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ABSTRACT

This study examined the relationship between stakeholder engagement and organizational decision making of indigenous oil serving companies in Rivers State, Nigeria. 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 48 managers of 24 indigenous oil serving companies in Rivers State. The entire population was used as census hence sampling was not adopted. The research instrument was validated through the supervisor's vetting and approval while the reliability of the instrument was also endorsed by my supervisor. 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 study findings revealed that there is a significant relationship between information disclosure and organizational decision making of indigenous oil serving companies in Rivers State. The study concluded that stakeholder engagement significantly influences organizational decision making of indigenous oil serving companies in Rivers State. The study recommended that management of indigenous oil servicing companies' should ensure that there is effective communication in the organizations. This would ensure that all critical stakeholders are aware of management policies and actions as well as are contributory to decision-making in the organization. This would eliminate alienation and communication gap.

Keywords: *Stakeholder Engagement, Organizational Decision Making, Responsiveness, Effectiveness*

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INTRODUCTION

Stakeholder Engagement is a very important tool in organizational management. It refers to strategic managerial activity which is concerned with the planning and controlling of the whole organizational environment, that is, internal and external environments (Pandey, 2005). Pandey further stated that stakeholder engagement is not a unique body of knowledge of its own, and draws heavily on economics for its theoretical concepts even today. It is of immense interest to both academicians and oil producing managers especially in Nigeria where 95% of revenue depends on oil and gas. A good stakeholder engagement strategy mechanism should foresee inefficiencies and enable organizations take steps in preventing them from happening. It should also ensure that high quality and reasonable profit is achieved. In order for this system

The last two decades have experienced an increasing academic attention in stakeholders' decision making process in both private and public organizations. This upsurge has been described in many areas as a leading phenomenon that is shaping business and public behaviours and policies in most nations of the world (Whittington, 2006). Stakeholder theory according to Freeman and Medoff (1984) emerged as another input towards a superior understanding of organizational management by focusing on the groups or individuals who either affect or are affected by the organization's actions. Accordingly, an organization's societal performance may be more successfully scrutinized and examined through its relationships with its constituent stakeholders. Encompassing planning entails the participation of concerned stakeholders. This includes recognizing stakeholders concern and values and developing a broad agreement on deliberate programmes. It is also about utilizing the enormous quantity of available information and knowledge that stakeholders possess to uncover practicable, proficient and sustainable solution. Stakeholder investigation is anchored on the principle that certain shared, mutual or joint relationships exist between an organization and certain groups and individuals (Marstein, 2003). These groups and individuals are so-called stakeholders as they are well thought-out to have a stake or claim in the outcome of decision-making. Stakeholders' expertise and contribution is a fundamental and necessary ingredient for the survival and achievement of overall objective of any organization.

The stakeholder theory propose that stakeholders including government, regulators, customers, competitors, community and environmental interest groups, and industry associations impose coercive and normative pressures on firms. However, the way in which managers perceive and act upon these pressures depends upon many factors which including their track record of environmental performance, the competitive position of the parent company and the organizational structure of the company. The dynamic and complex character of firms and organizations in the contemporary 21st global world constantly required the involvement of the different and relevant groups' for meaningful success. Nigeria as a nation, has witnessed tremendous disruptions in various sectors of the economy in recent times. Following the revolution of Niger delta militants and the huge corruption, the oil and gas sector has remained total state disarray without clear direction. This unfortunate state of affairs is further compounded by competing interests for the control of major source of revenue to the country. Consequently, engaging stakeholders in this critical sector is very timely and strategically necessary to position the organization and the nation in a path that will guarantee its long-term survival in a competitive environment. Despite the significance of oil to both national and global economies, the literature on stakeholder in strategic management in national oil companies is limited. Stakeholder theory permits management to shift from organization-based methods in which stakeholders are considered dependent constituents and ran absolutely for the organization's own profit, to model anchored on the relationship networks and ideas present in any organization.

This study therefore examines the relationship between stakeholder engagement and organizational decision making of indigenous oil servicing companies in Rivers State, Nigeria.

