

Research Article

Strategic Alliance and Corporate Performance in the Oil Firms in Nigeria

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A B S T R A C T

There is the heightened challenge of scarcity of organisational resources desired to cope with the amplified level of organisational conflict. One of the likely ways of ensuring survival is the creation of strategic alliance with respect to conflict management amongst organisation. This study examines the relationship between the dimensions of strategic alliance and corporate performance in the oil firms in Nigeria. An extensive literature review was carried out. The study adopted the descriptive type of cross-sectional survey research and used the questionnaire method in primary data collection for the study, a total of 181 questionnaires were administered to the sample size of the oil firms under surveyed in Nigeria. Spearman's Rank Correlation Coefficient with SPSS was used to analyze the stated hypotheses. The research finding revealed that; there is a significant positive relationship between strategic alliance and corporate performance. We therefore conclude that; strategic alliance can bring about improvement in organisational effectiveness of oil companies in Nigeria. Based on the findings the following recommendations were made; that Oil companies should focus on increasing the exploitation of how to manage conflict strategies of strategic alliance to increase their corporate performance. And that management should be sensitive to conflicts and set up effective communication channels to facilitate an improvement in conflict management.

Keywords: Strategic Alliance, Corporate Performance, Oil Companies, Productivity, Profitability

Introduction

In society at the circular level people misconstrue effectiveness for efficiency; just like saying, I cook a pot of soup with ten (10) thousand naira; it was sweet. That same pot-of-soup may have gone for five (5) thousand naira, which means you are not efficient but effective by meeting a desired end point of a very sweet pot of soup, but what was the cost that went into cooking the pot of soup? So one can be effective and efficient if you can cook a pot of

soup for five (5) thousand naira, at that point you are both effective and efficient simply by using barest minimum cost to achieve a desired output (sweet pot of soup). In as much as in systems theories; we talk about steady state homeostasis. Steady state homeostasis believes that "we must put in same levels of input to have an expected level of output" in other words, input must be commensurate with output. Another example is; the university cannot say they want to produce ten thousand graduates but admit five thousand students. They must admit more than ten

thousand students, to meet up with that assumption that is steady state homeostasis (Cannon, 1926; Smith *et al* 2008; Johnson *et al*, 2018 & Johnson, *et al* 2019).

Performance has had several perspectives to it; it was so vastly discussed to the extent that accountant had relied on just profitability as the basis of saying that organisations are doing well. When it comes down to employee levels; human resource managers or those of the Old Management Schools had believed that productivity is the basis of measuring employees' performance. But it was not beyond all of that until when Kaplan & Norton had to come up with what is called the performance scoreboard, the performance scoreboard was able to put performance into different functional activities for the organisation, by stressing that for instance those in marketing should establish a parameter for performance. Those in accounting should be able to establish their own when they talk about profitability, even when accountant talked about profitability they usually break it down to Return-on-Investment (ROI), return on assets and so on., to make up as the basis for assessments. And when you go down to the human resource aspect you look at the quality of human being, their innovative ability, their performance, because the organisation must be seen to doing well if function within a competitive environment. Because there are some industries that the organisation wants to outsmart (or outperform). It is the ability of the organisation to remain innovative that would make it maintain a robust product portfolio that attracts the market. These are reasons we have to be much elaborate when we look at performance issues within the organisation (Kaplan & Norton, 2001; Mark Odo 2016; Akpotu, 2018 Johnson, *et al* 2018).

The inescapable concept of conflicts within the organisation has fertilized multiple organisational challenges that hinders' growth not just within the workforce but structurally. Conflict in the organisation if properly managed drives organisational growth and its often occur within two or more parties with opposing interest, goals and aspirations by individuals and groups in the organisation or social environment. This is so because changes in our social environment, such as different beliefs, ideologies, principles and social status develop a sense of tussle and the interest becomes at variance with each other and when this happens, the state of productivity and profitability of the organisation is destabilized (Johnson, *et al* 2018). Otite & Albert, (1999) as noted; the customary definitions of conflicts had regarded conflict as a struggle over values and claims, power and resources in which the aims of the opponents are neutralized, injured or eliminated by their rivals. In this sense, conflict may be seen as a way of settling problem originating from the opposing interest and also attributable to an enduring power struggle between workers and their employers. Contrary to the prevailing

perception, conflict indeed had played quite a positive role in several respects for progressive and good governance of multiple organisations. After reconciliation from the conflicting parties better ideas emerge, individual views are clarified, people willingly search for new approaches and long standing problems are brought to the surface and resolved.

