



**COOPERATIVE INDUSTRIAL RELATIONS ATMOSPHERE AND ORGANIZATIONAL RESILIENCE OF  
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**ABSTRACT**

*This study examined the relationship between cooperative industrial relations atmosphere and organizational resilience of multinational oil and gas companies in Nigeria. The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of the study was the five (5) multinational oil and gas companies registered with the Department of Petroleum Resources. Since the population of five (5) multinational oil and gas producing companies in Nigeria was relatively small, the entire population was studied as a census. However, elements from the population was used as the participants and in line with the unit of analysis which is at the macro level, the questionnaire was distributed to ten (10) managers of the five (5) multinational oil and gas producing companies in Nigeria, bringing the total number to fifty (50) respondents. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level. Findings from the data analysis revealed that there is a significant relationship between cooperative industrial relations atmosphere and organizational resilience of multinational oil and gas companies in Nigeria. Therefore, the study concluded that positive industrial relations atmosphere (cooperative) impacts organisational resilience and other organisational outcomes. Thus, the study recommended that managers of the oil and gas firms can improve the industrial relations atmosphere in their organisation for better individual and organisational outcomes through mutual agreements with unions and sincere implementation of agreements*

**Keywords:** Cooperative Industrial Relations Atmosphere, Organizational Resilience, Adaptive Capacity, Situation Awareness, Dynamic Capabilities

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## INTRODUCTION

Organizations exist in a dynamic environment that is constantly changing. Managers have the task of coping with these changes as well as ensuring that their organizations survive and make profits. The concept of organizational resilience was borne out of the need for organizations to constantly keep themselves abreast of obstructions that may erode their entire existence and thereby take adequate precautionary measures which are regarded as anticipatory measures. The importance of organizations being resilient has a far-reaching effect on the position of the entire enterprise. Organizational resilience is a continuously moving target which contributes to performance during business-as-usual and crisis situations (Mitroff, 2005). It requires organizations to adapt and to be highly reliable (Weick & Sutcliffe, 2007), and enables them to manage disruptive challenges (Durodie, 2003). The concept of a system being viable can be seen in the context of how resilient it is. How proactive are managers of organizations in dealing with crisis, how prepared are they, is a measure of their viability (Jaja & Amah, 2014). In achieving resilience organizations must pay serious attention to the issue or industrial relations climate.

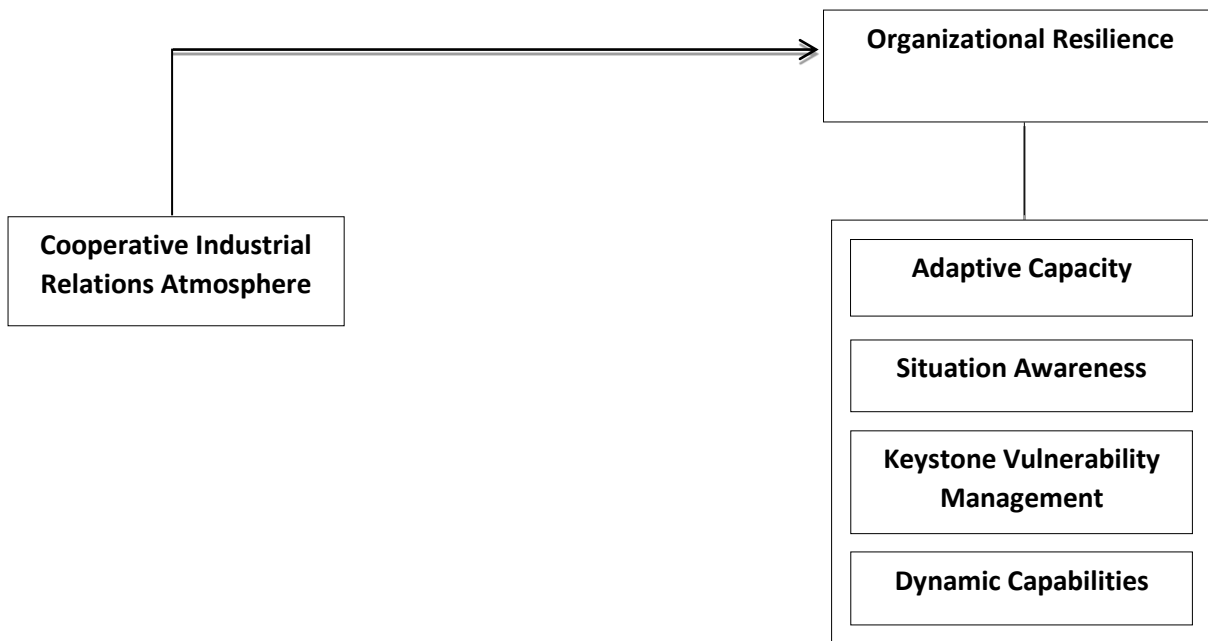
In cooperative industrial relations climates, salient information is that union and management exchange information freely, have respect for each other's goals, and work together to make the organization a better place in which to work, etc. In such a climate, employees infer that union and management are in friendly terms, and tend to behave like one party. Therefore, being committed to both management and the union is acceptable. This refers to dual commitment (e.g. Angle & Perry, 1986). In cooperative industrial relations atmosphere both parties seek win-win solutions in the collective bargaining. Therefore, salient information in a cooperative climate is that the union is partly responsible from the job outcomes obtained through collective bargaining.

