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Conflict Management on Employee Performance in Oil and Gas Companies in Delta State, Nigeria

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ABSTRACT: This study examined the effect of Conflict Management on Employee performance of oil and gas companies in Delta State, Nigeria. Three research question and three hypothesis was formulated in-line with the objective. The study reviewed relevant theoretical and empirical literature. The study was anchored on Idler theory of the inter-group conflict model. The study adopted survey research design. The population of study is made up 1752 employees of the oil and gas Company in Delta State, Nigeria. The sample size of 337 employees was determined using Borg and Gall. The instrument used to generate data was structured questionnaire tagged "Managing Conflict in Private Sector Organization Questionnaire" (MCPSOQ), using 5 point Likert scale. The researcher used face and content validity in this research work. The data generated were analyzed using table and percentage analysis. Regression analysis was employed to test the hypotheses. The result shows that collective bargaining had a significant effect on employee performance in oil and gas companies. Alternative dispute resolution had a significant effect on employee performance in oil and gas companies in Delta state. Mediation has a significant influence on employee performance in oil and gas companies in Delta state. The study concluded that conflict management has a significant effect on employee performance in in oil and gas companies in Delta state. The study recommended among others, that management should adopt collective bargaining in managing conflicts in their organization as they are found to be effective in managing conflicts in organization. Management should include alternative dispute resolution management strategies in their policy formulation as that will ensure that conflicts that may occur within the organization are quickly resolved without disrupting the activities of the organization. Management in the organization must try to adopt an inclusive mediation strategies in conflict management and at the same time strive to involve union – leadership or employee representative in vital decisions that affect the workforce.

Keywords: Collective Bargaining, Alternative Dispute Resolution, Mediation and Employee Performance.

INTRODUCTION

Employee performance is the term used to describe a situation when employees are satisfied and contented with his job and the office environment (Aror2023). Employee performance is of utmost importance in any organization be it small or large. Thinking that employee performance is important only for the employee then it is not right. It is equally important for the organization for which the employee is working as well. The following points will show the importance of employee performance easily. An organization consists of several people, attitudes, feelings, needs and perceptions

differ from person to person. Individual differences may cause misunderstanding and conflicts between individuals and groups. Interpersonal and intergroup conflicts therefore, affect the organization either negatively or positively. Thus, conflict management is required to resolve conflicts and maintain order, otherwise employee performance and organizational performance may suffer (Dessler, 2018). Conflict may have either a positive or a negative effect on employee performance, depending on the nature of the conflict and how it is managed (Armstrong, 2019). For every organization, an optimal level of conflict exists which is considered highly functional as it helps to generate good performance. When the conflict level is too high that is dysfunctional, performance suffers. Consequently, innovation and change are difficult, and the organization may have difficulty in adopting to change in its environment. Second, the organization's very performance is also threatened if the conflict is too low. On the other hand, if the conflict levels become too high and too low, the result is chaotic in an organization and also threaten its survival (Beardwell & Claydon, 2017).

Conflict among workers in an organization is inevitable. If it is managed properly, it will bring catalyst for change and can have a positive effect on employee performance and performance in organization. Conversely, unmanaged conflict negatively affects both employee performance and job performance. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable (Abdul & Sehar, 2025). Conflict is a part of organizational life and may occur between individuals and the group (Weihrich, 1992). While conflict is generally perceived as dysfunctional, it can also be beneficial because it may cause an issue to be presented in different perspectives. Conflict has both positive and negative effects (Hotepo, Asokere, Abdul-Azeezl & Ajemunigbohun, 2016). It can be positive when it encourages creativity, new looks at old conditions, the clarification of points of view, and the development of human capabilities to handle interpersonal differences. Conflict can be negative when it creates resistance to change, establishes turmoil in organization or interpersonal relations fosters distrust, builds a feeling of defeat, or widens the chasm of misunderstanding.

Workplace conflict is described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other's' attempt to achieve objectives in an organization (Kazimoto 2023). It is a communication process and an inevitable consequence of transactional relationship manifesting in disagreement and dissonance with and between individuals and groups in the work-environment. In this context, workplace conflict is a fact of life in any organization as long as people will compete for jobs, power, recognition and security (Adqmie & Anie, 2025). Therefore, the task of management is not to suppress or resolve all conflicts, but to manage them in order to enhance and not to detract from organizational performance.