Properly managed conflict helps in promoting growth of the organisation and also foster aspiration of workers, enables open communication helps in collaborative decision making create an enablement for a regular feedback and also prepare an atmosphere for an effective resolution of conflict in the organisation. Open communication and alliance within the organisation enhance the flow of new ideas and strengthen work relationship, which can have a constructive effect on employee morale. Habitual feedback and timely resolution of conflict has the capacity of improving employee satisfaction and job performance.

Davidson *et al* (2017) had argued that a negative work climate that does not promote conflict resolution can result in poor employee behavior and in the long-run negatively affect job performance. Negative attitude towards conflict resolution promotes dysfunctional communication and poor behavior amongst workers. Poor behavior on the part of one employee has the propensity to affect overall employee confidence, which results in lower productivity for organisation. Davidson (2017), contend that if the individuals do not have the communication or interpersonal skills to resolve their disputes, conflict can grow and spread to others, eventually affecting their job performance, which, in turn, affects the job satisfaction of others, as well in addition to the staff not having the communication skills to address their disputes, their leaders often lack the necessary skills to be effective in conflict resolution.

Once human resources personnel are involved, the process becomes punitive and results in disciplinary action, which contributes to an even greater reduction in employee morale and employee satisfaction.

Waterman (2012) is of the view that conflict is designed to resolve any divergent dualism and achieve some kind of affinity even if it is through the annihilation of one of the conflict parties.

Law, *et al* (2000) also confirmed that conflict occurs at all levels of organisational existence and it is pervasively ubiquitous and most destructive. It has a capacity to severally constrain development and endeavor by destroying infrastructure, interrupting the production process and diverting resources away from product users. Workers who are the owners of labour the world over have been known to organize themselves into associations or unions with the primary intent of promoting and protecting themselves from

unnecessary abuse of their human rights by their employers as well as by fellow workers. In essence, workplace conflict can arise among the workers themselves because people disagree for a number of reasons. Law, *et al* (2000). Dana (2004), conflict is not just a concept that affects the smooth sustenance and operation of the organisation it affects every other mechanism of the organisation since it hinders growth, affects employees' moral, discourage workers corporation and subsequently affect the sustainability of the organisation. It costs money and those costs can be equated in relation to the wasted time, bad decision, lost employees. In the health care industry, patients' health and even their lives can be affected by unmanaged conflict. Based on the above the study has sought to explore the impact of strategic alliance with respect to conflict management on corporate performance in oil companies. The study in addition to building fresh knowledge areas in conflict resolution within organisation will provide fresh knowledge and new research information which will help to bridge gaps in research literature. And it will further be of immense value to organisations both public and private in order for them to identify some silent causes of conflicts and to be able to manage the situation judiciously using some of the conflict management strategies. The study will also provide a platform for management of organisations to direct resources appropriately in order to minimize industrial conflicts situations in the organisation. The study is also expected to be of great value to academicians and practitioners in the field of conflict management, the study will also provide a platform through which individuals strategically look at strategic alliance with respect to conflict management between and amongst organisations.

The following hypotheses are stated to guide the study:

Ho₁: There is no significant relationship between strategic alliance and productivity

Ho₂: There is no significant relationship between strategic alliance and profitability

Review of Literature

Theoretical base of the study is social exchange theory; it is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties. Social exchange theory posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. The theory has roots in economics, psychology and sociology. Social exchange theory features many of the main assumptions found in rational choice theory and structuralism. It is also used quite frequently in the business world to imply a two-sided, mutually contingent and rewarding process involving transactions or simply exchange. One of the core elements of conflict management theory is based upon the social exchange theory and the

equity theory. Social exchange involves the exchange of tangible and intangible resource between interdependent parties with an expected benefit to both of them (Homans, 1958; John W. Thibaut, 1977; Helley, 1999; Ekeh, 2005). Social exchange relationships are based on the feeling of common purpose between different parties of specific relationship and its fulfillment (Gouldner, 1960). These parties will not carry out their obligation in this relationship unless they see that the other party has something of value to offer (Chiaburn & Marinova, 2006). Therefore, fulfilling obligations constitutes the vital aspect in any social exchange relationship (Rousseu, 1990). For example, beneficial actions aimed at employees by the organisation and its representatives facilitate the establishment of high quality exchange relationships that create obligations for workers to reciprocate in positive ways (Settoon *et al.*, 1996).

