

**MANAGING THROUGH NEGOTIATION AND ORGANISATIONAL RESILIENCE AMONG
MULTINATIONAL OIL AND GAS FIRMS IN THE NIGER DELTA REGION, NIGERIA**

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Abstract

The study examined managing through negotiation and organisational resilience among multinational oil and gas firms in the Niger Delta Region, Nigeria. The study adopted a cross-sectional survey design, targeting 77 managers from administrative and operational offices of multinational oil and gas firms in the Niger Delta, with data collected via structured questionnaires. Using Spearman Rank Order Correlation, the findings revealed a significant positive relationship between negotiation and resourcefulness ($r = 0.744$, $p < 0.01$), as well as negotiation and adaptability ($r = 0.720$, $p < 0.01$). These results indicate that firms employing negotiation strategies are better able to mobilize internal and external resources, respond to crises, and adjust operations effectively. The study concludes that negotiation enhances organisational resilience by fostering trust, collaboration, and effective communication among stakeholders, thereby enabling firms to withstand disruptions, recover quickly, and maintain sustainable performance in a challenging environment. Recommendations include equipping managers with negotiation skills and involving relevant stakeholders in conflict resolution to further strengthen resourcefulness and adaptability.

Keywords: Negotiation, Organisational Resilience, Resourcefulness and Adaptability

INTRODUCTION

Organisational resilience is of prime importance in the oil and gas industry, especially for multinational firms operating in the Niger Delta region of Nigeria, where environmental volatility, socio-political tensions, and economic uncertainties are prevalent. This resilience is multidimensional thus has been studied using different measures (Su & Junge, 2023; Chen et al., 2021; He et al., 2023; Hillmann & Guenther, 2021). However, this study measured organisational resilience in terms of resourcefulness and adaptability. Resourcefulness denotes the ability to effectively mobilize and deploy resources during crises, while adaptability refers to the capacity to adjust operations and strategies in response to changing conditions.

In the Niger Delta region of Nigeria, where conflicts between oil companies and host communities frequently disrupt operations, organisational resilience depends significantly on how well firms manage these conflicts. Effective conflict management through negotiation fosters cooperative industrial relations, which has been shown to positively impact organisational resilience by promoting mutual understanding and reducing hostility (Okwudiri & Tamunomiebi, 2022). Various conflict management strategies such as integrating, obliging, and collaborating are linked with better relationships and improved organisational outcomes, while dominating or compromising approaches tend to harm these relationships and reduce effectiveness (Alozie & Kadiri, 2022; Oruwari, 2021; Odiwo et al., 2022; Achi & Ezekiel-Hart, 2024; Ukwuije et al., 2022).

Despite recognition of negotiation's role in managing conflicts, there is a notable gap in research specifically examining how negotiation strategies directly enhance organisational resilience among multinational oil firms in the Niger Delta (Okwudiri & Tamunomiebi, 2022; Anierobi, 2009); this study seeks to fill that gap by exploring the interplay between negotiation as a conflict management strategy and organisational resilience among multinational oil and gas firms in the Niger Delta Region, Nigeria.

Statement of the Problem

Multinational oil and gas firms operating in the Niger Delta region of Nigeria face persistent conflicts with host communities, which often result in operational disruptions, hostility, and financial losses. These conflicts stem from economic, social, political, and environmental factors and are frequently exacerbated by ineffective conflict management strategies such as dominating or avoiding approaches adopted by companies and government partners. Poorly managed conflicts undermine organisational resilience by limiting firms' ability to adapt and mobilize resources effectively during crises. While some studies highlight the positive impact of collaborative and integrative negotiation styles on improving relationships with host communities and enhancing organisational outcomes, there remains insufficient understanding of how negotiation-based conflict management directly contributes to building resilience in this challenging times. Additionally, intra-organisational conflicts within these firms have received limited scholarly attention despite their potential influence on external conflict dynamics. This gap underscores the need for focused research on how managing conflicts through negotiation can strengthen organisational resilience among multinational oil and gas companies in the Niger Delta. Addressing this problem is crucial for sustaining operations, fostering cooperative industrial relations, and promoting long-term development in the region.