In a cooperative climate, the union and the management tend to solve the problems in

cooperation, and work together to be able to improve the work conditions for the employees. In such a climate, employees infer that management and union act like one party. The information in the social context is more likely to suggest that the deadlock over important issues for members commonly observed in adversarial climates is transcended and the two parties are working in harmony. The union no more spends any effort to paint the picture of the oppressed working class and promote pro-union attitudes in their socialization attempts. Instead, it argues that by going beyond the win-lose model and accepting the win-win model they have been more successful in providing their members the outcomes they long desired. Therefore, in such a climate, socialization attempts for new and existing members tend to emphasize the instrumentality function of the union. The purpose of this paper therefore was to examine the relationship between Cooperative Industrial Relations Atmosphere and Organizational Resilience of Multinational Oil and Gas Companies in Nigeria.

The study was piloted by the following research questions:

- Examine the relationship between cooperative industrial relations atmosphere and adaptive capacity of multinational oil and gas companies in Nigeria?
- Assess the relationship between cooperative industrial relations atmosphere and situation awareness of multinational oil and gas companies in Nigeria?
- Determine the relationship between cooperative industrial relations atmosphere and keystone vulnerability management of multinational oil and gas companies in Nigeria?
- Investigate the relationship between cooperative industrial relations atmosphere and dynamic capabilities of multinational oil and gas companies in Nigeria?



**Figure 1: Conceptual framework for cooperative industrial relations atmosphere and organizational resilience**

**Source: Desk Research (2022)**

**LITERATURE REVIEW**

**Theoretical Foundation**

**Systems Theory of Industrial Relations**

The Systems Theory was developed by John Dunlop a sociologist in 1958. Dunlop is credited with the application of the Systems Approach to Industrial Relations (IR). He visualized IR to be a systematic construct namely, as a sub-system of society. Systems Approach essentially comprises four processes which include input acquisition, input transformation, output and feedback. An organization is considered an open system, existing in a context called environment. The organization influences its environment as well as gets influenced by the environment (Singh & Singh, 2011). The environment may comprise social, political, technological factors and depends on organizations for essential supplies and to receive its outputs. The environment also influences the various processes of acquisition, transformation and delivery of outputs. IR system at any one time

in its development is regarded as comprising certain actors and body of rules created to govern the actors at the workplace and work community (Singh & Kumar, 2011).

Dunlop (1958) applied the systems thinking to Industrial Relations in an attempt to present a general theory of IR that can explain why particular Rules are established and changed in response to certain forces. The result of this is the conception, perception and analysis of IR as a system. It is a system in which some actors acting within a given context and bound by an ideology make rules for the regulation of relationships at the work place. Dunlop defined the core or internal structure of IRS as “a web of rules”. By this he meant in particular the institutions and norms that frame the IRS and its outcomes – including substantive norms (e.g. wage rates, working hours) and procedural institutions (e.g. conciliation and arbitration boards). Thus the IRS was conceptualized in terms of both process and product – as a rule-guided

*process* generating as its *product* other rules governing the actors and administered by systems of industrial relations at the national, industry or plant levels. As the basic components of a IRS Dunlop identified three groups of actors (managers, workers and their respective representatives, government institutions dealing with industrial relations), three different environmental contexts (technologies, markets, power distribution) and an ideology “that binds the IRS together” (1993:47).

