

# Collaborating Conflict Management Style and Organizational Citizenship Behaviour of Multinational Oil Companies in Nigeria

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**Abstract:** *The challenging issue of citizenship behaviour has become a critical issue in the workplace. Hence, this study inquired into the link between collaborating conflict management styles and organizational citizenship behaviour of multinational oil companies in Nigeria. This study employed cross-sectional survey design and a population of 18047 employees of 6 oil and gas firms in South-South Nigeria were covered. 391 respondents were drawn as the sample size and simple random sampling techniques was adopted. The primary data were collected using copies of questionnaire and the data were analysed using Partial Least Squares – Structural Equation Model (PLS-SEM) in order to determine the relationship between collaborating conflict management style with the measures of organizational citizenship behaviour (altruism and loyal boosterism). The result of the analysis revealed that there is a significant relationship between collaborating conflict management style with the measures of organizational citizenship behaviour of multinational oil companies in Nigeria. It was concluded that organizations that encourage collaborating conflict management style are better positioned to have employees who display altruistic behaviour and loyal boosterism. The study recommended that the management of the multinational oil companies should encourage employees to engage in open communication during crisis as such will help boost the altruistic behaviour of employees.*

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## 1.0 Introduction

Employee's positive behaviour serve as the "life wire" of any organization because it is essential in boosting the fortune of the firm. Organizations that must maintain enviable competitive position need employees that will be devoted above and beyond what the firm expects (Shahrouz, Mahdi & Marjan, 2016). An organization cannot function effectively without the employees helping one another in a way that contributes to the achievement of organizational objectives (Robbin, 2013). Since Organ (1988) first introduced the idea of organizational citizenship behaviour, scholars have become increasingly interested in it. According to Shahrouz et al. (2016), OCB affects organizational internal characteristics such as work satisfaction, employee dedication and organizational climate, which result in an improvement in employee

performance. According to Ibukunoluwa, Anuoluwapo, and Agbude (2015), one of the dimensions of organisational citizenship behaviour is altruism, which refers to actions taken to support a co-worker, typically a new employee, such as giving them orientation and assisting them when they are dealing with a heavy workload that can cause citizenship fatigue.

A person who is conscientious is task-driven, has a greater urge to fulfil their goals at work, is more detail-oriented, and always strives for excellence (Penney et al., 2011). In order to show their loyalty and commitment to the company, employees have a responsibility to support their employers and act as good corporate citizens. Furthermore, Podsakoff, Mackenzie, Paine and Bachrach (2000) proffered helping behaviour, organizational loyalty, individual initiative, sportsmanship, civic virtue, organizational compliance and self-development as the measures of OCB. Banahene, Ahudey and Asamoah (2017) gave four measures of OCB which include, interpersonal helping, individual initiative, personal industry and loyal boosterism. Employees as ingenuity being tend to display positive behaviour when there is collaborative conflict management style. When there is high level of collaboration among the employees when managing conflict, such could impact the outcome of the employees and the firms. Hence, conflict management strategy is relevant in the workplace in order to improve the cohesiveness among the employees and also enhance the organizational success. Alhamali, (2019); Rwehumbiza, and Mfugale, (2022); Rashid, Scholar, and Habib, (2012); Hasim, Dahlan, and Iriawan, (2021); Abdulraheem, Zekeri, Mohammed, and Salau, (2020) studied more on the relationship between conflict management styles and employee performance. There paucity of study on how collaborating conflict management and organizational citizenship behaviour of multinational oil companies in Nigeria. This research help fill this gap.

### **Statement of the Problem**

It is reasonable to argue that successful organisations rely substantially on workers who go above and beyond the scope of their employment agreements. When citizenship behaviour is lacking in the organization, such affect the extent of cohesiveness and operational efficiency of the organization. Akhigbe and Yakubu (2021) noted that firms which rely solely on the blue print of formal behaviour is a fragile system. This implies that when an employee does only that which is formally required by the organization, such organization strength to withstand turbulent moment is fragile. The authors argued that Low organizational citizenship of employees has made most firm to lose their effectiveness. Where there is low OCB, it negatively affects cohesion and quality work relationship among employees (Kidwell, Mossholder & Bennett, 1997). It is thus important that the organization pay attention towards resolving all conflict as such will help enhance cohesiveness and boost the act of oneness among the employees. When conflict is appropriately resolved, employees will be willing to put in their best to collaborate with co-workers which will thus impact on the wellbeing of the firm. This study inquire into the relationship between collaborating conflict management and organizational citizenship behaviour of multinational oil companies in Nigeria.

