

body to recover its size and shape after being subjected to adversity or stress. But to us, it is the ability and tenacity of a body to persevere in the face of adversity.

Reivich & Shatte (2002) and Brooks & Goldstein, (2004) investigation on resilience in adults dealing with stressful situations shows that resilience behaviour enables someone to bounce back in the face of adversity and stress. The implication of the existence of this type of rare behavioural tendency in the foundation of individual behaviour is strategic in nature. Thus, it provides the organization with competitive advantage since they have a remarkable tenacity to persevere in the face of adversity or stress. It therefore, behoves on the Human Resource Development professionals to develop and sustain this type of behavior amongst its workforce. Hence, employees play important role in addressing change (Shin, Taylor & Seo, 2012).

Adaptability

Adaptability - Practically, resilient people are those who are usually aware of and sensitive to the changes and happenings in their environment. In Koontz and Weihrich, (1999) they succinctly put that organization does not completely isolate itself from its operating environment, thus, there is a mutual reliance. However, this mutual reliance presents the organization with opportunities and adversity of variable degrees. Hence, adversity is associated with strains and pressures; it requires a progressive adaptive capacity from the organization and its employees to synchronize such changes. This is because; adaptation is a major driver of a sustained resilient behaviour. Specifically, studies indicate that resilient individuals are better equipped to cope with constantly changing workplace (Tugade & Fredrickson, 2004) therefore the employees must be influenced to act in the favour of the organization's objectives. Denison, (2007) define adaptability as translating the demand of business environment into action. To survive and make profit, organizations and their employees need to continuously adapt to the different levels of environment uncertainty (Amah & Baridam, 2012) and Daft, (1998) puts it that environmental complexity is a vital contingency for organizational structure and internal policies. Leaning on these postulates, it therefore, means that organization must have internal behaviours or policies imbedded in its core culture that encourages adaptive behaviour in the event of any adversity emanating from the environment.

Proactiveness

Proactiveness means acting in advance to deal with things that might cause problems in the future, but also to identify future opportunities and to act upon this. To be one step ahead. For the entrepreneurial dimension it means that one is active in creating new opportunities and anticipating possible threats. Many scholars since Schumpeter have pointed out the importance of initiative in the entrepreneurial process. In some literature, proactiveness and competitive aggressiveness are used interchangeably. This can be explained by the pervasiveness of Covin and Slevin's theory (1991); competitive aggressiveness was later introduced to the orientation dimensions by Lumpkin and Dess in 1996. It is indeed closely related to competitive aggressiveness; the distinction is that proactiveness pertains to how an organization relates to new market opportunities. By showing initiative and acting with opportune influence on trends, demand can be created. Competitive aggressiveness pertains to how organizations relate to competitors and how they respond to trends and demand that are already on the market.

Proactiveness is related to initiative and first-mover advantages and to taking initiative by anticipating and pursuing new opportunities" (Lumpkin & Dess, 1996). Akin to a dictionary definition of acting in anticipation of future problems, needs, or changes. Lumpkin and Dess argue that proactiveness may be "crucial to an entrepreneurial orientation because it suggests a forward-looking perspective that is accompanied by innovative" and entrepreneurial activity. In terms of this, proactiveness is considered according to range of conceptions, and the implications of these according to predicted associations are outlined.

Proactiveness is associated with leadership, and not following, as a proactive enterprise "has the will and foresight to seize new opportunities, even if it is not always the first to do so", according to Lumpkin and Dess (1996). In terms of a specific conception of proactiveness, Lumpkin and Dess (1996) suggest a conceptualization of proactiveness as a continuum, whereby the opposite extreme of proactiveness is regarded as passiveness rather than reactivity. According to this, passiveness is the "indifference or an inability to seize opportunities or lead in the marketplace" (Lumpkin & Dess, 1996). Proactiveness, however, is associated with a response to competitors, and is therefore different from passiveness (Lumpkin & Dess, 1996.). Passiveness is therefore expected to be associated with lower gross earnings due to there being less commitment on the part of a less entrepreneurial, less proactive individual to the development of market share. The

development of market share is therefore considered to represent proactiveness in this work. Following this line of reasoning, it is predicted that proactiveness will to some degree be positively and significantly associated with increased earnings. High levels of entrepreneurial orientation support opportunity recognition and opportunity creation according to Jantunen, Puumalainen, Saarenketo & Kylaheiko (2005). Therefore, the reconfiguration of an asset base to match the requirements of changing environments should enhance performance; yet being active may not necessarily imply efficiency (Jantunen *et al.*, 2005).

Relationship between Accommodation Strategy and Employee Resilience

Accommodating is unassertive and cooperative—the opposite of competing. It's sacrificing one's own concerns to satisfy the other person's. The accommodating strategy essentially entails giving the opposing side what it wants. The use of accommodation often occurs when one of the parties wishes to keep the peace or perceives the issue as minor. Employees who use accommodation as a primary conflict management strategy, however, may keep track and develop resentment. Empirical evidence from Comboh, (2014), on conflict management and organizational performance has suggested a positive link between conflict management strategies of accommodation and organizational performance. This position was further reinforced by the previous findings of Mugal & Khan (2013) as re-affirmed by the study hypotheses

Cahn & Abigail, (2007) suggested that accommodators are people who give in to maintain the illusion of harmony. Thomas & Kilmann, (1974) say accommodation scores high on cooperativeness. Wertheim (2002) views accommodation as a destructive strategy because it often leads to a build up of negative emotions. An accommodating board is one that cooperates to a high degree. This may be at the boards' expense and actually works against its goals, objectives and desired outcomes. This approach is effective when the other board members are the expert or has better solutions. It is a loose - win approach. There are situations in which accommodation may be appropriate. For example when it is important to provide a temporary relief from a conflict or buy time until one is in a better position to respond or push back. Avoidance may also be necessary when the issue is not as important to you as it is to the other person or when you accept that you are wrong or when you have no choice or when continued competition would be detrimental. In some cases accommodation will help to protect more

important interests while giving up on some less important ones and also afford an opportunity to reassess the situation from a different perspective.

