

Compromising Conflict Strategy and Workplace Harmony in Oil Servicing Companies in Rivers State

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Abstract: This report is an empirical study that looks at compromising conflict strategy and workplace harmony in oil servicing companies in Rivers State. The cross section research design was adopted as the design of the research; the population of the study covers all the oil servicing companies in Rivers State. Data for the study was analyzed using Pearson product moment correlational coefficient aided with SPSS version 21.0. The study found that compromise as a dispute management strategy significantly impacts workplace harmony in oil servicing companies in Rivers State. Considering the study's findings, we conclude that dispute management through the use of compromise strategy significantly influence workplace harmony in relation to teamwork, and communication and this is able to the poor management activities among oil servicing firms. And also the issues of insecurity, poorly designed workstation, excessive noise, oil spillage, insufficient safety measures among oil servicing companies in Rivers State. Based on the conclusion we recommend that for the success of the organization and to get total committed workforce, management of oil servicing firms should ensure the goal of the organization are design such that, its achievement connect with visible strategy of dispute management.

Keywords: Compromising Strategy, Workplace Harmony, Teamwork, Communication

I. INTRODUCTION

Conflict in the workplace has been a profound area of interest for management as well as research scholars. As such different Scholars have attempted to develop an acceptable definition of what they called or see as conflict. Even with this continuous desire to define conflict in one term, it is difficult to put forward a definition of conflict that is commonly accepted by all scholars. Varied researchers have had different perspectives on conflict, demonstrating that conflict itself can have a variety of subjective interpretations. Others view it as an interpersonal disagreement resulting from differing choices or preferences, while some see it as a manifestation of interpersonal antagonism. With this different views, most persons feel that conflict should be totally stopped as its to dysfunctional for the survival of the organization. In respective of the view held, it is prominent to know that conflict can be both functional and dysfunctional and it's the responsibility of the leader in charge to know what action to take at each point in time.

Researchers have also extensively studied the various modes through which conflict is resolved in the workplace. As such in most studies different researchers has come up with

avoidance, compromising, collaborating, negotiating, etc. The compromise approach to dispute resolution is examined in this article. Compromising means that the parties to the conflict settle on a solution that gives both of them part what they desired. No party gets everything they wanted, but neither completely loses either. It highlights the important and broad role of the supervisor as a potential lever for change from negative to positive outcomes when employees are exposed to conflict in their workgroups (Jehn & Bendersky, 2003).

On the other hand, there are two conflicting trends in the workplace today. On the one hand, employees have freedom in how they present themselves. The challenge of modern day business is increasing awareness on the part of employees about their rights and privileges. The rise in this awareness has become a pain in the neck of growing management to such concerns that it attempts to diminish the glory of capitalistic mindedness that once bestride the pathway to managing like a colossus. Fox (2003) defines workplace relations as "the process of interest accommodation by which conditions of work are fixed; relations are regulated and power is shared in the field of labour. A good and peaceful workplace is one where all employees are treated with respect and dignity, and where no employee is harassed because of another person's political or religious beliefs. Industrial harmony and workplace harmony will both be used interchangeably for the purposes of this study. Bezrukova, Thatcher, Jehn, and Zanutto (2009) Common sense tells us that the characteristics of a positive, happy workplace may alter through time and location. Additionally, the context of each scenario merits examination; for instance, what one context may view as lighthearted banter or horseplay, another may view as more ominous. Regarding the nature of "banter," the Tribunal has agreed that while it can and does happen, there should be no place in the workplace for behavior that could disrupt a productive atmosphere or intimidate or disgrace any employee due to his or her political or religious convictions.