Furthermore**,** this study was also guided by the following research questions:

- What is the relationship between stakeholder engagement and responsiveness of oil servicing companies in Port Harcourt?
- What is the relationship between stakeholder engagement and effectiveness of oil servicing companies in Port Harcourt?

Figure 1: Conceptual Framework for the relationship between stakeholder engagement and organization decision making

Source: Author's Desk Research, 2019

LITERATURE REVIEW

Stakeholders Theory

The stakeholder approach has been described as a powerful means of understanding the firm in its environment (Oakley, 2011). This approach is intended to broaden the management's vision of its roles and responsibilities beyond the profit maximization function (Mansuri & Rao, 2004) and stakeholders identified in input-output models of the firm, to also include interests and claims of non-stockholding groups. Patton (2008) elaborated that the stakeholder model proposes that all persons or groups with legitimate interests engaging in an enterprise do so to obtain benefits and that there is no pre-set priority of one set of interests and benefits over another (Karl, 2007). Associated corporations, prospective employees, prospective customers, and the public at large, needs to be taken into consideration. Overall, a central and original purpose of stakeholder theory is to enable managers to understand stakeholders and strategically manage them (Patton, 2008). The managerial importance of stakeholder engagement has been that demonstrate that just treatment of stakeholders is related to the long term survival of the organization (McManus & Mcmanus, 2004).

While having its origins in strategic management, stakeholder theory has been applied to a number of fields and presented and used in a number of ways that are quite distinct and involve very different methodologies, concepts, types of evidence and criteria of evaluation. As the interest in the concept of stakeholders has grown, so has the proliferation of perspectives on the subject (Oakley, 2011). This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically, managers should understand the success of the projects can be influenced greatly by the engagement of various

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stakeholders. These stakeholders will engage depending on the relationship they foster with the top project management and not junior workers acting on their behalf**.**

Stakeholders Engagement

Stakeholder engagement is an element of organizational capability that deals with stakeholder-related decision making, in the context of programme performance. Effective decision making through engagement with stakeholders affects firms programme performance. Senior leaders in organizations can adopt stakeholder engagement as an opportunity to influence other organizations and create alignment to structures and processes to support the vision and mission of the firms (Katiku, 2011).

Stakeholder engagement process builds a proactive two-way process between the organization and the stakeholder. The communication, opinions and proposals flow in both directions and the organization which can change its behavior as a result of engagement. This process is not actually linear; rather it is an iterative process in which an organization learns and improves its ability to perform meaningful stakeholder engagement through developing relationships of mutual respect, in place of one-off consultations. Holmes and Moir (2009) developed a preliminary conceptual framework to explore the drivers of a firm's engagement with a nonprofit stakeholder and also to identify factors that impact on generating innovation through stakeholder engagement. Engaging stakeholders in construction is a formal process of relationship management through which clients, contractors and sub-contractors engage with a set of primary and secondary stakeholders, in an effort to align their mutual interest to reduce risk in projects.

Stakeholder engagement is defined as the process of involving individuals and groups that either affect or are affected by the activities of the company (Sloan. 2009). Stakeholder engagement impacts helps organizations develop new products and build strong supply chains, which yield a competitive advantage for the organizations (Sloan, 2009). Clarkson (1995)added that the competitiveness of the destination and the stakeholders would be enhanced through collaboration. In a study conducted by Blok, Hoffmans and Wubbe (2015) over sixty percent of total respondents indicated that the organization ability to interact effectively with stakeholders was important to its success.

Stakeholders are defined as "any group or individual who can affect or is affected by the achievement of the organization's objectives (Freeman, 1984). Freeman's definition of stakeholders is the most cited definition in the literature (Rawlins, 2006). However, Mitchell, Agle, and Wood (1997) stated that Freeman's definition is not generally accepted among scholars working in the stakeholder field and it needs to be refined. They argued that Freeman's definition is very general, and assumes the organization's relationship with the stakeholders does not differ from one stakeholder to another (Mitchell et al., 1997). Therefore, Mitchell et al. (1997) categorized attempts at defining stakeholders into "narrow" and "broad". Narrow definitions are concerned with groups that have direct impact on a firms' economic interest, whereas broad definitions identify stakeholders as participants who have an exchange relationship with the organization (Mitchell et al., 1997).