Conceptual Framework

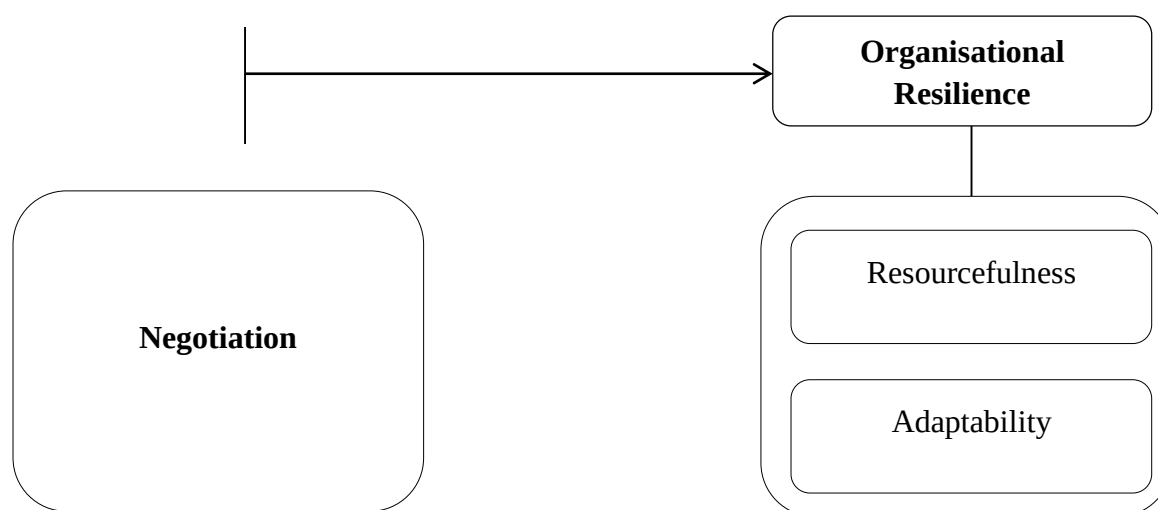


Fig. 1.1: Conceptual Framework Showing Relationship between Negotiation and Organisational Resilience

Source: Adopted from Kasianenko (2024); Chen et al. (2021);

Aim and Objectives of the Study

The aim of the study was to examine the relationship between negotiation and organisational resilience among multinational oil and gas firms in the Niger Delta Region, Nigeria. The specific objectives of the study were to:

1. determine the relationship between negotiation and resourcefulness among multinational oil and gas firms in the Niger Delta Region, Nigeria.
2. examine the relationship between negotiation and adaptability among multinational oil and gas firms in the Niger Delta Region, Nigeria.

Research Questions

The following research questions were raised for the study:

1. What is the relationship between negotiation and resourcefulness among multinational oil and gas firms in the Niger Delta Region, Nigeria?
2. How does negotiation relate with adaptability among multinational oil and gas firms in the Niger Delta Region, Nigeria?

Research Hypotheses

The following hypotheses were tested to guide the study:

- Ho₁: There is no significant relationship between negotiation and resourcefulness among multinational oil and gas firms in the Niger Delta Region, Nigeria.
- Ho₂: There is no significant relationship between negotiation and adaptability among multinational oil and gas firms in the Niger Delta Region, Nigeria.

REVIEW OF RELATED LITERATURE

Conceptual Review

Concept of Managing Through Negotiation

Negotiation is a fundamental conflict management strategy that involves a structured process where two or more parties with differing interests engage in dialogue to reach a mutually acceptable agreement. It serves as a civilized and constructive means of resolving conflicts by focusing on communication, understanding, and compromise rather than confrontation or avoidance (Kasianenko, 2024; Stakhova et al., 2025). Negotiation strategies can be broadly categorized into positional bargaining, which is adversarial and competitive, and integrative negotiation, which seeks win-win solutions by addressing the underlying interests of all parties involved (Kasianenko, 2024; Iriani et al., 2025; Aulia et al., 2024). Effective negotiation requires strong communication skills, emotional intelligence, and the ability to adapt to changing circumstances, all of which contribute to successful conflict resolution and improved organisational relationships (Haqi et al., 2025; Inayaturrehman et al., 2022).