In this modern and dynamic world, oil servicing firms are adapting to recent techniques or technology in the business environment to meet up what other competitors are doing. Most oil servicing firms in Nigeria today are known for their long hour culture at work place and high work load on employees and all these can only be sustained only if conflict that arises among them are sustained and managed. The

approach to be adopted in managing the conflict however depends on the form of conflict, whether it is intrapersonal, interpersonal and intergroup conflict. The focus of this study is on compromising conflict resolution strategy between or among oil servicing companies and how this has led to harmonious workplace in Rivers State. In oil servicing sector, the poor management activities have had a more noteworthy effect as it permeates all through each significant oil servicing firms in the nation. Insecurity, poorly built workspaces, excessive noise, oil spills, inadequate safety precautions for fires and other crises, and inadequate personal protection equipment are other problems (Sholokwu & Olori, 2016). Workers in such a setting are more likely to contract occupational diseases, and the unfavorable working environment may shorten their lives and affect their productivity. As a result, the difficulties outlined above will be addressed in this effort. The investigation's goal is to determine how workplace harmony can be attained with compromising conflict management strategy. At the conclusion of this article will address the following questions and hypotheses:

Research Questions

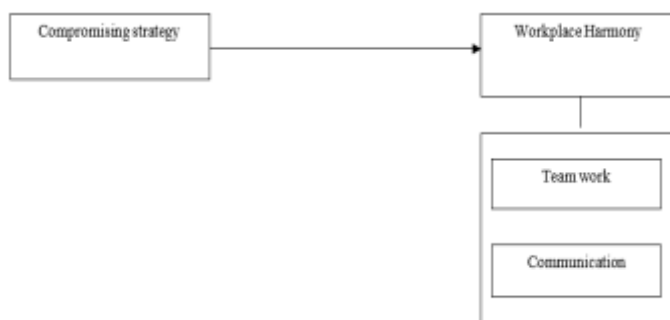
- i. How does compromising strategy impact workplace harmony in oil servicing companies in Rivers State?

Research Hypotheses

- H0₁: There is no significant relationship between compromising strategy and teamwork in oil servicing companies in Rivers State.
- H0₂: There is no significant relationship between compromising strategy and collaboration in oil servicing companies in Rivers State.

Conceptual Framework 1.1 below

Figure 1.1: Conceptual Framework of compromising conflict strategies and workplace harmony.



Source for dimensions: Schermerhorn, 2005.

Source for measures: Cunliffe, 2011

II. LITERATURE REVIEW

Theoretical Foundation

Theoretical foundation is an explanation based on ideas that are related to a particular subject. It is a critical review of the theoretical elements that serve as a frame of reference in an investigation. This critical review allows us to determine the

variables to be measured and the relationship between them, while determining the response to the research question and hypotheses. In our effort to search and conceptualize how compromising conflict strategy impact workplace harmony, theory has been raised to help explain more on the issue of discussed. This study looks at social exchange theory that is applicable in all firms.

Social exchange theory was introduced in the twentieth century. This concept was considered within the early 1960s by the philosophical tradition of utilitarianism, and neoclassical economic. Social exchange theory is a concept that brings people together according to the benefit the individual feels he/she will gain as becoming member of the group. This theory was given birth to resulting from the benefit the younger child originated from the parent and later both the child and the parent begins to have mutual benefits (Cropanzano & Marie, 2005) who focused on the rational assessment of the self-interest social relationship. The view of Social exchange theory is that something must motivate an individual to continually doing that thing that he/she is doing, once that is withdrawn, the ability to do it will also drop and can lead to conflict within the organization.

Workplace Harmony

The frequent occurrence of management-workforce conflicts in many facets of global economies appears to have an impact on workplace harmony. Since decades, Rivers State's oil servicing firms have been battling with customers who want more money for benefits including health insurance, bonuses, and raises in pay (Nwinyokpugi, 2015). Despite these guidelines, there continues to be obvious discontent among employees on the one hand and between management and employees on the other. That is why Puttapalli & Vuram (2012) defined workplace harmony as being concerned with the mutual relationship between management team and employees in relation to the terms and conditions of employment at the workplace. There is a positive working relationship between employers and employees in this scenario.

According to Nwinyokpugi (2015), those in positions of authority must have the necessary knowledge and power to carry out their duties impartially and without showing favor; they must make sure that the task structures for each employee group are clearly defined in a way that eliminates any potential for role ambiguity; and employers of labor should collaborate with trade union representatives in the development of efficient procedures for wage negotiations. That is why this article looks at teamwork and communication as indicators for harmonious workplace.

