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The Impact of Accommodating on Conscientiousness and Courtesy in Oil and Gas Companies

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Abstract:

This work examines the extent to which Accommodating as a dimension of conflict management strategy would create the much needed conscientiousness and courtesy which are part of our organizational citizenship behaviour measures. This study was carried out within oil and gas companies in Port Harcourt metropolis, Nigeria. Our sample size of 387 was determined using Taro Yamen's formula from a population of 1228 staff in Shell, Chevron, Agip, NLNG, Saipem and Elf-total. From our findings, there is a strong relationship existing between Accommodating and Conscientiousness and a significant relationship existing between Accommodating and Courtesy.

Keywords: Accommodating, conscientiousness, courtesy, Shell, Chevron, Agip, NLNG, Saipem and Elf-total.

1.1. Background to the Study

The need for employees to behave in a manner that would yield a positive impact on the organization has been a great concern for Management of various business units and groups. Bateman and organ (1983) were the first to introduce the concept , "Organizational Citizenship Behaviour" (OCB), where they referred to it as an Individual behaviour that is discretionary, not directly or explicitly recognised by the formal reward system, and in aggregate promotes the effective functioning of the organization (Organ 1988; Akinyemi 2012)

The implication of the term organizational citizenship behaviour has been an issue that has been well documented in literature. Its implications manifest in forms of organizational effectiveness, efficiency and group performance (Podsakoff and Mackenzie, 1994; Salami, 2009). Other effects of organizational citizenship behaviour could be manifested in higher salary and promotion, higher organizational commitment, lower turnover and intention to leave in organizations.

Organizational citizenship behaviour may not be directly or formally recognized or rewarded by the company through salary increments or promotions, although it may be reflected in favourable supervisor and co-worker ratings or better performance appraisals. In this pattern, it can facilitate future gain indirectly (Organ 1988; Zhang, 2011).

Conflict on the other hand is a phenomenon that can never be ruled out in any gathering of more than one person. As long as the number of persons in a group are greater than one (>1), conflict must be anticipated. Conflict can be described as a situation of struggle or competition amongst various person(s) with their opponent(s) (Mughal and Khan, 2013)

Hotepoet al (2010) further puts it this way: Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other.

Although some people perceive conflict as something devastating, detestable and abnormal, yet it could be an instrument of positive change/development if it is properly managed (Edwards, 2002; Hammed and Ayantunji, 2002; Owoseni, 2011). Conflict improves decision outcomes specifically on task related conflict and group productivity by increasing the quality through constructive criticism which enhances performance (Mughal and Khan, 2013).

Conflict management implies the integration of all factors which can contribute to conflict resolution or its prevention. All conflicts cannot necessarily be resolved, but learning how to manage them can decrease the odds of non-productive escalation.

Mayer, (2004); Ogungbamila, (2006); Salami, (2009) suggested conflict management strategies to include competition, accommodating, avoiding, collaborating and compromising.

Bruce, (2012) defined culture as rituals, myths, language, values, beliefs and the general practice of people no matter their distance. At the organizational level, we can also see it as the arrangement of different attributes that express an organization and that which also differentiate the organization from others (Forehand Gilmer. 1964; Fakher et al, 2012).

1.2. Statement of the Problem

Since the commencement of the oil industry in 1956 at Oloibiri, there has been little or no concern as to how workers should be maintained. Just of recent, the National Union of Petroleum and Gas workers (NUPENG), Port Harcourt zone had threatened to go on

strike and had issued a 14-day ultimatum to the federal and state government, oil majors and other stake holders in the petroleum sector to wade into the alleged insensitive conduct of some employers in the oil and gas industry (Alike 2015). As a matter of urgency, the Nigerian Agip oil company was given an order to respect the April and June 2014 letters from the National Petroleum Investment Management Service (NAPIMS) directing her to discuss the 'stop gap' of turbine and related equipment maintenance in Ebocha and Kwale with ARCO petroleum (Nig) Plc.

NUPENG observed that the refusal of NAOC to obey NAPIMS directive has posed a great threat to the job of her members in Arco, who have contributed their quota to the economic growth of the country, since the contractor mobilised to site in 2006. The labour union alleged that the purported replacement contractor, Plantgeria Nigeria Limited, has concluded plans to cut the workforce by 60 per cent and salaries by 40 per cent. It also accused Plantgeria of forcing the workers to sign a 'yellow-dog contract', denouncing membership of NUPENG or PENGASSAN.

