₂	.208**	1			
X3 ₃	.079	.194**	1		
X3 ₄	.084	.434**	.073	1	

Source: Analysis of field survey, 2015

Table 4.11 above, indicated an overwhelming positively support for the correlation coefficient of indicators of X3(Conflict management strategies). The findings indicated that X3₁ which is the first variable correlated positively with X3₂ ($r=.208^{**}, 0.01$), X3₁ also correlated positively with x3₃ ($r=.078, 0.05$) and lastly X3₁ also correlated positively with X3₄ ($r=.084, 0.05$).

The second variable been X3₂ correlated positively with X3₃ ($r=.194^{**}, 0.01$) and lastly X3₂ also correlated positively with X3₄ ($r=.434^{**}, 0.01$).

The third variable been X3₃ correlated positively with X3₄ ($r=.073, 0.05$).

Table 4.12 Regression analysis for conflict management strategies

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std.Error	Beta		
1 (Constant)	8.203	.930		8.817	.000
KOC	.501	.057	.533	8.858	.000

Source: Analysis of field survey,2015

Dependent Variable: Organizational performance

In table 4.12 above, results from the regression analysis indicated that conflict management strategies exhibited a significant positive effect on organizational performance ($\beta=.533, 0.01$).

Table 4.13 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533	.284	.280	1.6956

Source: Analysis of field survey, 2015

Table 4.13 above, reveals the extent to which conflict management strategies accounted for change in organizational performance indicated by adjusted R Square, which shows that 28.0% (.280) of the change in organizational performance is brought about by conflict management strategies.

RESEARCH QUESTION FOUR: Which conflict type exert the most constraints on organizational performance?

Correlation among the variables of conflict type are represented as X4 such as Intra-personal, Inter-personal, Inter-group and Organizational conflict are explained by X4₁, X4₂, X4₃, and X4₄ respectively.

Table 4.14 Correlation among the variables of conflict type

	X4 ₁	X4 ₂	X4 ₃	X4 ₄
X4 ₁	1			
X4 ₂	.333**	1		
X4 ₃	-.283**	.242**	1	
X4 ₄	-.060	.045	.295**	1

Source: Analysis of field survey, 2015

In table 4.14 above, the correlation analysis involving types of conflict indicated that some of the indicators of X4 (conflict types) shows an overwhelming positive correlation while others reveal negative relationship among the variables. Findings indicated that X4₁ which is the first variable had a high positive correlation with X4₂ ($r = .333^{**}, 0.01$), X4₂ also correlated positively with X4₃ ($r = .242^{**}, 0.01$) as well as with X4₄ ($r = .045, 0.05$). X4₃ also indicated a relatively

high correlation with X4₄($r = .295^{**}$, 0.01). Hence, the negative correlation coefficient values were ignored as they do not reflect any relationship with the variables.

Table 4.15 Regression analysis of conflict type

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	8.720	1.087	.450	8.023	.000
CT	.066	.471		7.091	.000

Source: Analysis of field survey, 2015

Dependent Variable: Organizational performance.

From table 4.15 above, results from the regression analysis indicated that conflict types exert significant effect on organizational performance ($\beta = .450$, $P < 0.01$)

Table 4.16 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450 ^a	.203	.194	1.7893

Source: Analysis of field survey, 2015

In table 4.16 above, it reveals the extent to which conflict types accounted for change in organizational performance indicated by adjusted R Square, which shows that 19.4% (.194) of the change in organizational performance is brought about by conflict types.

4.3 HYPOTHESES TESTING

The four (4) null hypotheses raised for this study are hereby tested. Thus, Regression analysis was employed as an analytical tool for testing the hypotheses.

The P-value reported in the regression coefficient tables are used for testing the study hypotheses.

THE DECISION RULE

If the probability value calculated is greater than the critical level of significance, then the null hypotheses will be accepted while the alternate hypotheses is rejected and vice versa. If the probability value of 0.00 is smaller than the critical value of 5% (i.e $0.00 > 0.05$), we conclude of the given parameter that it is statistically significant. In this situation, it is accepted that there is need to reject the null hypotheses and to accept the alternate.

