



**COMPROMISE GRIEVANCE HANDLING AND ORGANIZATIONAL SUSTAINABILITY OF OIL AND GAS COMPANIES
IN PORT HARCOURT**

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ABSTRACT

This study examined the relationship between examine the relationship between compromise grievance handling and organizational sustainability in oil and gas companies in Port Harcourt. Strategic sustainability, product sustainability and personnel sustainability as measures of organizational sustainability. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured, self-administered questionnaire. The population was a total of 2305 employees of five (5) oil and gas companies in Port Harcourt. The study sample was 341 employees calculated using the Taro Yamane's formula for sample size determination using simple random technique. The research instrument was validated through the supervisor's vetting and approval while 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 rank order correlation Coefficient. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings of the study confirmed that there is a significant relationship between compromise grievance handling and organizational sustainability of oil and gas companies in Port Harcourt, Nigeria. The study recommended that there is need for top managers in the oil and gas industry to adopt compromise as a strategy since the study have established that compromise style can have a positive impact on the organization. Workers must not be isolated especially when they have good ideas that could make organizations more productive.

Keywords: *Compromise Strategy, Organizational Sustainability Strategic Sustainability, Product Sustainability and Personnel Sustainability*

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INTRODUCTION

Grievance is an inevitable factor in an organization because employees differ as individuals, in their needs, expectations and behaviour. Grievance is defined as any dissatisfaction regarding work and workplace, filed by an employee formally to his immediate supervisor (Rose, 2004). Issues of grievance are normally associated with discontent and dissatisfaction among employees which relates to working Procedures, working facilities (Bean, 1994), confusions on provisions stated in company's policy (Ayadurai, 1996) and the violation of provisions in terms and conditions of employment stated in collective agreement (Salamon, 2000). These discontent and dissatisfaction is as a result of employees need not satisfied or objectives not achieved. For organizations to effectively manage grievance which will in turn lead to sustainability, there is the need to subscribe to Grievance Handling Procedures. These grievance handling Procedures can be said to be systematic processes whereby employees can raise their grievances and it will be attended to in a specified manner and without the fear of repercussions. It also helps to mitigate the impact grievance on employees. In an organization, the grievance procedures plays very important role of compliance, judicial and administrative, Lewin & Peterson (1988) Thomas (1974)

An Organization is a place where people of various character work under a common roof. There is always difference of opinion in an organization. In a bid for organizations to meet the economic, social and environmental needs of the society with which it finds itself, there is need for the sustainability. Organizational sustainability can be said to be an organization's ability to show its relevancy through a meaningful solution that has measurable impact on the society. Sustainability makes an organization self-reliant, committed to its mission, and engages in strategic planning time after time. Organizational sustainability will require a short, medium, and long

term planning, competent and sufficient management and staff and visionary leadership. To achieve organizational sustainability is not a quick process; it requires dedication and working diligently.

From the explanations above, it is clear that grievance is inevitable in an organization; this is due to the fact that an organization is made up of different individuals with different characters as well as opinions. It is in this light that this research seeks to explore how grievance handling Procedures can affect or influence organizational sustainability. Organizational sustainability has become a popular theme over the last few years, which has led organizations to come under great pressure from markets and legislations. By reaching in the direction of sustainability, organizations seek legitimacy before markets, increasing their scope and securing greater financial returns. In the context of organizational sustainability, the Triple Bottom Line (Elkington, 1999) comes to light. The Triple Bottom Line offers guidelines so an organization can approach sustainability.

Organizational sustainability is an ongoing process rather than a state of perfection. It is like human: we grow healthy if we take proper care of ourselves, but will look pale and seek if not taken care of properly. So keeping an organization sustainable requires a constant effort and unity of purpose focused on one overarching mission. Every employee and manager must see both the forest and the trees or the organization becomes entangled in the underbrush. Organizational sustainability is often misunderstood to mean primarily financial sustainability. That misconception occurs because, when an organization becomes unsustainable, the symptoms of that problem show up in the finances. However, organizational sustainability or the surviving or even thriving of an organization depends on much more than effectively managing the organization's finances. Just like the sustainability of individuals and families, there are many complex and dynamic dimensions

that must be sustainable in organizations, as well. However, in an organization, there are some primary dimensions that, if they are managed well, will ensure the sustainability of the organization.

