Journal of Human Resource & Leadership

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ISSN: 2616-8421

Stratford Peer Reviewed Journals and Book Publishing
Journal of Human Resource & Leadership
Volume 6||Issue 4||Page 68- 80|| November ||2022|
Email: info@stratfordjournals.org ISSN: 2616-8421

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***How to cite this article*: Akubueze, U. O., Worlu, G. O. & Biriowu, C. S. (2022). Dominating Conflict Management Strategy and Effectiveness of Multinational Oil and Gas Companies in Nigeria, *Journal of Human Resource & Leadership,* Vol *6*(4) pp. 68-80.** https://doi.org/10.53819/81018102t4100

Abstract

The purpose of this study was to examine the relationship between dominating conflict management strategy and effectiveness of multinational oil and gas companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of the study was the five (5) multinational oil and gas companies registered with the Department of Petroleum Resources. Since the population of five (5) multinational Oil and Gas producing companies in Nigeria was relatively small, the entire population was studied as a census and in line with the unit of analysis which is at the macro level, the questionnaire was distributed to the elements from the population was used as the participants and in line with the unit of analysis which is at the macro level, the questionnaire was distributed to ten (10) managers of the five (5) multinational oil and gas producing companies in Nigeria, bringing the total number to fifty (50) respondents. The category of managers included in the study were Directors, General Managers, Deputy General Managers, Divisional Managers and Deputy Divisional Managers. The reliability of the instrument was achieved by the use of the Cronbach Alpha Coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. Findings from the data analysis revealed that, there is a significant negative relationship between negotiating conflict management strategies and effectiveness of multinational oil and gas companies in Nigeria. Therefore, the study concluded that, the adoption of dominating conflict management strategy was negatively related to effectiveness in multinational oil and gas companies in Nigeria. Thus, the study recommends that multinational oil and gas companies should avoid using dominating strategy unless it is the only strategy that can fit the situation. This is because the findings revealed an inverse correlation between multinational oil and gas companies' effectiveness and dominating strategy.

Keyword: *Conflict, Conflict Management Strategies, Effectiveness, Dominating, Growth Rate, Innovation Market Share*

1.0 Introduction

Effectiveness is vital for organizations to stay in operation in the dynamic environment. Several organizational factors drive the attainment of effectiveness such as knowledge sharing, organizational climate, organizational structure, organizational culture, organizational leadership and environmental factors. Also, conflict management is crucial factor in driving effectiveness. Conflict is an inevitable part of living for the reason that, it relates to situations where resources are scarce, where there is need for functions' division, role-differentiation and power relations (Azamosa, 2004). Many a time, conflict results to stress, which leads to less-than-optimal satisfaction for the employees (Bashir, 2010). This reduced satisfaction may result to higher absenteeism rate and high turnover rates. Conflict may also erode trust on fellow employees and even supervisors and seniors, which can dent or completely halt the project execution progress. The collection of internal consequences that are negative, such as slowed progress and loss of trust, could generate a negative impact on the satisfaction of customer as a result of failure to meet deadlines for service delivery and service quality that is below the expected standards (Dontigney, 2012). Conflicts in organizations are disastrous and create unnecessary economic loss both to the organizations and the society. It sometimes results in strikes, stress and low productivity, loss of man hour and wastage of resources (Oparanma, Hamilton & Ohaka, 2009).

According to Hotepo (2010), conflict could be resolved in many different ways, some paying attention to structural changes while others, having a focus on interpersonal relationships. Conflict management aimed at constructive action seems to be the best approach in the resolution of conflict in any organization. Should there be conflict, it is critical to be in a position to manage them in the best way possible, so as for it to be transformed into a positive, as opposed to being a negative force, which will be seen as a threat to the individuals or groups.

According to Boulden (2003), conflict management strategy (CMS) is the process that involves blocking out the negative aspects of conflicts while at the same time pronouncing more, the positive aspects of the same conflict, by use of styles and techniques in managing conflict between individuals or between groups. Management of conflict includes executing tactics to suppress the deleterious elements of the conflict while at the same time, pronouncing more the aspects of conflict that are positive at the same or greater level compared to when the conflict occured. The main management intention with regard to conflict concerns, is improving performance and efficacy of organizations (Rahim, 2002). Its main concern is not avoiding or eliminating all conflicts. According to Gordon (2004), the concept of conflict management is more often than not, linked to containment and settlement of conflict. The containment and settlement of conflict concerns the activity of identification and handling of conflict in a manner that is sensible, efficient and fair. The practice presupposes such skills as problem solving, negotiating and adequate communicating with clear concentration on welfare issues.