NUPENG also called on NAOC to reverse the terminated service contracts in Lagos, Port Harcourt, OB/OB, Ebocha and Kwale, which have rendered the workers jobless. It also condemned what it described as the insensitivity of the company in her refusal to renew the workers' collective agreement, which expired in 2012.

In 2012, The Petroleum and Natural Gas Senior Staff Association, PENGASSAN, called its members out for a nationwide strike in sympathy with its colleagues in the National Union of Petroleum and Natural Gas Workers, NUPENG, sacked by Shell Petroleum Development Company, SPDC. It further accused Shell management of outsourcing its Fire and Safety Department to punish most of the NUPENG officials who were in the Caretaker Committee, adding that despite protests against the decision, Shell management went ahead to order the transfer of the affected officials to other departments, prior to terminating their appointments (Udo, 2012).

It is with such feeling that the researcher has decided to conduct this study which would address conflict management strategies on organizational citizenship behaviour within the oil and gas industry in Rivers state, especially where organizational culture plays a moderating role.

1.3. Research Hypotheses

- HO₁: There is no significant relationship between Accommodating and Conscientiousness
- HO₂: There is no significant relationship between Accommodating and Courtesy

OPERATIONAL FRAMEWORK

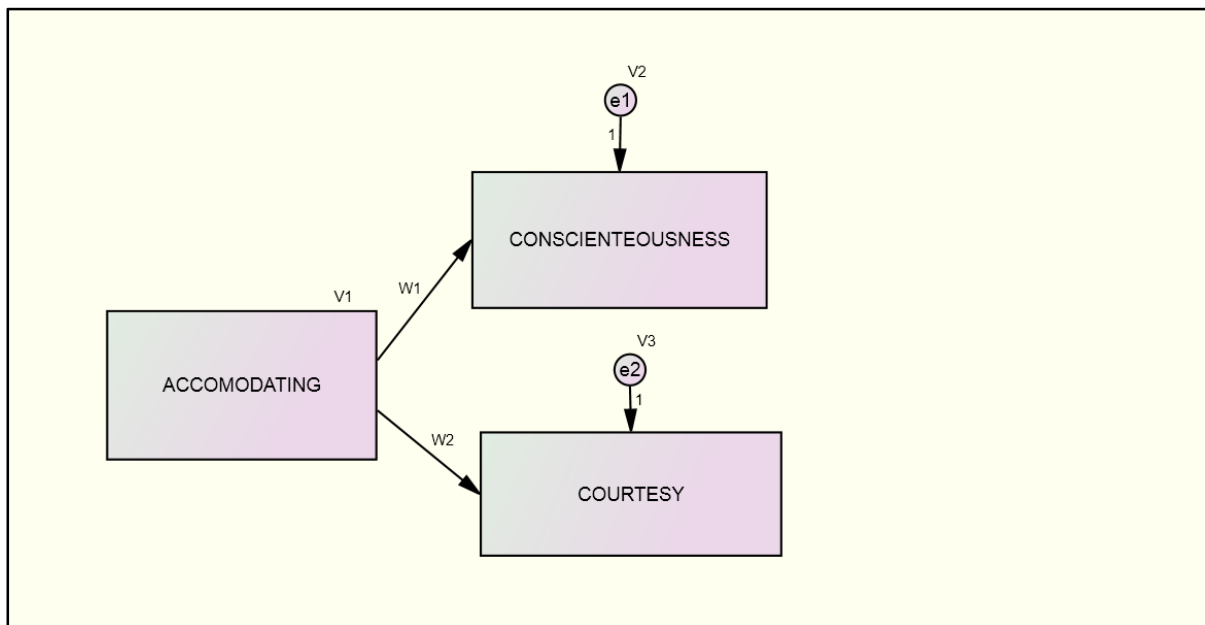


Figure 1: AMOS 18 output

1.4. Significance of the Study

Practically, this work would create more awareness to the management of oil and gas companies in that they would be better equipped in terms of knowledge of the best conflict management strategy to use at each point in time when conflict arises. It would also give managers a theoretical foundation to explain their response to conflict.

This study would also be relevant to scholars as it would be an added knowledge in the study of conflict management and Organizational citizenship behaviour it would also help potential researchers get more information that would guide them towards conducting research that relate to this study.

