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ABSTRACT

This study, using empirical means, examined the relationship between collaboration conflict strategy and organizational survival of indigenous oil and gas companies in Port Harcourt. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was two hundred and sixty four (264) employees of seven (6) selected of indigenous oil and gas companies in Port Harcourt. The sample size of 159 was determined using the Taro Yamane's formula for sample size determination. 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 with the aid of Statistical Package for Social Sciences. The result from the analysis showed that there is a significant relationship between collaboration conflict strategy and the measures of organizational survival (adaptability, dynamic capability and growth). Given these findings, it was concluded that collaboration strategy significantly relate with organizational survival. It was recommended that management of oil and gas companies should adopt increased application collaboration strategies in managing conflict to ensure that the organization avoids litigation through increased application of mediation, concession tactic, persuading tactic and other forms of negotiation.

Key Words: *Organizational Survival, Adaptability, Dynamic Capability, Organization Growth, Collaboration Conflict*

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INTRODUCTION

Oil and Gas companies are viewed as organizations that are either in the business of oil exploration, servicing of oil installations offshore/onshore or marketing of its associated products. Oil and Gas companies are perceived by many folks at home and abroad as one of lucrative and well-paid sector of the economy especially in Nigeria whose major source of income is crude oil sale to other parts of the world. This is further revealed in Hale (2002) where it was indicated that the entire economy of Nigeria depends on oil revenue and also with so much oil reserves for potential buyer. In fact, this assertion explains the designation of Nigeria as an oil-based economy (Ku, Mustapha & Goh 2010), with so much presence of different multinational oil companies as well as local contents striving to carve out a niche for themselves in the midst of the giants such as Shell petroleum, Agip, Total, Chevron, Mobil Slum Berger etc. However, due to fierce competitive nature of this industry as a result of huge tendency for maximum returns on investment, the industry is always faced with the issue of conflict with critical stakeholders especially, the host communities who had incessantly advocated for better treatment in terms of employment for their people and other social responsibility programs within the community.

Consequently, the oil and gas companies are saddled with the responsibility of adopting different strategies to cope and adapt to avalanche of these challenges in order to survive and deliver on its mandate. This argument is further demonstrated in Bello (2011) where the Nigerian business operating atmosphere is considered as been characterized with avalanche of perturbations and uncertainty provoked by macro environmental forces such as unstable business regulatory framework, inadequate power supply, Kidnapping, the menace of militia attacks on oil facilities, political instability, technological inadequacies, hostile organization-host community relationship etc. Consequently, these observed

phenomena have resulted in multifaceted negative implications for business survival such as early entropy, skeletal operations and outright relocation to other parts of the world for instance Michelin Nigeria limited that relocated to Ghana as a result of some of the issues raised above. Therefore the survivability of the organization depends on its success in surmounting observable environmental challenges and seizure of opportunities (Ogunro, 2014). Furthermore, beyond the macro environmental forces impinging on business survival are also the issues emanating from within the organization which is best described as micro elements of business environment. Issues within this perspective borders so much on the internal mechanisms the organization as an entity has adopted to help itself adapt to its environmental demands.

However, some of the fundamental issues in this direction revolve around the strategies of the organization, its adopted technology, its structural configuration, policy and culture. With this in mind, we can further say that the extent to which each of these micro issues aligns with the demands of the macro perspective will determine the possibility of the organization's performance and survival in the long run. Therefore, organizational survival is considered as one of the topmost business objectives in this era of intense business competition. This assertion is however in line Gross (1968) and Akindele, Oginni & Omoyele (2012) where they both agreed the goal of organizational survival underpins all other goals of business. Therefore paying attention to this goal contributes to the satisfaction and execution of other organizational goals. Accordingly, Jones and Bartlet (2008) maintain that organizational survival and growth are implicit organizational goals requiring the investment of energy and resources. This clearly implies that for organizations to survive amid inevitable environmental turbulence encapsulated with opportunities and threats tendencies, such

organizations must be ready to commit its scarce resources in the form of investment in pursuit of identifiable opportunities and then follow it up with effective strategies that will not only promote its achievement but also support its continuous survival.

