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Conflict Management Strategies and Organizational Performance in Oil and Gas Companies Operating In the Niger Delta Region

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Abstract

This study examined the relationship between conflict management strategies and organizational performance in oil and gas companies operating in the Niger Delta region of Nigeria. Specifically, the study investigated the effects of avoidance, accommodation, collaboration, and compromise strategies on employee productivity, operational efficiency, customer/client satisfaction, and workplace morale, respectively. The study was anchored on the Thomas-Kilmann Conflict Mode Instrument Theory, Dual Concern Theory, Systems Theory, and Social Exchange Theory. A survey research design was adopted, and primary data were collected through structured questionnaires administered to a proportionately stratified random sample of 260 employees selected from a population of 741 employees across four major oil and gas companies in the Niger Delta. The validity of the instrument was established through expert review, while reliability was confirmed using the Cronbach Alpha coefficient. Descriptive statistics, including frequencies and percentages, were used to analyze respondents' demographic characteristics, while regression analysis was employed to test the hypotheses at a 0.05 level of significance. The findings revealed that avoidance strategy had no significant effect on employee productivity. However, accommodation strategy had a significant positive effect on operational efficiency, collaboration strategy significantly enhanced customer/client satisfaction, and compromise strategy significantly improved workplace morale. The study concluded that constructive conflict management strategies contribute positively to organizational performance, whereas avoidance is less effective in improving productivity. It recommended that management of oil and gas companies should minimize the use of avoidance strategies and instead promote accommodation, collaboration, and compromise to enhance efficiency, customer satisfaction, employee morale, and overall organizational performance.

Keywords: *Conflict management strategies, organizational performance, avoidance strategy, accommodation strategy, collaboration strategy, compromise strategy.*

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Introduction

Conflict within organizations, especially in highly volatile environments such as the oil and gas industry, has become a major area of managerial and scholarly concern. The Niger Delta region of Nigeria, which serves as the hub of the nation’s oil and gas exploration and production activities, has historically experienced social, economic, and environmental tensions arising from resource extraction activities (Okeke & Udo, 2021). These tensions often manifest in the form of conflicts between oil and gas companies, employees, host communities, and government agencies, thereby affecting operational stability and threatening organizational performance outcomes (Adebayo & Eze, 2022). Consequently, effective conflict management has become a strategic necessity for oil and gas companies seeking to sustain productivity, profitability, and long-term operational continuity in this complex business environment.

The oil and gas sector occupies a strategic position in the Nigerian economy and remains one of the most important contributors to national development. Nigeria depends heavily on crude oil exports as a major source of foreign exchange earnings and government revenue, with the sector contributing significantly to gross domestic product (GDP), employment generation, industrial growth, and infrastructural development (Eze & Chukwu, 2022). The sector also attracts substantial foreign direct investment and supports several allied industries, making it one of the pillars of the country’s economic survival (Okoro & Nwankwo, 2023). The Niger Delta region, in particular, accounts for the majority of oil production activities in Nigeria and hosts several multinational and indigenous oil companies. As such, the performance and stability of oil and gas companies operating within the region are closely linked to the economic wellbeing of the country.

Despite the economic importance of the oil and gas sector, the Niger Delta has continued to witness recurring conflicts arising from environmental degradation, oil spills, workplace disagreements, labour disputes, poor communication, host community agitations, and perceived inequalities in resource distribution (Ibe & Olutayo, 2021). These conflicts often lead to disruptions in operations, employee dissatisfaction, vandalization of oil facilities, work stoppages, protests, and strained organizational relationships. In many cases, unresolved conflicts escalate into major crises capable of disrupting organizational activities and reducing productivity levels within firms (Amadi & Kalu, 2020).

Conflict in organizational settings refers to situations in which individuals or groups perceive differences in interests, goals, values, or expectations that result in disagreements or opposition (Robbins & Judge, 2020). In the oil and gas sector, conflict may occur among employees, between management and staff, or between companies and external stakeholders such as host communities and regulatory agencies (Nama & Olutayo, 2021). While conflict is an inevitable part of organizational life, its management determines whether it becomes constructive or destructive. Poorly managed conflict often leads to reduced employee morale, low productivity, poor communication, operational inefficiencies, and damaged organizational reputation, whereas effectively managed conflict can stimulate innovation, strengthen relationships, and improve organizational outcomes (Rahim, 2020).

More importantly, conflicts in oil and gas companies have serious implications for the volume of production and revenue generation. Frequent disputes and unrest within organizations can result in production shutdowns, pipeline vandalization, absenteeism, and delays in operational processes, thereby reducing crude oil output (Okeke & Udo, 2021). A decline in production volume directly affects the profitability of oil and gas firms and reduces government earnings through petroleum taxes, royalties, and export revenues. Given Nigeria’s heavy reliance on oil revenue for budget financing and national development, any sustained reduction in oil production caused by conflict can negatively affect economic growth, foreign exchange earnings, and fiscal stability (Eze & Chukwu, 2022). This demonstrates that conflict within the sector is not merely an organizational issue but a national economic concern.

Conflict management strategies refer to deliberate approaches adopted by organizations to prevent, reduce, or resolve workplace disputes in ways that promote cooperation and organizational goals (Thomas & Peterson, 2020). Common strategies include avoidance, accommodation, compromise, collaboration, and competition, each varying in effectiveness depending on the nature and intensity of the conflict (Rahim, 2020). In the oil and gas industry, the choice of an appropriate conflict management strategy is critical, as it can determine employee productivity, operational efficiency, customer or stakeholder satisfaction, and workplace morale. Organizations that proactively manage conflict are more likely to sustain productivity and maintain harmonious relationships among stakeholders (Amadi & Kalu, 2020).

Organizational performance refers to the extent to which an organization achieves its goals efficiently and effectively through improved employee productivity, operational efficiency, customer satisfaction, and workplace morale (Kaplan & Norton, 2020). In the context of oil and gas companies operating in the Niger Delta, performance is influenced not only by financial indicators but also by the ability of firms to manage internal and external conflicts capable of disrupting production and stakeholder relationships (Okoro & Nwankwo, 2023). Effective conflict management therefore becomes a strategic tool for enhancing performance and ensuring uninterrupted business operations.

Despite growing scholarly attention on conflict management and organizational performance, there remains limited empirical evidence focusing specifically on oil and gas companies operating in the Niger Delta region. Most previous studies have concentrated on sectors such as banking, manufacturing, and public institutions, with less emphasis on the unique operational realities of oil-producing firms in conflict-prone environments. Given the strategic importance of the sector to Nigeria's economy and the devastating consequences of unresolved conflicts on production and revenue, there is a compelling need to examine how conflict management strategies influence organizational performance in oil and gas companies operating in the Niger Delta region. It is against this backdrop that this study seeks to examine the effect of conflict management strategies on organizational performance in oil and gas companies operating in the Niger Delta region.

Statement of the Problem

The Niger Delta region of Nigeria has long been characterized by complex socio-economic and environmental challenges that often give rise to conflicts involving oil and gas companies, host communities, and other stakeholders (Okeke & Udo, 2018). These conflicts manifest in various forms, including disputes over resource control, environmental degradation, revenue allocation, and workplace disagreements among employees (Adebayo & Eze, 2020). Such tensions have frequently disrupted production processes, increased operational costs, and negatively affected organizational performance, highlighting a critical managerial and operational concern for firms operating in the region (Ibe, 2021). This has resulted in gradual divestment by some international oil companies (IOCs) and largely constrained the attraction of foreign direct investment in the sector in recent times.