Note the P-value (probability value) is also known as the observed or exact level of significance or the exact probability of committing a type 1 error. More technically, the P-value is the lowest significance level at which a null hypothesis can be rejected.

HYPOTHESIS ONE (H_{O1})

There is no significant relationship between the factors that precipitate conflict in the host communities and SPDC in the Niger Delta region of Nigeria.

Showing the result for the test of hypothesis one

From the table 4.6, the critical value established 0.05(5%) is greater than the calculated (.000) level of significance ($0.000 < 0.05$), the null hypothesis is rejected while the alternate is accepted

implying that there is a significant positive relationship between the factors that precipitate conflict in the host communities and SPDC in the Niger Delta region of Nigeria.

HYPOTHESIS TWO (HO₂)

There is no significant relationship between effects of conflict on organizational performance.

Showing the result for the test of hypothesis two

From the table 4.9, the critical level of significance of 0.05 is greater than the calculated value ($0.05 > 0.000$) therefore, the null hypothesis is rejected to accept the alternate thereby implying that there is a significant positive relationship between effects of conflict on organizational performance.

HYPOTHESIS THREE (HO₃)

There is no significant relationship between conflict management strategies that are most effective in enhancing organizational performance.

Showing the result for the test of hypothesis three

Table 4.12 shows that the calculated value (.000) is less than the critical value of 0.05(5%) that is, $0.000 < 0.05$). This means that the null hypothesis is rejected to accept the alternate implying that there is a significant positive relationship between conflict management strategies that are most effective in enhancing organizational performance.

HYPOTHESIS FOUR

There is no significant relationship between conflict type that exert the most constraints on organizational performance.

Showing the result for the test of hypothesis four

The level of significance that is calculated in table 4.15 above is lesser than the established P-value ($.000 < 0.05$), this lead to the rejection of the null hypothesis and the acceptance of the alternate hypothesis which state there is a significant positive relationship between conflict type that exert the most constraints on organizational performance.

4.4 DISCUSSION OF FINDINGS

In accordance with the data analysis conducted in this chapter and the review of the related literature in chapter two, the discussion of findings of this research study is presented below:

4.4.1 FACTORS THAT PRECIPITATE CONFLICT AND ORGANIZATIONAL PERFORMANCE

From the results of data analyzed in table 4.5, it was reported that the overall positive correlation coefficient values among the variables of factors that precipitate conflict is an indicative that they are all appropriate indicators and dimensions of conflict. From table 4.6, the β value ($\beta = .507, 0.01$) indicated that factors which precipitate conflict has positive effect on organizational performance. Similarly, in table 4.7, the Adjusted R^2 reported that 25.3% (.253) of the change in organizational performance was brought about by factors that precipitate conflict. This concord with Buysse and Verbeke (2003), that the community in which an organization exists (town, state or country) demands the attention of any private organization, in this case SPDC to

meet the needs of not only their clients but more importantly to the immediate community in which they operates and the public at large.

4.4.2 PROMINENT EFFECTS AND ORGANIZATIONAL PERFORMANCE

The result obtained from table 4.8 portrayed an extremely positive correlation coefficient values among the variables that measure the prominent effects and this points out to the fact that they were all appropriate measures of prominent effects of conflict. From table 4.9, the β value ($\beta=.998, 0.01$) indicated that prominent effects has positive impact on organizational performance. Table 4.10 also, shows the extent to which prominent effects of conflict accounted for change in organizational performance. This was reported in the Adjusted R^2 that .995 (99.5%) of the change is brought about by effects of conflict. This concord with Ogbor (2013), that conflict is inevitable in an organization. Hence, management are duty bound to resolve conflict properly for the sake of enhancing organizational performance.