In furtherance to the forgoing statement, organizational survival has been described as the running of business organization as a going concern often referred to as manage to stay in business (Akindele, Oginni & Omoyele, 2012). Ugwuzor (2017) emphasizes that organizational survival as desirable as it seems cannot be achieved without much organizational effort to promote it, because when organization is faced with inherent adversity in its operating environment, its ability to continue to thrive is usually threatened. This is even worse if the firms' coping strategies are maladapted as the coping strategies adopted by the firms at such times will lead to the survival of the fittest and the elimination of the unfit. Given the desirability to survive as a going concern principle, organizations among other viable strategies considers conflict management strategies as one of the efficacious tools in dealing with array of internal and external constraints the environment imposes on them. This is so because conflict is an inevitable phenomenon in the workplace due to goal differences among the actors such as the owners of business, employees, customers, host communities, and government. Each of these groups will always want its interest to be protected sometimes without minding how its interest affects others' and as such, result in conflict that may impinge on the organization's specific objectives such as survival (Ojielo, 2002).

However, through appropriate conflict management strategies in use, organizations no matter how survival threatening their environment might be, will always overcome and bounce back even much stronger. In furtherance, Hussein, Salem Al-Mamary and Hassan (2017) affirm that conflict is considered to be a phenomenon in every organization; it is

impossible to be avoided but it is possible to be managed when we diagnose the symptoms. In the same vein, Alomyan (2002) contend that effective management of conflict through the adoption of potent strategies will contribute towards the prosperity of the organization and consequently promotes its survival agenda. Shockingly, as important as conflict management strategies is in promoting a level playing ground for all actors in business- society relationship or win-win atmosphere within a given business group, we have really not seen much of empirical attention in this direction; although there are array of empirical and theoretical investigations on organizational survival phenomenon that focuses on other variables. For example, Bolarinwa, Gbadeyan and Ogunjobi (2014) looked at the impact of channel of distribution on organizational survival with emphasis on selected SMEs in Lagos State; Gabriel and Kpakol (2015) examined the relationship between entrepreneurial orientation and organizational survivability of banks in Nigeria. Umar and Sann (2016) impact of learning organizations on organizational survival in some selected Nigerian manufacturing firms; Ugwuzor (2017) survivor behavior management and organizational survival.

Given the observable paucity of empirical research attention on how effective collaboration conflict management strategy can be utilized to promote organizational survival, it is therefore the focus of this study to fill this gap by undertaking a study on collaboration conflict management strategy and organizational survival of oil and gas companies in Port Harcourt, Rivers State.

This study was also be guided by the following research question:

- How collaboration conflict strategy does relate with adaptability of indigenous oil and gas companies in Port Harcourt?

- How does collaboration conflict strategy relate with dynamic capability of indigenous oil and gas companies in Port Harcourt?
- How does collaboration conflict strategy relate with growth of indigenous oil and gas companies in Port Harcourt?

LITERATURE REVIEW

Theoretical Foundation

The baseline theory on which this study draws from is the contingency theory. The contingency theorists emerged as an integrative approach to leadership studies. The contingency theory was championed by Fiedler in the 1960s and subsequently advanced in Jaja and Obipi (2005). Here the theory states that successful leaders must structure their leadership pattern in relation to the different situations they face (Sapru, 2013). However, they spotted out three main factors that thoroughly explain the different situations managers face. First is leader-member relations; this talks about the degree of trust and confidence the subordinates have in their leader. Secondly, the task structure which defines that the extent to which the work to be done is formalized and thirdly, position power, which determine the degree to which the leader has power to make certain decision like employment, demotion, promotion and rewards. This implies that in order to thrive in business, managers of organization must identify each element in the organization to enable them proffer solution to complex situation. However, in relation to its alignment with our study variable (conflict management strategies), we are saying that due to competing interest between actors in the organization such as the employers, employees, host communities and government, there is always the tendency for varied forms conflict requiring different strategies.

For instance, Olakunle (2008) pointed out six fundamental different levels of conflict as interpersonal, intra-group, intergroup, intrapersonal, intra-organizational and inter-organizational levels.

Each of this level of conflict arises as result of different situation in the cause of working together as a group or teams with an organization. Just as Jones (2000) stated that conflicts are inevitable part of an organizational life since the goals of different stakeholders such as managers and staff are often incompatible. Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. 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 (Henry, 2009). Therefore in order to manage each conflict situation, managers are advised to adopt different conflict management strategies with emphasis on the strategy that serves best hence, no particular conflict management strategy can provide solution to all conflict situations. In consonance with this, in this study we believe that the contingency theorists have really done noble hence, through their assumptions; contemporary managers have come to understand that no one particular theory can be used to solve all organizational problems such conflicts, rather should be adopted based on context and situation.