Mitchell, Agle, and Wood (1997) highlighted that the identification of stakeholders allows organizations to avoid problems and enhance the organization's effectiveness. Grunig and Hunt (1984) determined four linkages to identify the relationships between organizations and stakeholders. The first linkage is an enabling linkage, which identifies stakeholders who have control over the organization. The second is a functional linkage, which identifies stakeholders who are essential to the function of the organization: they can be divided into input function (including stakeholders involved with creating products and services, such as suppliers and employees) and output function (including stakeholders who consume the products or services, such as retailers and customers). The third linkage is a normative linkage, which includes stakeholders who share common interests with the organization (Rawlins, 2006). Finally, diffused linkage refers to stakeholders that interact with the organization during crises but have no frequent interaction with the organization. In addition, Mitchell et al. (1997) identified three attributes by which organizations can classify their relationship with their stakeholders and prioritize them. These attributes are power, by which one actor can force another to do something; legitimacy, referring to acceptable actions by society norms and beliefs; and urgency, referring to the degree to which the stakeholders' claims needs immediate attention (Mitchell et al., 1997).

It is essential for an organization to build a quality relationship with its stakeholders, as it affects an organization's ability to achieve its goals (Grunig & Huang, 2000; Ledingham & Bruning, 2000b; Sheehan & Ritchie, 2005). A quality organization-public relationship also demonstrates trust, control mutuality, relational commitment, and relational satisfaction that are beneficial for both the organization and stakeholders (Grunig & Huang, 2000). In addition, Ledingham and Bruning (2000) indicated that openness, trust, involvement, investment, and commitment are dimensions of the effective organization-public relationship. These dimensions impact the ways in which organization-public relationships are initiated, developed, and maintained (Ledingham & Bruning, 2000). Organizations should engage in relationship building activities that maximize the potential for mutual benefits (Bruning & Ledingham, 2000).

Decision Making

Top management teams make strategic decisions, the quality of these decisions influence organizational responsiveness and performance. Because consensus among stakeholder facilitates the implementation of those decisions, consensus also influences employee performance and organizational performance. Further, to sustain their ability to produce and implement strategic decisions, top management teams must maintain positive affective relationships among their organizational stakeholder. Thus, decision quality, consensus, and affective acceptance are, together, all necessary for sustainable high performance of the employees as well as the organization (Schweiger, Sandberg & Ragan, 1986).

Decision making can be defined as choosing between alternatives (Moorhead & Griffin, 1999). It can be regarded as an outcome of mental processes (cognitive processes: memory, thinking, evaluation) leading to the selection of a course of action among several alternatives. Decision making involves mapping the likely consequences of decisions, working out the importance of individual factors, and choosing the best course of action to take. (Muindi, 2011) The Decision making is dynamic process, and there are many feedback loops in each of the phases. Feedback loops can be caused by problems of timing, politics, disagreements among managers, inability to identify an appropriate alternatives or to implement the solution, turnover of managers, or the sudden appearance of a new alternative. The essential point is that decision making is a dynamic process. This dynamic process has both strategic and behavioural implications for the organizations. Recent empirical research indicates that the decision making process that involves making the right strategic choices does lead to success decisions for the organization. Leonard, Scholl, and Kowalski (1999) argue that the decision-making is a fundamental function in organizations and the quality of the decisions that managers make influences their effectiveness as managers, and the effectiveness of managers, in turn, affects the success or failure of the organization and also these decisions very much affect employee and the organizational performance.