Despite the recognition of conflict as an inevitable aspect of organizational life, many oil and gas companies in the Niger Delta continue to rely on ad hoc or reactive approaches to managing disputes rather than implementing systematic conflict management strategies (Rahim, 2017). This inadequacy not only undermines employee morale and stakeholder relations but also threatens the overall efficiency, profitability, and sustainability of operations (Amadi & Kalu, 2019). Consequently, there is a pressing need to investigate the relationship between conflict management strategies and organizational performance in these companies to provide practical insights that can enhance operational stability and promote long-term organizational success.

Objectives of the Study

The broad objective of this study is to examine the relationship between conflict management strategies and organizational performance in oil and gas companies operating in the Niger Delta regions. The specific objectives are to:

i. Assess the effect of avoidance strategy on employee productivity in oil and gas companies operating in the Niger Delta region.

ii. Ascertain the effect of accommodation strategy on operational efficiency in oil and gas companies operating in the Niger Delta region.

iii. Examine the effect of collaboration strategy on customer/client satisfaction in oil and gas companies operating in the Niger Delta region.

iv. Determine the effect of compromise strategy on workplace morale in oil and gas companies operating in the Niger Delta region.

Research Questions

i. What is the effect of avoidance strategy on employee productivity in oil and gas companies operating in the Niger Delta region?

ii. What is the effect of accommodation strategy on operational efficiency in oil and gas companies operating in the Niger Delta region?

iii. What is the effect of collaboration/problem-solving strategy on customer/client satisfaction in oil and gas companies operating in the Niger Delta region?

iv. What is the effect of compromise strategy on workplace morale in oil and gas companies operating in the Niger Delta region?

Statement of Hypotheses

H_{01}: There is no significant effect of avoidance strategy on employee productivity in oil and gas companies operating in the Niger Delta region.

H_{02}: There is no significant effect of accommodation strategy on operational efficiency in oil and gas companies operating in the Niger Delta region.

H_{03}: There is no significant effect of collaboration/problem-solving strategy on customer/client satisfaction in oil and gas companies operating in the Niger Delta region.

H_{04}: There is no significant effect of compromise strategy on workplace morale in oil and gas companies operating in the Niger Delta region.

Scope of the Study

The study focuses on examining the effect of conflict management strategies on organizational performance in oil and gas companies operating in the Niger Delta region of Nigeria. Specifically, the study delimits itself to the following independent variables: avoidance, accommodation, collaboration/problem-solving, and compromise strategies as key factors influencing employee productivity, while it uses the following proxies for dependent variables: operational efficiency, customer/client satisfaction, and workplace morale.

The geographical scope is limited to the Niger Delta region due to its concentration of oil and gas operations, the high incidence of operational and community-related conflicts, and the presence of both multinational and indigenous companies in the sector. The study primarily targets employees, management personnel, and relevant stakeholders who are directly involved in or affected by conflict management practices within these companies. The time scope covers the period 2026, reflecting current practices in conflict management, organizational performance trends, and stakeholder relations in the oil and gas sector within the Niger Delta region.

Review of Related Literature

Conceptual Review

Conflict Management Strategies

Conflict management strategies refer to systematic approaches and techniques that organizations employ to address, resolve, and prevent conflicts in the workplace or with external stakeholders (Rahim, 2020). Effective conflict management is vital for organizational stability, employee satisfaction, and overall performance, particularly in high-risk industries such as oil and gas (Amadi & Kalu, 2022). The strategies adopted can significantly influence operational outcomes, productivity, and stakeholder relations (Ibe, 2021). Scholars generally categorize conflict management strategies into avoidance, accommodation, compromise, collaboration/problem-solving, and competition/assertiveness, each with distinct approaches and implications for organizational performance (Thomas & Peterson, 2018).

Avoidance Strategy

Avoidance strategy involves deliberately withdrawing from a conflict situation or postponing its resolution, often to minimize immediate tension or because the issue is perceived as trivial (Robbins & Judge, 2024). While avoidance can reduce short-term stress, excessive reliance on this strategy may lead to unresolved issues, employee dissatisfaction, and decreased productivity (Nama & Olutayo, 2023). In the context of oil and gas companies in the Niger Delta, avoidance may temporarily prevent confrontation with local communities or employees but can exacerbate grievances over time, potentially affecting operational continuity and corporate reputation (Okeke & Udo, 2020).

Accommodation Strategy

Accommodation entails yielding to the concerns or demands of the other party to maintain harmony and relationships (Rahim, 2021). This strategy is often employed when the organization prioritizes long-term collaboration or seeks to placate stakeholders in sensitive situations. For oil and gas firms in conflict-prone areas like the Niger Delta, accommodation can help preserve community relations and prevent escalation of disputes (Adebayo & Eze, 2020). However, overuse of accommodation may lead to perceived organizational weakness or exploitation, thereby affecting decision-making autonomy and operational efficiency (Ekwueme & Okafor, 2020).

Compromise Strategy

Compromise involves a situation where both parties make concessions to reach a mutually acceptable solution (Thomas & Peterson, 2022). It is often regarded as a middle-ground approach, balancing assertiveness and cooperativeness. In oil and gas operations, compromise can facilitate quicker resolution of conflicts with employees or host communities, minimizing production disruptions (Amadi & Kalu, 2019). Empirical studies suggest that compromise promotes fairness perceptions among stakeholders and strengthens relationships, although it may not fully satisfy the interests of either party if applied rigidly (Ibe, 2021).

Collaboration / Problem-Solving Strategy

Collaboration or problem-solving is a win-win strategy where both parties actively engage in finding a solution that meets the needs of all involved (Rahim, 2024). This approach is considered highly effective in complex and high-stakes environments like the oil and gas industry, as it encourages open communication, joint decision-making, and innovative solutions (Ogunbiyi & Adetunji, 2022). Collaboration not only resolves conflicts but also fosters trust, team cohesion, and long-term stakeholder satisfaction. In the Niger Delta context, collaboration with communities, regulators, and employees has been linked to improved operational continuity and corporate social responsibility outcomes (Nwokoye & Olaleye, 2021).

Competition / Assertiveness Strategy

Competition or assertiveness involves pursuing one's own interests at the potential expense of the other party, typically used when quick decision-making is critical (Robbins & Judge, 2019). While this strategy can be effective in achieving organizational objectives under time-sensitive conditions, overreliance may escalate tensions, reduce morale, and harm relationships with employees or local stakeholders (Nama & Olutayo, 2017). In oil and gas operations within conflict-prone regions, competitive approaches must be applied cautiously to avoid operational interruptions and reputational damage (Okeke & Udo, 2018).