### **Cooperative Industrial Relations Atmosphere**

Harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Otobo, 2005; Osad & Osas, 2013). According to Puttapalli and Vuram (2012), harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization’s aims and objectives. Industrial harmony in its ideal form, presupposes an industry in a condition of relative equilibrium where relationship between individuals and or groups are cordial and productive. Sayles and Strauss (1981) assert that with the inevitable differences among groups within an organization, conflict and differing objectives permeate modern organizations.

In cooperative industrial relations climates, salient information is that union and management exchange information freely, have respect for each other’s goals, and work together to make the organization a better place in which to work, etc. In such a climate, employees infer that union and management are in friendly terms, and tend to behave like one party. Therefore, being committed to both management and the union is acceptable. This refers to dual commitment (e.g. Angle & Perry, 1986). In cooperative industrial relations atmosphere both parties seek win-win solutions in the collective bargaining. Therefore, salient information in a cooperative climate is that the

union is partly responsible from the job outcomes obtained through collective bargaining.

In a cooperative climate, the union and the management tend to solve the problems in cooperation, and work together to be able to improve the work conditions for the employees. In such a climate, employees infer that management and union act like one party. The information in the social context is more likely to suggest that the deadlock over important issues for members commonly observed in adversarial climates is transcended and the two parties are working in harmony. The union no more spends any effort to paint the picture of the oppressed working class and promote pro-union attitudes in their socialization attempts. Instead, it argues that by going beyond the win-lose model and accepting the win-win model they have been more successful in providing their members the outcomes they long desired. Therefore, in such a climate, socialization attempts for new and existing members tend to emphasize the instrumentality function of the union. Union administrators do not particularly emphasize the importance of the unions for the society and for the workers in general, but instead focus on positive outcomes of union membership for the workers. Hence, it is expected that union socialization in cooperative industrial relations climates is related to union commitment through perceived instrumentality whereas in adversarial climates the same link is through pro-union attitudes (Ari, 2006).

### **Organizational Resilience**

The definition of resilience can be drawn from several fields which include organizational studies, developmental psychology, ecology, material science, and social sciences. According to Weick, Sulcliffe and Obstfeld (1999) resilience is the maintenance of positive adjustment under severe challenging conditions or situations. It is also the ability of a system to absorb disturbance and reorganize while undergoing change so as to still remain the same function, structure, identity and feedback (Walker, 2004). This means that despite

severe challenges threatening the very existence and life of an organization or a system, an organization or system possess the ability to survive, adapt, and bounce back from it crisis and disturbances, to thrive and enhance its core capabilities.

Traditionally, resilience is viewed as those qualities that enable an individual, community or organisation to cope with, adapt to and recover from a disaster event (Buckle et al, 2000; Horne, 1997; Mallak, 1998; Pelling and Uitto, 2001; Riolli and Savicki, 2003). It is the capacity of a system to absorb change (generally conceptualised in the form of sudden shocks) and still retain its essential functionality (Walker et al, 2006). The concept of resilience has evolved through its application to numerous scientific disciplines. Resilience has been discussed in relation to; climate change and linked to vulnerability (Timmerman, 1981); in terms of proactive and reactive resilience of society as a whole (Dovers and Handmer, 1992); as it relates to both ecological and social systems (Adger, 2000); and natural hazards (Blaikie et al, 1994) to name but a few. Resilience is not a static condition of an organisation and may vary over time and depending on the nature and consequences of a particular crisis. Therefore, organisational resilience is thought by some authors to have different, but related meanings; resilience is the ability to prevent the negative consequences of an event occurring; resilience is the ability to prevent something with negative consequences worsening over time, and; resilience is the ability to engage in recovery following the negative consequences of an event (Westrum, 2006).

### **Adaptive Capacity**

This refers to an aspect of resilience that reflects learning, flexibility to experiment and adopt novel solutions, and the development of generalized responses to broad classes of challenges (Zeb-Obipi et al, 2019). Looking at it from the socio-logical context, Walker et al. (2002) define adaptive capacity as an aspect of resilience that reflects learning, flexibility to experiment and adapt novel

solutions and the development of generalized responses to broad classes of challenges. Sharing in this view are Umoh et al., (2014) postulate that in a socio institution context, adaptive capacity depends on the attributes of individuals, organizations and institutions that might foster learning when faced with change and uncertainty, such as willingness to learn from mistakes, engage in collaborative decision-making arrangements, and encourage institutional diversity. Adaptive capacity may be defined as the ability or inclination of individual or group to maintain an experimental attitude towards new situations as they occur and to act in terms of changing circumstances (Umoh et al., 2014).