4.4.3 CONFLICT MANAGEMENT STRATEGIES AND ORGANIZATIONAL PERFORMANCE

From the analysis of data in table 4.11, an overwhelming positive correlation was observed among the variables of conflict management strategies. The positive correlations suggest that they were all appropriate indicators of conflict management strategies. Table 4.12 showed that the β value ($\beta = .533, 0.01$) has a positive effect on conflict management strategies and organizational performance. In table 4.13, R^2 reported that 28.0% (280) of the change in organizational performance is explained by conflict management strategies. These strategies reflect the individual's behavioural intentions in the face of conflict situations and different motives in conflict management, either with a distributive intent or an integrative intent

(Kilmann and Thomas,1975, Ma, 2007). The extent to which a given conflict management strategy is effective depends on the requirements of the specific conflict situation and the skill with which it is used. This is in agreement with Ma(2007), who used three stimulated business negotiations to explore the nature of conflict in China. The results showed that Compromising and Avoiding are the most preferred techniques of conflict management strategies in China, while Accommodating and Integrating lead to more satisfaction during business negotiation.

4.4.4 CONFLICT TYPE AND ORGANIZATIONAL PERFORMANCE

The result of data analysis in table 4.14reported that the overall positive correlation coefficient values of conflict type is an indicative that they are all appropriate indicators of conflict type. Table 4.15 shows the impact conflict type has on organizational performance ($\beta = .450, 0.01$). Also table 4.16 showed that the Adjusted R^2 19.4% (.194) of the change in organizational performance was as a result of conflict type. This concord with Adomi and Anie (2006), who reveals that the intra-personal conflict, inter-personal conflict, inter-group conflict, and organizational conflicts as well as close inter-dependency between units in the organization are the major types of conflict in the organization. Therefore, the evidence for the effectiveness of managing conflict through prevention, by means of improved communication, and argued for a pro-active approach in handling conflict.

CHAPTER FIVE

DISCUSSION CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

In this chapter the summary of the finding was drawn from the questionnaire which was analyzed in chapter four that would be presented. Thereafter, conclusions and recommendations will be as to knowing the effect of conflict management strategies in an organization such as SPDC, in the Niger Delta.

5.1 SUMMARY OF FINDINGS

This research work was conducted against the backdrop at conflict situations that have disrupted the peace and progress of SPDC, operations in the Niger Delta, the finding as follows:

1. That the factors that precipitate conflict in the host community and SPDC in the Niger Delta has positive effect on organizational performance.
2. That there is a significant effect of conflict on organizational performance.
3. That there are different conflict management strategies that are most effective in enhancing organizational performance.
4. That there are different conflict type that exert the most constraints on organizational performance and the top ranked was inter-personal conflict.
5. That having constant dialogue is one of the techniques for handling conflict situations.

5.2 CONCLUSION

Conflicts are a significant portion of the human nature and its exceptionally important to study it not only for theoretical purposes but also for organizational practices. Pawlak(2006) suggests that conflict analysis, its impact and its resolutions has an important role in private, public and political organizations, as well as in judicial and work disputes in military operations and many other institutions. From the events recorded in the region under study, it is obvious that there are other drivers of perennial oil conflict in Niger Delta between the host communities, the government and SPDC. And by implication, the Nigerian Government demonstrate its preference for the continuous flow of oil than the wellbeing of local people. However, the government has intervened by the creation of various commission with the aim of bringing development onto the communities door step and the proclamation of an amnesty. It is worth mentioning that the under development of the oil producing communities has prompted some militant groups to reject embracing the amnesty offer, hence the amnesty offer does not emancipate the local people whom they are fighting for.

However, because of their social impacts, SPDC are expected to take cognizance of CRS in host communities for hostilities to abate. Niger Delta communities have become more aware of their rights and benefits they deserves from oil revenue but restiveness scars the region due to disjuncture between SPDC and the people in terms of facilitating development. This study reveals that there is a strong relationship between CRS failure and conflict as the people of Niger Delta plans on ways of eradicating rural impoverishment, environmental pollution and inadequate human resource development through enhanced CRS.

Having contextualized the factors and the problems by placing emphasis on the causes of conflict, it is suggested that both the government and the oil companies, especially, SPDC should rethink their conflict management approaches. There is a need for them to differentiate between what the people want and their actual needs to end the conflict.