A proper grievance handling Procedures will have a positive effect on organizational sustainability. The primary value of grievance handling Procedures is that it can assist in minimizing discontent and dissatisfaction that may have adverse effects upon employee commitment and productivity (Lawrence & Dwayne, 2007). Organizations are faced with ever-increasing competitions and challenges which are as a result of grievances, maintaining and upgrading the organization's ability to use human resources effectively and efficiently is very expedient. However, if employers (Organizations) wish to build commitment, they should create an environment of fairness, trust, care and concern by acting consistently in ways that employees perceive as fair, trusting and caring (Bragg, 2002). It is believed that maintaining high levels of commitment in employees is critical for organizational success because it is believed that committed employees will act in the best interest of an organization (Fischer, 2004), this will in turn lead to organizational sustainability. This study was guided by the following research question:

- To what extent does compromise grievance handling style relate with strategic sustainability of oil and gas companies in Port Harcourt?
- To what extent does compromise grievance handling style relate with product sustainability of oil and gas companies in Port Harcourt?
- To what extent does compromise grievance handling style relate with personal sustainability of oil and gas companies in Port Harcourt?

LITERATURE REVIEW

Theory of Organizational Justice

The theory of organizational justice comprises of three diverse perspectives that include: distributive, procedural and interactional justices (Ambrose *et al.*,

2005). Distributive justice, which has its origins in equity theory centers on the impartiality of the distribution of products. Procedural justice, on the other hand, focuses on the fairness of the process through which outcomes are distributed. Interactional justice concerns itself with the equality of interpersonal relations or communications (Grattan, 2000).

Employees make use of grievance Procedures to pursue justice and fairness in addition to other reasons such as measuring the fairness in grievance Procedures and somewhat, self-interest procedural-distributive justice theory. Gordon and Fryxell (1993) underlined the relationship between perceptions of justice and the grievance system. They affirmed the relationship between unions and their constituents is held together by procedural and distributive justice given by its representation in the complaint system as compared to any other type of benefit in the shared bargaining agreement. This denotes that filling a complaint is a formal expression of procedural justice opinions through their views of the systems objectivity, the workforce develops its view toward the union. As such, apparent fairness of the complaint Procedures shows positive relationship with worker satisfaction as well as the complaint Procedures, management and union. Additionally, eminent fairness of complaint handling strongly affects the issue of employee satisfaction as compared to the results of perceived fairness of complaint Procedures; access to complaint Procedures that have a negative relation with job performance and plan to exit (Olson- Buchanan, 1996).

Employee put more focus on procedural justice since it assures them of unbiased outcomes "as opposed to guaranteeing the maximization of any results or outcomes (Van den Bos, 2005). The seven backgrounds to procedural justice were identified by Ambrose & Arnround (2005) as: the opportunity to express one's views; the possibility of having some

control over the outcomes; the consistency of the processes of Procedures application; the inhibition of bias in the processes of decision making; the accurateness of the information applied for making decision; the right to petition the outcome and finally; the ethical nature of the Procedures. Procedural justice judgments provide an employee with the opportunity to evaluate the fairness or objectivity of his or her outcome. This evaluation could make use of only a few of the procedural justice antecedents, most especially the consistency and accuracy of the information used. In an instance where an employee who gets substantial outcomes attempts to ascertain its fairness he or she determines whether the following antecedents were present: proper treatment, respect, politeness and absence of indecorous remarks and comments, which makes that individual to make his or her personal judgment. Research confirms that when the supervisor demonstrates consideration, his or her employees to believe that they have a potential influence on him or her (Barry & Shapiro, 2000).

Compromise Grievance Handling Procedure

This style involves moderate concern for self as well as the other aggrieved party. It is associated with give and take or sharing whereby both parties give up something to make a mutually acceptable decision (Rahim & Magner, 1995). According to Thomas and Kilmann (1974) compromising is moderate in both assertiveness and cooperativeness. The objective is to find some expedient, mutually acceptable solution that partially satisfies both parties. It falls intermediate between competing and accommodating. Compromising gives up more than competing but less than accommodating. It addresses an issue more directly, but does not explore it in as much depth as collaborating. In some situations, compromising might mean splitting the difference between the two positions, exchanging concessions, or seeking a quick middle-ground solution. The compromising mode is moderate assertiveness and

moderate cooperation. Some people define compromise as “giving up more than you want,” while others see compromise as both parties winning. Times when the compromising mode is appropriate are when you are dealing with issues of moderate importance, when you have equal power status, or when you have a strong commitment for resolution. Compromising mode can also be used as a temporary solution when there are time constraints.