Concept of Collaboration Strategy

This approach to conflict resolution is considered as one of the best in that it gives room for the two parties in dispute to understand each other's demand. According to Odunayo (2018) collaboration strategy is considered as a win-win approach through which parties to a conflict are prepared, willing and ready to satisfy each other's demands fully. Accordingly, Salami (2009) maintains that the adoption of collaboration strategy in conflict resolution ranks high on both assertiveness and cooperativeness. It carries the highest level of win/win orientation that brings about information sharing, openness, and clarification of issues on the point of conflict to reach a solution acceptable to both parties (McShane & Von Glinow, 2000). This is

because in instance, each party gives up something that the other party wants. Consequently, Hotepo, Asokere, Abdul-Azeez and Asokere (2010) contend that effective use of this collaborative strategy may result in positive work behavior and attitudes hence; it promotes cooperation and integrity in the workplace that reduces conflicts.

In furtherance to above discussion, collaborative conflict management is also geared towards integrating solutions for the purpose of building a sound relationship between employers, employees, customers, clients and vendors. This is as the perspectives of people and the business are merged together and decisions are taken, only after considering the benefits of the organization and its people (Mughal & Khan, 2013); and as such provides conducive environment for all concerned. Again, a well taught out collaborative approach to conflict management encourages open discussions to bring opinions of people to light. It tends to illuminate reasons behind conflicts, discrepancies in work and other types of disputes prevailing in the organization and then analyzes same thoroughly before finalizing any decision (Agwu, 2013). Some of the significant outcomes of this style are equal distribution of work and improved work proficiency. Such tools effectively initiate coordination between team members and different sectors of the organization also function in a synchronized fashion.

Organizational Survival

When entrepreneurs set up a business irrespective of the size, it is always the desire of the entrepreneur that beyond profit maximization goal, that the business thrive and flourish against all odds. This is practically in line with the assumptions of the going concern principle, which states “the firms expect that they will remain viable and continue to exist and operate in the foreseeable future” (Ugwuzor, 2017). It is on this premise that organizational survival construct is considered as a phenomenon in the evaluation of organization’s general health especially

in this current economic order whereby the environment of business is characterized by fierce competition and turbulence . This is further buttressed in Odunayo (2018) where he stated that organizational survival is very crucial at this period of business turbulence. Therefore, achieving survival through sustained efficiency, effectiveness, profitability, customer satisfaction and all other indicators of business performance requires unbridled organizational effort through synergy between the management and the employees. Just as Venkatarman (2001) contends that the success of business depends on collaboration and stakeholder shared interests, they must be working for the same purpose, otherwise business will come to an end and new collaborations will be formed.

Given this observation, Gross (1968) argued that the concept of survival is an unwritten law of every organization. This suggests that every organization must regard survival as an absolute prerequisite for serving any interest whatsoever. According to Reker, (2002) organizational survival is perceived as surviving over possible setbacks and organizational deaths accordingly. In the same light, Tsoukas and Chia (2002) as spotted in Sun and Zhang (2013) posit that organizational survival is associated with the ability of the organization to adapt to its environment adequately. More so, Robbins and Judge (2015) suggested that owing to the uncontrollable forces that impinge on business predetermined goals, for organizational survive and effect appropriate performance, it must know and adopt the best strategy to rebound from decline and avoid death. In view of this assertion, we are compelled to say that without an organization possessing and displaying a well consolidated resilient posture, it might not be able to withstand and proactively bounce back or maintain balance in the face of change that threatens its survival agenda.

This is therefore in line with the position of Hamel and Valikangas (2003) that the issues of resilience

came about because of the need for corporations to respond to turbulent times caused by natural disaster, economic downturns, and man-made disasters that poses a threat to their survival. In the management literature, resilience has been observed as the capacity of an organization to absorb distinct environmental shock and return to its prior order (Umoh, 2013). And further studies have argued that it is only those organizations that anticipate, respond to threats and ready to adapt to unexpected disruptions in the environment that can survive. This further clarify that beyond every other business goal, pursuit of survival remains fundamental and primary as the realization of other goal largely depends on it. Therefore, organizational survival of an organization can be seen in the growth of the organization, organizational productivity, survival skills, agility, adaptability and organizational learning abilities. And then according to Espinosa and Porter (2011) as with an ecosystem, survival and success of a business are equated with timely perception of key external changes and the adaptation of internal elements and processes that successfully respond to those changes.