1.5. Scope of the Study

Our theoretical scope of this study would be anchored on the contingency theory of management as developed by Follet in the 1920s, Metcalt and Urwik in about 1942, stodgily in 1948 and Fiedler in 1960s; Jaja and Obipi, 2005 which proposes that there is no best conflict management strategy as the strategy to be used should originate from the situation dwelling in the circumstances, as well as the theory of job characteristics as proposed by Hackman and Oldham, 1976, 1980; Faturochman, (1997) which also suggested that certain characteristics must be present in a job which affects three psychological states of an employee which is the personal, affective(motivation and satisfaction) and behavioural responses of employees towards work

Our geographical scope covers selected oil and gas companies in Port Harcourt, Rivers state which would be randomly selected.

The study unit scope would consist of employees within the companies since our criterion variable centers on organizational citizenship behaviour of employees.

1.6. Definition of Terms

- Accommodating- Selflessness, obeying orders, forgetting your desires
- Altruism- this has to do with being helpful to a colleague
- Avoiding- The ability to draw back, leave things unresolved.
- Civic-virtue- this has to do with showing interest and involvement in organizational governance.
- Courtesy- this has to do with being polite and preventing conflict.
- Competing- This has to do with arguing or debating, standing your ground, stating your position clearly.desires.
- Compromising- Negotiating, Finding a middle ground.
- Conscientiousness- Doing more than required in the organization e.g. working overtime, working on weekends just to ensure tasks are completed
- Collaborating- Active listening, Non- Threatening confrontation, identifying concerns.
- PENGASSAN: Petroleum and Natural Gas Senior Staff Association
- NAOC: Nigerian Agipoil company
- NAPIMS: National Petroleum Investment Management Service
- NUPENG: National Union of Petroleum and Gas workers
- Organizational culture: Norms, values and behaviour of employees which differ from one organization to another.
- SPDC: Shell Petroleum Development Company
- Sportsmanship- the ability to tolerate less than the ideal condition.

2.1. Theoretical Framework

The base line theory for this work would be drawn from Contingency theory of management. The works on contingency theories were developed by Follet in the 1920s, Metcalt and Urwik in about 1942, stodgily in 1948 and Fiedler in 1960s; Jaja and Obipi, 2005.

This theory postulates that managerial behaviour towards subordinates is dependent upon the situation or contingencies of the situation.

In other words, there is no best form of conflict management strategy as each situation would determine the kind of strategy to be used. Tannenbaum and Schmidt, (1973); Jaja, (2003) proposed a continuum model where one extreme consist of Democratic style while the other end consist of the Autocratic style of leadership.

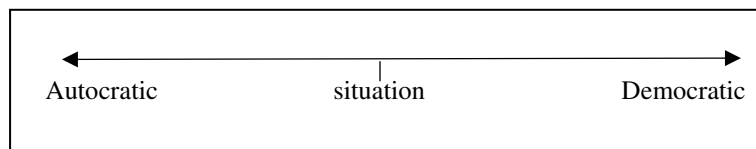


Figure 2: As proposed by Tannenbaum and Schmidt 1973; Jaja, 2003

They also postulated three factors which would determine management style of leadership as forces in the manager, forces in the subordinate and forces in the job.

2.2. Concept of Conflict

For decades, there has been confusion over the role conflict plays in the organization. The traditional school of thought emphasized that conflict is of no importance to the organization and so, it must be avoided, the human relation school looked at conflict as well and said it was inevitable and very natural, it need not be evil but it can be a positive force in determining performance of a group.

However, the interactionist school of thought labelled some conflict as very necessary for a group to perform efficiently and effectively, still holding constant its role as a positive force to a group (Robbins et al, 2009)

Conflict by nature is inevitable in any human organization. Its endemic nature in human grouping has been traced to the pursuit of divergent interests, goals and aspirations by individuals and/or groups in a defined social and physical environment (Otti, 2001; Owoseni, 2011).

Conflict may be caused by vulnerable organizational structure, weak communication, personality conflict, lack of teamwork as well as lots of change within the organization which may be mis-managed (Mughal and Khan, 2013).

These conflicts could manifest itself in various levels such as;

Intra-Individual level, inter-personal, inter-group and organizational conflict (Luthan, 1998; Mughal and Khan, 2013). Conflict is a social phenomenon in which two or more persons, families, parties, communities, states, etc. are in disagreement with each other while trying to protect their own interest (Salami, 2009). It is an interesting thing because every individual want to be seen, wants to be heard as well as want to show off his distinctive competence. This is as a result of the ego in man which can never be hidden for a very long time, no matter the nature of environment he finds himself.

