

THE ROLE OF COMPETING AND ACCOMODATING ON EMPLOYEE AFFECTIVE AND NORMATIVE COMMITMENT

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Abstract: This work studied the impact of conflict management strategies on employee affective and continuance commitment in Shell Petroleum Development Company (SPDC) and Nigerian Agip Oil Company (NAOC) located in River state. Taro Yamen formula was used in determining the sample size of 400 and Bowley's formula was used in determining he sample size for each company. The study found out significant relationship existing between accommodating, affective and continuance commitment as well as between competing, affecting and continuance commitment.

Keywords: Accommodating, Affective commitment, Competing, Continuance commitment, NAOC and SPDC.

1. INTRODUCTION

The work related attitude of employees has been a major concern of organizations. Employees with higher degree of commitment are less likely to resign, be absent or act counter productively such as steal or Sabotage, more likely to be willing to share and make sacrifices that are required for the organization to succeed (Greenberg and Baron 2008; Levy, 2003). This work would consider the measures of organizational commitment as proposed by Meyer et al (1993) which includes affective commitment, continuance commitment as well as normative commitment.

By affective commitment, we mean an employee's emotional attachment with his organization or his identification with the organization or the degree of organizational involvement of the employee (Allen and Meyer, 1990). Employees with high affective commitment do not just work for the organization because they are been paid but because they have emotional attachment with their job and they do also agree with the goals and values of the organization (Greenberg and Baron, 2008).

Continuance commitment on the other hand represents the cost that would be incurred by the employee should he leaves the organization (Allen and Meyer 1990). It is the perceived economic value of remaining in the organization compared with leaving it (Robbins et al. 2010). This could be because of the good salary they receive or the welfare scheme the organization adopts although, in recent times, researcher have proposed that continuance commitment seem to be lower than it used to be in the past (Greenberg and Baron, 2008).

The normative component of employee commitment has to do with employees' feeling of obligation to remain in the organization for moral and ethical reasons (Allen and Meyer, 1990). Such employees would not want to disappoint their employers and most time they worry their colleagues would think poorly of them when they leave (Robbins et al; 2010; Greenberg and Baron, 2008).

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Conflict is a factor which can never be undermined among group of people. It can be defined as a situation of struggle or competition among various actors (Nwghal & Khan, 2013).

Although some perceive conflict as something devastating, detestable and abnormal, yet it could be an instrument of positive development when it is properly managed (Edwards, 2002; Owoseni 2011). Conflict management on the other hand, deals with the application of factor which can contribute to resolution of conflict or its prevention. In the study, we shall also adopt the dimensions of conflict management as proposed by organ (1983); Salami (2009) which includes Competing, Avoiding, Accommodating, Compromising and collaborating although we shall restrict our dimension to Competing and Accommodating.

Competing has to do with organization stating their position clearly and standing their ground without regard to employee or labour union opinion while Accommodating has to do with organization being selfless and considering the contribution of employees (Organ 1983. With the view of the following, we shall in this work consider the role of conflict management strategies on employee commitment.

STATEMENT OF THE PROBLEM:

The commitment among employees in the oil and gas sector has been of importance since the commencement of the oil industry in 1956. These factors are also prominent today as labour union and their employee's exhibit so much disagreement as conflicts has been the order of the day.

If we consider the rate of conflict existing between the Nigeria Agip Oil Company and one of its Global Maintenance Agent ARCO Petrochemical LTD we would also understand the extent to which conflict management strategies influence the commitment of employees within the Nigeria oil and gas sector. The National Union of Petroleum and Gas Worker (NUPENG) Port Harcourt issue a 14 day ultimatum to the Federal and State government as well as other state holder in the petroleum sector due to alleged insensitive conduct of some employers in the oil and gas industry (Alike, 2015). This was as a result of the conflict between Nigeria Agip Oil Company and ACRO. When NAOC replaced ARCO Petrochemical LTD with another contractor "Plantgeria" the new contractor "Plantgeria" Nigeria limited in 2006 introduced new policies which were anti labor. Take for instance, the plans to reduce workforce by 60% and salaries by 4%. (Alike, 2015). That was not all the union members were also forced to sign a yellow-dog agreement denouncing their membership of NUPENG and PENGAS SAN. This act ordinarily creates conflict and that is what this paper tries to explain.

This work would empirically ascertain the extent to which and competing and accommodating as conflict management strategies would influence employee's commitment in oil and gas companies in Rivers State.

PURPOSE OF THE STUDY:

The main purpose of the study is to ascertain the relationship between conflict management strategies and organizational commitment on oil and gas companies in Rivers State. Specifically, it investigates the following:-

1. The relationship between competing and organizational commitment in oil and gas companies in Rivers State.
2. The relationship between Accommodating and organizational commitment in oil and gas companies in Rivers State.

RESEARCH QUESTIONS:

Our research questions were drawn from the purpose of study which is

1. What is the relationship between competing and Affective commitment in oil and gas companies in Rivers State?
2. What is the relationship between competing and continuance commitment in oil and gas companies in Rivers State?
3. What is the relationship between accommodating and affective commitment in oil and gas companies in Rivers State?
4. What is the relationship between accommodating and continuance commitment in oil and gas companies in Rivers State?