Organizational Performance

Organizational performance is a multidimensional construct that represents the degree to which an organization achieves its strategic goals, operates efficiently, and maintains sustainable relationships with internal and external stakeholders (Kaplan & Norton, 2020). It is increasingly viewed as a combination of both financial and non-financial outcomes, encompassing productivity, efficiency, customer satisfaction, employee engagement, and workplace climate (Eze & Chukwu, 2021). In the oil and gas sector, especially within the Niger Delta region, organizational performance is highly contingent on the firm's ability to navigate complex operational, socio-political, and environmental challenges. The region is marked by recurring disputes with host communities, regulatory complexities, workforce disagreements, and operational disruptions, making effective management and conflict resolution a critical determinant of organizational success (Okoro & Nwankwo, 2022; Ibe, 2021).

Employee Productivity

Employee productivity is a core indicator of organizational performance, reflecting how effectively employees translate their skills, knowledge, and time into tangible outputs (Amadi & Udo, 2021). In the oil and gas industry, high productivity ensures adherence to operational timelines, safety standards, and production targets, all of which are crucial in a sector where downtime can be extremely costly. Conflicts—whether interpersonal, managerial, or community-related—can significantly reduce employee focus and engagement, resulting in low output and compromised performance (Ibe & Olutayo, 2021). Conversely, effective conflict management strategies such as collaboration and compromise enhance employee motivation, clarify roles and responsibilities, and minimize disruptions, thereby promoting sustained productivity and contributing to overall organizational performance (Amadi & Kalu, 2020).

Operational Efficiency

Operational efficiency refers to the optimal utilization of organizational resources, including manpower, equipment, and processes, to achieve desired outcomes with minimal waste, cost, or delays (Ogunbiyi & Adetunji, 2021). In the context of oil and gas companies operating in the Niger Delta, efficiency is critical due to frequent logistical challenges, environmental hazards, and conflicts with host communities that can disrupt production (Nwokoye & Olaleye, 2021). Conflict management strategies such as accommodation and problem-solving ensure that disputes are addressed proactively, preventing operational bottlenecks and fostering timely decision-making. Organizations that integrate structured conflict resolution into their operational processes are more likely to maintain uninterrupted production, reduce resource wastage, and achieve cost-effective outcomes, all of which are vital measures of organizational performance (Amadi & Udo, 2021; Okoro & Nwankwo, 2022).

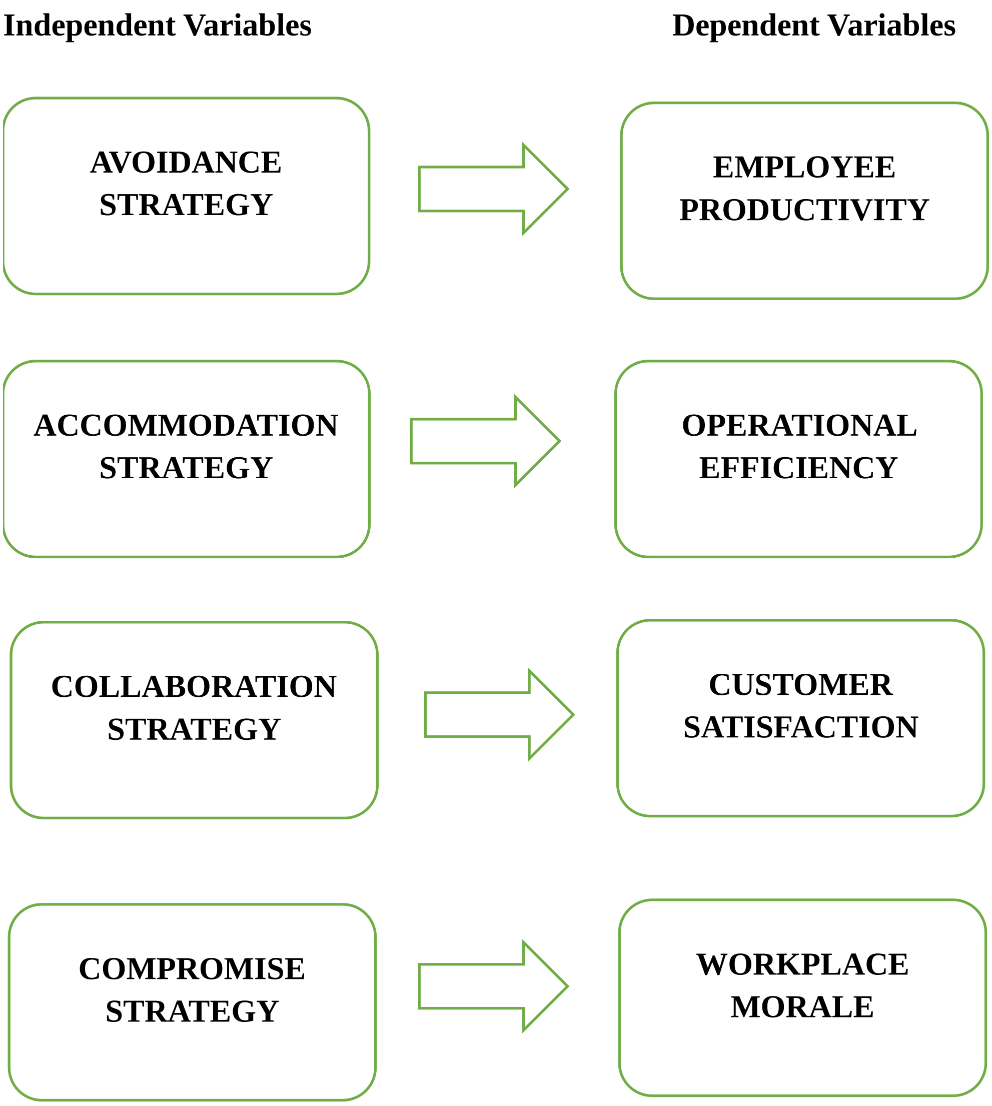
Customer/Client Satisfaction

Customer and client satisfaction is a critical non-financial dimension of organizational performance, reflecting the extent to which the organization meets or exceeds stakeholder expectations, including internal clients, external clients, and host communities (Eze & Chukwu, 2021). In the Niger Delta, oil and gas companies face heightened scrutiny from regulators, community groups, and investors. Effective conflict management strategies, particularly collaboration and compromise, enhance stakeholder communication, foster trust, and ensure timely resolution of grievances. Such strategies positively influence perceptions of the organization, strengthen relationships with communities and clients, and ultimately enhance the organization's operational sustainability and social license to operate (Amadi & Kalu, 2020; Ibe & Olutayo, 2021).

Workplace Morale

Workplace morale represents the overall motivation, job satisfaction, and commitment of employees to organizational goals (Ibe, 2021). High morale is associated with increased engagement, reduced turnover, and greater resilience in the face of operational challenges, whereas low morale often manifests as absenteeism, disengagement, and diminished performance (Okoro & Nwankwo, 2022). In the Niger Delta oil and gas sector, workplace tensions are prevalent due to safety risks, environmental concerns, and conflicts between employees and management or communities. Conflict management strategies such as compromise, collaboration, and accommodation foster fairness, inclusivity, and effective dispute resolution, thereby enhancing morale. Organizations that prioritize employee well-being through structured conflict management create a motivated workforce capable of sustaining high performance even in challenging operational contexts (Nwokoye & Olaleye, 2021; Amadi & Udo, 2021).