Very unfortunately, the Nigerian government regulation against conflict is not up to global standard where it would perceive conflict as an essential tool in trade unionism. The right to strike for instance is an indispensable characteristic component of a democratic society as well as fundamental right of labour and trade unions (Getman and Marshal, 2002; Akinwale, 2011).

Conflict is a necessary and useful part of organizational life, it will always come and should be anticipated because it is an integral part of change process. Conflict also strengthens cooperation and unity in the work place (Agwu, 2013).

2.3. Accommodating Strategy

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.

2.4. Conscientiousness

Various behavioural scientists have got their own way of defining organizational citizenship behaviour. According to Organ (1988), definition of organizational citizenship behaviour is “individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in aggregate, promotes the effective functioning of the organization. Organ (1988) also noted that defining Organizational Citizenship behaviour as behaviours that are not formally rewarded is actually too broad, as few “in-role behaviours actually guarantee a formal reward There is no doubt that organizational citizenship behaviour is discretionary behaviour of an employee to provide “Extra” to his organization which is not a part of his defined duty. Vandyke and Lepine, (1998) proposed the broader construct of “extra-role behaviour” (ERB), defined as “behaviour which benefits the organization and/or is intended to benefit the organization, which is discretionary and which goes beyond existing role expectations.” organizational citizenship is function, extra-role, pro-social organizational behaviours directed at individual, groups and organization. These are helping behaviours not form prescribed by the organization and for which there are no direct rewards or punishments. Organizational citizenship behaviour excludes those pro-social behaviours that are prescribed by the organization as performance requirements, and dysfunctional or noncompliant behaviours.

Conscientiousness is a personality construct that is a core determinant of health, positive aging and human capital (Zhang, 2009). A large body of work has contributed to our understanding of this important aspect of personality, but there are multiple conceptual and methodological issues that complicate our understanding of conscientiousness. Conscientiousness is a spectrum of constructs that describe individual differences in the propensity to be self- controlled, responsible to others, hardworking, orderly, and rule abiding. The importance of conscientiousness to organization appears indisputable. Conscientiousness predicts most of the major preventative and risky behaviours for both physical health and mortality. Conscientiousness predicts facts in organizational citizenship behavior (Hampson, 2007; Morrison and Phelps, 2007),

2.5. Courtesy

Courtesy has been identified as an important form of citizenship behaviour by virtually everyone who has worked in this area (Williams and Anderson, 2007). Conceptually, courtesy behaviour involves voluntarily helping others with, or preventing the occurrence of work-related problems. Courtesy means spreading good will and assisting the organization (George and Brief 2002), and the endorsing, supporting, and defending organizational objective construct. Preliminary research by Morvoman and Blackely, (2008) has indicted that this dimension is distinct from several other forms of citizenship behaviour,

Other writers (Smith 2003; Williams and Anderson, 2008; Gillespie, 2011) subsumes all of those foresightful gestures that help someone else prevent a problem-touching base with before committing to actions that will affect them, providing advance notice to someone who needs to know to schedule work.

All of these behaviours share the idea that the employee is going “above and beyond” the call of duty. This dimension is similar to Organ’s (1988) conscientiousness construct. Organ indicated that this form of behaviour is among the most difficult to distinguish from in-role behaviour, because it differs more in degree than in kind.

The organizational citizenship behaviour definition mentioned above has been criticized several researchers because the frontiers between in-role and extra-role behaviour are frequently diluted, and different observers (e.g. supervisors) can have different interpretations of which is mandatory or voluntary. Organ (1988) viewed these criticisms as fair, and argued that “accumulated empirical evidence, some telling, criticisms, and even the most cursory glance at the business” pressed the need to rethink the defining character of organizational citizenship behaviour. In his view, it no longer seems fruitful to regard organizational citizenship

behaviour as extra role “beyond the job”, or “unrewarded by the formal system”, and a more tenable position is one that defines organizational citizenship behaviour as contextual performance: “behaviour (that) do not support the tenable position is one that defines organizational citizenship behaviour as contextual

Podsakoff et al, (2000); Akinyemi, (2012) identified seven organizational citizenship behaviour themes which are common as; helping behaviour, sportsmanship, organizational loyalty, organizational compliance, individual initiative, self-development and civic virtue.