RESEARCH HYPOTHESES:

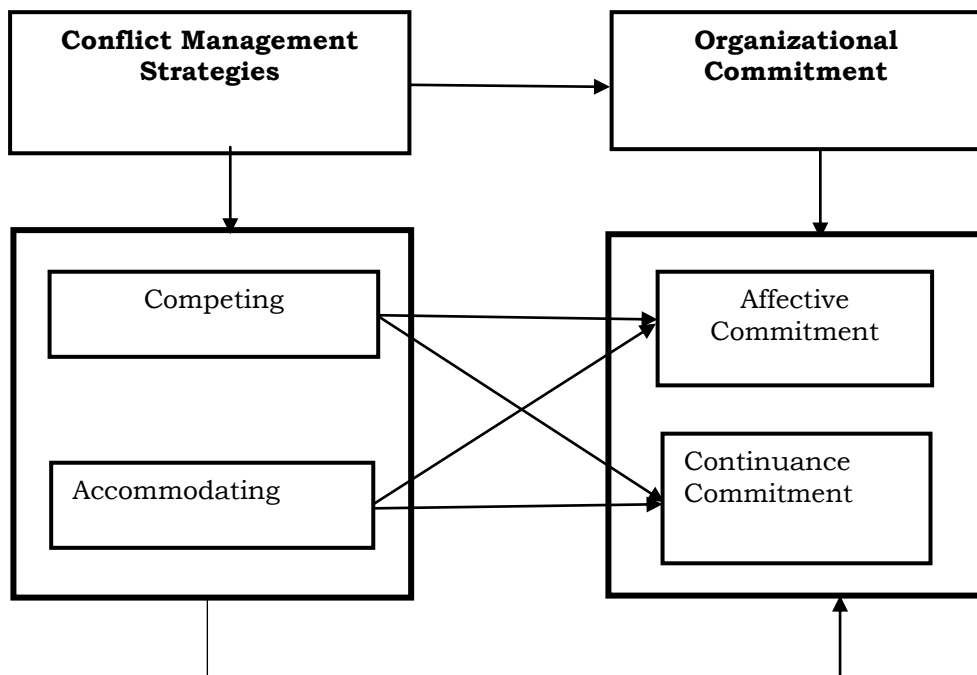
There is no significant relationship between competing and affective commitment in oil and gas companies in Rivers State.

There is no significant relationship between competing and continuance commitment in oil and gas companies in Rivers State.

There is no significant relationship between accommodating and affective commitment in oil and gas companies in Rivers State.

There is no significant relationship between accommodating and continuance commitment in oil and gas companies in Rivers State.

OPERATIONAL FRAMEWORK:



Source: Allen and Meyer (1990) as well as organ (1983); Salami, (2009)

Figure 1.1: Operational framework of conflict management strategies and commitment

SIGNIFICANCE OF THE STUDY:

This work would be relevant to management of oil and gas companies in Nigeria and Rivers State in particular. It would create more awareness on how to anticipate and deal with conflict when they occur in the organization. It would also help managers understand the components of their employee’s commitment and know how it can be enhanced.

The study will also add to literature relating to conflict management strategies and organizational commitment as potential researchers could get useful information that will would help make their work load lighter.

SCOPE OF THE STUDY:

The theoretical scope dwelt on literatures on conflict management and organizational commitment and also, the contingency theory of management (Follet, 1920; Metcalt and Urwik 1942; Jaja and Obipi 2005)

The geographical scope included oil and gas companies with Rivers State. While our unit of analysis would be at the Micro level because conflict affects all level of management and so is commitment. The employees are often represented by their union but the decision affects each and every one of them.

LIMITATIONS OF THE STUDY:

This study is limited by the attitudes of workers within the fast food restaurants that were studied, the responses were influenced by the presence of their supervisors and managers and most of them would not fill our questionnaire because their managers would ask them not to.

Another limiting factor is the fact that most of the lower employees in the organizations still feel there are some elements of witch-hunting in the questionnaire distributed even when the researcher has assured them of absolute confidentiality. This is the fear that they may be sacked by their employers after responding to our research instrument especially after expressing the truth.

However, these factors and many more that are not explained never distracted the researcher from producing a quality research work.

BASE LINE THEORY:

The base line theory of this work would be drawn from contingency theory of management as proposed by Fiedler in the 1960s as well as Jaja and Obipi (2005). It states that there is no best management practice as different situations require different managerial actions. Jaja (2003) also adopted the proposition made by Tannenbaum and Schmidt (1973). This proposition suggests that managerial behaviour ranges from Autocratic to Democratic styles of leadership which are usually contingent on the situation which he finds himself.

We can also interpret this assumption logically in another form, we can also say that there is no best conflict management strategy as every strategy fits its situation. Some situations require managers to be autocratic while some would require the manager to be democratic.

2. CONCEPT OF CONFLICT

In every organization or gathering of more than one person, conflict should be anticipated. Even in families, churches, mosques, and various places of social gathering, there is always that feeling of conflict being inevitable. This is because humans have differences in behaviour, attitude and personal values. Organizations are not left out as people of different cultural background, religious beliefs and values come together to exchange ideas.

According to Robbins et al (2009), the traditional school of thought saw conflict as something that should be avoided because they feel it was of no importance to the organization. The human relations school gave a contrary view stating that conflict was inevitable, very normal and it need not be ended, but can be a positive force which determines how a group performs.

The interactional school of thought however added that some conflicts are even very necessary for a group to perform optimally.