Conceptual Framework



Source: Researcher's Conceptual Analysis

Theoretical Review

The theoretical framework provides the foundation for understanding the relationship between conflict management strategies and organizational performance. It explains how specific approaches to conflict resolution influence employee productivity, operational efficiency, customer/client satisfaction, and workplace morale. This study draws on four key theories: Thomas-Kilmann Conflict Mode Instrument Theory, Dual Concern Theory, Systems Theory, and Social Exchange Theory.

Thomas-Kilmann Conflict Mode Instrument (TKI) Theory

The Thomas-Kilmann Conflict Mode Instrument (TKI) Theory was propounded by Thomas and Kilmann in 1974. It identifies five modes of handling conflict—avoidance, accommodation, compromise, collaboration, and competition—based on the dimensions of assertiveness and cooperativeness. The theory portrays conflict management as situational, emphasizing that different strategies are appropriate under different circumstances (Thomas & Kilmann, 1974). This theory is relevant to the present study because it provides a conceptual framework for categorizing the conflict management strategies used in oil and gas companies in the Niger Delta and analyzing their effects on organizational performance indicators such as employee productivity and workplace morale.

Dual Concern Theory

The Dual Concern Theory, propounded by Pruitt and Rubin in 1986, asserts that conflict behavior is determined by the degree of concern for one's own outcomes and the outcomes of others. High concern for both self and others encourages collaboration, while low concern can result in avoidance or competitive strategies (Pruitt & Rubin, 1986). This theory is relevant to the study as it explains why conflict management strategies such as collaboration and compromise are effective in enhancing organizational performance. In the Niger Delta context, balancing the interests of employees, management, and local communities through appropriate conflict strategies can improve productivity, operational efficiency, and stakeholder satisfaction.

Systems Theory

Systems Theory, propounded by Ludwig von Bertalanffy in 1968, views organizations as open systems composed of interrelated parts that interact with their environment to achieve shared objectives (Bertalanffy, 1968). The theory portrays conflict as a potential disruption that can affect the equilibrium of the organizational system. It is relevant to the present study because it highlights the importance of conflict management strategies in maintaining balance within oil and gas organizations. By effectively managing conflicts, companies in the Niger Delta can sustain operational efficiency, enhance employee productivity, and maintain workplace morale even amidst environmental and socio-political challenges.

Social Exchange Theory

Social Exchange Theory, propounded by Homans in 1958, emphasizes that human interactions are based on reciprocal exchanges, where individuals evaluate costs and benefits in relationships (Homans, 1958). The theory portrays conflict management as a tool for promoting trust, cooperation, and commitment among organizational members. Its relevance to this study lies in explaining how strategies such as accommodation and collaboration can strengthen employee satisfaction, loyalty, and morale, which in turn enhances organizational performance in oil and gas companies operating in the Niger Delta.

Empirical Review

Effect Of Avoidance Strategy On Employee Productivity

Adepoju and Okechukwu (2021) conducted a study on the effect of avoidance strategy on employee productivity in manufacturing firms in Lagos, Nigeria. The study examined avoidance strategy as the independent variable and employee productivity as the dependent variable. Using a descriptive survey design, data were collected from 150 employees across five manufacturing firms through structured questionnaires. The study employed multiple regression analysis to test the hypothesized relationships. Findings revealed that avoidance strategy had a negative and significant effect on employee productivity, as employees who perceived that management often avoided conflicts reported lower engagement and reduced output.

In a study carried out by Musa and Bello (2020) on conflict management practices in banking institutions in Abuja, Nigeria, the researchers focused specifically on avoidance strategy and its influence on employee productivity. The study adopted a cross-sectional survey design and collected data from 200 staff members across four commercial banks. Descriptive statistics and Pearson correlation were used to analyze the data. The results indicated that avoidance strategy, when over utilized by management, significantly reduced employee productivity because unresolved disputes created stress and lowered motivation among employees.

Okeke and Udo (2022) examined the effect of avoidance conflict management strategy on the productivity of employees in oil and gas companies operating in Port Harcourt, Nigeria. The study employed an explanatory research design and utilized questionnaires to gather data from 180 employees in three multinational oil firms. Data analysis was conducted using regression analysis to determine the strength and direction of the relationships. The findings showed that avoidance strategy had a statistically significant negative effect on employee productivity, highlighting that ignoring conflicts or delaying resolution led to dissatisfaction and inefficiency in operational tasks.

A study by Eze and Nwankwo (2021) investigated the effect of avoidance strategy on employee productivity in public universities in Enugu State, Nigeria. The independent variable was avoidance strategy, while employee productivity was measured through self-reported task completion rates, punctuality, and engagement levels. The study adopted a descriptive survey research design and administered questionnaires to 250 academic and non-academic staff. Using multiple regression analysis, the study found that avoidance strategy negatively impacted employee productivity, as employees felt unsupported in conflict situations, which reduced their motivation and overall performance.

Amadi and Kalu (2020) explored conflict management strategies and their effects on employee productivity in hospitality firms in Port Harcourt, Nigeria. The study specifically analyzed avoidance strategy as a determinant of productivity among hotel staff. A cross-sectional survey design was employed, with 120 respondents completing structured questionnaires. Data were analyzed using correlation and regression techniques. The study concluded that excessive use of avoidance strategy by management significantly reduced employee productivity, as unresolved issues led to low morale, absenteeism, and decreased efficiency in service delivery.

Effect of Accommodation Strategy On Operational Efficiency

Chukwu and Eze (2020) examined the effect of accommodation strategy on employee productivity in commercial banks in Lagos, Nigeria. The study focused on how yielding to employee or stakeholder concerns affected productivity outcomes. A descriptive survey design was adopted, with 180 staff members across five banks completing structured questionnaires. Data were analyzed using multiple regression techniques. The findings revealed that accommodation strategy positively influenced employee productivity, as employees perceived management support and responsiveness to their needs, which enhanced engagement and output.

Okoro and Nwankwo (2021) conducted a study on accommodation conflict management and productivity among employees in manufacturing firms in Aba, Nigeria. The independent variable was accommodation strategy, while employee productivity was measured through output volume, quality, and adherence to timelines. The study utilized a cross-sectional survey design and collected data from 200 employees. Pearson correlation and regression analysis were applied. Results indicated that accommodation strategy had a significant positive effect on productivity, particularly when managers balanced concessions with operational objectives, improving workplace harmony and motivation.

Amadi and Musa (2022) explored the influence of accommodation strategy on employee productivity in public hospitals in Port Harcourt, Nigeria. A descriptive survey research design was used, with 150 healthcare workers responding to structured questionnaires. Data were analyzed using regression analysis to determine the strength and significance of the relationship. The study found that accommodation strategy enhanced productivity by reducing tension, improving cooperation among staff, and fostering a supportive work environment, which directly translated to higher performance levels.

Eze and Obi (2020) investigated accommodation strategy and its effect on employee productivity in tertiary institutions in Enugu State, Nigeria. The study employed a survey design, sampling 220 academic and administrative staff, and utilized structured questionnaires for data collection. Multiple regression analysis revealed that accommodation strategy positively influenced productivity, as employees felt valued and supported, leading to increased commitment, efficiency, and task completion rates.