In organisational settings, negotiation not only helps resolve disputes but also fosters collaboration, trust, and long-term cooperation among stakeholders, thereby enhancing overall organisational effectiveness (Stakhova et al., 2025; Kasianenko, 2024). The process typically involves stages such as preparation, establishing contact, discussion, agreement formulation, and evaluation of outcomes to ensure sustainable resolutions. Cultural factors also influence negotiation styles and preferences, highlighting the importance of cultural intelligence in managing conflicts across diverse environments (Soiti et al., 2025). Despite challenges such as power imbalances and individual egos that can hinder negotiations, adopting appropriate strategies tailored to specific conflict contexts can optimize outcomes. Finally, negotiation as a conflict management strategy transforms potentially destructive conflicts into opportunities for growth and innovation within organisations.

Concept of Organisational Resilience

The concept of organisational resilience refers to an organisation's capacity to anticipate, cope with, and adapt to unexpected disruptions and crises, enabling it to survive and thrive in volatile and uncertain environments. It is conceptualized as a meta-capability composed of multiple interrelated stages such as anticipation, coping, and adaptation, that together allow organisations to respond effectively to adversity and foster future success (Duchek, 2019). Resilience involves various dimensions including strategic, cultural, relational, learning, and capital resilience, which collectively enhance an organisation's ability to absorb shocks and recover quickly (Chen et al., 2021). The development of resilience depends on dynamic capabilities such as resourcefulness, flexibility, and the ability to transform operations in response to changing conditions (Su & Junge, 2023; Burnard et al., 2018). Digital transformation has been shown to support organisational resilience by improving systematic control during crises and fostering a culture of innovation and adaptability among employees (He et al., 2023).

Despite its growing importance, the concept of organisational resilience remains somewhat ambiguous due to diverse disciplinary perspectives and measurement challenges; however, it is widely recognized as critical for sustainability and long-term performance (Hillmann & Guenther, 2021; Hillmann, 2020; Raetz et al., 2021). Finally, resilient organisations not only withstand disruptions but also leverage them as opportunities for learning and growth, thereby enhancing their

overall robustness and competitive advantage in complex environments (Rai et al., 2021; Kantabutra & Ketprapakorn, 2021). In the light of the above resourcefulness and adaptability were discussed as measures of organisational resilience in the study.

Resourcefulness: Resourcefulness refers to the ability of a firm to effectively utilize available resources, knowledge, and capabilities to overcome challenges and respond to unexpected disruptions. It involves the capacity of managers and employees to think creatively, solve problems, and make effective decisions even under uncertain conditions. Resourceful organisations are able to mobilize human, financial, and technological resources quickly to sustain operations during crises. This capability also enables organisations to identify alternative solutions when conventional approaches fail (Burnard et al., 2018; He et al., 2023). Through resourcefulness, organisations can adapt their processes, reconfigure resources, and maintain service delivery despite environmental pressures. It encourages innovation, flexibility, and proactive problem-solving within the organisation. Consequently, resourcefulness strengthens an organisation's ability to survive, recover, and remain competitive in turbulent environments.

Adaptability: Adaptability refers to the ability of a firm to adjust its strategies, structures, and operations in response to changes in the internal and external environment. It reflects the capacity of organisations to recognize emerging challenges and opportunities and modify their activities accordingly. Adaptable organisations are able to respond effectively to technological changes, market fluctuations, and evolving customer demands (Duchek, 2019; Chen et al., 2021; Su & Junge, 2023). This capability enables organisations to reconfigure resources and processes to maintain performance during periods of uncertainty. Adaptability also encourages continuous learning and innovation among employees and management. Through this process, organisations remain flexible and responsive to environmental disruptions. Consequently, adaptability strengthens organisational resilience by enabling firms to survive, recover, and sustain competitiveness in dynamic environments.