### **Objectives of the Study**

The objectives are to

- i. Examine the relationship between collaborating conflict management style and altruism of Multinational Oil Companies in Nigeria.
- ii. Investigate the relationship between collaborating conflict management style and loyal boosterism of Multinational Oil Companies in Nigeria.

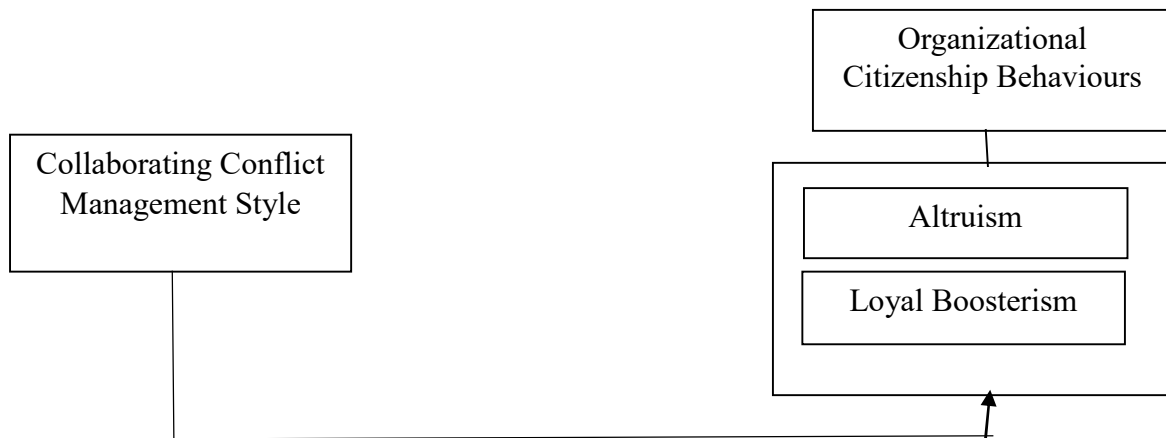
### Research Hypotheses

The following research hypotheses were formulated;

**Ho<sub>1</sub>:** There is no significant relationship between collaborating conflict management style and altruism of Multinational Oil Companies in Nigeria.

**Ho<sub>2</sub>:** There is no significant relationship between collaborating conflict management style and loyal boosterism of Multinational Oil Companies in Nigeria.

### 2.0 Review of Related Literature



**Figure 2.1:** A conceptual framework of collaborating conflict management style and organizational citizenship behaviour.

**Source:** Adapted from Rahim and Magner (1995); Northouse (2011); Podsakoff et al. (2000).

### Collaborating Conflict Management Style

Adebile and Ojo (2012) opined that conflict exists whenever incompatible activities occur. Conflict can be resolved via the cooperation of specialists. A strategy used by firms to work in tandem with other professionals is collaboration. It's a productive interaction, according to Mboya et al. (2017). The collaboration approach, according to Crystal (2007) includes each expert in coming up with answers and shows the firms inclinations and restrictions. Tsuma and Ndlovu (2016) claim that working together is one of the most crucial methods for resolving conflict and that it requires courage and a lot of interest. The goal of the cooperation technique, according to John-Eke and Akintokunbo (2020), is to meet the demands of opposing parties when the participants share

important goals. While Anni and Annika (2021) asserted that working together entails searching for the finest outcome that truly satisfies everyone concerned. The advantage of using the collaborative approach is that it enables all specialists to be satisfied with an accurate decision (Montoya-Weiss et al. 2001). According to Drakulevski, Nakov, and Taneva-Veshoska (2020), professional collaboration might take the form of analysing a misunderstanding to gain insight into one another's perspectives or seeking to find a creative solution to interpersonal problems. While Deep, Gajendran, and Jefferies (2020) underline that cooperation is undeniably a key strategy for raising the effectiveness and performance of the construction sector.

The parties to a disagreement attempt to cooperate with one another as part of the collaborative conflict management technique. Working through conflict differences and finding solutions that benefit all parties is the goal of the collaborative approach of conflict management, often known as problem-solving or integrating. By concentrating as much as possible on the issues of both groups, it aims to settle conflict. The collaborative approach sees conflict as an issue that has to be solved, along with coming up with original solutions that address the interests of all sides. It takes time to collaborate, and if the relationships between the parties are not significant, it might not be worthwhile to invest the time and effort necessary to find a win-win solution.