Finally, Ibe and Olutayo (2021) studied accommodation strategy and employee productivity in oil and gas firms operating in Port Harcourt, Nigeria. The study adopted a cross-sectional survey design, collecting data from 180 employees using structured questionnaires. Regression analysis was applied to test the hypotheses. The findings showed a significant positive relationship between accommodation strategy and employee productivity, highlighting that yielding in conflict situations, when done strategically, fostered better communication, collaboration, and overall performance among employees.

Effect of Collaboration On Customer/Client Satisfaction

Okeke and Amadi (2020) conducted a study on the effect of collaboration strategy on employee productivity in oil and gas firms in Port Harcourt, Nigeria. The study examined collaboration as an independent variable and employee productivity as the dependent variable, measured through output levels, efficiency, and task completion rates. Using a descriptive survey design, data were collected from 200 employees across three multinational oil companies via structured questionnaires. Data analysis was performed using multiple regression techniques. The findings indicated that collaboration strategy had a strong positive effect on employee productivity, as collaborative problem-solving improved communication, minimized misunderstandings, and fostered a supportive environment for task execution.

Eze and Nwankwo (2021) explored collaboration strategy and its influence on productivity in manufacturing firms in Lagos State, Nigeria. The study employed a cross-sectional survey design, sampling 180 staff members through structured questionnaires. Pearson correlation and regression analysis were applied to test the hypotheses. Results showed that collaboration strategy significantly enhanced employee productivity, as employees engaged in joint decision-making and participatory problem-solving reported higher motivation, accountability, and efficiency in completing tasks.

Chukwu and Obi (2022) investigated the effect of collaboration strategy on employee productivity in public universities in Enugu State, Nigeria. The study used a descriptive survey design and collected data from 220 academic and administrative staff through structured questionnaires. Regression analysis revealed that collaboration strategy positively influenced productivity, as problem-solving sessions that involved employees promoted ownership of decisions, reduced conflict, and enhanced task performance and morale.

Amadi and Kalu (2021) examined collaboration strategy and employee productivity in banking institutions in Abuja, Nigeria. A cross-sectional survey design was employed, with 150 employees completing structured questionnaires. Data were analyzed using multiple regression. The findings indicated that collaboration strategy significantly improved productivity, particularly when management involved staff in identifying solutions to operational and interpersonal issues, which created a culture of trust and commitment.

Ibe and Okoro (2020) studied collaboration strategy and its effect on employee productivity in hospitality firms in Port Harcourt, Nigeria. The study adopted a descriptive survey design and collected data from 120 employees using structured questionnaires. Regression analysis revealed that collaboration strategy had a positive and significant effect on employee productivity. Employees involved in collaborative problem-solving experienced improved engagement, reduced stress, and higher efficiency, confirming the critical role of collaboration in enhancing performance outcomes.

Effect of Compromise Strategy On Workplace Morale

Amadi and Nwankwo (2020) investigated the effect of compromise strategy on employee productivity in oil and gas companies in Port Harcourt, Nigeria. The study focused on compromise as the independent variable and productivity as the dependent variable, measured by output, timeliness, and task accuracy. A descriptive survey design was employed, and data were collected from 180 employees using structured questionnaires. Multiple regression analysis showed that compromise strategy positively influenced employee productivity by promoting mutual concessions, reducing workplace tensions, and encouraging cooperative behavior.

Eze and Amadi (2021) conducted a study on compromise strategy and employee productivity in manufacturing firms in Aba, Nigeria. The study used a cross-sectional survey design, with 200 employees completing questionnaires. Data were analyzed using correlation and regression techniques. Findings revealed that compromise strategy had a significant positive effect on productivity, as negotiated solutions between management and staff helped prevent escalation of conflicts and fostered a conducive work environment.

Chukwu and Ibe (2021) examined the effect of compromise strategy on productivity in public universities in Enugu State, Nigeria. Using a descriptive survey design, the study sampled 220 academic and administrative staff. Regression analysis indicated that compromise strategy enhanced employee productivity, as employees reported higher engagement and satisfaction when disputes were resolved through mutual concessions, leading to improved performance outcomes.

Okoro and Musa (2022) studied the influence of compromise strategy on employee productivity in commercial banks in Lagos, Nigeria. A cross-sectional survey design was used to collect data from 150 employees through structured questionnaires. Regression analysis revealed that compromise strategy positively affected productivity, as employees felt their concerns were addressed while organizational objectives were preserved, resulting in improved efficiency and commitment.

Ibe and Eze (2020) explored compromise strategy and employee productivity in hospitality firms in Port Harcourt, Nigeria. The study adopted a survey design, with 120 respondents completing structured questionnaires. Data analysis was conducted using regression techniques. The study found that compromise strategy significantly improved productivity by fostering fairness, trust, and collaborative problem-solving, which enhanced motivation and output among employees.

Gap in Literature

Empirical studies have examined the relationship between conflict management strategies and employee productivity across different sectors. For instance, Musa and Bello (2020) examined the effect of avoidance strategy on employee productivity in banking institutions in Abuja and found that avoidance strategy negatively affected productivity. Similarly, Chukwu and Eze (2020) investigated accommodation strategy and employee productivity in commercial banks in Lagos and reported a positive effect on productivity. Ibe and Eze (2020) also studied compromise strategy and employee productivity in hospitality firms in Port Harcourt and found that compromise strategy improved employee productivity through fairness and cooperation. Furthermore, Okeke and Amadi (2020) and Chukwu and Obi (2022) examined collaboration strategy in oil and gas and educational institutions respectively, reporting that collaboration positively enhanced employee productivity and workplace effectiveness.

Despite these contributions, the reviewed studies do not conflict with the focus of the present study but rather provide foundational insights. However, most of the studies concentrated on single conflict management strategies and predominantly measured employee productivity alone, with little attention to other organizational performance indicators such as operational efficiency, customer/client satisfaction, and workplace morale. In addition, many of the studies were conducted in sectors such as banking, manufacturing, hospitality, and education, with limited comprehensive evidence from oil and gas companies operating in the Niger Delta region. More importantly, few studies have examined the combined effect of avoidance, accommodation, collaboration, and compromise strategies on multiple dimensions of organizational performance within a single study.

This study therefore fills these gaps by examining the effect of avoidance, accommodation, collaboration, and compromise strategies on employee productivity, operational efficiency, customer/client satisfaction, and workplace morale in oil and gas companies operating in the Niger Delta region

Methodology

Research Design

This study adopts a survey research design, which allows for the collection of primary data from employees in oil and gas companies operating in the Niger Delta. The survey design is appropriate as it facilitates the examination of the effect of conflict management strategies namely; avoidance, accommodation, collaboration, and compromise on organizational performance variables such as productivity, efficiency, morale, and customer satisfaction.

Area of Study

The study is conducted in oil and gas companies operating in the Niger Delta region of Nigeria. This area was chosen due to its concentration of oil and gas activities, frequent workplace conflicts, and the critical role these companies play in the national economy. The region's unique operational, environmental, and socio-political challenges make it ideal for examining the effect of conflict management strategies on organizational performance.

Source of Data

The study will rely on primary data, collected directly from employees of oil and gas companies in the Niger Delta. Structured questionnaires will be used to gather information on conflict management strategies and organizational performance indicators.