Theoretical Review

The study was theoretically founded on social exchange theory. The theory was first proposed by George C. Homans in 1958 and later expanded by Peter Blau in 1964. The theory assumes that social interactions are based on the exchange of resources such as information, support, and rewards between individuals. It posits that people evaluate relationships by comparing the benefits they receive with the costs they incur. When the perceived rewards outweigh the costs, individuals are more likely to maintain cooperative relationships (Suhermin & Wulandari, 2019). The theory therefore suggests that trust, reciprocity, and mutual benefit are essential for sustaining positive organisational relationships.

Implications of Social Exchange Theory to the Study

The implications of the theory on this study are premised on the fact that workplace relationships are built on reciprocity, trust, and mutual benefit among individuals and groups. In multinational oil and gas firms operating in the Niger Delta region of Nigeria, negotiation as a conflict management strategy promotes dialogue, fairness, and mutual understanding among employees and management. Through negotiation, conflicting parties exchange ideas and resources to reach mutually beneficial outcomes, strengthening cooperation and relational commitment. Such collaborative relationships encourage employees to share knowledge and mobilize available resources, thereby enhancing organisational resourcefulness (Omene, 2021; Olotu et al., 2024). Additionally, constructive negotiation reduces hostility and promotes coordinated decision-making, enabling organisations to adjust their processes and strategies more effectively. Studies show that reciprocity, communication quality, and commitment within exchange relationships significantly enhance resilience capabilities in organisations. Consequently, negotiation-based conflict

management supports both resourcefulness and adaptability, thereby strengthening organisational resilience in multinational oil and gas firms operating in volatile environments like the Niger Delta.

Empirical Review

Olotu et al. (2024) explored the influence of negotiation as a conflict management strategy on organisational performance, with a focus on small and medium-sized enterprises in Benin City, Edo State, Nigeria. As conflict is an inevitable part of organisational life, especially in complex workplaces, effective negotiation becomes essential for maintaining a positive work environment. Using a cross-sectional survey design, data were collected from 59 respondents across various sectors, including construction, agriculture, and logistics. The study employed T-test correlation analysis via SPSS 20.0 to examine the relationship between negotiation practices and performance outcomes. Findings indicate a strong positive correlation (correlation coefficient of 0.420) between effective negotiation and enhanced organisational performance, demonstrating that constructive negotiation not only resolves conflicts but also fosters employee satisfaction, trust, and productivity. The results suggest that entrepreneurs and organisational leaders who prioritize negotiation can establish a collaborative work culture that supports long-term growth and success. This study concludes with recommendations for implementing negotiation training and fostering transparent, fair conflict resolution policies to further improve organisational outcomes.

Kariuki et al. (2023) examined the influence of negotiation conflict management strategy on teachers' productivity in public secondary schools in Uasin-Gishu County, Kenya. The study adopted correlational research design and targeted 156 principals and 1783 teachers from 156 public secondary schools. Krejcie and Morgan sample size determination formula was used to attain a sample size of 427 respondents. The study employed purposive sampling, stratified and simple random sampling approaches. Data was collected using questionnaires. The study used mean, standard deviation, frequencies and percentages and Pearson Correlation Analysis to analyze data which was presented in tables. The study found out that there was a significant positive correlation between negotiation and teachers' productivity ($r = .525$; $p = .000$) in secondary schools in Uasin-Gishu County. The paper concluded that there was a significant positive correlation between negotiation as a conflict management strategy and teachers' productivity in secondary schools in Uasin-Gishu County showing that negotiation conflict management strategy positively enhances teachers' productivity in secondary schools. The paper recommends that principals of secondary schools need to adopt conflict management approaches that strongly advocate for negotiation of all arising issues to ensure that compromise is easily reachable. This could be helpful in guiding management decisions and choices as to the most effective conflict management strategies to apply to resolve existing workplace conflicts.