### **Organizational Citizenship Behaviours**

According to Shen et al. (2014), organisational citizenship behaviour may make it easier for an organisation to support its employees and encourage them to perform better. Organisations can utilise organisational citizenship behaviour to detect behaviours that could impact the organisation, such as lower performance, in a hierarchical way (Levine, 2010). According to Afolabi et al. (2009), organisational citizenship behaviour typically includes civic virtue, awareness, and acts of kindness or charity. Robbins & Judge (2018), organisational citizenship behaviour serves to boost employee performance as well as foster positive relationships among co-workers. In another setting, organisational citizenship behaviour serves as an analytical tool for businesses to increase employee engagement and trust in carrying out their work on their own initiative and assisting their co-workers to produce better work productivity (Bommer et al., 2007; Chiang & Hsieh, 2012; Bakker & Leiter, 2010).

### **Altruism**

According to Amah (2017), altruistic behaviours include supporting a coworker who has missed work, assisting those who are overworked, being aware of how one's own actions affect other people's jobs, and offering assistance and support to new hires for the benefit of the company's growth. Altruistic behaviour, such as freely lending a hand to others, are displayed by employees, and they serve to keep difficulties at work from happening (Ngugi, 2017). According to Niveditha and Sujatha (2020), altruism promotes collaboration and teamwork, which enables workers to broaden the body of knowledge that is readily available. According to Somech and Khotaba (2017), employees that are altruistic and helpful at work promote collaboration.

## **Loyal Boosterism**

According to Graham (1989), loyal boosters are employees who dedicate themselves to organisations even in trying situations and uphold the reputation of the institution in the eyes of others. According to Podsakoff et al. (2000), loyal boosterism is about organisational security, the expression of goodwill, encouragement, and support of organisational interests. An employee who exhibits this kind of OCB values the company's resources, uses their time productively for the benefit of the organisation, and strictly follows policies and procedures (Organ & Ryan, 1995). The term "organisational loyalty" used to refer to an employee's sense of attachment to their employer (Buchanan, 1974) was used widely at the time. Organisational loyalty, in the views of Podsakoff et al. (2000) and Modassir and Singh (2008), comprises advancing the organisation to outsiders, safeguarding and defending it from external threats, and remaining devoted to it even in trying circumstances. It entails loyalty boosterism, which is the promotion of the organisational image to outsiders.

## **Empirical Review**

Work on conflict management abide. Zia, Saeed, and Khan, (2018) ascertained the moderating role of emotional intelligence in conflict resolution strategies and organizational citizenship behavior. 132 individuals in Pakistan's five largest cities who work in the banking sector provided the study's data. The moderation is tested using Baron and Kenny's (1986) approach using cross-sectional data. According to the findings, conflict resolution techniques and organizational citizenship behaviour are substantially correlated, and emotional intelligence both moderates and intensifies this association. We suggest that organizations seek to increase employees' emotional intelligence in order to reduce disputes in light of the findings. Ebeguki, Osibanjo, Adeniji, Salau, and TM, (2019) studied espoused art of conflict management styles and engagement of academic staff of selected technology-driven private universities in Nigeria. Copies of the questionnaire were given out to various kinds of academic staff at several private universities in order to collect primary data. A systematic questionnaire has also been used. The closed-ended questions have been graded on a preference scale of 1 to 5. The partial least squares (PLS) method from SMART was used for the analysis. In the majority of instances, it is discovered that private university top management employs a collaborative style and contingency leadership method. They are able to find a consensus solution to the issue thanks to their cooperative approach. This shared ground contributes to creating an environment where the participants to a conflict feel victorious. The emerging leaders and top managers in this sector should follow these strategies to become successful. A further research could be conducted with a same view in the public universities of Nigeria to improve the conflict situation of these universities.

Onwuka, Chinenye, Dibua, and Ekene, (2017) looked at conflict management and employee turnover in selected private universities in Anambra State. The study used a descriptive survey approach to obtain data, which were then analyzed using a measure of the strength of correlation between two variables known as the product moment correlation coefficient (PMCC). One hundred eighty two people participated in the study. It has been found that effective conflict

management reduces staff turnover. Finding the root of the dispute aids management in seeking effective solutions, and management should focus on creating novel structural and procedural changes that promote communication and a broad corporate focus.