Conflict may exist from weak communication, personality conflict, lack of teamwork, vulnerable organization structure or because of change that has taken place with the organization which may be mismanaged (Moghal and Khan, 2013).

Conflict management is an ideology which states that every conflict may not necessarily be resolved, but learning how to use it to create a positive outcome can increase workforce productivity. Conflict management is aimed at providing channels and opportunities to systematically redress injustice without strikes, litigation or other forms of industrial action (Mesch & Dalton, 1992; Akinwale 2011)

Conflict management strategies can be referred to as the method used by one or more person/group to deal with conflict (Gordon, 2003; Moghal and Khan, 2013). Moghal and Khan (2013) also listed conflict management strategies as; Dominance, Integrating, Compromising, Avoiding and Obliging which is also similar to the work of Organ, (1983); Salami, 2009.

However, we shall list them as follows:

- a. Competing- This has to do with arguing or debating, standing your ground, stating your position clearly.
- b. Avoiding- The ability to draw back, leave things unresolved.

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- c. Accommodating- Selflessness, obeying orders, forgetting your desires.
- d. Compromising- Negotiating, Finding a middle ground.
- e. Collaborating- Active listening, Non- Threatening confrontation, identifying concerns.

Some authors like Hocker and Wilmot (2005); Kumar et al, (2011) used accommodating strategy-which occurs when one party to the conflict give in to the other party at least for some of his/her own needs; collaboration strategy-which represents the effort of both parties to the conflict to deliberately attempt to satisfy both parties needs; and compromise strategy-where both parties gain and loose for peace to reign.. Similarly, Kennet and Thomas (2004); Salami (2009) dwelt on conflict management style which they dimensionalized with avoiding strategy-where both parties to the conflict recognize its existence but decide to be passive about it; soothing strategy-where the parties to the conflict play down on the existence of conflict; competitor strategy-which is a conflict management style in which one party to the conflict is highly assertive about pursuing his/her own goals and uncooperative in assisting others to reach their own needs etc, to address the issue of industrial peace. Springfellow (2012); Owoseni, (2011) used compromise strategy-where both sides to the conflict give each other parties a chance to share their own side of the story in full; analytical strategy-where both parties to the conflict try to get to the root of the problem; accommodating strategy-where both parties to the conflict try to appreciate their differences and collaborating strategy-where both parties to the conflict find common ground to settle their issues as strategies for managing workplace conflicts.

CONFLICT MANAGEMENT STRATEGIES:

Conflict management is aimed at providing channels and opportunities to systematically redress injustice without stricken or better forms of industrial action (Akinwale, 2011). Conflict management strategies have to do with the method used by an individual or group to deal with conflict (Gordon, 2003; Mughal and Khan, 2013). In this work, we would be concentrating on completing and accommodating strategies.

COMPETING STRATEGY:

Competing has to do with angry, or debating, standing your ground and stating your position clearly. This usually occurs when one feels he is right and also when one feels there is oppression coming from the other end (Salami, 2009)

Competing strategy is useful when other negotiation process have taken place and it seems there is no other tool left. It is as such competitive level that you see the physical manifestation of conflict such as strike, turnover, etc.

ACCOMMODATING STRATEGY:

Those who accommodate are often referred to a peace keepers who focus more on preserving relationship than achieving personal goal/result. They are often described as being nice and they find satisfaction in helping others. This traits is required during childhood and is most times, reinforced by family, religious or cultural values (Mughal and Khan, 2013).

However, in situation involving disagreement, individuals, groups and organization who accommodate the need of others may find out that they are no able to achieve an outcome that is acceptable of fair to them.

Enyia (2015) also suggested that while accommodating strategy may be seen as a weak position, there are certain situations, where it may be preferable to other strategies in terms of establishing equity and fairness as well as organization peace. Accommodating or harmonizing, is viewed as the “peacekeeper” mode as it focuses more on preserving relationships than on achieving a personal goals or result. However in a dispute this creates a lose/win relationship where the accommodating party may make a choice to acquiesce to the needs of the other, sometimes out of kindness and sometimes to avoid conflict or stress. “Giving in” and letting the other person “take” is the result when this choice is made. While this may be seen as a weak or productive position there are situations when this approach is preferable and will gain more for a person than by taking a strong position. It can be both a productive and unproductive strategy in the “give and take” process.

People who accommodate are often described as being “nice” and find satisfaction in helping others to get their needs met. They tend to be kind and nurturing, sensitive to the feelings of others and try to be supportive. They will prefer to put the needs of others before their own. These traits were probably ingrained during childhood and may be reinforced by family, religious or other values. Individuals who have a tendency to be accommodating prefer the harmony, good will

and reciprocity that is often associated with this behaviour trait and feel that it serves them well most of the time. The appreciation and friendliness accommodators receive from others supports the old adage that “you catch more flies with honey than you do with vinegar”. For this reason accommodators often feel that they get more than they give by taking at his approach to life.

However in situations involving disagreement individuals who accommodate the needs of others may find that they are not able to achieve an outcome that is acceptable or fair to them. They are particularly vulnerable to people who are competitive and directive – the opposite of accommodating. Their natural reaction is to avoid the stress of conflict and appease others of them in a weak position where they can be taken advantage of. They often lose out in arguments or confrontations as they have not developed the attitude, confidence, and skills to be successful in this type of encounter. This can lead to feelings of resentment, inadequacy and loss of respect from self and others.