2.6. Conflict Management Strategies and OCB

Organizations top executive often use a combination of conflict management strategies to resolve conflicts in organization. The consequences of any method adopted would manifest itself in the Citizenship Behaviour of employees in the organization (Adebayo, 2006; Moorman, 1991; Podsakoff et al, 2000; Sverke et al, 2006; Salami, 2009)

In other words, employees who survives after managers have decided to dismiss workers based on an existing conflict would always feel insecure, possess a negative attitude towards work and the organization, etc. This would ultimately affect the OCB of such employee.

3. Research Methodology

In this study, we adopted the quasi-experimental design since the elements of our study are in their live state.

3.1. Population of Study

The population of this study is drawn from six (6) major oil and gas companies in Nigeria namely; Shell Petroleum Development company (SPDC), Nigerian Agip Oil Company (NAOC), Saipem Nig. Ltd, Elf/Total, Chevron and Nigeria Liquefied Natural Gas (NLNG).

3.2. Sample Size Determination

The decision to either use census or sample is based on the fact that the researcher has a good idea of what the target population should be (Okwandu, 2007).

For this study, the sample size is determined through the use of Taro Yamen’s formula

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

where

n = sample size

N = Total population

e = Tolerable error (0.05)

$$n = \frac{12258}{1+12258(0.05)^2}$$

$$n = \frac{12258}{31.645}$$

$$n = 387$$

Copies of questionnaire were distributed as follows;

Organization	Staff strength	% distribution	No of questionnaire
SHELL	3,301	27%	105
CHEVRON	2,477	20%	77
AGIP	1,080	9%	35
NLNG	1,500	12%	46
ELF TOTAL	2,700	22%	85
SAIPEM	1,200	10%	39
TOTAL	12,258	100%	387

Table 1

Source: Oluwa, (2014) as published in businessdayonline.com

3.3. Data Collection Technique

Data for this study is primary data. The primary data collection technique would be the use of structured questionnaire which would be drawn from Johnson (1990) operationalization of conflict management variables, May-Chium and Ramayah, (2009) questionnaire on OCB

RELIABILITY TEST RESULT

DIMENSION/MEASURE	CRONBACH’S ALPHA
ACCOMODATING	.757
CONSCIOUSNESS	.779
COURTESY	.707

Table 2: Result generated from SPSS 20

4. Data Analyses / Findings

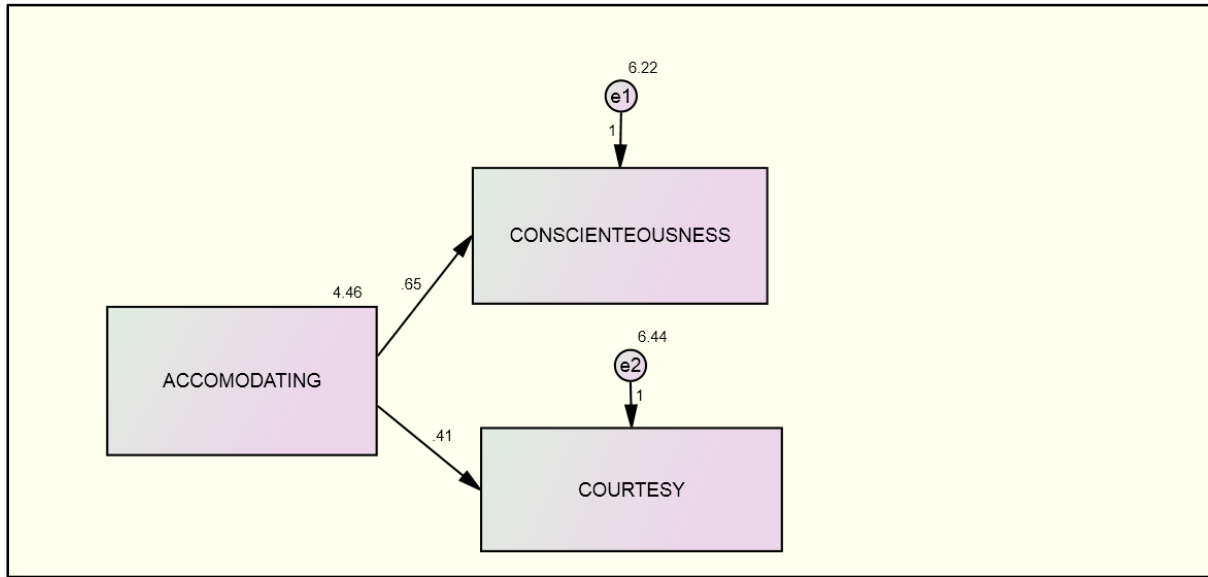


Figure 3
Source: Amos 18 output

From our findings, in H_{01} there is a high regression weight of .65 which is close to 1. Therefore we reject the null hypothesis. This justifies that there is a strong relationship existing between Accommodating and conscientiousness

H_{02} also shows a regression weight of .41 which also shows a significant relationship existing between Accommodating and Courtesy. Therefore we reject the null hypothesis.