1.1 Research Objectives

The purpose of this paper therefore is to examine the relationship between dominating conflict management strategy and effectiveness of multinational oil and gas companies in Nigeria. This study was guided by the following research objectives were to:

i. Examine the relationship between dominating conflict management strategy and growth rate of multinational oil and gas companies in Nigeria?
ii. Assess the relationship between dominating conflict management strategy and innovation of multinational oil and gas companies in Nigeria?
iii. Investigate he relationship between dominating conflict management strategy and market share of multinational oil and gas companies in Nigeria?

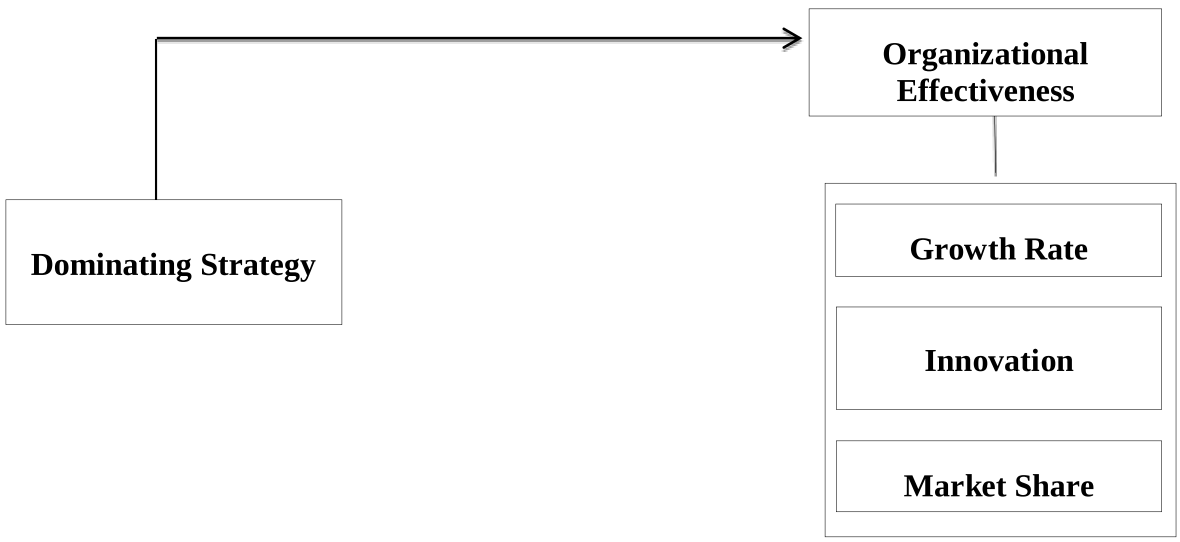

Fig.1 Conceptual model for the relationship between dominating conflict management strategy and effectiveness

Source: Desk Research (2022)

2.0 Literature Review

2.1 Theoretical Foundation

2.1.1 Conflict Theory

The conflict theory developed by Karl Marx, asserts that, society is in a state of perpetual conflict because of never-ending competition for limited resources among different groups, which can be tribal communities, government agencies and regions as well as states (Strasser, 2014). Other causes of conflict are incompatible goals, hostility, work interdependence, differences in attitude, social and physical differences and increased demand for specialists. The main proponent and developer of conflict theory is Karl Marx, a co- author of the Communism Manifesto (Marx & Engel, 1848), in which he used the theory to explain the social and economic struggles between the bourgeois and proletariats. Another key proponent of conflict theory is Max Weber who refined the approach taken by Karl Marx. Rather than sticking to Marx's notion that conflict only occur between the bourgeois and proletariats, Webber includes emotional and psychological aspects in the theory. Weber's conclusion on the conflict theory is similar to those reached by Sigmund Freud that above emotionality, there are other specific forms of interactions creating strong beliefs resulting into solidarity of each member in different groups. When beliefs of different groups clash during intergroup interactions, conflict is likely to arise (Milios & Dimoulis, 2018).