The key to success for people who prefer to maintain harmony through accommodating is to have the awareness to know when and how they need to move out of the accommodating position and take on a role that will enable them to be more successful when in a dispute. This does not mean that they should become angry and aggressive. Feeling backed into a corner and coming out fighting is an emotionally based reactive mode and is usually not the most productive stance to take. Either extreme of being too weak or too strong brings its own set of problems. People who are normally accommodating must develop the wisdom to know what choices to make in a given situation and learn to deal with street and conflict in productive ways.

3. CONCEPT OF EMPLOYEE COMMITMENT

Organizational commitment is a work related attitude of employees towards their organization as a whole (Greenberg and Baron, 2008; George and Jones, 2002). Employees who have higher degree of commitment are less likely to resign, be absent or act counter-productively in the organization (Levy, 2003).

AFFECTIVE COMMITMENT:

This refers to employees’ emotional attachment to, identification with and involvement in the organization (Allen and Meyer, 1990). When employees endorse what their organization stand for, they will be willing to help in its mission (Greenberg and Baron, 2008). Such employees do not work because of monetary reward, but because they have realized that their general lifestyle fits well within the organizational culture and climate. They feel at home in such organization and they always have that position attitude towards work.

CONTINUANCE COMMITMENT:

Continuance commitment has to do with the costs employees associate with leaving the organization (Allen and Meyer, 1990). It is the perceived economic value of remaining with an organization compared with leaving it (Robbins et al, 2010). This occurs when employees compare the monetary benefit they derived from their organizational with what their counterparts in other organizations receive it also takes into consideration of the condition of unemployment which makes people embrace the jobs they currently do because they can’t stand the humiliation of being broke. Most time, because these workers have families at home who look up to them as well as loved ones who expects one thing or the other from them, they hard not be leave their job because of these people.

CONFLICT MANAGEMENT STRATEGIES AND ORGANIZATIONAL COMMITMENT:

We have in our previous paragraphs highlighted the concept of conflict management strategies and its dimension as well as organizational commitment and its measures. However, we most emphasis that the conflict management strategy employed by an organization has a direct effect on the commitment of its employees.

Most oil and gas employees posses high level of continuance commitment because of the huge financial benefit they receive from their organization.

They also wouldn’t want to disappoint the people around them who have already identified them as oil workers. This would naturally make them remain committed to organizational goals whether the organization use strategies that are favourable to them or not.

Those who possess affective commitment are most times those in higher position who supervise others and who are part of the management team.

However, the possession of both affective and continuance commitment is very vital to the growth and sustainability of oil and gas companies in Rivers State, employers should ensure that their employees values and norms are in congruence with the values and norms of the organization. Employers can also build the affective commitment of their employees through employee integration within the strategic framework of the organization.

Every employee wants to feel that sense of belonging in their organization.

The idea of organization using competition forces to compel employees to bend to their wishes are absolute as the world is moving towards employee oriented organization. This has been pointed out by the international labour organization (ILO) that employees should be treated fairly and with equity.

This is a trend that risen from the humanization of the work of environment which considers the employees as a resource rather than a mere asset. It also considers the fact that the reaction of employees in the work place in subject to the action of management.

4. POPULATION OF THE STUDY

The target population for this study are the employees of two Oil and gas companies located in rivers state namely Shell petroleum Development company (SPDC) and Nigerian Agip oil company (NAOC) with a total of 4381 employees.

Organization	Staff strength
SHELL	3,301
AGIP	1,080
TOTAL	4381

Source: Oluwa, (2014)

SAMPLE SIZE DETERMINATION:

In determining the sample size, for this study, the Taro Yamane’s formula was adopted with a 95 percent confidence interval (i.e. 0.05 margin of error) hence, the chances that the sample is distributed in the same way as the population of the individual companies.

The Taro Yamane’s (1967) formula is:

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

Where

- n = Sample size sought
- e = Level of significance
- 1 = Constant value
- N = population size

$$n = \frac{4381}{1+4381(0.05)^2}$$

$$n = \frac{4381}{10.95}$$

$$n = 400$$

SAMPLE SIZE OF INDIVIDUAL COMPANIES:

To obtain the sample size for each fast food company, the Bowley’s 1964 formula was applied. with the Bowley’s 1964 formula, the individual sample size of the firms can be derived. The formula is illustrated as:

$$nh = \frac{nN_h}{N}$$

- Where nh = number of units allotted to each company
- n = the total sample size
- Nh = the number of employees in each company
- N = the population

For this study, n = 400

N = 4381

S/N	Company	SAMPLE SIZE
1	SPDC	$\frac{400 (3301)}{4381} = 301$
2	NAOC	$\frac{400 (1080)}{4381} = 99$

VALIDITY AND RELIABILITY:

NAME	CRONBACH’S ALPHA
Competing	0.74
Accommodating	0.81
Affective Commitment	0.72
Continuance Commitment	0.92

Our Cronbach test was acceptable at 0.70 and above.

MEASUREMENT OF VARIABLES:

Measurement in research context has to do with the assignment of numbers to object properties or event according to rules (Okwandu, 2007).

Nominal measures is used for identifying our population e.g Name of organization, sex and other demographic variables while we used Ordinal measures to represent the responses of our respondents in sections B and C which represents or independent and dependent variables. Four item on a Likert five(5) point scale would be used ranging from Strongly-Disagree which would be represented by ‘1’ and Strongly Agree which would be represented by ‘5’.