Thus, it is pertinent on the management of SPDC to ensure that efficient management strategies must be employed in order to combat the conflicting situation, as well as bringing and maintaining peace and harmony in the organization by strengthening the relationships among all the employees so that no single employee is left in isolation rather feel confident to participate in the organizational work environment, decision making and culture. Though conflict is often seen as pessimistic, it still has a capacity of enhancing organizational innovativeness and productivity which improves organizational performance.

5.3 RECOMMENDATIONS

The following recommendations are made based on the findings of the study:

1. That government and SPDC should adopt the conflict management strategies identified in the study area to enhance organizational performance.
2. That management should ensure a free flow of communication between the management and the employees as well as the stakeholders of the host communities.
3. Management should encourage and promote inter-personal relationships among co-workers to improve on their morale.
4. There is need for constant dialogue between management and the employees, to clarify issues and exchange ideas.

5. Management should re-orient employees on the effect of conflict on organizational performance.
6. Government should effectively enforce the regulations on oil spills and make SPDC and other multinational oil companies responsible for actions.
7. The earlier SPDC begin to priorities the wellbeing and health of the communities, the better for the oil workers and more promising the industry would become. This makes it crucial for the company to adopt effective mechanisms to mitigate environmental degradation and gas flaring.
8. Rural community forums should be created within the communities. This will promote good communication between the host communities, SPDC and the government. A day can be set aside in the host community's town centre to discourse issues that affect the region.
9. That in order to enhance their corporate reputations, SPDC need to work on any area of broken relationships with host communities in the region. The best strategy in actualizing this is that they begin to address all sources of grievances which would mitigate the unprecedented level of social inequality that seem to characterize the oil producing communities.

5.4 CONTRIBUTION TO KNOWLEDGE

The study has made the following modest contribution to the body of knowledge.

1. Conflict is an attendant feature of human interaction and cannot be eliminated, however, its proper management and transformation are paramount for peace and progress in the oil industry.
2. That efficient and effective management of conflict is fundamental to the development of any society. Therefore, maintaining a cordial relationship between management and employees and involving employees in decision making process in SPDC appeared to be the most efficient strategies for solving crisis in the SPDC because when conflicts are properly managed, it will lead to successful completion of organizational goals and objectives.

5.5 SUGGESTION FOR FUTURE RESEARCH

The researcher is recommending that further research to be carried out on the oil companies and organizations on “Conflict Management and Its Impact on Organizational Performance as a means of improving organization efficiency”.

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APPENDIX

STRUCTURE QUESTIONNAIRE

Department of Business Administration and
Marketing,

Faculty of Management Sciences,

Delta State University,

Asaba Campus

September, 2015

Dear Respondents,

REQUEST FOR THE COMPLETION OF THE STRUCTURED QUESTIONNAIRE

I am a postgraduate student of the above named institution and department.

I am currently working on my research project titled “Conflict Management Strategies and Organizational Performance an evidence from SPDC in the Niger Delta” as a part of the requirements for the award of Master of Science (M.Sc) Degree in Management.

It will be appreciated if you will kindly respond objectively to the set of question contained in this structured questionnaire. It is purely for academic exercise. I hereby assure you that all information supplied will be treated with utmost confidence.

Thanks for your anticipated co-operation.

DR. JOHN O. OGBOR
(PROJECT SUPERVISOR)

ORUBOKE C. THERESA
(RESEARCHER)

Please tick (✓) the option of your choice and fill the blank spaces as the case may be.

These questions in this subsection are designed to elicit information about the Impact of Conflict Management Strategies on Organizational Performance.

SECTION A

Socio-Demographic information of respondent's profile

	Measuring group	Categories
1	Gender	Male () Female ()
2	Age range	Below 15 years () 15 – 20 years () 21 – 30 years () 31 – 40 years () 41 – 50 years () 51 years and above ()
3	Marital status	Single () Married () Divorced () Windowed ()
4	Educational qualification	FSLC () WAEC/GCE/NECO () OND/NCE () HND/B.Sc () MBA/M.S.c/Ph.D () Others
5	Category of respondents	Employers () Management staff () Employees () Customers () Suppliers () Community leaders ()

SECTION B

Kindly read through the following questions and carefully tick in the option of your choice appropriately.