A constructively managed conflict induces a positive performance, while destructively managed conflict heats up the work environment to bring about dislocation and polarization of the entire group with reduction in productivity and job performance (Akanji, 2025). This is suggestive that a well-managed conflict aims at the improvement of organizations for the purpose of stimulating performance in the work-situation. Through good conflict management strategies, weaknesses in the organizational decision-making are exposed which may prompt the establishment to effect changes and search for positive solutions. Hence, management are duty bound to resolve conflict properly for the sake of increasing organizational performance, because the outcome of such action will result in good communication,

time management, good cooperation and increase corporate productivity (Obasan, 2021). In many organizations in Nigeria today, internal (intrapersonal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo, 2024). This development is largely due to the inability of leaders in Nigerian work organizations to view the management of conflict as systematically as they view information, human resources, and financial management systems. Instead, conflict is viewed and handled in piecemeal and is considered as local events.

The inability to view and manage workplace conflicts systematically has therefore rendered conflict dysfunctional in some organizations. This is evidenced by the high frequency of strike action, unhealthy rivalry between and among sub-units and individuals within an organization, sabotage at workplace, slow work, labour turnover, absenteeism, lack of productivity, general inefficiency, high rate of industrial accident, low morale, withholding of vital knowledge and a host of others that are being perpetrated by workers in workplaces (Ojielo, 2024). Therefore, this study examine conflict management and employee performance in oil and gas companies in Delta State, Nigeria.

Statement of the Problem

Conflict is a regular feature of formal and informal organizations which results from divergences in interests of individual workers and management. Because individuals differ in their values, attitudes and goals, conflict among them becomes unavoidable. Conflict occurs at both individual and collective levels, personality and other structural factors coming into play. In many organizations in Nigeria today, internal (intrapersonal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business. Lack of resources, different expectation, competition, lack of cooperation, interdependence and communication problems as factors that have caused conflicts and employees dissatisfaction in Delta State, Nigeria Unacceptable terms of employment, poor human relations between management and workers , non - consultation with employees before making key decisions affecting them, anti-union posture of management and lack of effective mechanism for prevention of conflict as multiple causal factors of workplace conflict and. Other challenges are communication failure, perception, values, and culture problems as moderately serious sources of conflict. Conflict based on scarcity of power, resources or social position and differing value systems occurs when individuals or groups feel that other individuals or groups have frustrated their plans, goals, beliefs, or activities. Organization conflicts occur as a result of the struggle between incompatible or opposing needs, wishes, ideas, interest or people.

Unresolved conflict generates many serious consequences involving high financial and human costs. Conflict may lead to frustration, tension, low morale, missing meeting deadlines, lack of self confidence, low trust level, communication problems, absenteeism, and legal proceedings. Mishandled conflict affects employees' health and wellbeing, which in turn results in absenteeism. It is a habitual pattern of absence from duty or obligation. A high correlation exists among absenteeism, job stress and needing a break from fighting with colleagues. Workplace conflict may also create a tendency of presenters. It means showing up at work while ill or otherwise not completely fit for work. Due to presenters productivity declines (Dana, 2021). Cost of absenteeism to organization is well researched, occupational medicine begun to suggest that work lost due to presenters is only the visible tip of an iceberg and that the hidden cost of presenters may be much greater. Mismanaged and unresolved conflict causes stress, reduces confidence

levels, makes employees anxious, and frustrated. All these lead to lesser job dissatisfaction, humiliation, embarrassment, and stressed; these induce psychological and physical diseases. Escalated conflict leads parties to shun contact, end communication, withheld information or provide wrong information

Objectives of the Study

The main objective of the study is to examine effect of conflict management on employee performance in Oil and gas companies in Delta state. The specific objectives include to:

i. Investigate the influence of collective bargaining on employee performance in Oil and gas companies in Delta state
ii. Determine the effect of alternative dispute resolution on employee performance in Oil and gas companies in Delta state
iii. Examine the effect of mediation on employee performance in Oil and gas companies in Delta state