DATA ANALYSES:

Since our data is collected in ordinal form, spearman rank order correlation would be used for our data analyses as shown below;

$$r_s = 1 - \frac{6 \sum d^2}{n(n^2 - 1)}$$

Where,

r_s = spearman rank order correlation

$\sum d^2$ = sum of squared differences in the ranking of the subject on the two variables

n = Number of subjects being ranked

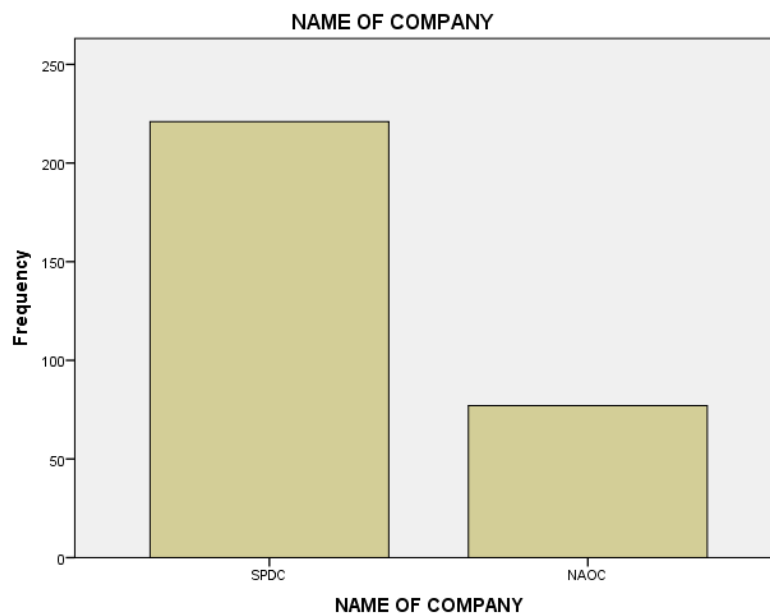
5. DATA ANALYSES AND FINDINGS

Of the 301 copies of questionnaire distributed to SPDC, only 299 were retrieved and 298 were useful for analyses. From the 99 distributed to NAOC, only 85 were returned and 77 were useful for analyses as shown below.

NAME OF COMPANY

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SPDC	221	74.2	74.2	74.2
NAOC	77	25.8	25.8	100.0
Total	298	100.0	100.0	

DEMOGRAPHIC ANALYSES:

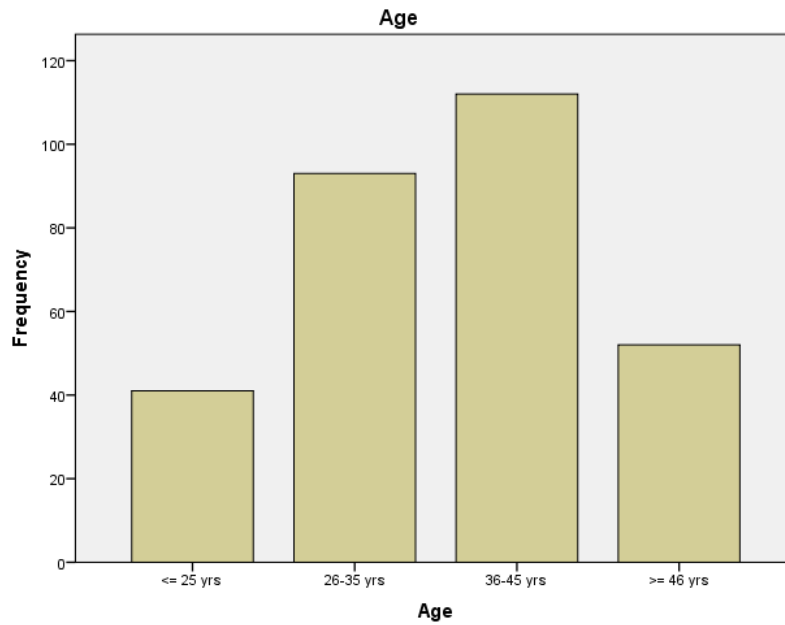


Age

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid <= 25 yrs	41	13.8	13.8	13.8
26-35 yrs	93	31.2	31.2	45.0
36-45 yrs	112	37.6	37.6	82.6
>= 46 yrs	52	17.4	17.4	100.0
Total	298	100.0	100.0	