Leaning on Gross (1964), some of the threats to the survival of business organization which include are absence of strong formal leadership, frequent change in the environment, change in customers' demand, intensity of competition from multinational organizations, high labor turnover rate and failure to see organizational survival as tool to achieving the overall organizational goals. But through appropriate planning and strategies organizations can overcome all these huddles. For instance, when an organization provide leadership style such as transformational leadership where the leader displays the ability to make employees do more than what was expected of them at work through inspiration, motivation and encouragement to use novel methods to solve problems (Avolio, Bass & lung, 1999); such organization can overcome employee turnover intention and promote engagement that leads to

performance and ultimately results in survival. Also, through innovation and creativity, an organization can adequately adapt to the rapid changing customers' demand by its ability to come up with new products and services that are appealing to the customer at every stage of the products' life circle.

Measures of Organizational Survival

In this study, the measures of organizational survival (adaptability, dynamic capability and growth) adopted from the works of Teece, et al., (2010) and Zahra, et al. (2006).

Adaptability

Given the array of challenges and adversities from the internal and external environment that characterize modern business operations, the culture of adaptation has been proven to promote organization's survival pursuit. For instance, Wobodo and Asawo (2018) maintain that since adversity is associated with strains and pressures, it requires a progressive adaptive capacity from the organization and its employees to synchronize such changes. Furthermore, Hammel and Valikangas (2003) maintain that successful organizations should relentlessly adapt and to reflect on the changing external environment. Adaptive capacity as a resilient behavior is particularly strategic for organizations providing goods and services and to fashion out ways to prevent disruptions in their operations processes. Adaptability therefore is associated with the organization's ability to expect and respond to threats and latent opportunities by influencing the situation to its advantage (Cohen & Levinthal, 1990). It is the engagement and involvement of organizational workforce so that they are responsible, accountable and occupied with developing the organization's resilience through their work because they understand the links between the organization's resilience and its long term success (Dalziell & McManus, 2004).

Scholars like Star et al., (2003) revealed that in appraising the efficacy of adaptive posture, it is essential to understand its linkage with organization's competitiveness. This is such behavioral disposition is considered very rare among organization and as such those that possess it tends to stand out ahead of their competitors. In synchrony with this view, Amah and Baridam (2012) stated that to make profit and survive organizations need to continuously adapt to the different levels of uncertainty in the environment. Adaptability as a functional quality of resilient behavior usually reflects learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges (Walter, et al., 2006); in order to overcome unprecedented adversities.

Dynamic Capability

Given that organizational problems are diverse in nature in terms of controllability and uncontrollability, organizations must adopt equifinality approach in order to respond to each situation appropriately using different strategies. Just as the situational theorists maintain that the leadership style of a leader should be dependent on the prevailing context or situation hence no one particular strategy can provide solution to all organizational problems. In the same manner, organizations artificial must also be able to demonstrate dynamic qualities in terms of strategies, processes, and resources etc.in response to perturbations within and beyond its control in order to survive. This assertion is in alliance with the definition of dynamic capability as a firm's capacity to deploy and/or coordinate different resources, usually in combination/using organizational processes to affect desired end (Grant, 1996). While, Zahra, et al. (2006) affirms that dynamic capability is the ability to realign existing observable capabilities and resources in such a way that it suits the organization's current realities. This is why Eisenhardt and Martin (2000) argued that when an organization is dynamic posture

driven, it can progressively create new resource such as immutable knowledge.

In relation to this, Helfat, et al., (2007) professed that dynamic capability is associated with the capability of an organization to deliberately create, share as well as alter its resource base (Helfat, et al., 2007). In furtherance, Grant (1996) stated that dynamic capabilities recognizes knowledge resources as a strategic resource for contributing and sustaining firm's competitive advantage. The knowledge component in dynamic capabilities makes them knowledge-based dynamic capabilities since they leverage knowledge based resources and are composed of knowledge activities such as knowledge absorption, knowledge creation, knowledge storage, and knowledge application (Wang et al., 2007).