LITERATURE REVIEW

Conceptual Review

Conflict

Conflict is endemic to all social life. Conflict according to Jacob (2016), is an inevitable part of living because it is related to situations of scarce resources, division of functions, power relations and role-differentiation. Because of its ubiquity and pervasive nature, the concept has acquired a multitude of meanings and connotations presenting us with nothing short of a semantic jungle. However, anyone who views conflict from the perspective of war, will often try to win the situation at all cost, but by viewing conflict from the opportunistic perspective, and a journey, will tend to be more constructive, open minded and positive. If conflict is to be managed in organizations in order to enhance performance, then it should be viewed as opportunity and as a journey not necessary as a war. Therefore, when dealing with conflict in an organization, the reliance on the metaphor and language of war is a blur, while the metaphor and language of opportunity and journey is more pronounced and used. In light of the above, it is very paramount to take into cognizance the choice of language used in conflict situation. It is however, important to note that, conflict can escalate or de-escalate over a period of time. When conflict unfold, the parties involve can attempt to manage it in various ways.

McShare and Glinow (2024) conceive conflict "as a process which one party perceived that its interest is being opposed or negatively affected by another party". This definition also deals on perception and only looked at the negatively aspect of conflict without considering the positive aspect. A party interest in an organization or any other setting can be affected by conflict both negatively and positively depending on the circumstances that surround the situation. Organizational conflict occurs when members engage in activities that are incompatible with those of colleagues within their network, members of other collectivizes or unaffiliated individuals who utilize the services or products of the organization (Rivers, 2025). Adomi and Anie (2025) ascertain that conflict is a part of life in any organization as long as people compete for jobs, resources, power, recognition and security. In addition, dealing with conflicts is a great challenge to management. It is important to view conflict not a negative but positive way. Conflict is defined as a disagreement, a battle or to be at odds. In essence, conflict is a differing of opinions, point of views or ideas. Conflict occurs when two or more people sees things from different perspectives, given their education, background, upbringing, knowledge of the issue, beliefs, time of day, mood, etc. (Fuimano,2024). Plunkett, (2025) defined conflict as a disagreement between two or more organizational members or teams. Conflict occurs because people do not always agree on goals, issues, perceptions, and the like – and because people inevitably

compete.

Alternative Dispute Resolution

According to Scimecca (1993), the beginnings of the ADR movement date back to 1976 and the American Bar Association sponsored the National Conference on the Causes of Popular Dissatisfaction with the Administration of Justice. The conference concluded that the pressure on the congested legal system could be eased by utilizing alternative forms of dispute resolution. The acronym ADR became a key concept of conflict resolution following this conference and ADR rapidly evolved. The key part of this evolution was that what ADR represents has expanded to the point that it became apparent that the word alternative was no longer particularly appropriate (Scimecca, 1993).Peugh (2009) defines alternative dispute resolution (ADR) as processes and techniques that act as a means of disagreeing parties to come to an agreement short of litigation. It is a collective term for the ways that parties can settle disputes, with (or without) the help of a third party.

Mediation

Mediation involves the use of a neutral third party (the mediator) to act as a facilitator of settlement discussions. Unlike an arbitrator, a mediator does not decide the controversy, but guides the negotiations and helps the parties reach their own agreement. Kruk (2018) see mediation as a collaborative conflict resolution process in which two or more parties in dispute are assisted in their negotiation by a neutral and impartial third party and empowered to voluntarily reach their own mutually acceptable settlement of the issues in dispute. The mediator structures and facilitates the process by which the parties make their own decisions and determine the outcomes in a way that satisfies the interests of all the parties in the dispute (Kruk, 2018). Note that some organisations are training managers and employees in mediation to serve as internal problem solvers (Lipsky, Seeber & Fincher 2023). While internal mediators are likely to provide benefits for peer-to-peer disputes, their ability to effectively resolve more "charged" disputes, such as discipline or termination, is doubtful. Although unable to impose a binding decision on the parties, mediators employ win–win bargaining strategies in an attempt to achieve a mutually agreeable solution (McDermott & Berkelely, 2006). As such, meditation is often less adversarial than other third party forums such as mediation and is frequently a pre-mediation step. Moreover, mediation is being adopting by an increasing number of organisations. The GAO (1995) found that 38% of firms used an external mediator (an additional 8.6% reported using an internal mediator) to resolve employment disputes. The increasing popularity of mediation largely stems from the growing trend among employee claimants to pursue litigation and the strong desire among employers to avoid litigation (Feuille, 2009).