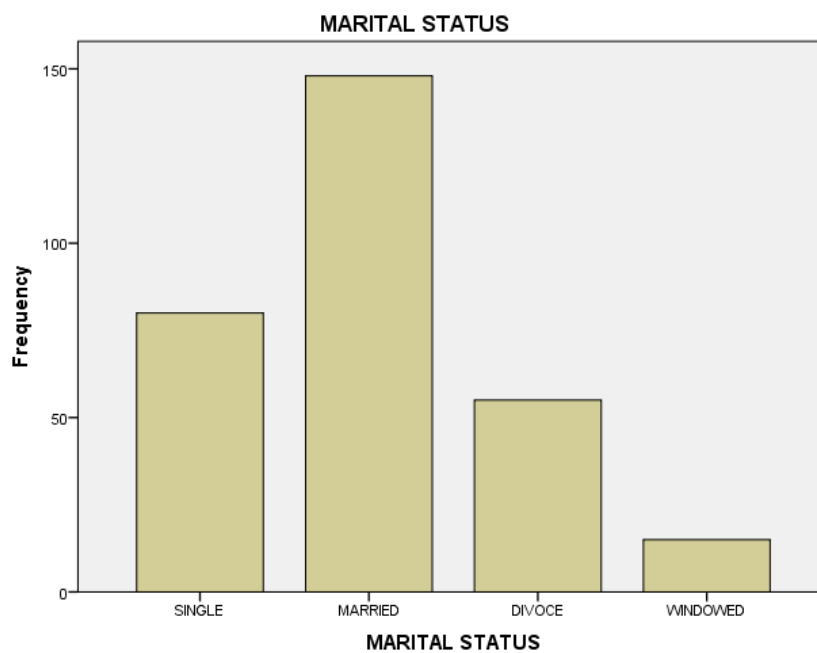
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MARITAL STATUS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid SINGLE	80	26.8	26.8	26.8
MARRIED	148	49.7	49.7	76.5
DIVOCE	55	18.5	18.5	95.0
WINDOWED	15	5.0	5.0	100.0
Total	298	100.0	100.0	

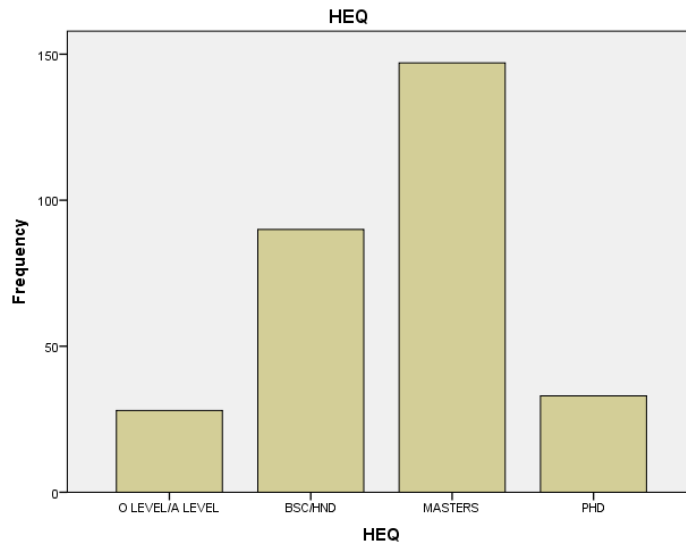


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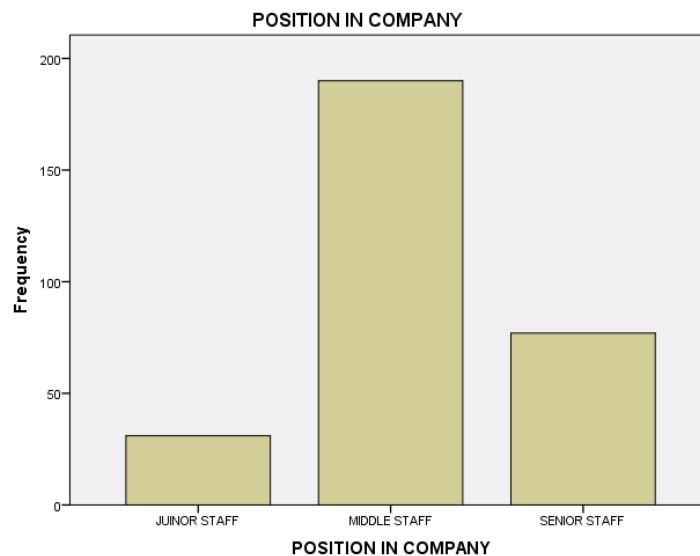
HEQ

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid O LEVEL/A LEVEL	28	9.4	9.4	9.4
BSC/HND	90	30.2	30.2	39.6
MASTERS	147	49.3	49.3	88.9
PHD	33	11.1	11.1	100.0
Total	298	100.0	100.0	



POSITION IN COMPANY

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid JUNIOR STAFF	31	10.4	10.4	10.4
MIDDLE STAFF	190	63.8	63.8	74.2
SENIOR STAFF	77	25.8	25.8	100.0
Total	298	100.0	100.0	



TEST OF HYPOTHESES:

HO₁

Correlations

			ACCOMODATING	AFFECTIVE_COMMITMENT
Spearman's rho	ACCOMODATING	Correlation Coefficient	1.000	.640**
		Sig. (2-tailed)	.	.000
		N	298	298
	AFFECTIVE_COMMITMENT	Correlation Coefficient	.640**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298

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

Hypothesis one shows a strong correlation coefficient of .640 existing between accommodating and affective commitment. It also has a p-value of .000 which is less than alpha level(0.05). This means there is a significant relationship existing between the variables. Therefore, we reject the null hypothesis.