Organizational Sustainability

Organizational sustainability can be said to be the ability of an organization to remain consistent and efficient in its activities and thereby yielding positive result in its immediate environment as well as the external environment, be it in a short or long term basis. Colbert and Kurucz (2007) identify the colloquial definition of sustainability as being to “keep the business going”, whilst another frequently used term in this context refers to the “future proofing” of organizations. Boudreau and Ramstad (2005), refer to “achieving success today without compromising the needs of the future.

The Charter of the Sustainability Committee created by the Board of Directors at Ford focuses on sustainable growth, which it defines as the ability to meet the needs of present customers while taking into account the needs of future generations (Ford, 2012). Sustainable growth encompasses a business model that creates value consistent with the long term Preservation and enhancement of financial, environmental and social capital.

According to the Chartered Institute of Personnel and Development (CIPD, 2012), the essence of sustainability in an organizational context is “the principle of enhancing the societal, environmental and economic systems within which a business operates”. This introduces the concept of a three-way focus for organizations striving for sustainability. This is reflected also by Colbert and Kurucz (2007), who state that sustainability “implies a simultaneous focus

on economic, social, and environmental performance". Eccles et al (2011) note that organizations are developing sustainability policies, but they highlight that these policies are aimed at developing an underlying "culture of sustainability", through policies highlighting the importance of the environmental and social as well as financial performance. These policies seek to develop a culture of sustainability by articulating the values and beliefs that underpin the organization's objectives.

The CIPD (2012) also emphasizes the importance of organizational culture in seeking to understand organizational sustainability, referring to "the creation of meaningful values that shape strategic decision-making and building a culture that reinforces desirable behaviour". At this point, is sustainability the latest manifestation of what was previously referred to as Corporate Social Responsibility (CSR). Is it part of CSR, or is CSR part of sustainability? Is this fundamentally a marketing or branding issue for organizations, or does this really indicate a step change in the way businesses operate? Are we really seeing a new form of capitalism?

Blaga (2013) identifies the birth of the concept of CSR as resulting from Milton Friedman's tellingly titled article "The social responsibility of business is to increase its profits (Friedman, 1970). He defines CSR as an approach to enhancing corporate governance, which he notably claims "leads towards sustainability. The European Commission on the other hand defines CSR as "a concept whereby companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis" and goes on to say that organizations are increasingly aware that responsible behaviour leads to sustainable business success (Van de Ven, 2008).

Perhaps usefully summarizing these definitions, Carroll (2008) claims that CSR "includes the compulsory, economic, and legal, social and ethical

responsibilities of organizations". In seeking to explain the development of the notion of CSR, Blaga (2013) highlights an increased focus on the need for organizations to demonstrate "socially desirable behaviour", perhaps in response to an increased awareness amongst societies and communities of the potential for organizations to have a detrimental impact on the environment and their way of life. He notes that the 2004 survey by the Environmental Protection Agency (EPA) in the US, found that 93 percent of those surveyed felt that organizations should be responsible for protecting the environment, and 72 percent said that organizations should support social concerns. Blaga thus concludes therefore that CSR can be seen as a business strategy for achieving sustainable growth, this means that organizations "can do well by doing good" for communities.

Van de Ven (2008) argues that organizations can and do seek to "market" their CSR strategies. This may include both the strategy of reputation protection and improvement; and also the strategy of building a "virtuous" corporate brand. This latter concept introduces the notion of a critique of an exclusively "bottom line" focused approach to CSR. This builds on MacIntyre's (1985) notion of "virtue ethics", which in seeking to condemn capitalism seeks to extend the concept of ethics to the organizational context both in terms of "goods" and "practices". Van de Ven (2008) argues that MacIntyre is claiming that "good judgment emanates from good character", implying that this good "character", in an organizational context an "ethical" approach to issues such as CSR, is dependent on the motives of the decision makers.