Use the scale below as your guide

QUESTIONS:

SA = Strongly Agree 5

A = Agree 4

U = Undecided 3

D = Disagree 2

SD = Strongly Disagree 1

1. What are the factors that precipitate conflict between the host communities and SPDC in the Niger Delta?

S/N	Factors of conflict	SA	A	U	D	SD
1	Lack of SPDC infrastructural development	5	4	3	2	1
2	Deprivation of means of livelihood	5	4	3	2	1
3	Environmental degradation	5	4	3	2	1
4	Marginalization	5	4	3	2	1
5	Lack of failure to deliver M.O.U.	5	4	3	2	1
6	Unemployment	5	4	3	2	1
7	Treating community leaders with disrespect	5	4	3	2	1
8	Leadership and Governance problem	5	4	3	2	1
9	Poor communication	5	4	3	2	1
10	Conversing with regulatory agencies to short change community people	5	4	3	2	1
11	Lack of cordial relationship between employees and management	5	4	3	2	1

2. What are the effects of such conflict on organizational performance?

S/N	Effect of conflict	SA	A	U	D	SD
1	Environmental pollution	5	4	3	2	1
2	Poor standard of living	5	4	3	2	1
3	Oil spillage	5	4	3	2	1
4	Economic instability	5	4	3	2	1
5	Drop in productivity	5	4	3	2	1
6	Political instability	5	4	3	2	1
7	Insubordination	5	4	3	2	1
8	Fragmentation	5	4	3	2	1

3. Which conflict management strategies are most effective in enhancing organizational performance ?

S/N	Conflict management strategies	SA	A	U	D	SD
1	Dominating	5	4	3	2	1
2	Integrating	5	4	3	2	1
3	Compromising	5	4	3	2	1
4	Accommodating	5	4	3	2	1
5	Avoiding	5	4	3	2	1
6	Youth empowerment	5	4	3	2	1

4. Which conflict type exert the most constraints on organizational performance?

S/N	Conflict types	SA	A	U	D	SD
1	Intra-personal conflict	5	4	3	2	1
2	Inter-personal conflict	5	4	3	2	1
3	Inter-group conflict	5	4	3	2	1
4	Organizational conflict	5	4	3	2	1

```

GET DATA /TYPE=XLSX
/FILE='C:\Users\HP\Documents\church-cre Book2.xlsx'
/SHEET=name 'Sheet1'
/CELLRANGE=full
/READNAMES=on
/ASSUMEDSTRWIDTH=32767.
EXECUTE.
DATASET NAME DataSet1 WINDOW=FRONT.
CORRELATIONS
/VARIABLES=COC PE KOC CT OP
/PRINT=TWOTAIL NOSIG
/STATISTICS DESCRIPTIVES
/MISSING=PAIRWISE.

```

Correlations

Notes

Output Created	07-DEC-2015 18:38:36
Comments	
Input	Active Dataset Filter Weight Split File N of Rows in Working Data File
Missing Value Handling	Definition of Missing Cases Used
Syntax	CORRELATIONS /VARIABLES=COC PE KOC CT OP /PRINT=TWOTAIL NOSIG /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Resources	Processor Time Elapsed Time

[DataSet1]

Descriptive Statistics

	Mean	Std. Deviation	N
COC	17.120	2.0874	200
PE	16.385	2.0067	200
KOC	16.315	2.1256	200
CT	16.245	1.9087	200
OP	16.375	1.9986	200

Correlations

		COC	PE	KOC	CT	OP
COC	Pearson Correlation	1	.512**	.532**	.284**	.507**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	200	200	200	200	200
PE	Pearson Correlation	.512**	1	.539**	.453**	.998**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	200	200	200	200	200
KOC	Pearson Correlation	.532**	.539**	1	.372**	.533**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	200	200	200	200	200
CT	Pearson Correlation	.284**	.453**	.372**	1	.450**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	200	200	200	200	200
OP	Pearson Correlation	.507**	.998**	.533**	.450**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	200	200	200	200	200

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

CORRELATIONS

```

/VARIABLES=delivery employee treaty environment
/PRINT=TWOTAIL NOSIG
/STATISTICS DESCRIPTIVES
/MISSING=PAIRWISE.