2.2 Conceptual Review

2.2.1 Dominating Conflict Management Strategy

Dominating style involves a party having more concern for themselves and do not worry about the concerns for others, thus, identified as a situation of winning and losing. The dominating style relies on the use of position power that an individual holds (Mbithe, 2013). This style is assertive and uncooperative when used and associated with low levels of being effective in the end. Managers force employees to use this style who come up with the solutions and not involving the other parties. The managers assume that, the goals of the organization are more important than the concerns of their employees. This affects the performance of the employees since managers over power their employees thus a style seen to be partly effective than appropriate for the situation (Longe, 2015).

Dominating style of conflict management is a style which involves one party winning and the other losing or well known as a competition, each party trying to achieve what they want over the other party (Simpao, 2013). The parties have got to be assertive to achieve their goals, without cooperating with the other party and have no concern for them (Chan, Sit, & Lau, 2014). This style is most appropriate in case of an emergency has to be made such as wages, policies and procedures and also when parties are and comfortable with the style. According to Shaheryar (2016), the style may affect the relationship between the parties involved and may encourage another kind of conflict all together in the long run, thus, an ineffective style of conflict management.

According to Longe (2015), it was found out that, this style is less likely to be used in organizations. Therefore, when used, it may have an impact on the employee performance such as fear among themselves and competition (Farooqi, Arshad, Muhammad, & Khan, 2016). The style was found to be more likely to be used when the conflict is seen to be in case of emergencies (Tetteh & Obuobisa-darko, 2016). This style was also found out to be unpopular or less likely to be used in an organization for its disadvantages that may arise in the long run (Kinnander, 2011). Therefore, dominating style is effective and beneficial in the end according to some scholars but, not appropriate and should be minimized at all costs because it affects the relationships between individuals (Shaheryar, 2016).

Dominating may mean that, individual's stands up for others 'rights and defends positions that they believe to be correct and right to, Rahim (2011) mentions. (Duke, 1999) writes, in two departments, finance and logistics departments fighting over the attendance of the human resource and accounts seminar, the management is likely to support finance department as it is the one affected directly by the issues discussed in the seminar. By standing up for what is right, the management is protecting the employees from getting into terrible conflicts, this guarantees that, performance is not affected by the conflicts as they are solved way before shooting up.

2.2.2 Effectiveness

Effectiveness is the capability of the organization to meet its set vision and mission given the resources it has in possession (Yukl, 2008). Organizational effectiveness is often used in measuring results towards a firm's attainment of its vision, mission and goals (Bartuseviciene & Sakalyte, 2013). Effectiveness determines the degree to which an organization meets its strategic goals (Zheng, Yang & McLean, 2010). Business efficiency informs the performance of input and output ratio, whereas organizational efficiency examines the enhancement of internal processes of the organization, such as structure and culture (Bartuseviciene & Sakalyte, 2013). Efficiency is about resource allocation across alternative uses to achieve an organization's goal (Kumar & Gulati, 2010).

The main differences between organizational efficiency and organizational effectiveness is that, organizational efficiency is an indicator of the performance of input and output ratio, whereas organizational effectiveness reflects the degree of improvement of internal processes of the organization, such as organizational culture, structure, culture and community (Pinprayong & Siengtai, 2012). Organizations that are efficiency-oriented focus on sales, quality and creation of benefit, output, innovation and cost reduction (Zheng, 2010). Effectiveness-oriented organizations, on their part, focus on the goal and mission of the organization and the right strategy and measure if its implementation is thriving (Daft, 2010). Organizational effectiveness aids in the assessment of the progress made towards fulfillment of mission and achievement of goals (Heilman & Kennedy-Philips, 2011).

Organizational effectiveness points towards efficient, prudent and strategic use of all organizational resources – which include, human, financial and technological resources – for creating competitive advantage (Daft, 2010). Organizational effectiveness has a link to strategy implementation. Yukl (2008) asserts that, effectiveness refers to the capability of the organization to meet its set vision and mission given the resources in its possession. Organizational effectiveness is also defined as the proficiency with which a firm can meet its objectives by meeting the planned outcome, without wastage or with minimum use of energy, money, labor and time resources (Lunenburg, 2012).