DISCRIPTIVE STATISTICS

COMPANY	COPIES OF QUESTIONNAIRE DISTRIBUTED	COPIES RETURNED AND USEFUL	Percent	
Valid	SHELL	105	87	28.8
	CHEVRON	77	46	15.2
	AGIP	35	25	8.3
	NLNG	46	40	13.2
	ELF -TOTAL	85	70	23.2
	SAIPEM	39	34	11.3
	Total		302	100.0

Table 3
Source: SPSS 20

HEQ

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	O LEVEL/A LEVEL	28	9.3	9.3	9.3
	BSC/HND	92	30.5	30.5	39.7
	MASTERS	148	49.0	49.0	88.7
	PHD	34	11.3	11.3	100.0
	Total	302	100.0	100.0	

Table 4
Source: SPSS 20

POSITION IN COMPANY

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	JUINOR STAFF	31	10.3	10.3	10.3
	MIDDLE STAFF	193	63.9	63.9	74.2
	SENIOR STAFF	78	25.8	25.8	100.0
	Total	302	100.0	100.0	

Table 5
Source: SPSS 20

Cross Tabulations

Crosstab

			NAME OF COMPANY					Total	
			SHELL	CHEVRON	AGIP	NLNG	ELF TOTAL		SAIPEM
Age	<= 25 yrs	Count	12	2	10	5	9	3	41
		% within Age	29.3%	4.9%	24.4%	12.2%	22.0%	7.3%	100.0%
		% within NAME OF COMPANY	13.8%	4.3%	40.0%	12.5%	12.9%	8.8%	13.6%
		% of Total	4.0%	0.7%	3.3%	1.7%	3.0%	1.0%	13.6%
	26-35 yrs	Count	27	26	3	6	22	9	93
		% within Age	29.0%	28.0%	3.2%	6.5%	23.7%	9.7%	100.0%
		% within NAME OF COMPANY	31.0%	56.5%	12.0%	15.0%	31.4%	26.5%	30.8%
		% of Total	8.9%	8.6%	1.0%	2.0%	7.3%	3.0%	30.8%
	36-45 yrs	Count	23	12	8	24	32	16	115
		% within Age	20.0%	10.4%	7.0%	20.9%	27.8%	13.9%	100.0%
		% within NAME OF COMPANY	26.4%	26.1%	32.0%	60.0%	45.7%	47.1%	38.1%
		% of Total	7.6%	4.0%	2.6%	7.9%	10.6%	5.3%	38.1%
>= 46 yrs	Count	25	6	4	5	7	6	53	
	% within Age	47.2%	11.3%	7.5%	9.4%	13.2%	11.3%	100.0%	
	% within NAME OF COMPANY	28.7%	13.0%	16.0%	12.5%	10.0%	17.6%	17.5%	
	% of Total	8.3%	2.0%	1.3%	1.7%	2.3%	2.0%	17.5%	
Total	Count	87	46	25	40	70	34	302	
	% within Age	28.8%	15.2%	8.3%	13.2%	23.2%	11.3%	100.0%	
	% within NAME OF COMPANY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	28.8%	15.2%	8.3%	13.2%	23.2%	11.3%	100.0%	

Table 6

Source: SPSS 20

The cross tabulation showing the respondents whose age are less than or equal to 25 years are as follows; 12 from Shell, 2 from Chevron, 10 from Agip, 5 from NLNG, 9 from ELF Total and 3 from Saipem totalling 41 respondents. Those within the range of 26-35 years are 27 from Shell, 26 from Chevron, 3 from Agip, 6 from NLNG, 22 from ELF Total and 9 from Saipem totalling 93 respondents. Those within the range of 36-45 years are distributed as follows; 25 from Shell, 6 from Chevron, 4 from Agip, 5 from NLNG, 7 from ELF Total and 6 from Saipem totalling 115 respondents. And finally, those who fall between the age of 46 and above are 87 from Shell, 46 from Chevron, 25 from Agip, 40 from NLNG, 70 from ELF Total and 34 from Saipem totalling 53 respondents.