HO₂

Correlations

			ACCOMODATING	CONTINUANCE_COMMITMENT
Spearman's rho	ACCOMODATING	Correlation Coefficient	1.000	.370**
		Sig. (2-tailed)	.	.000
		N	298	298
	CONTINUANCE_COMMITMENT	Correlation Coefficient	.370**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298

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

Hypothesis two also shows a significant coefficient of 0.370 and a p-value which is also less than 0.05. this also implies that there is a significant relationship existing between accommodating and continuance commitment. Therefore, we reject the null hypothesis

HO₃

Correlations

			COMPETING	AFFECTIVE_COMMITMENT
Spearman's rho	COMPETING	Correlation Coefficient	1.000	.373**
		Sig. (2-tailed)	.	.000
		N	298	298
	AFFECTIVE_COMMITMENT	Correlation Coefficient	.373**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298

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

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Our third hypothesis shows a p-value of 0.000 which is less than alpha of 0.05. there is also a coefficient of 0.373. this also means that there is a significant relationship existing between competing and affective commitment. Therefore, we reject the null hypothesis.

HO₄

Correlations

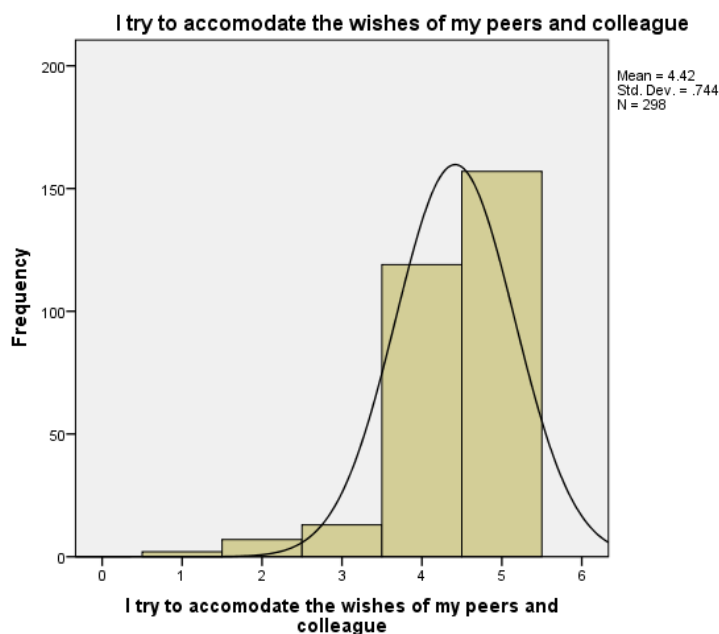
			COMPETING	CONTINUANCE_COMMITMENT
Spearman's rho	COMPETING	Correlation Coefficient	1.000	.339**
		Sig. (2-tailed)	.	.000
		N	298	298
	CONTINUANCE_COMMITMENT	Correlation Coefficient	.339**	1.000
		Sig. (2-tailed)	.000	.
		N	298	298

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

Our final hypothesis also shows a coefficient of 0.339 which is significant as well as a p-value of .000 which is less than alpha of 0.05. Therefore, we reject the null hypothesis.

I try to accomodate the wishes of my peers and colleague

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	2	.7	.7	.7
	D	7	2.3	2.3	3.0
	N	13	4.4	4.4	7.4
	A	119	39.9	39.9	47.3
	SA	157	52.7	52.7	100.0
	Total	298	100.0	100.0	



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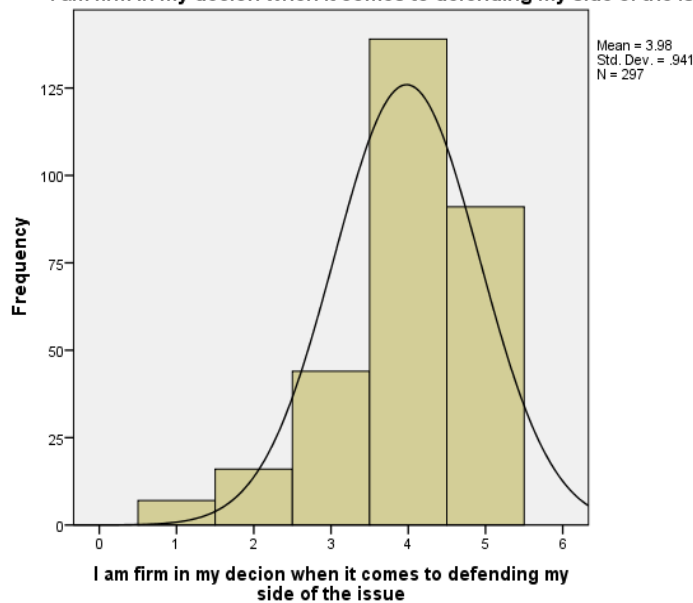
I accept the recommendations of colleagues, peers and co-workers

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	5	1.7	1.7	1.7
	D	6	2.0	2.0	3.7
	N	35	11.7	11.7	15.4
	A	145	48.7	48.7	64.1
	SA	107	35.9	35.9	100.0
	Total	298	100.0	100.0	

I am firm in my decision when it comes to defending my side of the issue

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	7	2.3	2.4	2.4
	D	16	5.4	5.4	7.7
	N	44	14.8	14.8	22.6
	A	139	46.6	46.8	69.4
	SA	91	30.5	30.6	100.0
	Total	297	99.7	100.0	
Missing	System	1	.3		
	Total	298	100.0		