Employee performance

The concept of employee performance has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines employee performance as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job. Satisfaction with supervision is one of the most important attitudinal issues in the workplace that managers face. It is a collection of feelings or affective responses of the organizational members which are associated with the job situation within the organization. "Individual subordinate with higher levels of satisfaction with supervision

demonstrates decreased propensity to leave" (Boles, 2017). It is therefore wise for manger consider ways of improving employee performance. Employee performance is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee performance is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace (Rode 2014).In human resource terms, employee performance means employees are contented with their work and position. To be contented, they likely enjoy much of their work, they feel management is fair and cares about them, and they are comfortable in their work environment both with other staffers, and with the resources they have available to complete their jobs (Judge, Thoresen, Bono, and Patton 2021).

Hulin and Judge (2023) noted that employee performance measures vary in the extent to which they measure feelings about the job (affective employee performance) or cognitions about the job (cognitive employee performance). Spector (1997) lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision.

Hulin and Judge (2023) noted that employee performance includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components. Employee performance scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Kalleberg(1977) noted that affective employee performance for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive employee performance is a more objective and logical evaluation of various facets of a job. Cognitive employee performance can be unidimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive employee performance does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive employee performance might help to bring about affective employee performance, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences.

Theoretical Framework

This research work is anchored on Idler theory of the inter-group conflict model. The study used a modified version of the Idler theory of the inter-group conflict model. Inter-group conflict can be caused by conflicting goals, task dependency, dissimilar work orientations, competition for limited resources, and competitive reward systems. Once conflict has surfaced it goes through certain stages, covering a wide range of behaviors such as accommodating and avoiding it. This brings about change which can occur within and between groups. Some changes have positive effects and others have negative effects. Additional factors were added to capture the effect of other techniques in solving conflict as well as the contribution of the role of management toward positive movement in organizational performance, goals and survival. To determine organizational performance deficiencies, the researcher used the model by Brewsfer *et. al* (2017) an expectancy model of motivation which state 'behaviour = f (Motivation x Ability). Whether behaviour is desirable or undesirable for the organization, individuals behave as a function of (f), or because of their levels of motivation and ability to do so. Assuming ability does not pose a problem; desired

behaviours can be encouraged by influencing personnel motivation through appropriate use of conflict management and resolution. Internal laboiur markets for employee promotions and the provision of employment security are also forms of work structures that positively affect organizational performance (Jehn *et. al* 2023). Passos and Caetano (2025) model, the number of occupational hierarchies captures the extent to which organizations are able to provide promotion opportunities should organization-specific skills that transfer between positions they should be positively related to performance measures.

Empirical Review

Conflict management and employee performance has attracted much attention in management literature. For instance, Kanani and Farahani (2024) examined the relationship between strategies of conflict management and performance (effectiveness) of southern oil company. Therefore, the descriptive data were practically collected through field method to assess whether there is a significant relationship or not. The statistical population consisted of 92 employees and managers of southern oil company were selected via random sampling and the computation formula is defined in section three. The Kolmogorov-Smirnov Test was used to determine the normality of the collected data. According to the computational level of significance, the hypothesis that samples are distributed was not rejected. Also, the Pearson correlation coefficient was applied to determine the relationship between conflict management strategies with organization effectiveness, . The present study tried to test only one major hypothesis (relationship between strategies of conflict management and organization effectiveness) was tested. Finally, the Friedman rating test was used to determine rate of conflict management strategies and dimensions of organization effectiveness separately. In conclusion section, the mathematical function of strategies of conflict management relationship with organization effectiveness based on the Pearson's correlation coefficient was provided in form of a regression model. The result indicated that there is a significant relationship between strategies of conflict management with aspects of effectiveness.