2.2.2.1 Growth Rate

Growth rate refers to the rate at which variables in an organization such as earnings has been or is expected to grow (FTE, 2008). Growth rate refers to the percentage change of a specified variable within a specific period with a stipulated context which acts as benchmarks. An organizations' growth rate measures the percentage increase in the value of a variety of markets in which an organization operates (Zack et al., 2009). An organizations' growth rate can be achieved/improved on by boosting the organizations' top line or revenue of the business with greater product sales or by increasing the bottom line or profitability of the operation by minimizing costs (Xesha, Iwu, Slabbert, & Nduna, 2014). Growth rate refers to the percentage change of a specified variable within a specific period with a stipulated context which acts as benchmarks. Growth rate refers to the rate at which variables in an organization such as earnings has been or is expected to grow (FTE, 2008). An organizations' growth rate measures the percentage increase in the value of a variety of markets in which an organization operates (Zack et al., 2009). An organizations' growth rate can be achieved/improved on by boosting the organizations top line or revenue of the business with greater product sales or by increasing the bottom line or profitability of the operation by minimizing costs. Organizations are seen as living organisms, therefore, possess same characteristics with living organisms. In other words, organizations also have life cycle, they are formed (born), grow to maturity, decline, and finally die of age.

A firms' growth is causally related to business success and strategic implementation. The firms' growth rate is a developmental yardstick that is synonymous to biological processes, leading to increasing size and competitiveness (Coad, Segawa & Teruel, 2013). The competitiveness of the corporate business and the market growth rate determine the firm organic and acquisition growth. Mugo, Minja & Njanja, (2015) empirically affirmed that there is a strategic fit between profitability, diversification, and growth strategies. Asante, Adu and Damoah (2018) observed that, adoption of growth strategies leads to firm growth and expansion. Therefore, for any organization to remain in business, organizational growth is seen as a major objective in this contemporary competitive world (Robinson, 2003).

2.2.2.2 Innovation

Arancha, Carmen, Amaia, Pablo andAlrarez (2013) see innovation as, the creation or development of new and more effective processes, services products, technologies, as well as the successful assimilation and exploitation of them. Innovation helps to improve economic growth, social development and business competitiveness. According to Asenge, Diaka and Soom (2018). Many companies today, because of the competitive nature of the market are innovative, bringing about new ideas and modifying existing ones into their offerings. Innovation in businesses can be classified into; product market innovation and technological innovation (Lumpkin & Dess, 1996; Callaghan, 2009). Innovation represents a continuum ranging from willingness to try new innovations to a serious commitment to innovation. Firms that are highly innovative grow. However, researches have reported that, an innovative strategy is essentially speculative, with returns unknowable in advance, innovators run the risk of wasted resources if investment does not yield the hoped-for results. Innovations that become successful also risk imitation. However, alertness to and investment in new ways to create and capture value are key characteristics of businesses that pursue entrepreneurial strategy (Deakins & Freel, 2012; Callaghan, 2009). Drucker (2007) introduced the concept of knowledge-based innovation as the super star of entrepreneurship. Such innovations could be scientific, technical or social in nature. Knowledge Based Innovation require careful analysis of all the necessary factors and clear focus on the strategic position which entails developing systems, market focus and occupying the strategic position for effective business performance.

Innovate or die. Since the beginning of the recent decade when the competitive environment went through a major transformation due to globalization, business organizations have intensified their search for strategies that will give them a sustainable competitive advantage. Such strategies generally require that the firm continuously differentiates its products and process, that is, firms must constantly be innovative (Mehrdad, *et al.*, 2011). In such condition, where innovation in products and process regarded as an essential prerequisite for the organizational survival and success, attention to entrepreneurship orientation and change to an entrepreneur organization attracted the much attention of academic researchers and organizational members (Mehrdad, *et al* 2011).

2.2.2.3 Market Share

Market share refers to, the percentage of sales a company has in a specific market within a specific time period. Higher market share translates into higher profits. Gaining or building market share is an offensive or attack strategy to improve the company's standing in the market (Sarkissian, 2010). Market share is a measure of the consumers' preference for a product over other similar products. A higher market share usually means greater sales, lesser effort to sell more and a strong barrier to entry for other competitors. A higher market share also means that, if the market expands, the leader gains more than the others. By the same token, a market leader - as defined by its market share also has to expand the market, for its own growth (Schnaars, 1998).