```

Correlations

Notes

Output Created		07-DEC-2015 18:40:27
Comments		
Input	Active Dataset Filter Weight Split File N of Rows in Working Data File Definition of Missing	DataSet1 <none> <none> <none> 215
Missing Value Handling	Cases Used	User-defined missing values are treated as missing. Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax		CORRELATIONS /VARIABLES=poor organizational structure weak communication environmental and social amenities /PRINT=TWOTAIL NOSIG /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Resources	Processor Time Elapsed Time	00:00:00.16 00:00:00.22

[DataSet1]

Descriptive Statistics

	Mean	Std. Deviation	N
Social amenities	4.590	.7242	200
Weak communication	4.260	.6743	200
Environmental	4.130	.8815	200
Organizational structure	4.140	.8626	200

Correlations

		Social Amenities	Communication	Environmental	Organizational structure
Social Amenities	Pearson Correlation	1	.044	.108	.052
	Sig. (2-tailed)		.532	.130	.464
	N	200	200	200	200
Weak communication	Pearson Correlation	.044	1	.289**	.680**
	Sig. (2-tailed)	.532		.000	.000
	N	200	200	200	200
Environmental	Pearson Correlation	.108	.289**	1	.313**
	Sig. (2-tailed)	.130	.000		.000
	N	200	200	200	200
Organizational Structure	Pearson Correlation	.052	.680**	.313**	1
	Sig. (2-tailed)	.464	.000	.000	
	N	200	200	200	200

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

CORRELATIONS

/VARIABLES= social amenities weak communication environmental organizational Structure

/PRINT=TWOTAIL NOSIG
/STATISTICS DESCRIPTIVES
/MISSING=PAIRWISE.

Correlations

Notes

Output Created	07-DEC-2015 18:41:30
Comments	
Active Dataset	DataSet1
Filter	<none>
Input	
Weight	<none>
Split File	<none>
N of Rows in Working Data File	215
Definition of Missing	User-defined missing values are treated as missing.
Missing Value Handling	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Cases Used	
Syntax	CORRELATIONS /VARIABLES=communication morale quality productivity /PRINT=TWOTAIL NOSIG /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.
Processor Time	00:00:00.06
Resources	Elapsed Time
	00:00:00.20

[DataSet1]

Descriptive Statistics

	Mean	Std. Deviation	N
Economic instability	4.435	.7930	200
Oil Spillage	4.040	.6934	200
Deprivation	3.985	.8356	200
Productivity	3.945	.7648	200

Correlations

		Economic instability	Oil spillage	Deprivation	Productivity
Economic instability	Pearson Correlation	1	.297**	.093	-.002
	Sig. (2-tailed)		.000	.189	.980
	N	200	200	200	200
Oil spillage	Pearson Correlation	.297**	1	.357**	.478**
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
Deprivation	Pearson Correlation	.093	.357**	1	.195**
	Sig. (2-tailed)	.189	.000		.006
	N	200	200	200	200
Productivity	Pearson Correlation	-.002	.478**	.195**	1
	Sig. (2-tailed)	.980	.000	.006	
	N	200	200	200	200

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

CORRELATIONS

/VARIABLES=dominating integrating compromising accommodating
 /PRINT=TWOTAIL NOSIG
 /STATISTICS DESCRIPTIVES
 /MISSING=PAIRWISE.

Correlations

Notes

Output Created	07-DEC-2015 18:42:02	
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
Missing Value Handling	N of Rows in Working Data File	215
	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax	CORRELATIONS	
	/VARIABLES=Integrating Dominating	
	Compromising Accommodation compromising	
	/PRINT=TWOTAIL NOSIG	
Resources	/STATISTICS DESCRIPTIVES	
	/MISSING=PAIRWISE.	
	Processor Time	00:00:00.09
	Elapsed Time	00:00:00.28