The effective implementation of a strategic decision requires the active cooperation of the team members. To effectively usher a decision through this complex web of operational details, team members must do much more than simply agree to or comply with the decision. They must both understand and commit to the decision if it is to be implemented effectively and that will enhance organizational performance through the individual/employee performance. In order to increase the workers commitment and humanize the workplace with the intention of improving work performance and good citizenship behaviour, managers need to permit a high degree of stakeholder's involvement. Thus, the involvement of stakeholder in decision making is considered as a tool for inducing motivation and satisfaction in the workers leading to positive work attitude and high productivity (Kuyea & Sulaimonb, 2011).

Factors Affecting Decision-Making Process in an Organization

Decision making is an essential part of study in cognitive psychology and organizational management. Understanding the practice and procedures by which stakeholders make decisions is vital to understanding the decisions they formulate. There are numerous factors that affect decision-making. Those factors have todo with historical experiences, cognitive biases, age and individual differences, belief in personal importance, and an acceleration of commitment (Dietrich, 2010). Psychologists and managers have developed several decision making frameworks, which describe the course of action by which stakeholders efficiently make decision. Past individual experiences and cultural values can influence future decision making. Past decisions tend to influence the decisions stakeholders likely to make in the future. There is the great chance that stakeholders could go back to some previous positive decisions made in a comparable manner, given a similar condition. On the other hand, stakeholders have a propensity to shun repeating past mistakes. This is significant to the extent that future decisions made based on past experiences are not necessarily the best options.

In addition to past experiences, there are several cognitive biases that influence decision making. Cognitive biases refer to thought patterns based on observations and generalizations that could cause memory errors, imprecise decisions, and defective reasoning (Stanovich & West, 2008). In decision making, cognitive sentiments put pressure on stakeholders by making them to excessively lend more confidence in expected observations and preceding knowledge, while disregarding information that are seemingly uncertain, devoid of looking at the comprehensive picture. Leadership role in decision making giving equal opportunity to stakeholders to contribute in decision making process, recognize the various skills and expertise of various constituents is important to the success of decision making. This has the capacity to create the necessary psychological behaviour and motivation for optimum output. The world has transform into a global system, therefore, the recognition of this serve as guide that organization must realized that independence has largely replaced the olden philosophy of dependence and independence in decision making process. However, conflict of interest may affect interdependence which needs to be taken care of as well. This will assist in forming strategic alliance to overcome several constraints in the organization.

As observed by Netting (2016) leaders of most organisations always tends towards Universalist approach to overall all human problems everywhere they are; whereas an individual always has a solution to his problem. Therefore, striking a balance between universalism and particularism is key to the success of any meaningful decision making process.

Perpetuation of dominance in decision by leaders does no help. Everyone has a specialism that can add quality to the learning environment. Looking down on other stakeholders does help bring out the best ideas in them. Decision-making process involves the existence of a decision problem which have be understood by the decision-making stakeholders and correctly defined to unearth opportunities to resolve it. Quite a few hindrances have been recognized in the way of a correct explanation of the problem which is the subject of decision: paying interest and attention to effects and not to causes, selective sensitivity, describing problems via solutions etc. (Cornescu, 2004). Based on the nature of Nigeria, copying decision making frameworks from other environment without understanding the nature of the local environment may not work. Therefore using a complex that takes care of most of the factors is necessary. A model that incorporates the below characteristics will help significantly in achieving success in decision making.

