

TRIADIC MUTUALLY ASSISTED DESTRUCTION IN NIGER DELTA REGION: SPDC AND HOST COMMUNITIES PERSPECTIVES

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ABSTRACT

The Niger Delta region has experienced numerous crises and conflicts over the years due to perceived neglect and other factors. The focus of this study is to examine the impact of Triadic Mutually Assisted Destruction in Niger Delta Region: SPDC and Host Communities Perspectives. The study review extant literature on Triadic Mutually Assisted Destruction conflict management strategies such as alternative dispute resolution and corporate social responsibility and their influence on organizational performance, the study also review relevant theory and empirical work carried out in this area of study. The findings indicate a significant positive effect of the corporate social responsibility and alternative dispute resolution on organizational performance, and concluded, that SPDC should consider the preferences of the host communities to foster peace in the Niger Delta region, the study recommended that a grassroots approach should be given cognizance to ensure comprehensive effectiveness.

Keywords: Corporate Social Responsibility, Alternative Dispute Resolution, Organizational Performance

1. INTRODUCTION

Triadic Mutually Assisted Destruction is a recurring decimal in all human relationships, be it in the family, institution or organization. In every organization, Triadic Mutually Assisted Destruction is always present in as much as persons, stakeholders with diverse stake or interest must work together. Shell Nigeria Petroleum Exploration and Development Corporation (SPDC), like any other modern institution is not without potential negative features, incompatible behaviors and conflicts that might be counter-productive and give rise to inefficiency, ineffectiveness or dysfunctional consequences in the fulfillment of goals and objectives. Iyamabhor, Ogundare, Ejimofor, and Ofunne, (2024) According to Ojo, Mustapha, Jane, & Abifarin, (2021), Triadic Mutually Assisted Destruction constitute range of attitude and behavior that is in opposition between working people as well as owner/managers on the other. It appears to be a state of disharmony on issues of substance or emotional antagonism arises due to anger, personality clashes or mistrust. Irrespective of the issues leading to conflict, industrial conflicts seem to produce considerable effects on organizations and should be consciously managed. According to Ojo et al (2021) communication is necessary for conducting business in an efficient manner. Every business consists of two types of communication: external communication that is channeled to the key players within business environment, and internal or organizational communication that is channeled to employees. However, is not possible to think of internal communication without conflicts (Iyamabhor, Ogundare, Akpubi &Ogbor, 2023)

It is generally presumed that most organization has failed to deliver on the purposes for which they were created, especially in developing countries. Arguably, Niger Delta region has witnessed number of crises and Triadic Mutually Assisted Destruction over the years as a result of perceived neglect and other factors. These include, but not limited to severe economic deprivation and social exclusion in sharp contrast to the enormous wealth of the area. Others include environmental degradation, lack of infrastructural facilities, inadequate functional educational system and deplorable socio-economic standard in the region. Specifically, the situation in Niger Delta region is that of a neglected area in spite of the huge wealth made away by the multinational oil corporations, especially the expatriates that also live in affluence and the politicians. These developments have led to series of Triadic Mutually Assisted Destruction between the oil producing firms and their host communities. However, while the general objective of this study is

to examine Triadic Mutually Assisted Destruction management strategies and organizational performance, in SPDC and its host communities in Niger Delta area of Nigeria, the specific objectives geared towards examining if corporate social responsibility, as Triadic Mutually Assisted Destruction management strategy affect organizational performance, and to ascertain if alternative dispute resolution as Triadic Mutually Assisted Destruction management strategy affects organizational performance. For clarity and conciseness, the study will be organized into four sections as follows:

Section one, an introduction of the research study. It consists of an overview or background of the study, statement of the problems which the study seeks to provide answers to, and objective of the study, section two, a review of relevant literature and empirical review of renowned authors in this field of study, section three consists of discussion of findings, while section four is the last section of the work and is made up of the researcher's discussion and conclusions.

2. LITERATURE REVIEW

2.1 Concept of Triadic Mutually Assisted Destruction Management

Triadic Mutually Assisted Destruction may be seen as a result of a dynamic relationship between interested parties, struggling to gain control of valuable resources (Awan & Sher, 2015). Triadic Mutually Assisted Destruction arises when persons or groups in a defined environment seek divergent interests, goals and ambitions.