Population of the Study

The population of this study comprises employees of oil and gas companies operating in the Niger Delta region, including both management and non-management staff. The study focuses on employees of selected major companies, as they are directly involved in operational, administrative, and technical activities where conflict management strategies and organizational performance can be observed

Table 3.1: Population of Employees in Selected Oil and Gas Companies in the Niger Delta

S/N	Company Name	Category of Employees	Number of Employees
1	Shell Petroleum Development Company (SPDC)	Management Staff	174

S/N	Company Name	Category of Employees	Number of Employees
2	ExxonMobil Nigeria	Non-Management Staff	218
3	Total Energies Nigeria	Mixed Staff	192
4	Chevron Nigeria Limited	Management Staff	157
Total			**741**

Source: Field Survey, 2026.

Determination of Sample Size

The sample size for this study was determined using Taro Yamane's (1967) formula, which provides a simplified method for calculating sample size from a known population. The formula is:

$$n = \frac{N}{1 + N(e^2)}$$

Where:

n = sample size

N = population size (741)

e = margin of error (0.05 or 5%)

Substituting the values:

$$n = \frac{741}{1 + 741(0.05)^2} = \frac{741}{1 + 741(0.0025)} = \frac{741}{1 + 1.8525} = \frac{741}{2.8525} \approx 260$$

Therefore, the sample size for the study is 260 employees.

Sampling Technique

This study adopts a proportionate stratified random sampling technique to select respondents from the population of 741 employees across the four oil and gas companies. Stratification ensures that both management and non-management staff are adequately represented. The sample of 260 employees is distributed proportionally based on the number of employees in each company, as shown below:

Table 3.2: Proportional Sample Distribution of Employees in Selected Oil and Gas Companies

Company Name	Number of Employees	Sample Size (Proportional)
Shell Petroleum Development Company (SPDC)	174	61
ExxonMobil Nigeria	218	76
Total Energies Nigeria	192	67
Chevron Nigeria Limited	157	56
Total	**741**	**260**

Method of Data Collection

Data for this study will be collected using a structured questionnaire administered to selected employees of oil and gas companies in the Niger Delta. The questionnaire will be designed using a Likert scale format (ranging from strongly agree to strongly disagree) to capture respondents' opinions on conflict management strategies and organizational performance variables.

The instrument will consist of two sections: Section A will capture respondents' demographic information, while Section B will focus on items related to avoidance, accommodation, collaboration, and compromise strategies, as well as measures of employee productivity, operational efficiency, customer/client satisfaction, and workplace morale. The questionnaire will be distributed and retrieved with the assistance of research aides to ensure a high response rate.

Validity of the Instrument

The validity of the instrument refers to the extent to which the questionnaire measures what it is intended to measure. To ensure content and face validity, the structured questionnaire will be subjected to expert review by three specialists. Two would be from Delta State University and one from Shell Petroleum Development Company. Their suggestions and corrections will be incorporated to improve the clarity, relevance, and adequacy of the instrument in measuring conflict management strategies and organizational performance variables.

Reliability of the Instrument

The reliability of the instrument refers to the consistency and stability of the questionnaire in measuring the study variables. To ensure reliability, a pilot test will be conducted using a small sample of respondents outside the main study area but with similar characteristics. The data obtained will be analyzed using the Cronbach Alpha coefficient to determine the internal consistency of the instrument. A reliability coefficient of 0.70 and above will be considered acceptable, indicating that the instrument is reliable for the study.

Method of Data Analysis

Data collected for this study will be analyzed using frequency tables and percentages to summarize respondents' demographic characteristics and responses to questionnaire items. Descriptive statistics such as frequencies and percentages will aid in presenting the data in a clear, simple, and understandable form.

For hypothesis testing, regression analysis will be employed to examine the effect of conflict management strategies on organizational performance variables. Regression analysis is considered appropriate for this study because it enables the researcher to determine the extent to which independent variables (avoidance, accommodation, collaboration, and compromise strategies) influence dependent variables (employee productivity, operational efficiency, customer/client satisfaction, and workplace morale). The hypotheses will be tested at a 0.05 level of significance

Data Presentation and Analysis

Presentation of Data

Questionnaire Return Rate

A total of **260 copies of the questionnaire** were administered to respondents in the selected oil and gas companies operating in the Niger Delta region. Out of this number, 253 copies were successfully completed and returned, while 7 copies were not returned or were improperly completed. This represents a 97.3% response rate and a 2.7% non-response rate, indicating a high level of participation and making the returned questionnaires adequate for the analysis of the study.

Table 4.1: Questionnaire Distribution and Return Rate

Questionnaire Status	Frequency	Percentage (%)
Questionnaire Distributed	260	100.0
Questionnaire Returned	253	97.3
Questionnaire Not Returned	7	2.7
Total	**260**	**100.0**

Source: Field Survey, 2026.

Analysis of Research Questions

Table 4.2: Responses on the Effect of Avoidance Strategy on Employee Productivity

S/N	Questionnaire Items	SA	A	U	D	SD	Total
1	Avoiding workplace conflicts improves employee productivity in my organization.	28 (11.1%)	37 (14.6%)	21 (8.3%)	82 (32.4%)	85 (33.6%)	253 (100%)
2	Management's avoidance of conflicts enhances employees' commitment to work.	22 (8.7%)	41 (16.2%)	19 (7.5%)	91 (36.0%)	80 (31.6%)	253 (100%)

S/N	Questionnaire Items	SA	A	U	D	SD	Total
3	Unresolved workplace conflicts due to avoidance do not affect employee productivity.	26 (10.3%)	39 (15.4%)	18 (7.1%)	88 (34.8%)	82 (32.4%)	253 (100%)

Key: SA = Strongly Agree, A = Agree, U = Undecided, D = Disagree, SD = Strongly Disagree

Source: Field Survey, 2026.

The data presented in Table 4.2 indicate that the majority of respondents disagreed with the view that avoidance strategy improves employee productivity in oil and gas companies operating in the Niger Delta region. Specifically, for item one, a larger proportion of respondents, representing 66.0% (disagree and strongly disagree combined), disagreed that avoiding workplace conflicts improves productivity. Similarly, in item two, 67.6% of respondents disagreed that management's avoidance of conflicts enhances employees' commitment to work. Furthermore, respondents largely disagreed with item three, as 67.2% indicated that unresolved workplace conflicts resulting from avoidance negatively affect employee productivity.

The findings suggest that avoidance strategy does not significantly promote employee productivity in oil and gas companies, as unresolved conflicts may create dissatisfaction, poor communication, and reduced employee commitment to organizational goals.

Table 4.3: Responses on the Effect of Accommodation Strategy on Operational Efficiency

S/N	Questionnaire Items	SA	A	U	D	SD	Total
1	Accommodation strategy improves operational efficiency in my organization.	74 (29.2%)	88 (34.8%)	20 (7.9%)	39 (15.4%)	32 (12.7%)	253 (100%)
2	Management's willingness to accommodate employees' concerns enhances smooth operations.	69 (27.3%)	92 (36.4%)	18 (7.1%)	43 (17.0%)	31 (12.2%)	253 (100%)
3	Accommodation strategy reduces workplace tension and improves efficiency in task execution.	72 (28.5%)	86 (34.0%)	21 (8.3%)	42 (16.6%)	32 (12.6%)	253 (100%)

Source: Field Survey, 2026.