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

H₀₁: There is no significant relationship between accommodation and interpersonal competence of oil and gas servicing companies in Rivers State.

H₀₂: There is no significant relationship between accommodation and adaptability of oil and gas servicing companies in Rivers State.

H₀₃: There is no significant relationship between accommodation and proactiveness of oil and gas servicing companies in Rivers State.

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was 21 oil and gas servicing companies. A total of 250 employees were obtained from the staff enrolment list of the respective Human Resources/administrative departments of the selected oil and gas servicing companies in Rivers. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics with the aid of Statistical Package for the Social Sciences version 23.0.

DATA ANALYSIS AND RESULTS

Hypotheses tests were carried out using the Spearman's Rank Correlation at a 95% confidence interval. 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 ($p < 0.05$).

Table 1: Correlation for accommodation and employee resilience

			Accommodation	Adaptability	Proactiveness
Spearman 's rho	Accommodation	Correlation	1.000	.849**	.828**
		Coefficient			
		Sig. (2-tailed)	.000	.000	.000
		N	154	154	154
	Adaptability	Correlation	.849**	1.000	.842**
		Coefficient			
		Sig. (2-tailed)	.000	.000	.000
		N	154	154	154
	Proactiveness	Correlation	.828**	.842**	1.000
Coefficient					
Sig. (2-tailed)		.000	.000	.000	
	N	154	154	154	

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

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

Table 1 illustrates the test for the three set of previously postulated bivariate hypothetical statements. The results show that for

H₀₁: There is no significant relationship between accommodation and adaptability of oil and gas servicing companies in Port Harcourt.

The correlation coefficient (r) shows that there is a significant and positive relationship between accommodation and adaptability. The rho value 0.849 indicates this relationship and it is significant at $p < 0.000 < 0.05$. The correlation coefficient represents a very high correlation indicating a very strong relationship. Therefore, based on empirical findings the null hypothesis

earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between accommodation and adaptability of oil and gas servicing companies in Port Harcourt.

H₀₂: There is no significant relationship between accommodation and proactiveness of oil and gas servicing companies in Port Harcourt..

The correlation coefficient (r) shows that there is a significant and positive relationship between accommodation and proactiveness. The *rho* value 0.828 indicates this relationship and it is significant at $p\ 0.000 < 0.05$. The correlation coefficient represents a very strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between accommodation and proactiveness of oil and gas servicing companies in Port Harcourt.

DISCUSSION OF FINDINGS

This study examined the relationship between accommodation strategy and employee resilience of oil and gas servicing companies in Port Harcourt. The findings revealed that there is a significant relationship between accommodation strategy and employee resilience of oil and gas servicing companies in Port Harcourt. This finding confirms previous findings of Brown (2007) who argued that accommodating style of conflict management involves neglecting one's own concerns in order to satisfy the concerns of others. Cavanagh (1991) made it clear that this strategy is regarded as the acceptance that the preservation of pleasant interpersonal affairs is more significant than forming disagreements among colleagues. Individuals adopting an accommodating style of conflict management have a high want for recognition and support from others. The accommodating individual is more apt to take a "middle of the road" attitude when an inescapable conflict emerges. These individuals tend to use apology or humor, or express their desires in an indirect way rather than coming straight to the problem (Stanford, 1997).

Cahn & Abigail, (2007) suggested that accommodators are people who give in to maintain the illusion of harmony. Thomas & Kilmann, (1974) say accommodation scores high on cooperativeness. Wertheim (2002) views accommodation as a destructive strategy because it often leads to a build up of negative emotions. An accommodating board is one that cooperates to a high degree. This may be at the boards' expense and actually works against its goals,

objectives and desired outcomes. This approach is effective when the other board members are the expert or has better solutions. It is a loose - win approach. There are situations in which accommodation may be appropriate. For example when it is important to provide a temporary relief from a conflict or buy time until one is in a better position to respond or push back. Avoidance may also be necessary when the issue is not as important to you as it is to the other person or when you accept that you are wrong or when you have no choice or when continued competition would be detrimental. In some cases accommodation will help to protect more important interests while giving up on some less important ones and also afford an opportunity to reassess the situation from a different perspective.

CONCLUSION AND RECOMMENDATION

If conflicts are managed properly by applying the best course of action such as the accommodation strategy, organizations can increase their performance in terms of utilizing the scarce resources and achieving the organizational objectives (Awan & Anjum, 2015). Conversely, unmanaged conflict negatively impacts both employee satisfaction and performance. Timely management of conflict has the potential of improving employee satisfaction and job performance (Awan & Anjum, 2015). This study therefore concludes that accommodation strategy significantly influences employee resilience of oil and gas servicing companies in Port Harcourt.

The study thus recommends that management and employees of oil and gas servicing companies should try as much as possible to exhibit accommodation in conflict situations in order to achieve harmony at work place, since it has been revealed that accommodation have a positive influence on employee adaptability and proactiveness.

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