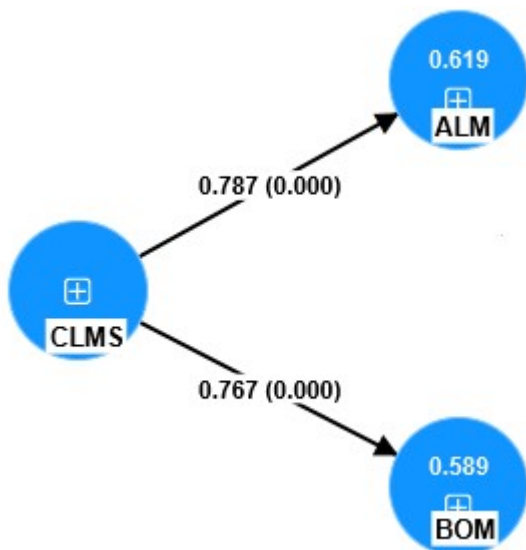
### 3.0 Methodology

The research utilized cross sectional survey and 18047 employees of 6 oil and gas firms in South-South Nigeria served as the population. 391 employees were drawn from the population using Yamane (1968) formula for sample size. Simple random sampling technique was used and copies of questionnaire were utilized in gathering data. Collaborating conflict management style was measured using 5 items (I believe that working together to find a mutually beneficial solution is the best approach to resolving conflicts). Organizational citizenship behaviour was measured using altruism and Loyal Boosterism as given in Podsakoff et al. (2000). Altruism was measured using 5 items (I often go out of my way to assist people in need, even if I don't know them personally) and 5 items were used in measuring loyal boosterism (I enjoy encouraging others to see the bright side of situations and to have a positive outlook on the future). The response were measured on a 4-point Likert scale and the data were analyzed using Partial Least Squares (PLS) - Structural Equation Modelling (SEM).

### 4.0 Result and Discussion

From the 391 copies distributed, only 360 were retrieved and well filled.

#### Collaborating Conflict Management Style and Measures of Organizational Citizenship Behaviours



**Figure 2: Hypotheses 1 and 2**

**Source:** SmartPLS 4.0.9.9 output on Research Data, 2024

The analysis in Figure 2 reveals significant relationships ( $p < 0.05$ ) between Collaborating Conflict Management Style and various factors. Firstly, there is a significant positive relationship between Collaborating Conflict Management Style and Altruism. The path coefficient ( $\beta$ ) is 0.787, and the coefficient of determination ( $R^2$ ) is 0.619, indicating that an increase in Collaborating Conflict Management Style leads to a corresponding increase in Altruism. Additionally, Figure 2 indicates a significant positive relationship between Collaborating Conflict Management Style and Loyal Boosterism. The path coefficient ( $\beta$ ) is 0.767, and the coefficient of determination ( $R^2$ ) is 0.589, indicating that an increase in Collaborating Conflict Management Style leads to a corresponding increase in Loyal Boosterism.

## **Discussion of Findings**

### **Collaborating Conflict Management Style and Altruism**

The analysis of collaborating conflict management style and altruism revealed a path coefficient ( $\beta$ ) of 0.787 with a p-value of 0.000, indicating a significant and positive association between these variables. The coefficient of determination ( $R^2$ ) value of 0.619 suggests that 61.9% of the total variation in altruism can be explained by changes in collaborating conflict management style. This finding emphasizes the vital role of fostering collaborating conflict management style in enhancing altruism. This result is in line with the research conducted by Zia, Saeed and Khan (2018) which observed that conflict resolution strategies impact organizational citizenship behavior.

### **Collaborating Conflict Management Style and Loyal Boosterism**

The analysis of collaborating conflict management style and loyal boosterism revealed a path coefficient ( $\beta$ ) of 0.767 with a p-value of 0.000, indicating a significant and positive association between these variables. The coefficient of determination ( $R^2$ ) value of 0.589 suggests that 58.9% of the total variation in conscientiousness can be explained by changes in collaborating conflict management style. This finding emphasizes the vital role of collaborating conflict management style in enhancing conscientiousness. The result aligns with the perspective Majer, (2021) that conflict management styles relates with loyal boosterism.

## **5.0 Conclusion**

Collaborating conflict management style, characterized by open communication and joint problem-solving, is conducive to fostering loyal boosterism among employees. By encouraging active participation and engagement from all parties involved, this style nurtures a sense of commitment and advocacy towards the organization, leading to increased loyalty and support. Collaborating conflict management help also improve helping behaviour among the workforce. When employee collaborate towards addressing problematic issues, such will help the parties to cordially resolve the conflict and which will boost the willingness of the employees to display citizenship behaviour. Conclusively, organizations that encourage collaborating conflict

management style are better position to have employees who display altruistic behaviour and loyal boosterism. The study recommended that;

- i. The management of the multinational oil companies should encourage employees to engage in open communication during crisis as such will help boost the altruistic behaviour of employees.
- ii. Collaborating strategy of conflict resolution should be adopted by the management of the multinational oil companies and they should create platforms for collaboration and support for one another as such will help enhance loyal boosterism.

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