When there is a change in the social environment, for instance, the discovery of new resources from development in the physical environment, a fertile ground for Triadic Mutually Assisted Destruction is created. The ensuing Triadic Mutually Assisted Destruction usually involves groups who are interested in using the new resources to achieve their goals. He further explains Triadic Mutually Assisted Destruction as a conscious act in which personal or group contact and communication are involved.

2.2 Sources of Triadic Mutually Assisted Destruction

Ron (2000), early reviews in the area of Triadic Mutually Assisted Destruction resolution identified large number of schemes for describing sources or types of disharmony.

2.2.1 Stakeholders, Sources of Power and Legitimacy

Shareholders play a crucial role in corporate governance, influencing decision-making and strategic direction. Their power and legitimacy stem from various sources, including legal rights, financial investments, and social expectations. Organizations are made up coalitions-groups of individuals pursuing certain and diverse interest. Also, organizations exist as arena for exercise of power and this power is exercised in the pursuance of individual or group goals. However, one cannot understand the mechanisms shaping conflicts in an organization without understanding the various sources of power opened to the stakeholders and how each of them mobilizes and makes use of power within his/her disposal in the process of managing conflict. Morgan (1997) explain the following important sources of power: formal authority, use of organizational structure, rules and regulations, control of decision processes, use of knowledge and information, control of technology, interpersonal alliances, networks, and control of “informal organization”, control of counter-organizations, symbolism and the management of meaning, gender and the management of gender relations, structural factors that define the stage of action and the power one already has.

2.3 Resource Exploration, Triadic Mutually Assisted Destruction and Criminality in Warri and its Environs

Since the 1990s, oil exploration in Niger Delta has provoked unprecedented responses of disharmony and crime. There are various dimensions to the reactions, as political mobilization and armed struggle for redress have taken forms that sometimes verge on criminality, even though the grievances and claims of marginalization are legitimate. Crime, violence, and guerrilla warfare often become inevitable in the context of conflict. Careful observation, as noted by Ikenyei (2017), reveals that the oil boom and its exploration have disrupted previously peaceful communities, with leaders clashing over land ownership and supremacy. Additionally, oil exploration activities have significantly degraded the environment. As companies concentrated on maximizing oil revenues, the forest and surrounding rivers are polluted by effluents and waste from oil installations, the

forest which were used as the refrigerator, bath room, the bole hole, relaxation sports and convenience room has been degraded by oil exploration activities, to make a living become difficult and almost impossible as their source of livelihood is destroyed. There is distortion in social and economic fabrics of the local people. Insecurity of lives and the environment create tension in the heart of the affected and concerned citizens. This situation is made worse with violation of human right. Faced with blocked opportunities, hunger and frustration, members of host communities who are worst affected become aggressive and destructive. Out of frustration, they devise and employ unconventional methods to draw the attention of relevant authorities in an effort to improve their living conditions. It can be argued that Warri and other communities in the Niger Delta region bear the brunt of severe oppression and brutality from multinational corporations and the government, often resulting in loss of lives (Ikenyei, 2017). Despite over 40 years of oil production and the generation of hundreds of billions of dollars in oil revenue, the host communities remain in abject poverty, lacking basic amenities such as roads, water, and electricity. Although Niger Delta has a long history of violence, the situation has gone from bad to worse to disastrous recently to the emergence of armed militant group willing to kill as part of their campaign for a greater share of the regions oil wealth, the campaign for control of oil wells has generated a lot of conflict in which horrendous crime are committed. Thus, discovery and exploration of oil and other resources in Warri, prominent personalities in various communities began to shift boundaries in order to benefit from oil royalties. This has resulted in a series of fatal conflict among erstwhile united ethnic nationalities that have lived peacefully prior to the onset of oil exploration (Iyamabhor, et al, 2023).