Homans, (1958) work emphasized the individual behavior of actors in their interaction with one another. Although there are various modes of exchange, Homans centered his studies on dyadic exchange. John Thibaut and Harold Kelley are recognized for focusing their studies within the theory on the psychological concepts, the dyadic and small group. Lévi-Strauss is recognized for contributing to the emergence of this theoretical perspective from his work on anthropology focused on systems of generalized exchange, such as kinship systems and gift exchange. Employees' beliefs as regards the reciprocal obligations existing between their managers and them also rely on the equity theory (Adams, 1963) which posited that employees evaluate their effectiveness by comparing their inputs and outputs.

Conflict Management, conflict management orientation is a highly obstructive process which can be implemented in a number of diverse ways in organisations to achieve desire set of goals. Ford (2007) posited a four-way process which includes assessment and inquiry, design, implementation and evaluation aimed at achieving efficacious and objective conflict decision in the workplace. This accommodating approach is often employed to encourage management to satisfy the needs of stakeholders in the management of conflict.

Vigil & King (2000) observed that the use of accommodating strategy in managing conflict is likely to create better result and higher commitment in individuals than teams using non-integrative conflict management. The accommodating approach broadens the understanding of the conflict problem and increases effectiveness. According to Rahim (2002) conflict management involves designing effective strategy to minimize the dysfunctions of conflict and enhance the constructive functions in order to optimize learning and effectiveness of an organisation. This implies that managing conflict does not necessarily connote

avoidance or termination but the decrease of the odds of non-productive escalation.

As such, conflict management is the method by which organisations and people handle grievances or disputes so as to find a middle way alternative to increase resolution, work towards consensus and offer genuine commitment to decision-making. As observed by Uchendu *et al.*, (2013), since conflict is inevitable in organisations, its management determines whether it will generate positive or negative effect on the corporate effectiveness. The timely recognition and immediate explication of the underlying tension before the conflict issues go out of hand are germane to effectual management of conflict in the workplace.

Thomas (1976) also put forward some approaches for managing conflicts. These are avoidance, accommodation, compromise and collaboration. The avoidance strategy is called conflict avoidance. Any organisation using this method is sitting on a keg of gun-powder. The accommodation strategy believes that no amount of sacrifice is too much to allow peace to reign. It is a palliative technique which involves capitulation and appeasement.

The last approach is collaboration which is a win-win approach whereby parties to a conflict are prepared, willing and ready to satisfy each other demands fully. Except for the collaboration strategy which is reflected in behaviours that are both cooperative and assertive, all other approaches depend majorly on the structure of the organisation, because they provide a short term solution to conflict situations.

Collaboration Strategy Is methodologies were a cordial arrangement is looked for basically concern with fulfilling the both parties in the contentious circumstance, it is profoundly emphatic and exceptionally agreeable. Suitable uses for the joint effort style incorporate coordinating arrangements, picking up, blending points of view, picking up responsibility and improving connections. Utilizing this style can bolster open dialog of issues, task capability and equivalent dispersion of work among the colleagues, better conceptualizing and improvement of inventive critical thinking. This style is fitting to utilize oftentimes in a group domain. Coordinated effort aptitudes incorporate the capacity to utilize dynamic or powerful tuning in, go up against circumstances in a non-compromising manner, break down info and recognize hidden concerns.

People who resolve the conflict with the best solution agreeable to all parties, It is commonly named as problem-solving style. They attend to the issue openly, frankly and neutrally by communicating with the other party (Flanagan & Runde, 2008). Previous study showed that, there is significant positive relationship in using collaborating style and people's satisfying their task, their supervision and their job in general (Alexander, 1995).

Strategic alliance has created an alternative to a need in numerous business sectors and ventures. Variety in business sectors and prerequisites prompts an expanding utilization of vital partnerships. It is of fundamental significance to incorporate strategic alliance into the generally speaking corporate procedure to propel work productivity and administrations, enter new markets and influence innovation and Research and Development. These days, Global organisations have numerous strategic alliances on within the organisation as well as globally, often times with competitors, which prompts difficulties, for example, keeping up rivalry or ensuring own advantages while dealing with the competitors. So these days dealing with a union spotlights on utilizing the distinctions to make an incentive for the client, managing interior difficulties, overseeing every day rivalry of the collusion with competitors and Risk Management which has turned into an all inclusive concern. The level of incomes for the best 1000 U.S. open enterprises created by key unions expanded from 3-6% during the 1990s to 40% in 2010, which demonstrates the quick changing need to adjust in organisations. The quantity of value based strategic alliance has significantly expanded over the most recent few years, though the quantity of acquisitions has diminished by 65% since the year 2000. For a measurably assessment more than 3000 declared strategic alliance in the USA have been inspected in the years 1997 to 1997 and results demonstrated that lone 25% of these partnerships were value based. In the years 2000 to 2002 this rate expanded up to 62% value based unions among 2500 recently shaped partnerships.