Blackledge and Knight (2011) look at this from the other way around; that is from the point of view of the communities within which organizations are seeking to be "corporately responsible". They note that MacIntyre's thesis "articulates a politics of self defense for local communities that aspire to protect their practices and sustain their way of life from

corrosive effects of the capitalist economy” (p. 31). Beadle and Moore (2006) however point out MacIntyre’s challenge to the contention that management in organizations really have the power to control “social outcomes”, that this is rather a myth in which “the distinction between manipulative and non-manipulative action is obscured in the name of effectiveness”.

According to marketing theory, CSR is about brand, image, reputation, cost reduction, risk management and access to capital. Clearly, achieving objectives in these areas will make any organization “sustainable”, so it could be argued that sustainability may be an “outcome” of CSR. However, Porter and Kramer (2006) argue that CSR needs to be seen as “an opportunity rather than as damage control or a PR campaign” if it is to lead to sustainable competitive advantage. So what practices do organizations adopt in order to demonstrate their CSR? Porter and Kramer (2006) highlight the focus of many organizations on the notion of Corporate Philanthropy, which they define as “a form of public relations or advertising, promoting a company’s image through high-profile sponsorships”, for example supporting arts or social projects. However, they argue that there is a more truly strategic way to think about philanthropy. Corporations can use their charitable efforts to improve their competitive context; the quality of the business environment in the locations where they operate. Using philanthropy to enhance competitive context aligns social and economic goals and improves a company’s long-term business prospects. (Porter and Kramer, 2006). In referring to “long-term business prospects”, they are clearly alluding to business sustainability.

Strategic Sustainability

The notion of strategic sustainability is shown in the broader strategy literature. Initially Porter (1995) focused primarily on value creation for buyers, and posited that competitive advantage grows fundamentally out of value a firm is able to create for

its buyers that exceeds the firm’s cost of creating it. Grant (2008) suggested that business is about creating value added by firms and is distributed among different parties: employees (wages and salaries), lenders (interest), landlords (rent), government (taxes), and owners (profit). In addition, firms also create value for their customers to the extent that the satisfaction customers gain exceeds the price they pay (that is, they derive consumer surplus) (Grant, 2008). Furthermore, Coff (2010), notes that profit is merely the residual left after some value has already been allocated to or appropriated by employees, other suppliers, or stakeholders more generally. Ghemawat (2010) equates competitive advantage and value creation, noting that a business has added value when the customers and suppliers in which it operates are better off with it than without it; that is, when the firm offers something unique and valuable in the marketplace. As such, sustainability can be defined as a business approach that creates long-term shareholder value by embracing opportunities and managing risks deriving from economic, environmental, and social developments. Sustainability can also be defined in such a way that it suggests that its existence is guaranteed as long as the environment created by humans is compatible with the natural environment and by a social-human dimension signifying that all that exists from the human-created environment must answer directly to the present and future generations’ needs and interests. At this point, the combination of these two definitions is the working definition we will adopt for strategic sustainability. I suggest that the emphasis on value creation in both the strategy and sustainability literatures along with the growing interest in the measurement of stakeholder value creation reflects a broad momentum of convergence between the two fields. In fact, Porter and Reinhardt (2007) argue that “business leaders need to approach global warming in the same hardheaded manner as any other strategic threat or opportunity”. Sustainability is more than being responsive to ecological concerns. It includes

economic, legal, ethical, and discretionary responsibilities depicted by Carroll (1979).

Personnel Sustainability

Personnel sustainability has to do with increasing employee retention and satisfaction, to positive financial impact. In fact, companies with sustainability programs built upon high employee engagement perform better and provide tangible upside to both the employees and the company. Therefore, as new employees join your company, others retire, and some change positions or feel they have done as much as they can in one area of sustainability, you will need to continually seek ways to engage and or re-engage them. Through inspired leadership, effective communication, and openness to new ideas, you can retain and attract great talent while delivering positive returns for your company (Mergie Flynn, 2015).