Growth

Organizational growth is observed when a firm increases its share capital, level of production, engages more employees, builds more factories, introduces more product lines and acquires more assets. Growth strategies are the strategies adopted by organization that desires to expand its capacity of product and sales of the existing products and services, or diversification into other product/service lines, or gets into a merger and acquisition to achieve expansion and other benefits (Ottih, 2006). The concept of growth is considered as one of the phenomenal business objectives in contemporary business operational dynamics. As pointed in Darna et al., (2016) the survival of any organization is mainly dependent on its growth rate; and it is an indicator that organization is doing well amid fierce competition. Due to the essentiality of growth in business sustainability Robbins et al., (2011) advocated that while carrying out business activities, business managers must carry out their organization's operations with growth in mind in order to survive and prosper in the short and long run despite business and environmental adversities. Furthermore, they maintain that growth is a natural and desirable

outcome for entrepreneurial ventures which can be achieved gradually and at other times rapidly. This implies that organizational growth is an indication of an organization's general performance.

Accordingly, Salamon and Robinson (2008) stated that a performing organization is one that its profit, market share, sales and customer satisfaction is in constant rise. Also, other scholars view growth as a major component of organizational financial performance. According to Venkatraman and Ramanujam, (1987) sales growth rate is a generally accepted performance measure. In their study they discovered that sales growth is positively and robustly associated with other measures of firm financial performance. Castrogiovanni (1996) argued that in benevolent environments, a firm's ability to exploit product market opportunities is measured by its sales growth rate. He further added that a firm's ability to

maintain or increase its sales level and market share in hostile environments, where there is increasing competition from both domestic and foreign firms, is a generally accepted performance indicator of short-term survival adjustment.

From the foregoing point of view, the study hereby hypothesized that:

- Ho₁: There is no significant relationship between collaboration and adaptability of indigenous oil and gas companies in Port Harcourt.
- Ho₂: There is no significant relationship between collaboration and dynamic capability of oil and gas companies in Port Harcourt.
- Ho₃: There is no significant relationship between collaboration strategy and growth of indigenous oil and gas companies in Port Harcourt

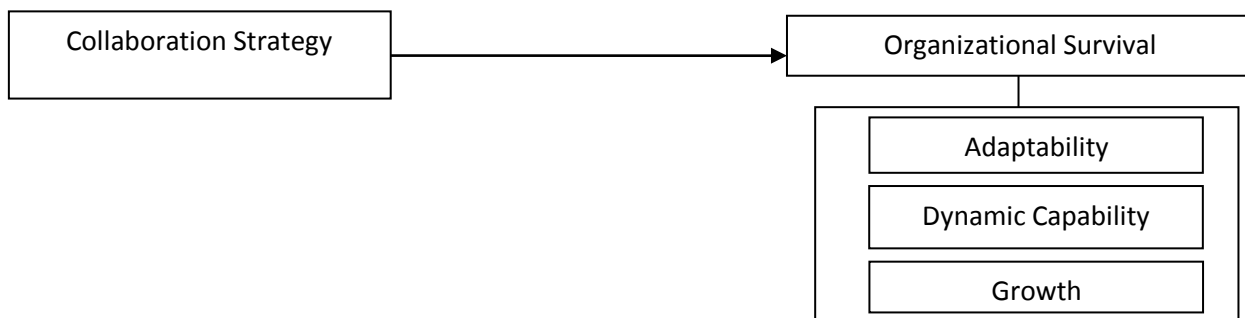


Figure 1: Operational Framework for the hypothesized relationship between Collaboration Strategy and Organizational Survival

Source: Author's Desk Research, 2020

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was two hundred and sixty four (264) employees of seven (6) selected indigenous oil and gas companies in Port Harcourt. The sample size of 159 was determined using calculated using the Taro Yamane's formula for sample size determination. 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 with the aid of Statistical Package for Social Sciences.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Secondary data analysis was carried out using the Spearman's rank correlation at a 95% confidence

interval. Specifically, the tests covered a H_{01} hypothesis that was bivariate and declared in the null form. We based on the statistic of Spearman's rank correlation to carry out the analysis. 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 ($p < 0.05$).

Table 1: Correlations for collaboration and measures of organizational survival

		Collaboration	Adaptability	Dynamic Capability	Growth	
Spearman's rho	Collaboration	Correlation Coefficient	1.000	.751**	.827**	.761**
		Sig. (2-tailed)	.	.000	.000	.000
		N	126	126	126	126
Adaptability	Collaboration	Correlation Coefficient	.751**	1.000	.916**	.817**
		Sig. (2-tailed)	.000	.	.000	.000
		N	126	126	126	126
Dynamic Capability	Collaboration	Correlation Coefficient	.827**	.916**	1.000	.887**
		Sig. (2-tailed)	.000	.000	.	.000
		N	126	126	126	126
Growth	Collaboration	Correlation Coefficient	.761**	.817**	.887**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	126	126	126	126

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

Source: Research Data 2020, (SPSS output version 23.0)

Ho₁: There is no significant relationship between collaboration and adaptability of indigenous oil and gas companies in Port Harcourt.