Most organizations measure growth based on the strength of its market share position it occupy in the industry. Accordingly, Koontz & Donnell, (2003) viewed market share as a key indicator of the organizational growth. Hence, due to globalization Apple inc., a leading telecommunication company with branches all over the world has taken advantage of the trend to increase their market share by introducing and sales of sophisticated phones and gadgets. Market share of any organization is its portion of total sales as it relates to the industry it operates. For instance, if Apple inc. make a sale of 1 million worth of phone in a given year and the total worth of phones sold by telecommunication industry is 2 million; this implies that Apple inc. market share is the phone industry would be 50% of the total. Furthermore, market share increase will enable firms to achieve greater economic of scale in product and service innovation, firm's revenue and improve its operations. Thus, shareholders are keen in monitoring the fluctuation of market share, because they are precursor of competitiveness of the firm's growth. In addition, Wikipedia attribute market share as representing the percentage of an industry or market's total sales that is earned by a particular company over a specified time period.

Market share is a key indicator of market competitiveness; how well a firm is doing against its competitors. This metric, supplemented by changes in sales revenue, helps managers evaluate both primary and selective demand in their market. It enables them to judge not only total market growth or decline but also trends in customers' selections among competitors. Generally, sales growth resulting from primary demand (total market growth) is less costly and more profitable than that achieved by capturing share from competitors. Conversely, losses in market share can signal serious long-term problems that require strategic adjustments. Firms with market shares below a certain level may not be viable. Similarly, within a firm's product line, market share trends for individual products are considered early indicators of future opportunities or problems (Armstrong and Greene, 2007).

2.3 Empirical Review

Wanjere, Egessa and Kagucia (2014) carried out a study on effect of Dominance conflict resolution strategy on employee performance in Kenyan Public Universities. The study was conducted in the seven public universities that were in existence in the year 2011. The study employed descriptive research design. The target population consisted of 5189, the teaching staff from seven Kenyan public universities. Stratified Random Sampling was used to obtain a sample size of 519 employees. Primary data collection was through questionnaires while secondary data was collected through document analysis. Cronbach's alpha score, which is the reliability measure, was computed to establish the document's reliability. The alpha score was found to be 0.845 and was beyond the acceptable 0.7 for social sciences research. Qualitative data was transcribed and reported. Descriptive statistics and inferential statistics were used. The results indicated that dominance conflict strategy had a positive effect on employee performance. It was concluded that Dominance conflict resolution strategy affects employee performance.

A study by Olu and Dupe (2012) investigated how conflict management affects performance of employees in a public institution with reference to PHCN. The study used survey type of research design. The study used a sample of 100, arrived at by use of stratified sampling technique. Questionnaires were utilised to gather primary data. Collected data were analysed by use of descriptive statistics. Regression analysis and correlation coefficient were used to test the research hypotheses. The findings showed that effective conflict management improved performance of employees and that a company's system of conflict management influenced the performance of employees in the company. It was recommended that organisations should endeavour to train and retrain its staff in area of management of conflict so as to create a working environment that is conducive for staff and that there ought to be effective and efficient communication among and between all the different categories of the employees of the company so as to reduce conflicting situations in the company.

Based on the foregoing, the study thus hypothesized that:

Ho_1: There is no significant relationship between dominating conflict management strategy and growth rate of multinational oil and gas companies in Nigeria

Ho_2: There is no significant relationship between dominating conflict management strategy and innovation of multinational oil and gas companies in Nigeria

Ho_3: There is no significant relationship between dominating conflict management strategy and market share of multinational oil and gas companies in Nigeria

3.0 Methodology

The population of the study was the five (5) multinational oil and gas companies registered with the Department of Petroleum Resources. Since the population of five (5) multinational Oil and Gas producing companies in Nigeria was relatively small, the entire population was studied as a census and in line with the unit of analysis which is at the macro level, the questionnaire was distributed to the elements from the population was used as the participants and in line with the unit of analysis which is at the macro level, the questionnaire was distributed to ten (10) managers of the five (5) multinational oil and gas producing companies in Nigeria, bringing the total number to fifty (50) respondents. The category of managers included in the study were Directors, General Managers, Deputy General Managers, Divisional Managers and Deputy Divisional Managers. The reliability of the instrument was achieved by the use of the Cronbach Alpha Coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level.