Shehu-Usman et al. (2024) evaluated how conflict management strategies influence organisational performance, using the Federal Roads Maintenance Agency (FERMA) as a case study. The objectives of this study are to determine the relationship between conflict management strategies, specifically, avoidance strategy, collaboration strategy, compromising strategy, and accommodation strategy and organisational performance. The study reviewed relevant theoretical and empirical literature, drawing its theoretical framework from contingency theory. The research design employed a survey research technique, with a close-ended questionnaire serving as the principal instrument for data collection. Utilizing Taro Yamane's formula, the established sample size for this study included 235 staff members of FERMA. Hypotheses were tested using regression analysis as the selected statistical method. The study found a significant positive relationship between organisational performance and all the examined conflict management strategies, namely avoidance strategy, collaboration strategy, accommodation strategy, and compromising strategy. In light of the study's results, it is recommended that managers consider employing the identified conflict management techniques due to their demonstrated effectiveness in effectively handling conflicts within organisational settings.

Kalu and Queen (2024) examined the relationship between conflict management strategies and organisational performance in oil and gas firms in Rivers State. The study adopted correlational survey research design. The population of the study constitutes the elements within the study unit. The population of the study comprised twenty-five (25) oil and gas companies. The data for this study were collected through primary data source; the questionnaire was the instrument used in collecting primary data. A total of one hundred and twenty-five copies of the questionnaire were distributed in a frame of 5 copies per firm. Reliability analysis was performed on the data using the Cronbach Alpha coefficient and it stood at 0.88. The data collected for the study were analyzed through descriptive and inferential statistics. The Spearman Rank-Order Correlation was adopted. The findings revealed a significant relationship between accommodation strategy and organisational performance of oil and gas firms in Rivers State. Also, a strong significant linear relationship was revealed between collaboration strategy and organisational performance of oil and gas firms in Rivers State. The study concludes that oil and gas firms should embrace collaboration and accommodation strategy as preferred strategies for effective conflict management within the organisational context. The study recommends that oil and gas firms should focus on increasing the utilization of conflict management strategies like collaboration and accommodation strategy to increase organisational performance.

Knowledge Gap

Studies related to negotiation have been carried out (Olotu et al., 2024; Kariuki et al., 2023; Shehu-Usman et al., 2024; Kalu & Queen, 2024). However, from extant literature, the relationship between negotiation and organisational resilience among multinational oil and gas firms in the Niger Delta Region, Nigeria is yet to be established. Therefore, there is need for such empirical study to be carried out in order to establish its evidence of relationship.

METHODOLOGY

The study adopted the cross sectional survey research design. The population of the study was 77 managers from administrative and operational offices of multinational oil and gas firms in the Niger Delta Region of Nigeria. The information was obtained via enquiry from Human Resource Department of the understudied firms. The entire population was used as the sample for the study as the researcher purposely selected (operations, human resources, project/field, logistics/procurement and health, safety, and environment (HSE) managers from each firm under study. Data were collected through primary (questionnaire) and secondary (textbooks, journal articles and internet). A structured questionnaire titled "Negotiation and Organisational Resilience Index (NORI)". The questionnaire was designed in four point likert rating scale format with the following response options: Strongly Agreed (SA) 4, Agreed (A) 3, Disagreed (D) 2, and Strongly Disagreed (DS) 1. The instrument was validated by two management experts. The reliability coefficient of the instrument (0.74) was elicited using Cronbach Alpha. Spearman Rank Order Correlation Coefficient (r) was used for the test of hypotheses. Out of the questionnaires administered, the researcher was able to retrieve 64(83%) copies. A bivariate analysis (test of hypothesis) was done using SPSS Version 25 at 0.01 level of significance.

RESULTS AND DISCUSSION OF FINDINGS

H₀₁: There is no significant relationship between negotiation and resourcefulness among multinational oil and gas firms in the Niger Delta Region, Nigeria.

Table 1 Relationship between Negotiation and Resourcefulness

	Negotiation	Resourcefulness
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Negotiation	Correlation	1.000	.744**
	Coefficient		
	Sig. (2-tailed)	.	.000
Resourcefulness	N	64	64
	Correlation	.744**	1.000
	Coefficient		
	Sig. (2-tailed)	.000	.
	N	64	64

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

Source: Survey Data, 2026

Table 1 above shows r value of 0.744 at a significance level of 0.00 which is less than the chosen alpha level of 0.01. Since the significance value 0.000 is less than the alpha level of 0.01, the null hypothesis (H_{01}) which states that there is no significant relationship between negotiation and resourcefulness among multinational oil and gas firms in the Niger Delta Region, Nigeria was rejected and the alternate hypothesis accepted. This implies that there is a significant relationship between negotiation and resourcefulness among multinational oil and gas firms in the Niger Delta Region, Nigeria.