2.4 Niger Delta Region and the Current State of Triadic Mutually Assisted Destruction

The crude oil clime in Nigeria is manifestly dominated by the Transnational oil companies (TNC) as today represented by the likes of Shell Petroleum Development Corporation of (SPDC), Chevron Nigeria Limited (CNL), Exxon Mobil Nigeria Unlimited, and few others. Beside those within TNCs categorization, another group within the oil and gas sector that harbors those categorized as lesser players by virtue of their limited oil production capacities, including very weak economic and political influence in Nigeria when compared with the respective particulars within the TNCs bloc. This group which we have describe as lesser players are in all honesty new entrants to the crude oil theater in Nigeria; and thus, contribute very infinitesimal to the

unwholesome devastations arising from oil and gas activities in the region. Ikenyei (2017), explain That Niger Delta region including its coastal belt has scientifically been confirmed to constitute one of the world's fragile spots in the ecosystem. Its mangrove forest remains third largest in the entire world such that it has sustained lives therein from pre-historic era. It is this ecosystem in all its fragility including the environment, that has since the mid-fifties been victims of devastation through prospecting, exploiting and transporting of crude oil and gas by oil companies. Such hostile activities which are necessary consequences of crude oil search and extraction have inadvertently turned the region into an endangered zone such that it is gradually losing its nature capacities, including lives being gradually snuffed out of all species of living organism therein; with once robust mangrove vegetation gradually disappearing. Example is the artificial canals that are usually being dug in oil producing areas as parts of the activities to search, extract and transport crude oil and gas. The consequences devastating includes among others; artificial merging of natural channels of fresh and salt waters including the resultant loss of vegetation, agricultural potentials/fertility, marine and wild lives, undermining ecological balance that has historically sustained lives, and displacement of the populace among others. In addition to the above mention macabre conditions that host communities now contend with, there is the gaseous aspect resulting from endless gas flaring and consequent roasting of all around it including polluting the atmosphere with methane, carbon dioxide and other greenhouse gases, acid rain, polluted waters, among others. Included in the relationship between host communities and their oil-producing counterparts are the negative impacts of over five decades of aging pipelines that crisscross these communities and their waterways, many of which are in urgent need of repair. spill resulting from over stretched pipe, and sabotage in recent years, including the consequent destruction of aquatic lives, among other (Iyamabhor, et al, 2024).

2.5 Stakeholders and Triadic Mutually Assisted Destruction Management

Stakeholder is an individual or a group that has one or more of the various kinds of stakes in a business. Since stakeholders might be impacted by the actions, decisions, policies, or practices of the business firm, these stakeholders also may affect the organization's actions, decisions, policies, or practices. With stakeholders, therefore, there is a potential two-way interaction or exchange of influence.

2.5.1 Triadic Mutually Assisted Destruction Management Strategy

According to Iyamabhor, Ogbor, and Awosigho, (2021), a positive approach to organizational Triadic Mutually Assisted Destruction is essential. This involves explicitly encouraging opposition to ideas, as well as stimulating and resolving conflicts. Even if this perspective is not universally held, Triadic Mutually Assisted Destruction management in organizations remains inevitable due to forces both within and outside the organization. External environmental changes often require a reshuffling of priorities and resource allocation among internal subunits, which can shift the balance of power and influence. Therefore, rather than avoiding conflict, organizations should focus on managing or reducing it for their benefit. Omisor and Ashimi (2014) outline several managerial strategies for conflict management, aimed primarily at addressing its causes. One key strategy is controlling the Context: to minimize conflicts arising from organizational design and layout, management must implement sound procedural strategies that institutionalize and channel conflicts. If conflicts are a normal aspect of organizational life, then effective procedures for resolving them must be established.

2.5.2 Triadic Mutually Assisted Destruction Resolution in Nigeria

Conflict resolution in Nigeria encompasses both traditional and modern mechanisms aimed at addressing disputes ranging from interpersonal disagreements to large-scale communal conflicts. Understanding the interplay between these approaches is crucial for developing effective strategies to promote peace and stability.

This study's focal point is Triadic Mutually Assisted Destruction resolution, defined as the tools, methods, art, or style of addressing conflicts. According to Iyamabhor et al. (2021), a union leader at PHCN stated that the best way to manage Triadic Mutually Assisted Destruction is to prevent crises.

2.6 Traditional Conflict Resolution Mechanisms

2.6.1 Role of Traditional Institutions

Traditional Nigerian societies have long relied on indigenous institutions such as elders, chiefs, priests, and secret societies to mediate conflicts. These figures command respect and authority,

facilitating resolutions that are culturally relevant and widely accepted, Iyamabhor et al. (2021)

2.7 Modern Conflict Resolution Mechanisms

2.7.1 Legal and Institutional Frameworks

The introduction of formal legal systems during colonial times established courts and law enforcement agencies to handle disputes. These modern mechanisms operate based on codified laws and procedures, offering structured avenues for conflict resolution.