Sustainability in HRM is defined as those long-term leaning concrete approaches and actions aimed at a collectively conscientious and cost-effectively appropriate recruitment and selection, development, operation, and release of employees (Thom & Zaugg, 2004). Sustainable HRM is therefore established as cross functional task. Sustainable HRM is tool for avoiding unnecessary organizational change situations as these often make too great demands on the people involved. For example, Sustainable HRM could help sustaining employee dignity in the case of staff reduction and warranting their employment on the job market (Thom & Zaugg, 2001). the issue of long term supply with highly qualified and motivated HR, three main tasks are regarded as particularly important for a Sustainable HRM; HR development, design of reward systems as well as consideration of sustainability in the company's goals, –strategies, and organizational culture (Thom, 2002) the three main task as classified as being important to sustainable human resource management by Thom (2002) can be discuss below; Human Resource Advancement Training are mostly used as a means for emergent of

knowledge and skills to improve an individual and group performance based upon the design training and the aim it intend to achieve in term of efficiency and effectiveness, besides achieving competitiveness and productivity (Cooke, 2000). Additionally, HRM helps an organization to meet its strategic goals by not only attracting and maintaining employees, but also to manage them effectively and efficiently (Bratton and Gold, 2001), and to rebuild these employees through further training in order to increase their capabilities for maximum productivity (Wall, 2005). In addition, human resource advancement, approaches reshape the performance of employees by the kind of training they received. Thus, prepares individual employees to scale the organizational ladder (Meggision, 1992), and helps to develop teamwork, which includes working together in handling emergency and non-emergency situations (Cooper, 1998).

Developing a positive reward system the basic principles of HRM are dependent on the development goals of an organization, and for these goals to be met, workers must be treated with incentives in order to be motivated to produce the required results that will benefit the organizations they are working with (Sung & Ashton, 2005). Consequently, compensation may can be used as a performance apparatus for employees that the organization used as part of business strategy to achieve higher performance from employees, while career planning is an instrument that facilitates the strategy with future human resource needs and help employees to work hard for their personal development in their chosen career (Singh, 2004). In addition, compensation policy choices to pay either at the low, average, or high end of the labor market have rather dramatic implications on employee commitment to the organization and for costs to the employer; as such the functional rationale for effective management of human resources should be to identify and implement those policies, programs, and procedures that would yield

the desired levels of loyalty, skill and direction in the most cost-effective manner possible.

Compromise Grievance Handling and Organizational Sustainability

A study conducted by Hook *et al* (1996) on supervisor and manager styles in managing discipline and grievance. This study was made up of 91 supervisors and managers who were attending a weekend training course in human resource topics. In terms of methodology, three vignettes in terms of grievance situation were distributed to the respondents in order to examine styles used in managing grievances. Situations in each vignette were varied in order to identify different solution styles used by respondents for different cases. The study found that “tell”, “tell and sell”, “tell and listen”, “ask and tell”, “problem solving” and “ask and listen” were styles used in managing employee discipline and grievance. In this regard, the study discovered that the “telling” style was the style in which all the power was vested in the hands of the supervisors. The “ask and tell” approach was the approach where the subordinates did most of the talking. The “ask and tell” approach was very open and involved the employees having a greater degree of control over the interaction. In the “problem solving” style power and involvement were shared by both parties. In “tell and sell” approach the supervisor informed the employee of the decision that the supervisor has made and would then try to persuade the employee of the correctness of that decision.

Generally, findings of the study revealed that respondents preferred more participative styles when dealing with grievance. However, the study also found that when supervisors and managers perceived a situation that appeared as a direct threat to their authority, they reverted to a much more autocratic style which was first telling their subordinate their decision and then persuading them of its correctness. This study is linked to this present study because it highlights the styles used by supervisors and

managers to manage discipline and grievance of their subordinates and their implications to the organizational sustainability.

A study conducted by Tjosvold and Morishima (1999) on the behavior and perceptions of individuals on grievance resolution outcomes. In terms of methodology the study used exploratory research design in collecting data for the study. Underpinned by theory of conflict resolution constructed by Deutsch (1949), this study has assumed that people believed their goals were positively interrelated (in that they could both be successful) and were able to manage conflict more effectively than those with competitive goals. The study found that managers used competitive and cooperative styles to manage their employees’ grievances. According to the study, competitive approach to managing employees’ grievances involved opposing and intransigent aspirations which aimed to promote a political agenda. On the other hand, cooperative style in managing grievances generated flexible and open-minded discussion between the managers and employees. The major reasons for cooperative goals included a shared understanding of the problem and its resolution, and union and management acceptance of each other’s goal. Findings of the study revealed that in cooperative style of managing employees’ grievances, respondents were confident that they could interact effectively and discuss grievance issues openly and constructively. In addition, cooperative style was correlated with positive effect, efficient resolution and a creative, high-quality solution which in turn leads to organizational sustainability. In contrast, competitive style diminished expectations of an effective and open-minded interaction. Competitive style was found to be negatively related to feelings, efficiency and quality.