H_{02} : There is no significant relationship between negotiation and adaptability among multinational oil and gas firms in the Niger Delta Region, Nigeria.

Table 2 Relationship between Negotiation and Adaptability

		Negotiation	Adaptability
Negotiation	Correlation	1.000	.720**
	Coefficient		
	Sig. (2-tailed)	.	.000
Adaptability	N	64	64
	Correlation	.720**	1.000
	Coefficient		
	Sig. (2-tailed)	.000	.
	N	64	64

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

Source: Survey Data, 2026

Table 2 above shows r value of 0.720 at a significance level of 0.00 which is less than the chosen alpha level of 0.01. Since the significance value 0.000 is less than the alpha level of 0.01, the null hypothesis (H_{02}) which states that there is no significant relationship between negotiation and adaptability among multinational oil and gas firms in the Niger Delta Region, Nigeria was rejected and the alternate hypothesis accepted. This implies that there is a significant relationship between negotiation and adaptability among multinational oil and gas firms in the Niger Delta Region, Nigeria.

Discussion of Findings

The analyses of data revealed that there is a significant relationship negotiation and organisational resilience among multinational oil and gas firms in the Niger Delta Region, Nigeria. This finding is in line with the view of Olotu et al. (2024) which asserted that effective negotiation and enhanced organisational performance, demonstrating that constructive negotiation not only resolves conflicts but also fosters employee satisfaction, trust, and productivity. From the precedents, it is established that negotiation has not been linked to organisational resilience in previous studies. However, from the present study, it is evidential to note that negotiation fosters cooperative industrial relations and reduces host community tensions among oil and gas firms. By adopting collaborative and integrative negotiation approaches rather than dominating or avoiding tactics, firms can build trust and mutual

understanding with local communities, which helps prevent disruptions such as protests, vandalism, and kidnappings that threaten operations (Oruwari, 2021; Alozie & Kadiri, 2022). This cooperative atmosphere enables companies to better anticipate and respond to crises, thereby improving their adaptive capacity and dynamic capabilities in a volatile environment (Okwudiri & Tamunomiebi, 2022).

Negotiation facilitates the alignment of interests through mutual agreements, which strengthens social license to operate and supports long-term sustainability of oil exploration activities (Emmanuel et al., 2020; Achi & Ezekiel-Hart, 2024). Moreover, effective negotiation helps firms mobilize internal and external resources efficiently during conflicts, enhancing their resourcefulness in managing both community-related and intra-organisational disputes (Georgewill, 2021; Odiwo et al., 2022). The resulting positive industrial relations atmosphere contributes significantly to organisational resilience by enabling firms to maintain operational continuity despite socio-political challenges inherent in the Niger Delta region (Okwudiri & Tamunomiebi, 2022). Finally, negotiation transforms conflict from a threat into an opportunity for building stronger relationships and adaptive strategies essential for survival in this complex context.

CONCLUSION

Managing through negotiation enhances organisational resilience by fostering collaboration, trust, and effective communication among employees and management. It enables organisations to resolve disputes constructively, ensuring that resources, knowledge, and ideas are shared efficiently. Through negotiation, firms become more resourceful, as employees can mobilize and utilize available assets to address challenges. It also strengthens adaptability, allowing organisations to adjust processes and strategies in response to changing environmental conditions. Consequently, negotiation supports the organisation's ability to withstand disruptions, recover quickly, and maintain sustainable performance.

RECOMMENDATIONS

Based on the conclusions, the following recommendations were made:

1. Multinational oil and gas firms should equip managers and staff with effective negotiation and active listening skills to facilitate clear, constructive dialogue during conflicts as such would enhance their resourcefulness.
2. Multinational oil and gas firms should involve relevant stakeholders in negotiations to leverage diverse perspectives and knowledge, improving adaptability and problem-solving capacity.

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