2.7.2 Challenges in Modern Approaches

Despite their structured nature, modern mechanisms face challenges such as:

Accessibility Issues: Legal processes can be costly and time-consuming, deterring some individuals from seeking formal resolution.

Cultural Disconnect: Formal procedures may not align with local customs and values, leading to resistance or non-compliance.

Limited Effectiveness in Communal Conflicts: Modern systems sometimes struggle to address deep-seated communal disputes that require nuanced understanding of local dynamics.

2.8 Corporate Social Responsibility (CSR) as an Approach

Corporate Social Responsibility (CSR) is a strategic approach wherein businesses integrate social, environmental, and ethical concerns into their operations and interactions with stakeholders. Over the years, CSR has evolved from voluntary philanthropic activities to a core element of corporate strategy and governance. CSR originated from business ethics, initially focusing on internal issues such as discrimination and workers' rights (Tengblad & Ohlsson, 2009). It has since expanded to include external participation in value creation, societal welfare, donations, and environmental protection (Sotorrio & Sánchez, 2008; Ganescu, 2012). Additionally, CSR promotes pollution reduction, recycling, and safeguarding the environment (David, 2019).

2.9 Alternative Dispute Resolution as an Approach

Alternative Dispute Resolution (ADR) refers to a range of dispute resolution processes outside traditional litigation, such as mediation, arbitration, negotiation, and conciliation. ADR is increasingly recognized for its ability to provide faster, cost-effective, and flexible dispute resolution while reducing the burden on courts. Alternative dispute resolution (ADR), also known as external dispute resolution in some countries, encompasses processes and techniques that enable disputing parties to reach an agreement without resorting to litigation. Ebe, Iyiola, and Osibanjo (2014) note that ADR approaches aim to involve the parties in resolving their conflict, increasing the likelihood that all will be satisfied with the outcome, unlike a decision imposed by a manager or judge.

2.10 Organizational Performance

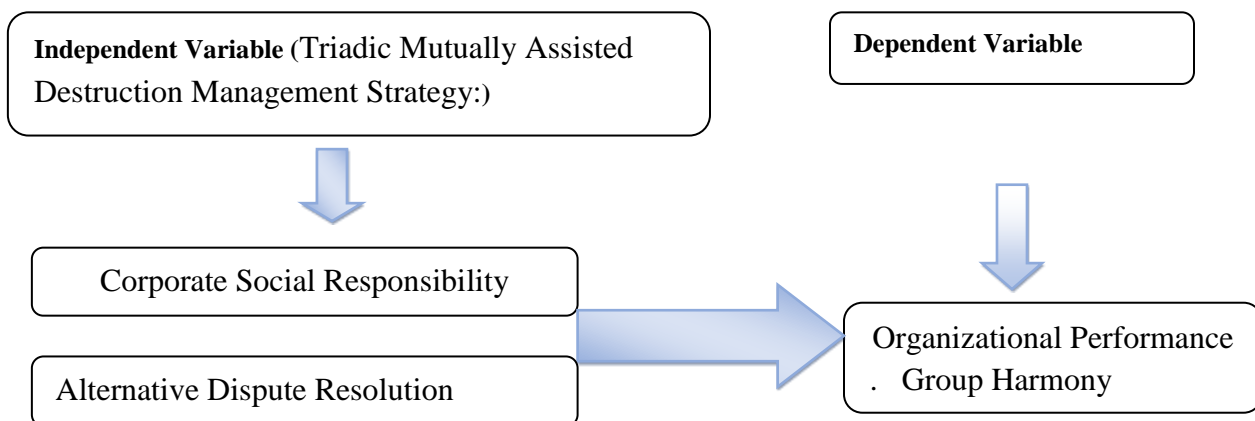
Organizational performance is the achievement of objectives by an association. Organizational performance is an aggregate exertion by every one of the assets inside the firm. The performance will be determined by how these resources are utilized. Organizations foster performance by paying attention to how resources are gathered and utilized. Firm performance is a multifaceted concept. Kaplan and Norton developed the balanced scorecard as a model that incorporates monetary and non-monetary metrics of performance (Ogundare & Ughovero, 2023). The balanced scorecard has four components that can be used to evaluate an organization's performance: financials, client care, inside business cycles and learning and development.