Iravo (2021) examined the effect of conflict management in performance using public secondary schools in Machakos County, Kenya. Both qualitative and quantitative research was used. The research design used in this study was descriptive survey. Data was collected using a semi-structured questionnaire. Since the study was concerned with the relationships between identified dependent, intervening and independent variables, structural equation modeling and other multivariate statistical tools were used to analyze the data. The regression and ANOVA analysis were used to analyze the relationship between conflict management and performance in educational institutions. The correlation coefficients indicated a fairly positive strong relationship. This indicates that the relationship is not weak and can be used to explain and predict the rate of performance. This further confirms that essentially there is a strong relationship between conflict resolution and performance in an educational institution. All the four null hypotheses of the study, which were analyzed using Chi and T-test, were rejected. Stepwise regression analysis showed zero significance between the role of environment in conflict management and performance of school organizations. These results were consistent with earlier empirical research on conflict management and organizational performance in organizations.

Olukayode (2025) examined the impact of workplace conflict management on organizational performance using evidence from Nigerian manufacturing firms. Descriptive and inferential statistics were employed to analyze data collected from the respondents. Employing Spearman correlation analysis, the results of the

empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance. In addition, study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace. Union-management conflict was discovered as the most prevalent type of industrial conflict in the organization.

Abdul and Sehar (2025) examined conflict management and organizational performance using Askari Bank Ltd as a case study.. Descriptive analytical techniques such as frequency, percentage e,, mean, standard deviation & variance and factor analysis were applied to analyze and interpret the data. Ratio Analysis is used to analyze Askari Bank's performance. The major findings are that Education does not have any effect on the opinion of respondents on Conflict Management Strategies. Similarly, there is no significant difference between the opinion of male and female respondents regarding the causes of conflict. However, there is a significant effect of conflict on organizational performance.

Muhammad and Maria (2023) examined the impact of conflict and conflict management on organizational performance. A self-administered questionnaire is used to collect data. The survey respondents from the eight corporate sector organizations are selected for this study. 120 questionnaires were distributed among the study respondents. Results shows that the two most commonly faced conflict types are intra-personal and inter-personal conflicts. Both employees and managers gave their shared concerns that emergence of conflict does not primarily bring positive effects to the organizational performance; rather it brings negative effects more to the work performance and organization's productivity. Mba (2023) examined conflict management and employees performance in Julius Berger Nigeria PLC, Bonny Island. A descriptive research design was used in executing the study. Cross sectional survey research design in generating the required primary data. Data collected were analyzed using descriptive and inferential statistics. Results from the data analysis indicated that significant relationship exists between conflict management strategies and employees' performance and no differences exist between managerial and non-managerial employees' perception of the effectiveness of conflict management strategies.

Obasan (2021) examined the impact of conflict management on corporate productivity using a student distribution to test the significance of response and purposive sampling technique to administer a self-design questionnaires to 50 respondents .cutting across all cadres of staff of First Bank of Nigeria Pic, Lagos Branch. This study discovered that the sources of conflict in the banking organization is diverse and cut across unacceptable employment terms, work conditions, perceived improper styles of management by the officers and ineffectiveness means of grievance communication. It was revealed that the main sources of conflict in the organization relate to perception and value problems. The specific issues bother on employee compensation, welfare and inadequate communication. It was further found that the managers prefer the compromise, problem solving and dominating strategies. The results also show that the conflict management strategies in place at the organization have been relatively useful in minimizing the incidence of disruptive conflicts while conflict management

strategies have positive impacts on workers' productivity.