The study recommended that managers should use cooperative style in resolving grievances because the approach yielded positive feelings, satisfaction for

both the employee and management, and improved Procedures. The study is also linked to the present study because it discussed the two styles used in managing employees' grievances by suggesting the one that best suits the whole process of managing employee grievance which will result to organizational sustainability.

From the foregoing point of view, we hereby hypothesized thus:

- H₀₁:** There is no significant relationship between compromise style and strategic sustainability of oil and gas companies in Port Harcourt.
- H₀₂:** There is no significant relationship between compromise style and product sustainability of oil and gas companies in Port Harcourt
- H₀₃:** There is no significant relationship between compromise style and personnel sustainability of organizational sustainability in oil and gas companies in Port Harcourt.

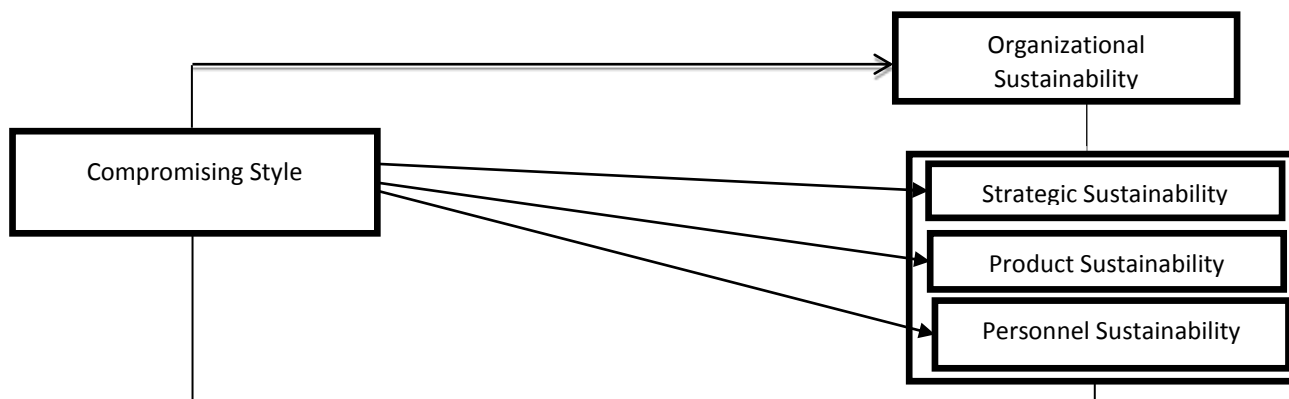


Figure 1: Operational Framework for the hypothesized relationship between compromise grievance style and organizational sustainability

Source: Author's Desk Research, 2019

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured, self-administered questionnaire. The population was total of 2305 employees of five (5) oil and gas companies in Port Harcourt. The study sample was 341 employees calculated using the Taro Yamane's formula for sample size determination using simple random technique. After data cleaning, only data of 298 respondents were finally used for data analysis based on descriptive statistics and Spearman's rank correlation and hypothesis testing. The study which is dominantly quantitative in nature, adopted a structured, self-structured questionnaire. The validity of the research instrument was achieved through the

supervisor's scrutiny and approval while the reliability of the instrument was achieved using the Cronbach's Alpha Coefficient. The hypotheses were tested using the Spearman Rank order Correlation with the aid of the Statistical Package for the Social Sciences (SPSS).

RESULTS AND DISCUSSIONS

Bivariate Analysis

Secondary data analysis was carried out using the Pearson product moment correlation at a 95% confidence interval. Specifically, the tests cover a Ho1 hypothesis that was bivariate and declared in the null form. We have based on the statistic of Pearson product moment correlation to carry out the analysis. The level of significance 0.05 is 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: Illustrates the test for the three previously postulated bivariate hypothetical statements.