Source: SPSS 20

Crosstab

			NAME OF COMPANY					Total	
			SHELL	CHEVRON	AGIP	NLNG	ELF TOTAL		SAIPEM
MARITAL STATUS	SINGLE	Count	25	11	7	17	13	9	82
		% within MARITAL STATUS	30.5%	13.4%	8.5%	20.7%	15.9%	11.0%	100.0%
		% within NAME OF COMPANY	28.7%	23.9%	28.0%	42.5%	18.6%	26.5%	27.2%
		% of Total	8.3%	3.6%	2.3%	5.6%	4.3%	3.0%	27.2%
	MARRIED	Count	39	17	13	12	46	23	150
		% within MARITAL STATUS	26.0%	11.3%	8.7%	8.0%	30.7%	15.3%	100.0%
		% within NAME OF COMPANY	44.8%	37.0%	52.0%	30.0%	65.7%	67.6%	49.7%
		% of Total	12.9%	5.6%	4.3%	4.0%	15.2%	7.6%	49.7%
	DIVOCE	Count	19	12	3	8	11	2	55
		% within MARITAL STATUS	34.5%	21.8%	5.5%	14.5%	20.0%	3.6%	100.0%
		% within NAME OF COMPANY	21.8%	26.1%	12.0%	20.0%	15.7%	5.9%	18.2%
		% of Total	6.3%	4.0%	1.0%	2.6%	3.6%	0.7%	18.2%
	WINDOWED	Count	4	6	2	3	0	0	15
		% within MARITAL STATUS	26.7%	40.0%	13.3%	20.0%	0.0%	0.0%	100.0%
		% within NAME OF COMPANY	4.6%	13.0%	8.0%	7.5%	0.0%	0.0%	5.0%
		% of Total	1.3%	2.0%	0.7%	1.0%	0.0%	0.0%	5.0%
Total	Count	87	46	25	40	70	34	302	
	% within MARITAL STATUS	28.8%	15.2%	8.3%	13.2%	23.2%	11.3%	100.0%	
	% within NAME OF COMPANY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	28.8%	15.2%	8.3%	13.2%	23.2%	11.3%	100.0%	

Table 7

Source: SPSS 20

The marital status of our respondents are distributed as follows: Those who are single are 25 from Shell, 11 from Chevron, 7 from Agip, 17 from NLNG, 13 from ELF Total and 9 from Saipem totalling 82 respondents, while the distribution for Married respondents are 39 from Shell, 17 from Chevron, 13 from Agip, 12 from NLNG, 13 from ELF Total and 23 from Saipem totalling 150. The distribution for those who are divorced are 19 from Shell, 12 from Chevron, 3 from Agip, 8 from NLNG, 11 from ELF Total and 2 from Saipem totalling 55. Finally, the distribution for respondents who are widowed are 4 from Shell, 6 from Chevron, 2 from Agip, 3 from NLNG, while ELF Total and Saipem have 0 distribution totalling 15 respondents. This is also shown in the clustered bar chart below.

Crosstab

			NAME OF COMPANY						
			SHELL	CHEVRON	AGIP	NLNG	ELF TOTAL	SAIPEM	Total
HEQ	O LEVEL/A LEVEL	Count	4	4	3	6	8	3	28
		% within HEQ	14.3%	14.3%	10.7%	21.4%	28.6%	10.7%	100.0%
		% within NAME OF COMPANY	4.6%	8.7%	12.0%	15.0%	11.4%	8.8%	9.3%
		% of Total	1.3%	1.3%	1.0%	2.0%	2.6%	1.0%	9.3%
	BSC/HND	Count	23	10	12	14	23	10	92
		% within HEQ	25.0%	10.9%	13.0%	15.2%	25.0%	10.9%	100.0%
		% within NAME OF COMPANY	26.4%	21.7%	48.0%	35.0%	32.9%	29.4%	30.5%
		% of Total	7.6%	3.3%	4.0%	4.6%	7.6%	3.3%	30.5%
	MASTERS	Count	54	25	10	18	26	15	148
		% within HEQ	36.5%	16.9%	6.8%	12.2%	17.6%	10.1%	100.0%
		% within NAME OF COMPANY	62.1%	54.3%	40.0%	45.0%	37.1%	44.1%	49.0%
		% of Total	17.9%	8.3%	3.3%	6.0%	8.6%	5.0%	49.0%
PHD	Count	6	7	0	2	13	6	34	
	% within HEQ	17.6%	20.6%	0.0%	5.9%	38.2%	17.6%	100.0%	
	% within NAME OF COMPANY	6.9%	15.2%	0.0%	5.0%	18.6%	17.6%	11.3%	
	% of Total	2.0%	2.3%	0.0%	0.7%	4.3%	2.0%	11.3%	
Total	Count	87	46	25	40	70	34	302	
	% within HEQ	28.8%	15.2%	8.3%	13.2%	23.2%	11.3%	100.0%	
	% within NAME OF COMPANY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	28.8%	15.2%	8.3%	13.2%	23.2%	11.3%	100.0%	