Institutionalization according to Stephenson, *et al* (2010) involves the setting up of organisation and produces to handle industrial conflict through such means as collective bargaining determination. While it should be emphases that such bodies as these do not resolve conflict they may be said the regulate it. The continued recognition of such bodies gives impetus to the convention of conflict. Institutionalization provides workers with a degree of industrial citizenship. Each party has to recognize the legitimacy of the other's existence. When this is done the collective Bargaining Agreements of collective bargaining has now been permitted by law. Individual bargaining is effect a material act since the lake it or leave it proposition by an employer forces the works to accept the job even at disadvantageous terms to avoid employment and take care of a dependent family.

Gaya (2006) views conflict management strategies as all those measures taking to reduce conflict by working with and through the parties involved in the conflict. It is a process of resolving conflict and all efforts of preventing conflict by being proactive. It encompasses conflict limitation, containment and litigation. Jackson *et al.*, (2007) noted several dimensions of managing conflict which includes

collaborating between the parties and transformation to change the attitudes of the parties. John L, (1995) had noted that effective ways of preventing conflict in the organisation is building good relationship with parties through effective communication system and use of coercive measures to suppress the conflict. Nwabuoke, (1980) noted that conflict situations are an important aspect of the organisation. He posits that conflict is a situation when interests, needs goals or values or involved parties interfere with one another.

Corporate Performance Corporate performance commonly referred to when discussing organisations that have achieved maximum performance. In order to achieve increased and sustainable organisational results, organisations need to execute strategy and engage employees. Effectiveness defined as simply having the intended outcome. In an organisational context, the intended outcome is the goal of the organisations that are often expressed by management of the organisation.

Corporate viability proposes to a huge idea and procures into idea the factors of target accomplishment along the authoritative and departmental plans. In standard, the objective model characterizes the guideline of adequacy as a total or in some model halfway acknowledgment of the organisation's objectives (Etzioni, 1964; Sandefur, 1998). The productivity significant associations in the consequence of the extraordinary improvement and extreme challenge for endurance coherence, has looked for various scientists and intrigued to discover a hypothesis embraced by associations so as to be powerful. Hierarchical viability is the level to which an organisation perceives its goal (Daft, 1995).

The significant focal point of the examination is dealings with and assessing authoritative viability as embraced by Lee and Choi (2003) which incorporate hierarchical individuals' perception of the level of the general accomplishment, productivity, development rate and inventiveness of the organisation in correlation with key contenders. In the sixties and mid seventies change the idea of the adequacy of the organisation's capacity to make due to the models inclined toward measure viability, for example, the confidence of the workers, the frequency of business related injuries and the level of non-appearance and turnover of work, which was viewed as markers of the adequacy of guidelines. The individuals who see that the impacts viably the organisation is culture amazing the work on condition and positive cooperation and collaboration dependability to the gathering, trust and wellbeing and correspondence among the executives and representatives (Daft, 2001; Akpotu & Jasmine, 2016).

Conflict Management and Corporate Effectiveness

Johnson, *et al* (2019) noted that within the body of management, the concept of modern management do

suffer some dwindling slide as a result of conceptual clarity so long as it is seen in relation to corporate effectiveness. Hefferman, *et al* (2006) sees corporate effectiveness as a contentious concept since there is no acceptable definition to the concept; to them the concept could be seen first within the area of definition while the second was in relation to measurement. The term effectiveness is sometimes confused with productivity. Effectiveness is a broader indicator that could include productivity as well as quality, growth, consistency and other factors.