I am firm in my decision when it comes to defending my side of the issue



I have passion for my job, that is why im still in my organization

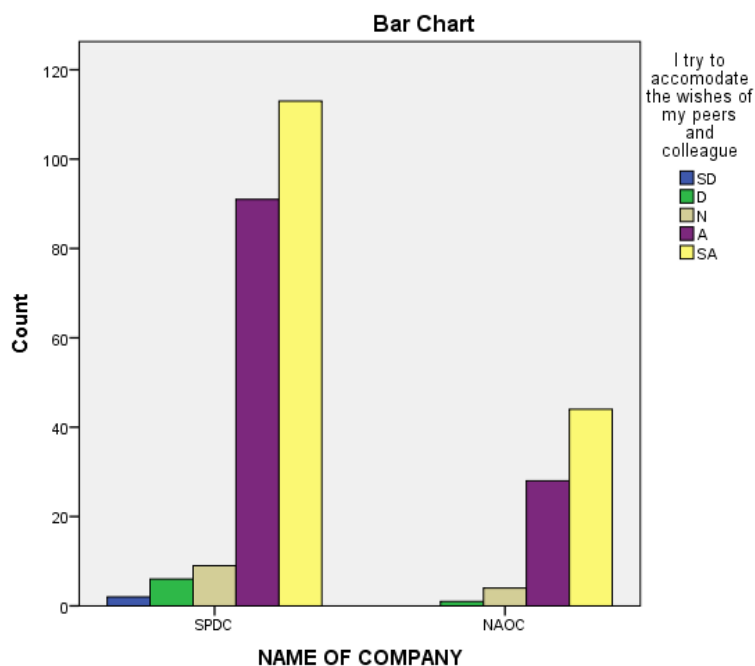
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	7	2.3	2.3	2.3
	D	19	6.4	6.4	8.7
	N	47	15.8	15.8	24.5
	A	160	53.7	53.7	78.2
	SA	65	21.8	21.8	100.0
	Total	298	100.0	100.0	

the pay i get from work meets my satisfaction

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	5	1.7	1.7	1.7
	D	19	6.4	6.4	8.1
	N	44	14.8	14.8	22.8
	A	129	43.3	43.3	66.1
	SA	101	33.9	33.9	100.0
	Total	298	100.0	100.0	

NAME OF COMPANY * I try to accomodate the wishes of my peers and colleague Crosstabulation

			I try to accomodate the wishes of my peers and colleague					Total
			SD	D	N	A	SA	
NAME OF COMPANY	SPDC	Count	2	6	9	91	113	221
		% within NAME OF COMPANY	0.9%	2.7%	4.1%	41.2%	51.1%	100.0%
	NAOC	Count	0	1	4	28	44	77
		% within NAME OF COMPANY	0.0%	1.3%	5.2%	36.4%	57.1%	100.0%
Total		Count	2	7	13	119	157	298
		% within NAME OF COMPANY	0.7%	2.3%	4.4%	39.9%	52.7%	100.0%



6. CONCLUSION

This work has revealed the extent to which conflict management strategies relate with the commitment of employees in oil and gas companies. We have also seen how the relationship existing between accommodating produced a strong correlation coefficient of .640. this implies that within the oil and gas companies, accommodating employees is a requirement for developing the employees emotions and affection towards the organization. When employees have such commitment towards the organization, there is always a high level of productivity which ultimately keeps organizations afloat.

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Although the coefficient derived from the relationship between accommodating and continuance commitment only have a coefficient of .370, we also regard it as having a significant relationship. We have considered continuance commitment as the attachment placed by an employee towards his organization because of the financial benefits he derives from the organization. Therefore, it is made clear to us that employees within the oil and gas sector often value accommodation from their employers more than the pay they receive.

Competing on the other hand has a correlation coefficient of 0.373 with affective commitment which is also significant but not very strong and a coefficient of .339 with continuance commitment which is not also too strong. Therefore, we can conclude that competing does not really bring out the best in employees as every employee wants to be treated with value and they also want to see that their ideas are recognised and implemented by their organization.

7. RECOMMENDATIONS

Based on the outcome of our analyses, we would recommend that oil and gas companies use more of accommodating strategy in dealing with union members because these employees have knowledge that would help in the advancement of the organization. When employees feel valued, they tend to give in their best which would reflect in a high level of affective commitment. We would not recommend employers to avoid competing strategy as there is no best conflict management strategy, but this study would suggest that more of accommodating strategy should be employed.

We would also suggest that government agencies monitor the activities going on between these oil companies and their union as most of their complains have been submitted at the office of minister of labour who should have an eagle eye over organizations and union activities. The incidents of casualization of worker over a very long period of time contributes to the devaluation of affective commitment within the organization and this is not healthy for organizational sustainability. There is a saying that “ Money can buy bed but money can’t buy sleep” this can also be considered in terms of commitment. Organizations can pay workers very well, but that is not going to automatically develop the much needed commitment from such employee.

8. CONTRIBUTION TO KNOWLEDGE

This study unlike other studies on conflict management strategies have re-introduced the concept of competing and accommodating towards organizational commitment. It exposure towards the incidents occurring within the oil and gas sector is a plus because just a very few works are being dedicated towards that industry because of the difficulty of generating data.

9. SUGGESTION FOR FURTHER STUDIES

While this study has empirically considered conflict management strategies on organizational commitment in oil and gas companies, it would be a good idea if other researchers to consider more of the dimensions and measures of conflict management strategies as well as organizational commitment as only two dimensions and two measures were adopted for this study. We would also suggest that this study be carried out in the public sector where we are having more incidents of strikes and lock-outs.

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