Teamwork

The classical systems theory, which holds that team inputs, team processes, and team outputs are arranged through time, has traditionally been used to define teamwork. The qualities of the task to be completed, the components of the context in which work occurs, and the attitudes team members bring to a

team scenario are examples of team inputs. In order for the team to accomplish its unique objectives, there must be interaction and collaboration between team members. This is referred to as team process. The results of team performance are referred to as team outputs. Team members engage and collaborate to produce team outputs during the process phase, where collaboration as a whole takes place. A shared set of cooperation skills, not ongoing permanent responsibilities, is what sustains teamwork; it does not require team members to work together continuously (Morey et al., 2002). Building relationships and cooperating with others require a number of critical abilities and behaviors, including the ability to communicate effectively, work cooperatively, contribute to groups with ideas, suggestions, and effort, and have a healthy respect for the opinions, customs, and preferences of others. When employees collaborate to achieve a goal, everyone benefits.

Communication

Effective team building involves clarity about the priority of team member's tasks with an established method for the teams for feedback. Feedbacks must however be received with grace and dignity bearing in mind that people hesitate to give feedback to others out of fear of hurting them or having to deal with defensive or justifying behaviour. It is important to be receptive to receiving feedback. However, it should be understood that input isn't always accurate. Checking with others should be done to determine the feedback's dependability. Important business information should be communicated on a regular basis between team members, who should also offer a variety of viewpoints to the table. Conflicts that are essential must also be brought up and resolved.

Compromising Conflict Strategy

The goal of the compromise technique is to find a workable, if not mutually beneficial, solution by having both sides of a conflict give up some of their positions. Most frequently, this tactic is successful when the parties to a conflict are roughly on equal footing in terms of power. Compromising shouldn't be used when there is a complicated issue which requires 'problem solving' technique and one part which thinks that making decision is its responsibility and has much more power (Robbins & DeCenzo, 2007). In particular, it was discovered that managing conflict for mutual benefit predicted how much team members thought they could handle various disagreements and how their supervisor felt about the efficacy of their team (Alper, Tjosvold & Law, 2000). The adoption of a compromising strategy, according to Burnside (2008, referenced in Kapusuzoglu, 2010), fosters a win-lose situation for all parties involved. This is because it is believed that in order for parties to a dispute to reach a mutually acceptable resolution, each party will have to give up something, making it impossible to determine a clear winner or loser. According to Steyn (2001), when there is a balance of power between the individuals or when there are limited resources to be shared, compromise is mostly appropriate. This is because this tactic

necessitates striking a balance between individual and group interests.

Empirical Review

Compromising Strategy and Workplace Harmony

Wobodo (2019). A theoretical evaluation of Rivers State University, Port Harcourt's conflict management techniques and work environment harmony. No organization, regardless of the type of business or industry they are in, can advance effectively without allowing constructive conflict to thrive while managing the destructive aspects using appropriate strategies like compromise, collaboration, and accommodation where necessary, according to the study's review of the extant literature on the meaning and nature of all the study variables. As a result, we came to the conclusion that an organization supports innovation and creativity through variety of thought when it encourages constructive conflict. On the other side, when dysfunctional conflict is well managed, it encourages industrial harmony among the organization's members and also acts as the cornerstone of a prosperous business endeavor. And finally, we advise: the tertiary institution management should make every effort to promote constructive conflict while discouraging destructive conflict.

In their 2017 study, Hussein, Al-Mamary, and Hassan explore organizational commitment and conflict management strategies in Yemen. The goal of this study is to present a conceptual framework that identifies the connection between organizational commitment and conflict management approaches in the setting of Yemen. Additionally, this study makes a contribution to the current problem of conflict management. It will clarify the variables that affect conflict, conflict resolution techniques, and their connections to organizational commitment at the individual, group, and collegiate levels. This study addresses a research vacuum because there is presently no research on the association between organizational commitment at the three levels and conflict management styles in Yemen.