The concept of adaptive capacity is at the core of current organisational resilience methodology. Adaptive capacity is defined as the ability of an enterprise to alter its 'strategy, operations, management systems, governance structure and decision-support capabilities' to withstand perturbations and disruptions (Starr et al, 2004). Organisations that focus on their resilience in the face of disruption generally adopt adaptive qualities and proactive responses. Furthermore, they emphasise positive behaviour within the enterprise and within employees and look at disruptions as being opportunities for advancement (Folke et al., 2002; Mallak, 1998).

### **Dynamic Capabilities**

This can be defined as the capability of an organization to purposefully adapt an organization's resource base. It is a firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environment (Teece, Pisano & Shuen, 2010). Teece et al. (2010) define dynamic capability as "the firm's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments". Umoh et al. (2014) share that dynamic capabilities can be distinguished from operational capabilities which pertain to the current operations of an organization. Helfat et al. (2007) cite in Teece, et al (2010) that dynamic capability by contrast refer to 'the capacity of an organization to purposely create,

extend or modify its resource base. As Umoh *et al.* (2014) note the basic assumption of the dynamic capability framework is that core competencies should be used to modify short-term competitive positions that can be used to build longer-term competitive advantage.

Dynamic capability is defined as a firm's behavioural orientation constantly to integrate, reconfigure, renew and recreate its resource and capabilities and most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantage. Teece *et al.* (1997) defines dynamic capabilities as the firm's ability to integrate, build and reconfigure internal and external competences to address rapidly changing environment. Capabilities refer to a firm capacity to deploy resources, usually in combination, and encapsulate both explicit processes and those tacit elements (such as know-how and leadership) embedded in the processes. Hence, capabilities are often firm-specific and are developed over time through complex interactions between the firms' resources (Amit Schoemaker, 1993).

### **Situation Awareness (SA)**

The ability of the organisation to continually be aware of itself and its environment is known as its situation awareness. Originally coined in relation to military pilots the modern concept of situation awareness is traditionally attributed to Endsley (1995) and originally described the situation awareness of an individual or agent within system; situation awareness is: 'the perception of the elements within a volume of time and space, the comprehension of their meaning, and the projection of their status into the near future'.

The term situation awareness was first used in connection with the military where pilots are required to understand, assimilate and act on large volumes of information in order to perform their roles (Endsley, 1995). Endsley *et al.*, (2003: 13) define situation awareness as: "...being aware of what is happening around you and understanding what that information means to you now and in the

future". They go on to note that the term is usually applied to operational situations. One example of this is Masys (2005) application to airline operation and safety which argues that situation awareness is distributed across teams, groups and organizations, as well as human and machine *agents*. Masys (2005) draws on Stout and Salas (1998) and argues that situation awareness (SA): "...should be regarded as an essential requirement for competent performance in dynamic environments, with inaccurate and incomplete SA often leading to dangerous and life-threatening consequences".

### **Keystone Vulnerability**

The term vulnerability has many different definitions and applications; social and cultural (Etkin, *et al.*, 2004), infrastructure (Ezell, 2007), business (Chang and Falit-Baiamonte, 2003), IT networks (Martin, 2001), children (Engle, *et al.*, 1996), and ecological systems (Adger, *et al.*, 2005). When proposing the management of keystone vulnerabilities as a dimension of organizational resilience, McManus (2007) focuses on organizational vulnerability. Turner (1978) made the first theoretical analysis of organizational vulnerability to technological disasters emphasizing the role of organizational norms and values.