Table 8
Source: SPSS 20

The cross tabulation showing the distribution of highest educational qualification to the various companies are as follows; those with O’level are 4 from Shell, 4 from Chevron, 3 from AGIP, 6 from NLNG, 8 from ELF Total and 3 from Saipem totalling 28. Those who have BSc/HND are 23 from Shell, 10 from Chevron, 12 from Agip, 14 from NLNG, 23 from ELF Total and 10 from Saipem totalling 28 respondents. Those with Master’s degree are 54 from Shell, 25 from Chevron, 10 from Agip, 18 from NLNG, 26 from ELF Total and 15 from Saipem totalling 148.

Crosstab

			NAME OF COMPANY						
			SHELL	CHEVRON	AGIP	NLNG	ELF TOTAL	SAIPEM	Total
POSITION IN COMPANY	JUNIOR STAFF	Count	6	3	3	7	8	4	31
		% within POSITION IN COMPANY	19.4%	9.7%	9.7%	22.6%	25.8%	12.9%	100.0%
		% within NAME OF COMPANY	6.9%	6.5%	12.0%	17.5%	11.4%	11.8%	10.3%
		% of Total	2.0%	1.0%	1.0%	2.3%	2.6%	1.3%	10.3%
	MIDDLE STAFF	Count	55	26	19	27	45	21	193
		% within POSITION IN COMPANY	28.5%	13.5%	9.8%	14.0%	23.3%	10.9%	100.0%
		% within NAME OF COMPANY	63.2%	56.5%	76.0%	67.5%	64.3%	61.8%	63.9%
		% of Total	18.2%	8.6%	6.3%	8.9%	14.9%	7.0%	63.9%
	SENIOR STAFF	Count	26	17	3	6	17	9	78
		% within POSITION IN COMPANY	33.3%	21.8%	3.8%	7.7%	21.8%	11.5%	100.0%
		% within NAME OF COMPANY	29.9%	37.0%	12.0%	15.0%	24.3%	26.5%	25.8%
		% of Total	8.6%	5.6%	1.0%	2.0%	5.6%	3.0%	25.8%
Total	Count	87	46	25	40	70	34	302	
	% within POSITION IN COMPANY	28.8%	15.2%	8.3%	13.2%	23.2%	11.3%	100.0%	
	% within NAME OF COMPANY	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	
	% of Total	28.8%	15.2%	8.3%	13.2%	23.2%	11.3%	100.0%	

Table 9
Source: SPSS 20

The cross tabulation showing the distribution of highest educational qualification to the various companies are as follows; those with O'level are 4 from Shell, 4 from Chevron, 3 from AGIP, 6 from NLNG, 8 from ELF Total and 3 from Saipem totalling 28. Those who have BSc/HND are 23 from Shell, 10 from Chevron, 12 from Agip, 14 from NLNG, 23 from ELF Total and 10 from Saipem totalling 28 respondents. Those with Master's degree are 54 from Shell, 25 from Chevron, 10 from Agip, 18 from NLNG, 26 from ELF Total and 15 from Saipem totalling 148.

5. Conclusion

It is very imperative that organizations within the oil industry should as a matter of urgency understand that employees are vital to their survival and sustainability. Although we realize there is no best strategy to be applied which would ultimately promote organizational citizenship behaviour among employees.

Understanding a handful of strategies such as we have empirically examined would aid managers at all levels in the oil industry towards having near-perfect relationship with peers and subordinates.

In this era, where civilization has taken over every sphere of human activity, there have been too many questions than answers as workers tend to give interpretations to the various activities of employers especially when such actions puts a question mark to what they perceive as justified. They would always want to cry out and make the world know they have been maltreated or side-lined. This very outcome can be managed or better still reduced to a minimal level only if employers are being guided by what constitutes conflict management strategies as well as what measures their employees' expected citizenship behaviour. There must be room for understanding before the knowledge can be effective.

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