The inputs consist of environmental factors, appropriate information, knowledge/understanding, creative ideas of stakeholder group/team and ethical ideals. Environmental dynamics/factors influence the decisions. Restriction and limitations in the external environment, internal risks, particularly those associated with resources are taken into cognizance. Information gathered or had in possession, as well as past information, contemporary or anticipated ones of the organization and of the external environment symbolize the initial point in budding decision options in harmony with organization's internal potentials. The role of ethical principles is in refining the already gathered or accumulated knowledge of the organization, teams and manager's in the current context. The decision process entails as submitted by Negulescu (2014) entails defining the problem, assembling required data, recognizing/identifying the alternatives, finding agreement and selecting the alternative course of actions, forecasting consequences/cost of the decision and finally executing it. Defining the problem corresponds generally with the decision making though there are a sequence of disputes concerning the disparity between solving a problem and decision-making method (FEMA, 2005). The comprehensible explanation of the problem assists the subsequent stages of the practice. Information gathering presumes selecting that information which go with the most excellent problem described and obtained from the classification inputs. Going on to recognize alternatives is anchored on the background information accumulated. Choosing the most appropriate state of affairs evaluated among the options identified is carried out engaging team members and other stakeholders. The communication with various stakeholders leads to both consensus and reduction of stress and decision-making timing. The outputs of the scheme or system could be: the management accomplishment or failure, the knowledge of the organization in the managerial learning practice, the team/stakeholder group strengthening, the values and beliefs of the organization. Repeating the process by changing the alternatives in the event that the decision fails to meet the objective of the overall stakeholders is necessary. Irrespective of whether stakeholder board of the oil and gas industry is doing well or not in decision-making, organization has to achieve by obtaining new or novel knowledge, by closing interactions within the group and by budding or developing its values. A careful adherence to the above flow will create the most needed cultural behaviour; reduce tensions, and understanding for achievement of the desired results.

Measures of Decision Making

Responsiveness

Responsiveness is yet another important characteristic of a sound stakeholder engagement decision-making process. Transparency and interaction with stakeholders creates the necessary ingredient to making organization and stakeholders to become mutually responsive to each other. Responsiveness to stakeholders' shows that actors are really engaged and interwoven in various innovative activities emanating from decisions arrived with organization and for society

Kelleher and Miller (2006) defined responsiveness as an organization willingness to respond promptly to customer inquiries and complaint. Stromer-Galley (2000) described responsiveness as when the receiver take on the role of the sender and repliers in some way the original message source. According to Davies (1982) responsiveness may be thought of as the probability to which each partner respond to the other. The proportion of relevance responses and responses that match the demand for appropriate elaboration that the speaker intended to elicit. Davies argued that four factors affect responsiveness in an interaction ; attention to the other partner, accuracy to understand one another communication, possession of adequate response repertoires and motivation to be responsive. The first factor contribute to one capacity for responsiveness, while motivation is a choice that isaffected by the reward of being responsive (Davies, 1982)

Various studies point to the important of responsiveness to the continuation of interaction. Kelleher and Miller (2006) suggested responsiveness to be one of the organization relational maintenance strategies. Davies and Holtgraves (1984) argued that as an dependence variable, responsiveness has variety of consequences, both to the process and outcome of interaction as a process responsiveness affects the maintenance of the interaction and the focus on particular topics, communication efficiency and accuracy: as an outcome, it affect the degree to which goals are achieved. Joyce and Kraut (2006) showed that receiving a response to an initial post in a newsgroup increases the likelihood that the poster will post again; hence, responsiveness encourage the continuation of an interaction and reinforce commitment.

Effectiveness

Effectiveness measures the extent to which the service provided meets the objectives and expectations of the organization or a customer. Effectiveness refers to the extent to which the stated objectives of a business are met. Effectiveness for the study uses cost effective in determining the extent to which the competitive strategy of the organization or deposit money banks have been met and hence determine their performance. Effectiveness measures how well the outputs of a program or service achieved stated objective (desired outcomes) of that program or service.

Common measures of the organizational performance are effectiveness (Robbins, 2000). Although managers and investors often place effectiveness with efficiency, yet according to Mouzas (2006) each of these terms have their own distinct meaning. Most organizations assess their performance in terms of effectiveness. Their main focus is to achieve their mission, goals and vision, effectiveness oriented companies are concerned with output, sales, quality, creation of value added, innovation, cost reduction, it measures the degree to which a business achieved its goals or the way output interact with the economic and social environment. Zheng (2010) said that effectiveness determines the policy objectives of the organization or the degree to which an organization realize its own goal. Meyer and Herscovitch (2001) analyzed organizational effectiveness through organizational commitment. According to Heilman and Kennedy-Philips (2011) organizational effectiveness helps to assess the progress towards mission fulfilment and goal achievement. To improve on organizational effectiveness management should strive for better communication, interaction, leadership, direction, adaptability and positive environment.