Correlations

		Dominating	Integrating	Compromising	Accommodating
Dominating	Pearson Correlation	1	.208**	.078	.084
	Sig. (2-tailed)		.003	.271	.238
	N	200	200	200	200
Integrating	Pearson Correlation	.208**	1	.194**	.434**
	Sig. (2-tailed)	.003		.006	.000
	N	200	200	200	200
Compromising	Pearson Correlation	.078	.194**	1	.073
	Sig. (2-tailed)	.271	.006		.304
	N	200	200	200	200
Accommodating	Pearson Correlation	.084	.434**	.073	1
	Sig. (2-tailed)	.238	.000	.304	
	N	200	200	200	200

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

CORRELATIONS

```

/VARIABLES=intra-personal inter-personal inter-group organizational
/PRINT=TWOTAIL NOSIG
/STATISTICS DESCRIPTIVES
/MISSING=PAIRWISE.

```

Correlations

Notes

Output Created	07-DEC-2015 18:43:33	
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	215
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax	CORRELATIONS /VARIABLES= intra-personal inter-personal inter-group organizational /PRINT=TWOTAIL NOSIG /STATISTICS DESCRIPTIVES /MISSING=PAIRWISE.	
Resources	Processor Time	00:00:00.61
	Elapsed Time	00:00:00.62

n

[DataSet1]

Descriptive Statistics

	Mean	Std. Deviation	N
Intra-personal conflict	4.365	.8807	200
Inter-personal conflict	4.045	.7654	200
Inter-group conflict	3.960	.7690	200
Organizational conflict	3.835	.9446	200

Correlations

		Intra-personal	Inter-personal	Inter-group	Organizational
intra-personal	Pearson Correlation	1	.333**	-.283**	-.060
	Sig. (2-tailed)		.000	.000	.398
	N	200	200	200	200
inter-personal	Pearson Correlation	.333**	1	.242**	.045
	Sig. (2-tailed)	.000		.001	.526
	N	200	200	200	200
inter-group	Pearson Correlation	-.283**	.242**	1	.295**
	Sig. (2-tailed)	.000	.001		.000
	N	200	200	200	200
organizational	Pearson Correlation	-.060	.045	.295**	1
	Sig. (2-tailed)	.398	.526	.000	
	N	200	200	200	200

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

CORRELATIONS

/VARIABLES=motivation incentive encouragement rightinformation
 /PRINT=TWOTAIL NOSIG
 /STATISTICS DESCRIPTIVES
 /MISSING=PAIRWISE.

Correlations

Notes

Output Created	07-DEC-2015 18:43:33	
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	215
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.
Syntax	CORRELATIONS	
	/VARIABLES=motivation incentive encouragement rightinformation	
	/PRINT=TWOTAIL NOSIG	
	/STATISTICS DESCRIPTIVES	
	/MISSING=PAIRWISE.	
Resources	Processor Time	00:00:00.14
	Elapsed Time	00:00:00.20

[DataSet1]

Descriptive Statistics

	Mean	Std. Deviation	N
Motivation	4.425	.7985	200
Incentive	4.045	.6967	200
encouragement	3.985	.8356	200
rightinformation	3.940	.7611	200

Correlations

		motivation	incentive	encouragement	rightinformation
Motivation	Pearson Correlation	1	.282**	.077	-.007
	Sig. (2-tailed)		.000	.276	.917
	N	200	200	200	200
Incentive	Pearson Correlation	.282**	1	.364**	.479**
	Sig. (2-tailed)	.000		.000	.000
	N	200	200	200	200
encouragement	Pearson Correlation	.077	.364**	1	.188**
	Sig. (2-tailed)	.276	.000		.008
	N	200	200	200	200
rightinformation	Pearson Correlation	-.007	.479**	.188**	1
	Sig. (2-tailed)	.917	.000	.008	
	N	200	200	200	200

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

REGRESSION

```

/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT OP
/METHOD=ENTER COC.