III. METHODS

The cross sectional survey approach was used as the research design for this study. The population of this study involves all organisations that are doing business in the oil servicing companies of Rivers state. The sample size of this study will be determined using Taro Yamen's formula proportionate population allocation formula. Also, the null hypotheses will be tested at 0.05 level of significant using Pearson Product Moment Correlation (PPMC) coefficient. Data will be analysed with Statistical Package for Social Science (SPSS) version 21.0.

IV. FINDINGS

Result and Frequency Analysis

In this section, the output of the primary and secondary data is presented. Analysis was carried out on individual variables and measures. Mean scores and standard deviations are also illustrated. The secondary data analysis was carried out using

the Pearson Product Moment Correlation (PPMC) coefficient at a 95% confidence interval. Specifically, the tests cover hypotheses HO₁ to HO₃ which were bivariate and all stated in the null for. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at (p>0.05) or rejecting the null hypotheses at (p<0.05).

Table 4.10 showing descriptive statistics for dispute management

Statistic	N	Minimum	Maximum	Mean	Std. Deviation
compromise strategy	180	1.00	4.00	3.5769	.825
Valid N (listwise)	180				

Source: Research Data 2021 (SPSS output version 21.0)

Table 2 showing descriptive statistics for measures of workplace harmony

	N	Minimum	Maximum	Mean	Std. Deviation
Teamwork	180	1.00	4.00	3.6846	.843
Communication	180	1.00	4.00	3.3692	.731
Valid N (listwise)	180				

Source: Research Data 2021 (SPSS output version 21.0)

Table 2: Illustrating the descriptive statistics for the measures of the dependent variable; workplace harmony where teamwork and communication are the measures.

HO₁: There is no significant relationship between compromising strategy and teamwork in oil servicing firms companies in Rivers state.

HO₂: There is no significant relationship between compromising strategy and collaboration in oil servicing firms companies in Rivers state.

Table 3: Correlation Matrix for compromise strategy and workplace harmony

		Compromise strategy	teamwork	communication	collaboration
compromise strategy	Pearson Correlation	1	.932**	.948**	.948*
	Sig. (2-tailed)		.000	.000	.000
	N	180	180	180	180
teamwork	Pearson Correlation	.932**	1	.904**	.904*
	Sig. (2-tailed)	.000		.00	.00
	N	180	180	180	180
communication	Pearson Correlation	.948**	.904**	1	1
	Sig. (2-tailed)	.000	.000		
	N	180	180	180	180

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

The table 3 is a correlation of hypothesis one, two and three. The correlation for hypothesis 1 shows a significant correlation at r = .932** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis (Ho₁), and upheld the alternate hypothesis, thus, there is a significant relationship between compromising strategy and teamwork.

The correlation for hypothesis two shows a significant correlation at r = .948** where P-value = .000 (P<0.001). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the non-hypothesis (Ho₂), and upheld the alternate hypothesis, thus, there is a significant relationship between compromising strategy and communication.

V. CONCLUSION

In order for oil servicing businesses in Rivers state to overcome the difficulties of inadequate knowledge and understanding of the advantages of dispute resolution, which had an impact on the organization's success. We draw the conclusion that conflict resolution through the employment of a compromise strategy has a substantial impact on workplace harmony in terms of communication and teamwork, and that this can be attributed to bad management practices among oil servicing organizations. And also the issues of insecurity, poorly designed workstation, excessive noise, oil spillage, insufficient safety measures among oil servicing companies in Rivers State. These suggestions were given in light of the research study's findings.

1. The management of oil servicing firms should make sure the organization's goals are designed in such a way that their achievement connects with a visible strategy of conflict management in order to secure the success of the organization and to obtain a fully dedicated workforce.
2. Organizational management should make sure that tasks are assigned collaboratively as it promotes early job completion and reduces delays in the performance of organizational tasks.
3. Employees who go above and above for the success of the company should be rewarded and encouraged by management.

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