Stakeholder Engagement and Organization Decision-Making

Decision-making is considered as the cognitive process leading in the selection of a course of action among diverse competing alternative possibilities. It entails the process of identifying and choosing options anchored on the ideals and inclinations of the personality making the decision. It is always believed that every decision-making process generates an ultimate choice that may or may not stimulate a course of action. In particular, Strategic decision-making Process (SDMP) according to Elbanna (2007) refers to a set of well-tailored actions through which strategic challenges are identified, interpreted, tackled and solved. The truth behind any concrete strategic decision making process is the complex nature of the activity. Hart (1992) contends that it involves numerous incompatible interests, takes a long time, and faces many interruptions, delays and disruptions shaped by environmental factors, decision specific and decision makers' factors. Advocates of stakeholder theory believe that having heterogeneous stakeholder representatives on boards is a critical weapon in promoting sound relationship with the organization (Hillman, Keim& Luce, 2001 & Mori 2010).

In line with normative approach, stakeholders have a justifiable interest in the decision-making processes and overall prosperity of the organization. Stakeholder engagement categorically entails the broad practices that an organization undertakes to involve stakeholders in the activities and functions of the organizational in positive manner (Blok, Hoffmans, &Wubbe, 2015). This process and practice supplies the necessary access to information, promotes mutual understanding and triggers the advancement of partnership and collective objectives among principal stakeholders ((Blok, eta al, 2015). Stakeholder engagement, therefore, essentially requires information sharing and interaction among stakeholders. It has to do with information circulation in both directions: information running from stakeholders into the organization and information running from the organization to the relevant stakeholders. One way information sharing and two-way interaction can be achieved is through dialogue.

The significance of transparency in stakeholder decision making and engagement is also confirmed in the literature on stakeholder engagement, such as the value of two-way dimensional information sharing for successful collaborations (Blok, eta al, 2015). Transparency involves the opening up every decision-making process by sharing and permitting free flow of knowledge and information among diverse stakeholder groups. Jointly shared information and knowledge across board allows organizations to gauge the critical needs of the organization in line with that of the society. The centrality of interaction has been confirmed in the stakeholder engagement and decision-making literature such as the fundamental function of dialogue in establishing agreement concerning mutual objectives and purposes, dialogue among multiple stakeholders, which can be stimulated by transparency among stakeholders (Blok, *et al*, 2015)

Responsiveness is yet another important characteristic of a sound stakeholder engagement decision-making process. Transparency and interaction with stakeholders creates the necessary ingredient to making organization and stakeholders to become mutually responsive to each other. Responsiveness to stakeholders' shows that actors are really engaged and interwoven in various innovative activities emanating from decisions arrived with organization and for society. According to Von Schomberg (2013) in Blok *et al* (2015) mutual responsiveness toward stakeholders ends up in co-responsibility among stakeholders. In this perspective, co-responsibility means that actors have to become mutually responsive such that an organization employs a perspective transcending immediate objectives. Therefore, stakeholder

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engagement does not end with the mutual responsiveness of stakeholders toward each other but involves co-responsibility among multiple stakeholders as well like the non-economic stakeholders.

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

Ho_1: There is no significant relationship between stakeholder engagement and responsiveness of oil servicing companies in Port Harcourt.

H_{02}: There is no significant relationship between stakeholder engagement and effectiveness of oil servicing companies in Port Harcourt.

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 48 managers of 24 indigenous oil serving companies in Rivers State. The entire population was used a census hence sampling was not adopted. The research instrument was validated through the supervisor's vetting and approval while the reliability of the instrument was also endorsed by my supervisor. 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.

DATA ANALYSIS AND RESULTS

There is no significant relationship between stakeholder engagement and responsiveness of oil servicing companies in Port Harcourt.