### **Cooperative Industrial Relations Atmosphere and Organizational Resilience**

Academic interest in individualistic and direct employment relations, high performance work systems and sophisticated HRM practices as sources of sustainable competitive advantage (Boxall and Macky 2009; Boxall and Purcell 2003; Gollan 2005; Lawler 2005), have paralleled an interest in co-operative employer-union relationships in the UK and 'social partnership' in Europe (Bryson 2001; Deery *et al.* 1999; Heery 2002; Oxenbridge and Brown 2004). It has been shown that co-operative employer-union relationships based on mutual gains can improve both the working lives of individuals and organizational outcomes, particularly firm performance (Bryson 1999; Guest 1997). Co-operative employer-union relationships (Oxenbridge and Brown 2004) and mutual gains

workplace practices (Kochan and Osterman 1994) have also been linked to enhanced organizational commitment and union loyalty, where they are underpinned by trust, consultation, and information and communication sharing.

Partnership agreements' or 'workplace partnerships' founded on the notion of co-operative relationships and mutual gains have not, however, escaped criticism, with evidence pointing to a range of negative outcomes. These include: little positive impact on employees' satisfaction or sense of attachment, heightened workplace stress, more negative evaluations of union performance, and a lack of genuine partnership in the form of information sharing, trust and the sharing of power (Danford *et al.* 2008; Dobbins and Gunnigle 2009; Kelly 2004). These outcomes led Danford *et al.* (2008) to question the inevitability of mutual gains and the necessity of employer– union partnerships.

Based on the foregoing argument, the study thus hypothesized that:

- **H<sub>01</sub>**: There is no significant relationship between cooperative industrial relations and adaptive capacity of multinational oil and gas companies in Nigeria.
- **H<sub>02</sub>**: There is no significant relationship between cooperative industrial relations and situation awareness of multinational oil and gas companies in Nigeria.
- **H<sub>03</sub>**: There is no significant relationship between cooperative industrial relations and keystone vulnerability of multinational oil and gas companies in Nigeria.

- **H<sub>04</sub>**: There is no significant relationship between cooperative industrial relations and dynamic capability of multinational oil and gas companies in Nigeria.

## METHODOLOGY

The study adopted the cross-sectional research survey design. Primary data was generated through structured questionnaire. The population of the study was the five (5) multinational oil and gas companies registered with the Department of Petroleum Resources. Since the population of five (5) multinational oil and gas producing companies in Nigeria was relatively small, the entire population was studied as a census. However, elements from the population was used as the participants and in line with the unit of analysis which is at the macro level, the questionnaire was distributed to ten (10) managers of the five (5) multinational oil and gas producing companies in Nigeria, bringing the total number to fifty (50) respondents. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient. The tests were carried out at a 0.05 significance level.

## DATA ANALYSIS AND RESULTS

The level of significance 0.05 was adopted as a criterion for the probability of accepting the null hypothesis in ( $p > 0.05$ ) or rejecting the null hypothesis in ( $p < 0.05$ ). The level of relationship between cooperative industrial relations atmosphere with each of the measures of organizational resilience is to examine the extent cooperative industrial relations atmosphere can impact on the outcome of each measure of organizational resilience.



**Table 1: Correlations Matrix for Cooperative Atmosphere and Organizational Resilience**

			Cooperative Atmosphere	Adaptive Capacity	Situation Awareness	Keystone Vulnerability Management	Dynamic Capabilities
Spearman's rho	Cooperative Atmosphere	Correlation Coefficient	1.000	.830**	.819**	.603**	.734**
		Sig. (2-tailed)	.	.000	.000	.000	.000
		N	45	45	45	45	45
	Adaptive Capacity	Correlation Coefficient	.830**	1.000	.612**	.873**	.664**
		Sig. (2-tailed)	.000	.	.000	.000	.000
		N	45	45	45	45	45
	Situation Awareness	Correlation Coefficient	.819**	.612**	1.000	.715**	.451**
		Sig. (2-tailed)	.000	.000	.	.000	.002
		N	45	45	45	45	45
	Keystone Vulnerability Management	Correlation Coefficient	.603**	.873**	.715**	1.000	.773**
		Sig. (2-tailed)	.000	.000	.000	.	.000
		N	45	45	45	45	45
	Dynamic Capabilities	Correlation Coefficient	.734**	.664**	.451**	.773**	1.000
		Sig. (2-tailed)	.000	.000	.002	.000	.
		N	45	45	45	45	45

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

**Source: SPSS Output**

**H<sub>01</sub>:** There is no significant relationship between cooperative industrial relations atmosphere and adaptive capacity of multinational oil and gas companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.830 on the relationship between cooperative atmosphere and adaptive capacity. This value implies that a very strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in adaptive capacity was as a result of the adoption of cooperative atmosphere. Therefore, there is a very strong positive correlation between cooperative atmosphere and adaptive capacity of multinational oil and gas companies in Nigeria.