Ebe et al. (2014) argue that organizational performance is a crucial variable in management research and serves as a primary indicator of an organization's success. Despite its prevalence in academic literature, the definition of organizational performance varies, making it difficult to establish a universally accepted definition. Generally, it consist the actual results of an organization compared to its intended goals (Klaas & Mah, 2014). In this study, performance is measured in terms of group harmony.

2.11 Stakeholder Interests, Triadic Mutually Assisted Destruction Management, and Organizational Performance

The stakeholder concept emphasizes that a business organization's activities extend beyond mere market transactions to involve cooperative endeavors among diverse groups. A firm is an entity through which various individuals and groups strive to achieve their objectives. The firm continuously interacts with its stakeholder groups, and its success largely depends on effectively managing these relationships (Iyamabhor et al., 2021). In today's competitive global business environment, stakeholders encompass a wide array of individuals and groups. From a business perspective, certain stakeholders have legitimate interests or claims on the firm's functions, such as stockholders, employees, and customers. However, in a pluralistic society, other stakeholders

include competitors, suppliers, community members, special-interest groups, the media, government agencies, and the public. The interests of these stakeholders significantly influence organizational performance.



Conceptual Model

Source: Researcher's model (2025).

2.12 Corporate Social Responsibility, Triadic Mutually Assisted Destruction Management Strategy, and Organizational Performance

The term corporate social responsibility (CSR) is not a new concept; it is linked to social enterprise practices that date back to the Victorian era in England and gradually spread across Europe under the slogan of "social cooperative" (Cornelius et al., 2008). Recently, the concept has expanded to encompass a range of activities that organizations must undertake, whether voluntarily or mandatorily (Waagstein, 2011). Pressure from stakeholders, combined with regulations from various national and international organizations focused on human rights and environmental protection, has compelled organizations to make ethical and legal decisions (Garcia et al., 2008). This has led organizations to prioritize not only effectiveness and efficiency but also social responsibility initiatives (Fooks et al., 2013). The complexity of these issues is compounded by shifting public priorities and desires (Lattimore, 2012). Additionally, organizations face the challenge of balancing shareholders' profit expectations with their commitment to social responsibility. Regardless of the ongoing debate, Fooks et al. (2013) argue that "Corporations are economic entities, to be sure, but they are also social institutions that must justify their existence by their overall contribution to society."

2.13 Alternative Dispute Resolution as a Triadic Mutually Assisted Destruction Management Strategy and Organizational Performance

In organizational settings, conflicts often involve multiple parties with interdependent interests, leading to complex disputes that can be detrimental to performance and relationships. The concept of "Triadic Mutually Assisted Destruction" (TMAD) refers to scenarios where three entities are engaged in a conflict that, if unresolved, could result in mutual harm or organizational decline. Alternative Dispute Resolution (ADR) mechanisms, such as mediation, arbitration, and conciliation, offer pathways to manage such multifaceted disputes effectively.

Broadly defined, alternative dispute resolution (ADR) encompasses methods for settling conflicts based on interests rather than power (Rowe, 1996). ADR includes any process of dispute resolution outside formal adjudication, such as court litigation or administrative proceedings (Rowe, 1996). As interest in ADR has grown, many organizations have adopted mechanisms like arbitration to avoid formal court actions. For instance, disputes over copyright, obscenity, and free expression

are increasingly addressed through ADR (Moh, Irwandi, and Avid, 2019). Looking ahead, a key area of research policy debate may focus on whether ADR procedures can provide due process and fair Triadic Mutually Assisted Destruction resolution systems that complement existing private and public legal structures (Moh et al., 2019).

2.14 Theoretical Review

2.14.1 Theory of Self-Enlightenment

Self-enlightenment theory emphasizes the need for organizations to educate their various stakeholders about the negative consequences of Triadic Mutually Assisted Destruction in the absence of peace and harmony (Moh et al., 2019). This theory advocates for a proactive approach, where organizations develop and implement strategies that inform stakeholders interests, By doing so, organizations can minimize costs associated with conflict by sensitizing stakeholders positively rather than waiting for conflicts to arise before negotiating solutions.

The exploration of self-enlightenment spans various disciplines, each offering unique insights into the nature of self-awareness and personal transformation. While theoretical frameworks provide foundational understanding, empirical studies contribute to a nuanced appreciation of self-enlightenment's impact on well-being. Ongoing interdisciplinary research is essential to deepen our comprehension of this complex phenomenon.