```

Regression

Notes

Output Created	07-DEC-2015 18:45:16	
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	215
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax	REGRESSION	
	/MISSING LISTWISE	
	/STATISTICS COEFF OUTS R ANOVA	
	/CRITERIA=PIN(.05) POUT(.10)	
	/NOORIGIN	
	/DEPENDENT OP	
Resources	/METHOD=ENTER COC.	
	Processor Time	00:00:00.08
	Elapsed Time	00:00:00.06
	Memory Required	1820 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1]

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	COC ^b	.	Enter

a. Dependent Variable: OP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.507 ^a	.257	.253	1.7269

a. Predictors: (Constant), COC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	204.402	1	204.402	68.541	.000 ^b
	Residual	590.473	198	2.982		
	Total	794.875	199			

a. Dependent Variable: OP

b. Predictors: (Constant), COC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.063	1.011		7.972	.000
	COC	.486	.059	.507	8.279	.000

a. Dependent Variable: OP

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT OP
/METHOD=ENTER PE.

```

Regression

Notes

Output Created	07-DEC-2015 18:46:04
Comments	
Input	Active Dataset Filter Weight Split File N of Rows in Working Data File
Missing Value Handling	DataSet1 <none> <none> <none> 215 User-defined missing values are treated as missing. Statistics are based on cases with no missing values for any variable used.
Syntax	REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT OP /METHOD=ENTER PE.
Resources	Cases Used Processor Time Elapsed Time Memory Required Additional Memory Required for Residual Plots
	00:00:00.22 00:00:00.31 1820 bytes 0 bytes

[DataSet1]

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	PE ^b	.	Enter

a. Dependent Variable: OP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.998 ^a	.995	.995	.1412

a. Predictors: (Constant), PE

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	790.929	1	790.929	39688.104	.000 ^b
	Residual	3.946	198	.020		
	Total	794.875	199			

a. Dependent Variable: OP

b. Predictors: (Constant), PE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.097	.082		1.178	.240
	PE	.993	.005	.998	199.219	.000

a. Dependent Variable: OP

```

REGRESSION
/MISSING LISTWISE
/STATISTICS COEFF OUTS R ANOVA
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT OP
/METHOD=ENTER KOC.

```

Regression

Notes

Output Created	07-DEC-2015 18:46:48	
Comments		
Input	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
Missing Value Handling	N of Rows in Working Data File	215
	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.
Syntax	REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT OP /METHOD=ENTER KOC.	
Resources	Processor Time	00:00:01.25
	Elapsed Time	00:00:01.41
	Memory Required	1820 bytes
	Additional Memory Required for Residual Plots	0 bytes

[DataSet1]

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	KOC ^b	.	Enter

a. Dependent Variable: OP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533 ^a	.284	.280	1.6956

a. Predictors: (Constant), KOC

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	225.587	1	225.587	78.460	.000 ^b
	Residual	569.288	198	2.875		
	Total	794.875	199			

a. Dependent Variable: OP

b. Predictors: (Constant), KOC

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.203	.930		8.817	.000
	KOC	.501	.057	.533	8.858	.000

a. Dependent Variable: OP

REGRESSION

/MISSING LISTWISE

/STATISTICS COEFF OUTS R ANOVA

/CRITERIA=PIN(.05) POUT(.10)

/NOORIGIN

/DEPENDENT OP

/METHOD=ENTER CT.

Regression**Notes**

Output Created	07-DEC-2015 18:47:18	
Comments		
Input	Active Dataset Filter Weight Split File N of Rows in Working Data File	DataSet1 <none> <none> <none> 215
Missing Value Handling	Definition of Missing Cases Used	User-defined missing values are treated as missing. Statistics are based on cases with no missing values for any variable used.
Syntax		REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS R ANOVA /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT OP /METHOD=ENTER CT.
Resources	Processor Time Elapsed Time Memory Required Additional Memory Required for Residual Plots	00:00:00.17 00:00:00.33 1820 bytes 0 bytes

[DataSet1]

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	CT ^b	.	Enter

a. Dependent Variable: OP

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.450 ^a	.203	.198	1.7893

a. Predictors: (Constant), CT

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	160.977	1	160.977	50.282	.000 ^b
	Residual	633.898	198	3.202		
	Total	794.875	199			

a. Dependent Variable: OP

b. Predictors: (Constant), CT

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	8.720	1.087		8.023	.000
	CT	.471	.066	.450	7.091	.000

a. Dependent Variable: OP