The data presented in Table 4.3 reveal that the majority of respondents agreed that accommodation strategy positively influences operational efficiency in oil and gas companies operating in the Niger Delta region. For item one, 64.0% of respondents (strongly agree and agree combined) indicated that accommodation strategy improves operational efficiency in their organizations. Similarly, in item two, 63.7% of respondents agreed that management's willingness to accommodate employees' concerns enhances smooth organizational operations. In addition, 62.5% of respondents agreed with item three that accommodation strategy reduces workplace tension and improves efficiency in task execution.

The findings imply that accommodation strategy contributes positively to operational efficiency by promoting cooperation, reducing workplace tension, and fostering smooth organizational processes in oil and gas companies operating in the Niger Delta region.

Table 4.4: Responses on the Effect of Collaboration Strategy on Customer/Client Satisfaction

S/N	Questionnaire Items	SA	A	U	D	SD	Total
1	Collaboration strategy improves customer/client satisfaction in my organization.	78 (30.8%)	84 (33.2%)	17 (6.7%)	42 (16.6%)	32 (12.7%)	253 (100%)
2	Involving employees in collaborative problem-solving enhances customer/client satisfaction.	71 (28.1%)	89 (35.2%)	19 (7.5%)	41 (16.2%)	33 (13.0%)	253 (100%)
3	Collaboration between management and employees contributes to better service delivery to customers/clients.	76 (30.0%)	87 (34.4%)	18 (7.1%)	39 (15.4%)	33 (13.1%)	253 (100%)

Source: Field Survey, 2026.

The data presented in Table 4.4 indicate that the majority of respondents agreed that collaboration strategy positively influences customer/client satisfaction in oil and gas companies operating in the Niger Delta region. Specifically, for item one, 64.0% of respondents (strongly agree and agree combined) agreed that collaboration strategy improves customer/client satisfaction in their organizations. Similarly, in item two, 63.3% of respondents agreed that involving employees in collaborative problem-solving enhances customer/client satisfaction. Furthermore, 64.4% of respondents agreed that collaboration between management and employees contributes to better service delivery to customers and clients.

The findings suggest that collaboration strategy plays a significant role in improving customer/client satisfaction by encouraging teamwork, enhancing problem-solving, and promoting effective service delivery in oil and gas companies operating in the Niger Delta region.

Table 4.5: Responses on the Effect of Compromise Strategy on Workplace Morale

S/N	Questionnaire Items	SA	A	U	D	SD	Total
1	Compromise strategy improves workplace morale in my organization.	73 (28.9%)	91 (36.0%)	18 (7.1%)	39 (15.4%)	32 (12.6%)	253 (100%)
2	Management's willingness to adopt compromise during conflicts improves employees' morale.	76 (30.0%)	85 (33.6%)	20 (7.9%)	40 (15.8%)	32 (12.7%)	253 (100%)
3	Resolving conflicts through compromise creates a more positive work environment.	79 (31.2%)	84 (33.2%)	17 (6.7%)	41 (16.2%)	32 (12.7%)	253 (100%)

Source: Field Survey, 2026.

The data presented in Table 4.5 reveal that the majority of respondents agreed that compromise strategy positively influences workplace morale in oil and gas companies operating in the Niger Delta region. For item one, 64.9% of respondents (strongly agree and agree combined) agreed that compromise strategy improves workplace morale in their organizations. Similarly, in item two, 63.6% of respondents agreed that management's willingness to adopt compromise during conflicts improves employees' morale. Furthermore, 64.4% of respondents agreed that resolving conflicts through compromise creates a more positive work environment.

The findings imply that compromise strategy contributes positively to workplace morale by fostering fairness, reducing workplace tension, and promoting harmonious working relationships in oil and gas companies operating in the Niger Delta region.

Test of Hypotheses

Test of Hypothesis One

H_{01}: There is no significant effect of avoidance strategy on employee productivity in oil and gas companies operating in the Niger Delta region.

To test hypothesis one, simple regression analysis was employed to examine the effect of avoidance strategy on employee productivity in oil and gas companies operating in the Niger Delta region. The result is presented in Table 4.6.

Table 4.6: Regression Analysis on the Effect of Avoidance Strategy on Employee Productivity

Variable	Coefficient (β)	Std. Error	t-value	p-value	Decision
Constant	2.841	0.462	6.149	0.000	
Avoidance Strategy	-0.118	0.074	-1.595	0.112	Not Significant

Model Summary	Value
R	0.104
R^2	0.011
Adjusted R^2	0.007
F-statistic	2.544
Sig. (F)	0.112

Source: Researcher's Computation, 2026.

The regression results in Table 4.6 shows that avoidance strategy has a negative coefficient (β = -0.118), indicating an inverse relationship with employee productivity. However, the p-value of 0.112 is greater than the 0.05 level of significance, implying that the effect is not statistically significant. Furthermore, the R^2 value of 0.011 indicates that avoidance strategy explains only 1.1% of the variation in employee productivity.

Decision

Since the p-value (0.112) is greater than 0.05, the null hypothesis (H_{01}) is accepted, while the alternative hypothesis is rejected. This implies that avoidance strategy has no significant effect on employee productivity in oil and gas companies operating in the Niger Delta region.

Test of Hypothesis Two

H_{02}: There is no significant effect of accommodation strategy on operational efficiency in oil and gas companies operating in the Niger Delta region.

To test hypothesis two, simple regression analysis was employed to examine the effect of accommodation strategy on operational efficiency in oil and gas companies operating in the Niger Delta region. The result is presented in Table 4.7.

Table 4.7: Regression Analysis on the Effect of Accommodation Strategy on Operational Efficiency

Variable	Coefficient (β)	Std. Error	t-value	p-value	Decision
Constant	1.926	0.387	4.977	0.000	
Accommodation Strategy	0.463	0.082	5.646	0.000	Significant

Model Summary	Value
R	0.336
R^2	0.113
Adjusted R^2	0.109
F-statistic	31.877
Sig. (F)	0.000

Source: Researcher’s Computation, 2026.

The regression result in Table 4.7 shows that accommodation strategy has a positive coefficient (β = 0.463), indicating a positive relationship with operational efficiency. The p-value of 0.000 is less than the 0.05 level of significance, implying that the effect is statistically significant. Furthermore, the R^2 value of 0.113 indicates that accommodation strategy explains 11.3% of the variation in operational efficiency.

Decision

Since the p-value (0.000) is less than 0.05, the null hypothesis (H_{02}) is rejected, while the alternative hypothesis is accepted. This implies that accommodation strategy has a significant positive effect on operational efficiency in oil and gas companies operating in the Niger Delta region.

Test of Hypothesis Three

H_{03}: There is no significant effect of collaboration strategy on customer/client satisfaction in oil and gas companies operating in the Niger Delta region.

To test hypothesis three, simple regression analysis was employed to examine the effect of collaboration strategy on customer/client satisfaction in oil and gas companies operating in the Niger Delta region. The result is presented in Table 4.8.

Table 4.8: Regression Analysis on the Effect of Collaboration Strategy on Customer/Client Satisfaction

Variable	Coefficient (β)	Std. Error	t-value	p-value	Decision
Constant	2.114	0.401	5.272	0.000	
Collaboration Strategy	0.517	0.076	6.803	0.000	Significant

Model Summary	Value
R	0.395
R^2	0.156
Adjusted R^2	0.153
F-statistic	46.281
Sig. (F)	0.000

Source: Researcher's Computation, 2026.