2.15 Empirical Review

Moh et al. (2019) explored corporate social responsibility (CSR) and the potential for social conflict in mining communities. Mining companies, as business units, are required to implement CSR initiatives. Effective CSR practices can enhance a company's brand image within the community and reduce the potential for conflict with local residents. The study examined the relationship between CSR implementation and social conflict in various mining areas in Indonesia, revealing that CSR programs can significantly mitigate both vertical and horizontal conflicts within communities.

David and Deborah (2019) investigated strategic conflict management in workplace dispute resolution in Wales. Their research focused on the relationship between organizational strategy and conflict management approaches, using a large-scale survey of companies in Wales. The study found that firms with a unitary, often anti-union orientation tend to adopt strategic choices regarding conflict management. Conversely, organizations that embrace high-road HR approaches are likely to take intentional strategies in addressing conflicts.

Ogbor, Iyamabhor, and Awosigho (2020) examined conflict management within organizational theory, utilizing the stakeholder perspective as a framework. They critically assessed three dominant schools of organizational thought: rational, natural, and open system perspectives, highlighting their relevance to conflict management. Rational viewpoint was deemed inadequate for understanding organizational conflict dynamics, while the natural and open viewpoint proved more effective. The authors recommended nine guiding principles for stakeholder treatment in conflict resolution processes, emphasizing cooperation and proactive engagement.

3. DISCUSSIONS OF FINDINGS

The findings which represent result of the analysis carried out, point to the outcome of Triadic Mutually Assisted Destruction Management strategies like corporate social responsibility and alternative dispute resolution management strategies. In SPDC, corporate social responsibility and alternative dispute resolution management strategies improve organizational performance. Organizational performance is positively correlated with Triadic Mutually Assisted Destruction Management strategies, according to the findings.

The findings are in conformity with the work of Obasan, (2011) and Ogbor (2021) who found that there is a significant relationship between conflict management and employee performance but it was not in line with the findings of Ebe and Fajana (2014) who found insignificant relationship between conflict management and employee performance. The study is also in line with the contemporary theory of self-enlightenment which emphasizes the need for organizations to educate their various stakeholders about the negative consequences of Triadic Mutually Assisted Destruction in the absence of peace and harmony (Moh et al., 2019). This theory advocates for a

proactive approach, where organizations develop and implement strategies that inform stakeholders about their interests, by doing so, organizations can minimize costs associated with Triadic Mutually Assisted Destruction by sensitizing stakeholders positively rather than waiting for Triadic Mutually Assisted Destruction to arise before negotiating solutions.

4.1 DISCUSSION AND CONCLUSION

Based on the findings, the study concludes that the Triadic Mutually Assisted Destruction management strategies employed by the selected oil company, SPDC, are effective and significantly aid in preventing and resolving disharmony in the Niger Delta. However, a grassroots approach could further enhance these strategies.

In conclusion, the adoption of ADR strategies, particularly those emphasizing collaboration and compromise, has proven effective in managing triadic conflicts within Nigeria's oil and gas industry. These approaches not only facilitate equitable dispute resolution but also enhance organizational performance by promoting a cooperative and efficient work environment.

Given the complexity of conflicts involving oil companies, host communities, and governmental bodies, effective dispute resolution is crucial for sustainable operations. To enhance the management of triadic mutually assisted destruction (TMAD) scenarios, the following recommendations should be considered:

Oil companies should institutionalize corporate social responsibility (CSR) and alternative dispute resolution (ADR) strategies such as mediation, arbitration, and conciliation to handle disputes efficiently.

Companies should adopt an inclusive dialogue approach, involving government agencies, local leaders, and community representatives in decision-making. Oil firms should collaborate with regulatory bodies to strengthen conflict resolution policies, ensuring compliance with international best practices. The government should enforce laws on environmental protection, compensation, and fair resource allocation to mitigate disputes.

Organizations should engage in practices that benefit society, such as charitable contributions and environmentally friendly operations. SPDC should prioritize the welfare of host communities to minimize Triadic Mutually Assisted Destruction that could disrupt operations, and as well enhance their image by fostering effective communication, resolving disharmony promptly, negotiating during disputes, and honoring commitments.

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