4.0 Data Analysis and Results

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ($p> 0.05$) or rejecting the null hypothesis in ($p <0.05$). The level of relationship between workplace safety promotional policies with each of the measures of organizational performance is to examine the extent workplace safety promotional policies can impact on the outcome of each measure of organizational performance.

https://doi.org/10.53819/81018102t4100

Stratford Peer Reviewed Journals and Book Publishing
Journal of Human Resource & Leadership
Volume 6||Issue 4||Page 68- 80|| November ||2022|
Email: info@stratfordjournals.org ISSN: 2616-8421

Table 1: Correlations Matrix for Dominating conflict management strategy and Organizational Effectiveness

			Dominating Strategy	Growth Rate	Innovation	Market Share
Spearman's rho	Dominating Strategy	Correlation Coefficient	1.000	-.625**	-.892**	-.671**
		Sig. (2-tailed)	.	.000	.000	.000
		N	43	43	43	43
	Growth Rate	Correlation Coefficient	-.625**	1.000	-.685**	--.377*
		Sig. (2-tailed)	.000	.	.000	.013
		N	43	43	43	43
	Innovation	Correlation Coefficient	-.892**	-.685**	1.000	.744**
		Sig. (2-tailed)	.000	.000	.	.000
		N	43	43	43	43
	Market Share	Correlation Coefficient	-.671**	-.377*	-.744**	1.000
		Sig. (2-tailed)	.000	.013	.000	.
		N	43	43	43	43

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output version 23.0

H_{o1}: There is no significant relationship between dominating conflict management strategy and growth attainment of multinational oil and gas companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of -0.625 on the relationship between dominating conflict management strategy and growth rate. This value implies that a moderate relationship exists between the variables. The direction of the relationship indicates that the correlation is negative; implying that a decrease in growth rate may be as a result of the adoption of dominating strategy. Therefore, there is a strong negative correlation between dominating conflict management strategy and growth rate of multinational oil and gas companies in Nigeria. Similarly displayed in the table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship dominating conflict management strategy and growth attainment of multinational oil and gas companies in Nigeria.

H_{o2}: There is no significant relationship between dominating conflict management strategy and innovation of multinational oil and gas companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of -0.892 on the relationship between dominating conflict management strategy and innovation. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is negative; implying that a decrease in innovation may beas a result of the adoption of dominating strategy. Therefore, there is a very strong negative correlation between dominating conflict management strategy and innovation of multinational oil and gas companies in Nigeria. Also displayed in the table 4.25 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 1, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between dominating conflict management strategy and innovation of multinational oil and gas companies in Nigeria.

H_{o3}: There is no significant relationship between dominating conflict management strategy and market share of multinational oil and gas companies in Nigeria

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of -0.671 on the relationship between dominating conflict management strategy and market share. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is negative; implying that a decrease in market share may be as a result of the adoption of integrating strategy. Therefore, there is a strong negative correlation between dominating conflict management strategy and market share of multinational oil and gas companies in Nigeria. Also displayed in the table 4.25 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.25, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between dominating conflict management strategy and market share of multinational oil and gas companies in Nigeria.

5.0 Discussion of Findings

The findings showed that, there is a negative significant relationship between dominating conflict management strategy and organizational effectiveness of multinational oil and gas companies in Nigeria. This finding agrees with the empirical study of Wanjere, Egessa and Kagucia (2014) who carried out a study on effect of dominance conflict resolution strategy on employee performance in Kenyan Public Universities. The results indicated that dominance conflict strategy had a positive effect on employee performance. It was concluded that Dominance conflict resolution strategy affects employee performance. The study is in line with the previous finding of Olu and Dupe (2012) who investigated how conflict management affects performance of employees in a public institution with reference to PHCN and found that that effective conflict management improved performance of employees and that a company's system of conflict management influenced the performance of employees in the company.

6.0 Conclusion and Recommendation

Similarly, the study concludes that, the adoption of dominating conflict strategy has a negative influence on the effectiveness of multinational oil and gas companies in Nigeria.

Therefore, the study recommends that multinational oil and gas companies should avoid using dominating strategy unless it is the only strategy that can fit the situation. This is because the findings revealed an inverse correlation between multinational oil and gas companies' effectiveness and dominating strategy.

https://doi.org/10.53819/81018102t4100

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