Similarly displayed in the table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study

population. From the result obtained from table 4.21, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between cooperative industrial relations atmosphere and adaptive capacity of multinational oil and gas companies in Nigeria.

**H<sub>02</sub>:** There is no significant relationship between cooperative industrial relations atmosphere and situation awareness of multinational oil and gas companies in Nigeria.

Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.819 on the relationship between cooperative atmosphere and situation awareness. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in

situation awareness was as a result of the adoption of cooperative atmosphere. Therefore, there is a very strong positive correlation between cooperative atmosphere and situation awareness of multinational oil and gas companies in Nigeria. Also displayed in the Table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 1, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between cooperative industrial relations atmosphere and situation awareness of multinational oil and gas companies in Nigeria.

**H<sub>03</sub>:** There is no significant relationship between cooperative industrial relations atmosphere and keystone vulnerability management of multinational oil and gas companies in Nigeria

In addition, Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.734 on the relationship between cooperative atmosphere and dynamic capabilities. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in dynamic capabilities was as a result of the adoption of cooperative atmosphere. Therefore, there is a positive and strong correlation between cooperative atmosphere and dynamic capabilities of multinational oil and gas companies in Nigeria. Also displayed in the Table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 1, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between cooperative industrial relations atmosphere and keystone vulnerability management of multinational oil and gas companies in Nigeria.

**H<sub>04</sub>:** There is no significant relationship between cooperative industrial relations atmosphere and dynamic capabilities of multinational oil and gas companies in Nigeria.

Furthermore, Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.603 on the relationship between cooperative atmosphere and keystone vulnerability management. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in keystone vulnerability management was as a result of the adoption of cooperative atmosphere. Therefore, there is a positive and strong correlation between cooperative atmosphere and keystone vulnerability management of multinational oil and gas companies in Nigeria. Also displayed in the Table 1 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from Table 1, the sig- calculated is less than significant level ( $p = 0.000 < 0.05$ ). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between cooperative industrial relations atmosphere and dynamic capabilities of multinational oil and gas companies in Nigeria.

## DISCUSSION OF FINDINGS

The findings as presented in table 1 revealed that there is a significant positive relationship between cooperative atmosphere and organizational resilience of multinational oil and gas companies in Nigeria. This finding agrees with the study of Bryson (1999) and Guest (1997) who opined that cooperative employer–union relationships based on mutual gains can improve both the working lives of individuals and organizational outcomes, particularly firm performance. Co-operative employer–union relationships (Oxen bridge and Brown 2004) and mutual gains workplace practices (Kochan and Osterman 1994) have also been linked to enhanced organizational commitment and union

loyalty, where they are underpinned by trust, consultation, and information and communication sharing.

Similarly, the study also agrees with the work according to Danford *et al.* (2008) who explained that Partnership agreements' or 'workplace partnerships' founded on the notion of co-operative relationships and mutual gains have not, however, escaped criticism, with evidence pointing to a range of negative outcomes. These include: little positive impact on employees' satisfaction or sense of attachment, heightened workplace stress, more negative evaluations of union performance, and a lack of genuine partnership in the form of information sharing, trust and the sharing of power. These outcomes led Danford *et al.* (2008) to question the inevitability of mutual gains and the necessity of employer– union partnerships. Despite the fact that industrial relations atmosphere has been identified as a critical factor in understanding the dynamics of employee, union and management relationships, as noted above, there has been little empirical research conducted in Australia.

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## CONCLUSION AND RECOMMENDATION

This study concluded that cooperative industrial relations atmosphere impacts organisational resilience and other organisational outcomes. Implying that a positive industrial relations atmosphere promotes employee motivation, satisfaction, quality of work life and overall organizational resilience. The existence of a cooperative industrial relations atmosphere in multinational oil and gas companies in Nigeria produced a better relationship by positively enhancing organisational resilience.

The study recommended that managers of the oil and gas firms can improve the industrial relations atmosphere in their organisation for better individual and organisational outcomes through mutual agreements with unions and sincere implementation of agreements. Sincere implementation of agreements builds trust and commitment of employees to organisational goals which in turn builds resilience.

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