From the result in the table above, the correlation coefficient showed that there is a positive relationship between collaboration and adaptability. The *correlation coefficient* 0.751 confirmed the magnitude and strength of this relationship and it was statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represented a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between collaboration and adaptability of indigenous oil and gas companies in Port Harcourt.

Ho₂: There is no significant relationship between collaboration and dynamic capability of

indigenous oil and gas companies in Port Harcourt.

From the result in the table above, the correlation coefficient showed that there is a positive relationship between collaboration and dynamic capability. The *correlation coefficient* 0.827 confirmed the magnitude and strength of this relationship and it was statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represented a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between collaboration and dynamic capability of indigenous oil and gas companies in Port Harcourt.

Ho₃: There is no significant relationship between collaboration and growth of indigenous oil and gas companies in Port Harcourt.

From the result in the table above, the correlation coefficient showed that there is a positive relationship between collaboration and growth. The *correlation coefficient* 0.761 confirmed the magnitude and strength of this relationship and it is statistically significant at $p < 0.000 < 0.05$. The correlation coefficient represents a high correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate accepted. Thus, there is a significant relationship between collaboration and growth of indigenous oil and gas companies in Port Harcourt.

DISCUSSION OF FINDINGS

This study using descriptive and inferential statistical methods investigated the relationship between collaboration strategies and organizational survival of indigenous oil and gas companies in Port Harcourt. The findings revealed a significant and positive relationship between collaboration strategies and organizational survival of oil and gas companies in Port Harcourt using the Spearman Rank Order Correlation tool and at a 95% confidence interval. The findings of this study confirmed previous studies conducted by Rahim & Buntzman (1989); Likert & Likert (1976) generally assert that employees who exhibit collaboration, compromising, and obliging styles are more prone to foster a cordial relationships among superiors and subordinates. Several studies on the collaboration, compromising, and obliging styles of handling conflict show consistent results in commitment with other employees (Korabik, Baril, & Watson, 1993; Tutzauer & Roloff, 1988; Vigil-King, 2000). Therefore, with such level of commitment, organizational survival is a realistic pursuit.

Furthermore, Ahmad and Marinah (2013) stated that the collaboration style of conflict management plays a major role in enhancing commitment towards the organization. In their study, Nik and Sharmin (2002) found that there was minimum conflict, where the collaboration or integrating style was used in the

organization. Collaboration style is said to be the most appropriate style to enhance commitment among employees because this style focuses on problem solving in a collaborative approach. Employees that use this style face conflict directly and try to find new and creative solutions to the problems by focusing on their own needs as well as the need of others (Havenga and Visagie, 2006). Also, Rahim and Buntzman (1989) had discovered the collaboration style of handling conflict tends to foster a more committed, cooperative and prolonged relationships among employees in organization which consequently will lead to goal realization and survival in the long run. Thus, the findings corroborated with the assertions of Mba (2013) and Henry (2009) that managers prefer the use of integrative management strategies which are relatively useful in minimizing the incidence of disruptive conflict and having positive impact on corporate productivity and organizational performance. With integrative conflict management strategy, there is often high confidence and trust in one another among organizational members, loyalty to the work group and to the organization in the achievement of corporate performance that leads to organizational survival

CONCLUSION AND RECOMMENDATION

This research work examined the relationship between collaborative strategies and organizational survival of indigenous oil and gas companies in Port Harcourt, Rivers state. It was seen that conflict is a regular feature in corporate organizations. Various strategies are adopted in managing the conflict. Although we realize there is no best strategy to be applied, but understanding a handful of strategies such as we empirically examined would aid managers at all levels towards having a near perfect relationship with and among employees for organizational effectiveness and survival. Thus, in line with findings, the study concluded that collaborative strategies positively correlate with organizational survival of indigenous oil and gas companies in Port Harcourt.

Based on the discussion and conclusion above, the following recommendation was hereby made that management of oil and gas companies should adopt increased application collaboration strategies in

managing conflict to ensure that the organization avoids litigation through increased application of mediation, concession tactic, persuading tactic and other forms of negotiation.

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