Conflict management has been on the core of every organisation. Its' been imperative that managers been abreast with the factors of conflict situations that affect their organisational operations. Rivers (2005), noted that there are multiple hidden costs of unresolved conflict in organisations ranging from disagreement between the workforce to lack of communication and finding effective ways to manage and resolve organisational conflicts can have a significant effect on activities and subsequently affect productivity, which also affect the organisational profits which is vital in every organisational activities. However, it is quite difficult in actual sense to measure effectiveness, waterman (2006) cited in Johnson, *et al* (2018) contends that operational effectiveness simply "denote the capacity to maintain input and output relationship in a coordinated manner that maximizes output and desired target without compromising the ability to attain future and long term goals".

Jephter, (2016) noted that corporate performance depends on employees' commitment, quality, motivation, negative resistance to change. There are several empirical work aimed at shedding light on the ways through which organisational conflict should be effectively managed. A lot of research on conflict management has been motivated by Deutsch's Theory of Cooperation and Competition (1973) and reviews of this literature suggest that when teams manage conflicts through collaborating, avoidance strategy and other factors like accommodation, corporate effectiveness is enhanced. In contrast, when teams manage conflicts through contending, corporate effectiveness suffers (Tjosvold, 1997). Laboratory experiments on collaboration emphasized the imperative of pro-social motives and concomitant collaborating behavior as a way to solve conflicts about opposing interests. Field research stresses the importance of cooperative goals and concomitant constructive controversy the open-minded discussion about opposing ideas, feelings and opinions.

On the whole, these studies converge on the conclusion that conflict management tools such as collaboration and so on in conflict management will tend to increase individual and organisational effectiveness, as exemplified by greater productivity and feelings of self-efficacy among conflicting parties, more mutually beneficial solutions, reduced

likelihood of future conflict and better goal achievement. The target population of study is 370 employees from three selected oil companies in Nigeria.

Table 1. Outcome of Questionnaire Distribution

Particulars of questionnaire	Frequency	Percentage
Number of questionnaire administered.	181	100
Number of questionnaire retrieved	170	93.9
Number of questionnaire not returned	11	6.1
Number of questionnaire wrongly filled	11	6.5
Number of usable questionnaire	159	93.5

Source: Field Survey, 2019

From table 1, it is observed that 181 questionnaires were administered to respondents. 11 questionnaires representing 6.1 percent were not returned. 170 questionnaire representing 93.9 percent were returned.

However, out of this number only 159 questionnaires representing 93.5 percent were correctly filled and thus suitable for data analysis.

From the data presented in table 2, it can be observed that 27 respondents indicating 17.0 percent had worked for less than 5 years. 51 which indicated 32.1 percent had been working for a period between 6-10 years, 66 of the respondents indicating 41.5 percent had been in the system for a period of 11-15 years and lastly, 15 respondents indicating 9.4 percent of the had been in the system for 16 years and above.

Table 3, above illustrates the descriptive statistics for Conflict Management which are collaborating and avoiding with mean scores of 4.2594 and 4.3097 respectively.

Table 4, above illustrates the descriptive statistics for Corporate Performance which are Profitability and Productivity with mean scores of 4.1903 and 4.1132 respectively.

Test of Hypothesis One

H_{01} : There is no significant relationship between strategic Alliance and productivity of Oil companies in Nigeria.

Table 2. Years of Working Experience of Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 years	27	17.0	17.0	17.0
	6-10 years	51	32.1	32.1	49.1
	11-15 years	66	41.5	41.5	90.6
	16 years and above	15	9.4	9.4	100.0
	Total	159	100.0	100.0	

Source: SPSS 20.0 data Output, 2019

Table 3. Descriptive Statistics for Strategic Alliance

	N	Minimum	Maximum	Mean	Std. Deviation
Collaboration	159	2.25	5.00	4.2594	.77075
Avoiding	159	2.25	5.00	4.3097	.62418
Valid N (listwise)	159				

Source: Research Data June 2019, (SPSS output version 20.0)

Table 4. Descriptive Statistics Corporate Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Profitability	159	2.00	5.00	4.1903	.60748
Productivity	159	2.50	5.00	4.1132	.79242
Valid N (listwise)	159				

Source: Research Data 2019, (SPSS output version 20.0)

Table 5. Correlation Result for strategic Alliance and Productivity

			Strategic Alliance	Productivity
Spearman's rho	Strategic alliance	Correlation Coefficient	1.000	.864**
		Sig. (2-tailed)	.	.000
		N	159	159
	Productivity	Correlation Coefficient	.864**	1.000
		Sig. (2-tailed)	.000	.
		N	159	159
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Research Data 2019, (SPSS output version 20.0)

Table 6. Correlation Result for Strategic Alliance and Profitability

			Strategic Alliance	Profitability
Spearman's rho	Strategic Alliance	Correlation Coefficient	1.000	.652**
		Sig. (2-tailed)	.	.000
		N	159	159
	Profitability	Correlation Coefficient	.652**	1.000
		Sig. (2-tailed)	.000	.
		N	159	159
**. Correlation is significant at the 0.01 level (2-tailed).				