Summary of Related Literature

The related literature related to this works ware reviewed within the area and the scope of the study. This study reviews the conceptual framework which deals with the definitions of the concept. The theoretical exposition which explains in detail the sub objective in relation to the main objective, while the theoretical framework is anchored on dynamic conflict model and Idler theory of inter-group conflict model. The various work done by various authors, scholars in relation to the topic and the method and the result achieved were empirically reviewed and show in the table below:

METHODOLOGY

This study adopted survey research or utilizes the survey design method because all survey design deals mainly with the examination of contemporary conditions and practices pertaining to any aspect of the social system in order to improve or create room for maximum efficiency Amin (2025) The purpose of this survey research is to help in generating valid data for the effective management of conflict in order to enhance organizational performance specifically to oil and gas company in Delta state This study covered n Delta state using oil and gas company.The population of study is made up 1752 employees of the oil and gas company in Delta state The sample size comprised 337 employees of the oil and gas company in Delta state was determined using Borg and Gall (1973) formula With respect to this research work, the researcher made use of primary. The primary sources of data include the questionnaire and the personal interview, while the secondary sources of data include the journals, magazines, textbooks, and interne. The instrument used was structured questionnaire tagged "Managing Conflict in Private Sector Organization Questionnaire" (MCPSOQ). The researcher used face and content validity in this research work. Reliability is a measure using test-retest and the results were computed with a cronbach alpha value of 0.710 attained.The data generated through questionnaires were analyzed using table and percentage analysis. Regression analysis was employed to test the hypotheses formulated in chapter one.

PRESENTATION OF DATA AND ANALYSIS

The data to be presented and analyzed is based on findings extracted from the questionnaire distributed to the employees of e oil and Gas Company in Delta state, Nigeria. The researcher distributed three hundred and thirty seven (337) copies of questionnaire to the employees of the oil and gas company in Delta state randomly selected. Out of the 337 copies of questionnaire distributed, 300 copies were properly filled and found relevant for the study while the remaining 30 copies of questionnaire were not properly filled and7 copies were misplaced by the respondents. This shows a response rate of 96.8 percent. Likert-type items on a five point scale and open-ended questions were employed on the survey to determine ways of conflict management and employee performance of the oil and gas company in Delta state

Presentation of Data relevant to the Research Questions

Research Question One: How does collective bargaining affect employee performance in Oil and gas companies in Delta state?

Table 1: Respondents view on effect of collective bargaining affect employee performance in Oil and gas companies in Delta state

	Frequency	Percent	Valid Percent
Agree	116	39	48.0

Strongly Agree	94	31	41.5
Strongly Disagree	12	6	4.0
Neutral	49	16	4.0
Disagree	22	7	2.4
Total	300	100	100.0

Source: Field Survey, 2026/SPSS

Table 1: shows that **g**reater percentage 93% of respondents agree that collective bargaining affect employee performance in Oil and gas companies in Delta state?, 31.3%strongly agree, 16.3%are neutral, 7.3% disagree while 6.3% of respondents strongly disagree.

Research Question Two: What is the effect does alternative dispute resolution has on employee performance in Oil and gas companies in Delta state?

Table 2: Respondents Opinion on the effect of alternative dispute resolution has on employee performance in Oil and gas companies

	Frequency	Percent	Valid Percent
Agree	73	24	24
Strongly Agree	91	30	30
Disagree	68	23	23
Neutral	51	17	17
Strongly Disagree	17	6	6
Total	300	100	100

Source: Field Survey, 2026/SPSS

Table 2: shows that greater percentage 30% of respondents strongly agree that alternative dispute resolution (ADR) approaches involves the disputing parties in the resolution of their conflict, 24% agree, 17%are neutral, 23% disagree while 6% of respondents strongly disagree.

Research Question Three: How does mediation affect employee performance in Oil and gas companies in Delta state?

Table 3: Respondents Opinion on effect of mediation on employee performance in Oil and gas companies

		Frequency	Percent	Valid Percent
Valid	Agree	161	54	54
	Strongly Agree	93	31	31
	Neutral	22	7	7
	Disagree	14	5	5
	Strongly Disagree	10	3	3
	Total	300	100	100

Source: Field Survey, 2019/SPSS

Table 3 reveals that greater percentages 31% of respondents agree that mediation affect employee performance in Oil and gas companies, 56.3 % strongly agree, 7.3% are neutral, 3.3% disagree while 4.6%of respondents strongly disagree.

Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

Table 4 Summary of the Regression Result

The result of the multiple regression formulated in chapter three is presented in the tables below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.265[a]	.690	.504	3.241	1.879

a. Predictors: (Constant),), Collective bargaining, Alternative dispute resolution, mediation
b. Dependent Variable: employee performance

Table 4 shows that R^2 which measures the strength of the effect of independent variable on the dependent variable have the value of 0.690. This implies that 69% of the variation in employee performance is explained by variations) collective bargaining, alternative dispute resolution mediation, ombudsman. This was supported by adjusted R^2 of 0.504. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.879 in table 4 shows that the variables in the model are not autocorrelated and that the model is reliable for predications.

Table 5: ANOVA Result

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	179.546	4	44.886	4.272	.002[b]
	Residual	2384.937	227	10.506		
	Total	2564.483	231			

a. Dependent Variable: employee performance
b. Predictors: (Constant), Collective bargaining, Alternative dispute resolution, Mediation

The f-statistics value of 4.272 in table 5 with f-statistics probability of 0.002 shows that the independent variables has significant effect on dependent. This shows that collective bargaining, alternative dispute resolution, mediation , can collectively explain the variations in employee performance in oil and gas companies in Delta State.

Table 4.29 Coefficients of the Regression Result

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.311	2.121		8.632	.000
	Collective bargaining	.074	.059	.083	1.251	.000
	Alternative dispute resolution	-.159	.053	-.194	3.014	.003
	Mediation	-.091	.054	-.128	2.112	.000

Table 6
Source: SPSS 23.0

Test of Hypothesis One

Ho: Collective bargaining has no significant effect on employee performance in oil and gas companies in Delta state.
Hi: Collective bargaining has a significant effect on employee performance in oil and gas companies in Delta state.

In testing this hypothesis, the t-statistics and probability value in table 4.30 is used. Collective bargaining has a t-statistics of 2.674 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the

alternative hypotheses which state that Collective bargaining has a significant positive influence on employee performance.
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Test of Hypothesis Two

Ho_2: Alternative dispute resolution has no significant effect on employee performance in oil and gas companies in Delta state

H_1: Alternative dispute resolution has a significant effect on employee performance in oil and gas companies in Delta state

Alternative dispute resolution has a t-statistics of 3.014 and a probability value of 0.003 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Alternative dispute resolution has a significant positive effect on employee performance in oil and gas companies in Delta state

Test of Hypothesis Three

Ho: Mediation has no significant effect on employee performance in oil and gas companies in Delta state

Hi: Mediation has no significant effect on employee performance in oil and gas companies in Delta state

Mediation has a t-statistics of 2.112 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that mediation has a significant effect on employee performance in oil and gas companies in Delta state

Summary of Findings

This study examined the effects of conflict management and employee performance in in oil and gas companies in Delta State, Nigeria. From the data generated and analyzed, the findings of the study were summarized below:

1. Collective bargaining has a significant effect on employee performance in oil and gas companies in Delta state.
2. Alternative dispute resolution has a significant effect on employee performance in oil and gas companies in Delta state.
3. Mediation has a significant influence on employee performance in oil and gas companies in Delta state.

CONCLUSION

The study tries to assess conceptually, theoretically and empirically effect of conflict management on employee performance in oil and gas companies in Delta state. It has been argued in the literature that the effect of conflict on employee performance has positive and negative effects. From the analysis, it was discover that collective bargaining had a significant positive effect on employee performance, alternative dispute resolution had a significant positive effect on employee performance and mediation had a significant positive effect on employee performance in oil and gas companies in Delta state. Therefore, the study concluded that conflict management has a significant effect on employee performance in in oil and gas companies in Delta state. In view of this and based on the findings, the following recommendations are upheld;

1. Management should adopt collective bargaining in managing conflicts in their organization as they are found to be effective in managing conflicts in organization.
2. Management should include alternative dispute resolution management strategies in their policy formulation as that will ensure that conflicts that may occur within the organization are quickly resolved without disrupting the activities of the organization.
3. Management in the organization must try to adopt an inclusive mediation strategies in conflict management and at the same time strive to involve union – leadership or employee representative in vital decisions that affect the workforce.

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