		Compromising Style	Strategic Sustainability	Product Sustainability	Personnel Sustainability
Compromising Style	Pearson Correlation	1	.610**	.578**	.563**
	Sig. (2-tailed)		.000	.000	.000
	N	298	298	298	298
Strategic Sustainability	Pearson Correlation	.610**	1	.833**	.813**
	Sig. (2-tailed)	.000		.000	.000
	N	298	298	298	298
Product Sustainability	Pearson Correlation	.578**	.833**	1	.856**
	Sig. (2-tailed)	.000	.000		.000
	N	298	298	298	298
Personnel Sustainability	Pearson Correlation	.563**	.813**	.856**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	298	298	298	298

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

Source: Research Data , 2019 (SPSS output, version 23.0)

H₀₁: There is no significant relationship between compromise grievance handling style and strategic sustainability of oil and gas companies in Port Harcourt.

From the result in the table above, the correlation coefficient (rho) showed that there is a significant and positive relationship between compromise grievance handling style and strategic sustainability. The correlation coefficient 0.610 confirmed the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a strong correlation between the variables. Therefore, based on empirical findings the null hypothesis earlier

stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between compromise style and strategic sustainability of oil and gas companies in Port Harcourt.

H₀₂: There is no significant relationship between compromise grievance handling style and product sustainability of oil and gas companies in Port Harcourt.

From the results in the table above, the correlation coefficient (rho) showed that there is significant and positive compromise grievance and product sustainability. The correlation coefficient of 0.578 confirms the magnitude and strength of this

relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represented a high correlation indicating also a moderate relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between compromising style and product sustainability of oil and gas companies in Port Harcourt.

Ho₃: There is no significant relationship between compromise style and personnel sustainability of in oil and gas companies in Port Harcourt.

From the result in the table above, the correlation coefficient (ρ) showed that there is significant and positive compromising grievance style and personnel sustainability. The *correlation* coefficient of 0.563 confirmed the magnitude and strength of this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represented a high correlation indicating also a moderate relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated was hereby rejected and the alternate upheld. Thus, there is a significant relationship between compromise grievance style and personnel sustainability of in oil and gas companies in Port Harcourt.

DISCUSSION OF FINDINGS

The study examined the relationship between compromise grievance handling style and organizational sustainability of oil and gas companies in Port Harcourt. These hypotheses were tested using the Pearson Product Moment correlation. The study findings revealed a positive significant relationship between comparison styles of grievance handling and organizational sustainability in the sample of oil and gas companies in Port Harcourt. The current study finding agreed with the study conducted by Tjosvold and Morishima (1999) on the behavior and perceptions of individuals on grievance resolution outcomes. In terms of methodology the study used

exploratory research design in collecting data for the study. Underpinned by theory of conflict resolution constructed by Deutsch (1949), this study has assumed that people believed their goals were positively interrelated (in that they could both be successful) and were able to manage conflict more effectively than those with competitive goals. The study found that managers used competitive and cooperative styles to manage their employees' grievances. According to the study, competitive approach to managing employees' grievances involved opposing and intransigent aspirations which aimed to promote a political agenda. On the other hand, cooperative style in managing grievances generated flexible and open-minded discussion between the managers and employees. The major reasons for cooperative goals included a shared understanding of the problem and its resolution, and union and management acceptance of each other's goal. Findings of the study revealed that in cooperative style of managing employees' grievances, respondents were confident that they could interact effectively and discuss grievance issues openly and constructively. In addition, cooperative style was correlated with positive effect, efficient resolution and a creative, high-quality solution which in turn leads to organizational sustainability. In contrast, competitive style diminished expectations of an effective and open-minded interaction. Competitive style was found to be negatively related to feelings, efficiency and quality.

CONCLUSION AND RECOMMENDATION

This study was basically aimed at determining the relationship between compromise grievance handling style and organizational sustainability of oil and gas companies in Port Harcourt. From the data generated and analyzed, it was empirically discovered that a strong positive and significant relationship between comparison styles of grievance handling and organizational sustainability in oil and gas companies in Port Harcourt. Based on results and the findings of

the present study, the study concludes that comparison styles of grievance handling increases as strategic, product and personnel sustainability also increases in oil and gas companies in Port Based on the discussion and conclusion above, the following recommendation was hereby made:

There must also be a need for top managers in the oil and gas industry to adopt compromise since the study have established that compromising style can have a positive impact on the organization. Workers must not be isolated especially when they have good ideas that could make organizations more productive.

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