Source: Research Data 2019, (SPSS output version 20.0)

From the result in table 5, it is shown that a very strong positive relationship exist between collaboration and productivity. The *rho* value 0.864 indicates this relationship and it is significant at $p < 0.00 < 0.05$. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected. Thus, there is significant relationship between collaborating and productivity.

Test of Hypothesis Two

Ho₂ : There is no significant relationship between strategic alliance and profitability of oil companies Nigeria.

From the result in table 6, it is shown that a strong positive relationship exist between strategic alliance and profitability. The *rho* value 0.652 indicates this relationship and it is significant at $p < 0.00 < 0.05$. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected. Thus, there is significant relationship between strategic alliance and profitability.

The Test of the Hypotheses

The test of hypotheses one and two in the table shows that there is a positive relationship between strategic alliance and the measures of corporate performance. The positive high values of (0.864 and 0.652) respectively show the strength of the relationships between the variables. The P-value (0.00) is less than the level of significance at (0.05). Therefore, this suggests that a strong and positive

relationship exists between strategic alliance, productivity and profitability. Hence, the null hypotheses are hereby rejected. However, this finding corroborates with the views of Thompson, (2005) that the compromised outcome occurs when each side of a dispute feels they have won. Since both sides benefit from such a scenario, any resolutions to the conflict are likely to be accepted voluntarily. Negotiators who aim at a collaborative situation often fail to appreciate that this approach requires the parties to work together and cooperatively explore all possibilities before selecting an approach that is most likely to deliver a mutually beneficial agreement.

The strategic alliance approach occurs as a result of the use of effective strategic conflict management when all the conflicting parties meet and discuss the subject of the dispute explicitly and every party tries to care about the interest of the other parties (Melvin, 2017). A win-win negotiation outcome can help improve team performance by reducing tension, antagonism and distraction of members of a team (Mannix, 2001).

Our finding also support the findings of an earlier study carried out by Evans (2015) that, the ability to negotiate with diverse people and organisations increasingly became a critical competency to resolve daily conflicts through strategic effective negotiation. The study focused on the negotiation behaviors of individuals within and across

organisations, the influence of negotiation on performance and negotiation outcomes. Based on the literature and focus groups, recommendations were made that effective negotiations affected performance of work organizations (Tressler, 2007). From the above school of thought, it is evident that negotiation influences the outcomes of behaviour and improves organisational performance.

Discussion of Findings

This study using descriptive and inferential statistical methods investigated the relationship between strategic alliance and corporate performance. The findings revealed a significant relationship between the dimension of strategic alliance and corporate performance using the Spearman's rank order correlation tool and at a 95% confidence interval. The findings of this study confirmed that strategic alliance has a strong positive influence on corporate performance. This reinforces previous studies that established that effective conflict management strategies require that the grievances of the parties in dispute be addressed or, at least, reduced to its barest minimum so that the aggrieved parties feel palliated. Effective conflict management, according to Kimbred (2017) is imperative for corporate organisations because of its impact (directly or indirectly) on corporate performance. It has been established that effective conflict management restores trust, confidence, calm and harmony among employees and management effect of this is that it strengthens management-employee relations on the one hand and employee relationships on the other. This goes further to stress that effective conflict management creates conducive work climate which not only promotes team work and commitment but also enhances corporate performance.

Summary, Conclusion and Recommendations

This study has shown the extent to which the dimensions strategic alliance strategies can bring about improvement in corporate performance of oil companies in Nigeria. It has shown a positive and significant relationship existing between the dimension of strategic alliance and the measures of corporate performance. More specifically, the study revealed the following findings: There is a strong positive significant relationship between strategic alliance and corporate performance of oil companies in Nigeria. This study has highlighted and revealed the nature of the relationship between various processes of strategic alliance and corporate performance in Oil firms. Based on the findings the following recommendations were made; that Oil companies should focus on increasing the utilization of strategic alliance to increase their corporate performance. And that management should be sensitive to conflicts and set up effective communication channels to facilitate an improvement in conflict management.

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