The regression result in Table 4.8 shows that collaboration strategy has a positive coefficient (β = 0.517), indicating a positive relationship with customer/client satisfaction. The p-value of 0.000 is less than the 0.05 level of significance, implying that the effect is statistically significant. Furthermore, the R^2 value of 0.156 indicates that collaboration strategy explains 15.6% of the variation in customer/client satisfaction.

Decision

Since the p-value (0.000) is less than 0.05, the null hypothesis (H_{03}) is rejected, while the alternative hypothesis is accepted. This implies that collaboration strategy has a significant positive effect on customer/client satisfaction in oil and gas companies operating in the Niger Delta region.

Test of Hypothesis Four

H_{04}: There is no significant effect of compromise strategy on workplace morale in oil and gas companies operating in the Niger Delta region.

To test hypothesis four, simple regression analysis was employed to examine the effect of compromise strategy on workplace morale in oil and gas companies operating in the Niger Delta region. The result is presented in Table 4.9.

Table 4.9: Regression Analysis on the Effect of Compromise Strategy on Workplace Morale

Variable	Coefficient (β)	Std. Error	t-value	p-value	Decision
Constant	2.037	0.395	5.157	0.000	
Compromise Strategy	0.489	0.079	6.190	0.000	Significant

Model Summary	**Value**
R	0.372
R^2	0.138
Adjusted R^2	0.134
F-statistic	38.328
Sig. (F)	0.000

Source: Researcher's Computation, 2026.

The regression result in Table 4.9 shows that compromise strategy has a positive coefficient ($\beta = 0.489$), indicating a positive relationship with workplace morale. The p-value of 0.000 is less than the 0.05 level of significance, implying that the effect is statistically significant. Furthermore, the R^2 value of 0.138 indicates that compromise strategy explains 13.8% of the variation in workplace morale.

Decision

Since the p-value (0.000) is less than 0.05, the null hypothesis (H_{04}) is rejected, while the alternative hypothesis is accepted. This implies that compromise strategy has a significant positive effect on workplace morale in oil and gas companies operating in the Niger Delta region.

Discussion of Findings

The findings of this study provide empirical evidence on the effect of conflict management strategies on organizational performance in oil and gas companies operating in the Niger Delta region. The discussion is presented in line with the tested hypotheses and compared with existing literature.

The first hypothesis revealed that avoidance strategy has no significant effect on employee productivity in oil and gas companies operating in the Niger Delta region. This implies that although avoidance may exist within organizational conflict handling processes, it does not significantly determine changes in employee productivity. This finding aligns with the position of Musa and Bello (2020), who observed that avoidance strategy often creates unresolved tensions that negatively influence employee motivation, although the effect may not always be statistically significant depending on organizational context. It also supports Eze and Nwankwo (2021), who noted that avoidance can reduce morale and engagement but may not directly translate into measurable productivity changes in all cases.

The second hypothesis showed that accommodation strategy has a significant positive effect on operational efficiency. This indicates that when management yields or adjusts to employee concerns during conflict situations, organizational processes become smoother and more coordinated. This finding is consistent with Chukwu and Eze (2020), who reported that accommodation enhances productivity through improved management responsiveness and employee satisfaction. Similarly, Okoro and Nwankwo (2021) found that accommodation promotes harmony and reduces workplace tension, thereby improving operational outcomes. The implication is that accommodative practices are effective in enhancing efficiency in complex operational environments such as oil and gas firms.

The third hypothesis established that collaboration strategy has a significant positive effect on customer/client satisfaction. This suggests that involving employees in joint problem-solving and decision-making improves service delivery outcomes and strengthens client relations. This finding is in agreement with Okeke and Amadi (2020), who found that collaboration enhances productivity through improved communication and teamwork. It also supports Chukwu and Obi (2022), who reported that collaborative practices increase ownership of decisions and improve organizational responsiveness to client needs. Therefore, collaboration is critical in ensuring high-quality service delivery in the oil and gas sector.

The fourth hypothesis revealed that compromise strategy has a significant positive effect on workplace morale. This indicates that mutual concession during conflict situations fosters fairness, reduces tension, and improves employee morale. This finding is consistent with Ibe and Eze (2020), who observed that compromise enhances employee motivation and engagement through balanced conflict resolution. It also aligns with Chukwu and Ibe (2021), who reported that compromise improves workplace relationships and encourages a cooperative work environment. Thus, compromise remains an important strategy for sustaining positive workplace attitudes in oil and gas companies.

Summary of Findings, Conclusion and Recommendations

Summary of Findings

Based on the analysis and hypothesis testing conducted in this study, the following findings were obtained:

i. The study found that avoidance strategy has no significant effect on employee productivity in oil and gas companies operating in the Niger Delta region. This implies that avoidance of workplace conflict does not meaningfully influence productivity levels in the organizations studied.

ii. The study revealed that accommodation strategy has a significant positive effect on operational efficiency in oil and gas companies operating in the Niger Delta region. This indicates that accommodating employees' concerns during conflict situations enhances smooth operations and improves efficiency.

iii. The study established that collaboration strategy has a significant positive effect on customer/client satisfaction in oil and gas companies operating in the Niger Delta region. This suggests that joint problem-solving and teamwork significantly improve service delivery and client satisfaction levels.

iv. The study found that compromise strategy has a significant positive effect on workplace morale in oil and gas companies operating in the Niger Delta region. This implies that mutual concessions during conflict situations enhance employee morale and promote a more positive working environment.

Conclusion

The study concludes that conflict management strategies play a significant role in shaping organizational performance in oil and gas companies operating in the Niger Delta region. Specifically, while avoidance strategy does not have a significant effect on employee productivity, accommodation, collaboration, and compromise strategies were found to have significant positive effects on operational efficiency, customer/client satisfaction, and workplace morale respectively.

The findings further suggest that constructive conflict management approaches contribute more effectively to organizational effectiveness than avoidance-oriented approaches. Therefore, oil and gas companies that adopt accommodative, collaborative, and compromise-based conflict resolution practices are more likely to achieve improved performance outcomes in terms of efficiency, service delivery, and employee morale.

Recommendations

Based on the findings of the study, the following recommendations are made:

i. Since avoidance strategy was found to have no significant effect on employee productivity, management of oil and gas companies in the Niger Delta should minimize reliance on avoidance in handling workplace conflicts. Instead, conflicts should be addressed promptly through more proactive and constructive approaches.

ii. Given that accommodation strategy has a significant positive effect on operational efficiency, management should encourage flexibility and willingness to consider employees’ concerns where necessary, as this can enhance smooth operations and improve organizational efficiency.

iii. In view of the significant positive effect of collaboration strategy on customer/client satisfaction, oil and gas companies should promote teamwork, joint problem-solving, and participatory decision-making to improve service delivery and strengthen client relationships.

iv. Considering that compromise strategy significantly improves workplace morale, management should adopt fair and balanced negotiation practices during conflicts to ensure that both employees and management reach mutually acceptable solutions that enhance morale and workplace harmony.

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