Table 1: Information Disclosure and Responsiveness

Correlations

		INFD5	RESP5
INFD5	Pearson Correlation	1	.878**
	Sig. (2-tailed)		.000
	N	46	46
RESP5	Pearson Correlation	.878**	1
	Sig. (2-tailed)	.000	
	N	46	46

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

Source: Survey data, 2019

The result in table 1 displayed that stakeholder engagement correlate with responsiveness ($r = -0.878$, $p = 0.000<0.001$). This meant a very high correlation indicating normal relationship. The relationship that exists within information disclosure as well as responsiveness is displayed to be significant at 0.01 significant levels.

Decision: With reference to the benchmark enshrined by Irving (2005) for accepting either the null or alternative hypothesis, we thereby rejected the null hypothesis since the computed output is greater than 0.20, that is, r-.878 is greater than 0.20. Hence the alternative hypothesis was accepted. Meaning there is a positive relationship between stakeholder engagement and responsiveness.

Test of Research Hypothesis Two

H_{02}: There is no significant relationship between stakeholder engagement and effectiveness of oil servicing companies in Port Harcourt.

Table 2: Information Disclosure and Effectiveness

Correlations			
		INFD5	EFFE5
INFD5	Pearson Correlation	1	.707**
	Sig. (2-tailed)		.000
	N	46	46
EFFE5	Pearson Correlation	.707**	1
	Sig. (2-tailed)	.000	
	N	46	46

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

Source: Survey data, 2019

The result in table 2 displayed that information disclosure correlate with effectiveness (r = -0.707, p = 0.000<0.001). This meant a very high correlation indicating normal relationship. The relationship that exists within stakeholder engagement as well as effectiveness is displayed to be significant at 0.01 significant levels.

Decision: With reference to the benchmark enshrined by Irving (2005) for accepting either the null or alternative hypothesis, we thereby reject the null hypothesis since the computed output is greater than 0.20, that is, r-.707 is greater than 0.20. Hence the alternative hypothesis is accepted. Meaning there is a positive relationship between stakeholder engagement and effectiveness.

DISCUSSION OF FINDINGS

Based on the analyses previously done certain findings were made which form the foundation for our discussions in line with existing literature. It also displays how stakeholder engagement relates to organizational decision making of oil servicing companies in Port Harcourt. This finding corresponded with that of Von Schomberg (2013) in Blok eta al (2015) mutual responsiveness toward stakeholders ends up in co-responsibility among stakeholders. In this perspective, co-responsibility means that actors have to become mutually responsive such that an organization employs a perspective transcending immediate objectives. Furthermore, these findings correspond with that of Melchades (2013) who said that employee effectiveness or performance is affected by any nature of grievance, and grievance management deal directly with workers and all that concern them, so can influence workers performance and effectiveness of organizations. According to Bagraim (2007) the rationale for grievance procedures is to help individual organization attain its best in terms of employee's performance and service delivery. Arvey and Jones (1985) see grievance procedure as a process through which an employee can bring workplace concerns to upper levels of management. Melchades (2013) say that employee effectiveness or performance is affected by any nature of grievance, and grievance management deal directly with workers and all that concern them, so can influence workers performance and effectiveness of organizations. Akanji (2005) a well-constructed and effective employee grievance management induces a positive performance, while poorly designed employee grievance management process is destructive as it heats up the work environment and brings about dislocation and disharmony of the entire organization with attendant reduction in productivity and effectiveness of organizations. This finding correspond with that of Joyce and Kraut (2006) which showed that receiving a response to an initial post in a newsgroup increases the likelihood that the poster will post again; hence, responsiveness encourage the continuation of an interaction and reinforce commitment. Heilman and Kennedy-Philips (2011) organizational effectiveness helps to assess the progress towards mission fulfilment and goal achievement

CONCLUSION AND RECOMMENDATIONS

Stakeholder engagement significantly influences and organizational decision making of indigenous oil servicing companies in Port Harcourt. The study recommended that management of indigenous oil servicing companies' should ensure that there is effective communication in the organizations. This would ensure that all critical stakeholders are aware of management policies and actions as well as are contributory to decision-making in the organization. This would eliminate alienation and communication gap.

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