



Industrial Harmony and Employee Performance in Quoted Oil and Gas Firms in Nigeria

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Article Info

ISSN (online): 2582-7138

Volume: 06

Issue: 04

July - August 2025

Received: 07-06-2025

Accepted: 05-07-2025

Published: 22-07-2025

Page No: 885-894

Abstract

The study examined the relationship between industrial harmony and employee performance of oil and gas firms in Nigeria. The specific objectives were to: evaluate the relationship between employee board representation and employee job satisfaction and ascertain the relationship between employee collective bargaining and employee job commitment. Study area was Niger Delta of Nigeria. The research design of the study was descriptive survey design. The population of the study comprised of 173,000 staff of 23 quoted Oil and Gas Firms in Nigeria. Simple random technique was used to select four Oil and Gas Firms in Nigeria namely: Shell PLC, Exxon Mobil PLC, Chevron Corporation PLC, Conoil PLC. The sample size of 371 respondents was drawn from population of the study using Freund and Williams sampling technique. Research questions were answered using frequency, mean and standard deviation. The hypotheses stated were tested using Pearson correlation statistic. The empirical results showed that employee board representation has significant relationship with employee job satisfaction (r -statistic = 0.761; P -value $0.00 < \text{Sig-value}$ (0.05) and employee collective bargaining has significant relationship with employee job commitment (r -statistic = 0.750; P -value $0.00 < \text{Sig-value}$ (0.05). Management of oil and gas firms should give room for unions in the organization to air their views and try as much as possible to align the needs of the employees to that of the firm.

Keywords: Industrial Harmony, Employee Board Representation and Employee Collective Bargaining

1. Introduction

1.1 Background of the Study

Industrial harmony is a vital component of every modern economic system in the contemporary global society. A good industrial harmony or peaceful co-existence between workers (Trade Union) and management, at least will definitely showcase a give and take relationship that is mutually inclusive in nature and will in no small measure encourage high workers morale; and by so doing, the performance and productivity profile of labour will be on the increase (Onyeizugbe, Aghara, Enaini & Abaniwu, 2018) ^[26]. Also, good industrial harmony fosters development of the industrial system and ensures stability in the spheres of governance. Usually, where there is cooperation among workers and management in an atmosphere of good industrial understandings, it could lead to political stability which fundamentally lays the foundation for the development of local industries and as well serves as an attraction for foreign investments and invariably create employment for the citizenry (Akanimo, Okurebia & Akpan, 2022).

Industrial harmony is key to organizations progress, growth and expansion. It is crucial for business and people who take decision to invest and those working in the organization will thus have their opinion reflect in the organization. Industrial harmony results when the differences between trade unions on one hand, management or employer on the other can be resolved in the work place without having to resort to total breakdown or closures of the organizations (Dibua, Nzewi & Usor, 2023) ^[15].

To foster industrial harmony in Nigeria, Barinem and Porbari, (2023) ^[9] prioritize regularly communicate with staff, keeping them informed about organizational goals, performance, and any changes that may affect them, clear policies and procedures; fair labor practices, and robust conflict resolution mechanisms, while also promoting collective bargaining and employee engagement.

The industrial harmony entails treat all employees fairly and equitably, regardless of their background, gender, or any other protected characteristic. Prioritize employee well-being by providing a safe and healthy work environment, and offering opportunities for training and development. Develop clear and accessible procedures for resolving workplace disputes, ensuring that all parties have a fair opportunity to voice their concerns. Consider utilizing mediation and arbitration as alternative dispute resolution methods, allowing for constructive dialogue and resolution (Agubata, Ezeodili & Eneh, 2024) ^[3]. The study Bamson and Lebura, (2023) ^[8] opined that industrial harmony entails investigating any complaints or grievances promptly and fairly taking appropriate action to address the issue. Support the establishment and functioning of trade unions, allowing for collective bargaining to address employee concerns and negotiate terms of employment. Involve employees in decision-making processes, fostering a sense of ownership and engagement. Industrial harmony acknowledges and rewards employee contributions and achievements therefore motivating them to continue performing at a high level.

This study further averred that industrial conflicts, strikes and work stoppages affect tremendously the economic development while industrial harmony characterized by peaceful and productive relationships between workers, unions, and management, leads to increased productivity, improved worker morale, and a more stable industrial environment, ultimately contributing to economic growth and development.

1.2 Statement of the Problem

The Nigeria workplace context had for decades been embattled in the demands for increased concern on issues that relate to employer-employee relationship which is a form of motivation (Akanimo, Okurebia & Akpan, 2023) ^[4]. In recent times, industrial disharmony is assuming unprecedented proportion in most of the oil and gas firms in Nigeria. The incessant grievance and conflicts between management and employee in oil and gas industry has more than ever before been publicized in the manifestation of negative consequences such as decline in the performance of organization and that of the employee (Longe, 2023) ^[8].

Arguably, it is observed that management of quoted Oil and Gas firms in Nigeria have witnessed industrial actions like strikes, lockouts due to lack of industrial harmony. Industrial actions can lead to significant consequences, including economic losses for businesses, disruptions to services, reduced productivity and output; financial losses; damaged reputation; disrupted supply chains; economic slowdown; loss of wages; disruption of services; social unrest; legal disputes; loss of productivity; damage to equipment and materials and potential social unrest, while also impacting employees' livelihoods and wages. Strikes and work stoppages can lead to a significant decrease in production and output, impacting businesses and the overall

economy, businesses can suffer financial losses due to lost revenue, increased costs, and damage to property. Industrial actions can disrupt supply chains, leading to shortages of goods and services. Prolonged industrial actions can damage a company's reputation and investor confidence.

Despite the immense contribution of the oil and gas firms to the growth of Nigerian Economy and the south-south region in particular, through the creation of employment, income generation for government, tax, GDP and food security, the potentials inherent in this industry appear thwarted by the nature of workplace harmony in these organizations. It is against this backdrop that this study seeks to ascertain the extent to which workplace harmony relates with employee performance in the listed oil and gas companies in Nigeria. Nigeria.

1.2 Objective of the Study

The main objective of this study is to examine the relationship between industrial harmony and employee performance of oil and gas firms in Nigeria. The specific objectives are to:

1. Evaluate the relationship between employee board representation and employee job satisfaction of oil and gas firms in Nigeria
2. Ascertain the relationship between employee collective bargaining and employee job commitment of oil and gas firms in Nigeria

2.3 Research Questions

The study aimed to answer the following questions

- What is the extent of relationship between employee board representation and employee job satisfaction of oil and gas firms in Nigeria?
- What is the extent of the relationship between employee collective bargaining and employee job commitment of oil and gas firms in Nigeria?

1.4 Significance of the Study

This study would be beneficial and important to the following groups of individuals and groups namely: employee management of oil and gas firms and researchers.

- **Employee:** The result of study would provide strategic recommendations on how to boost industrial harmony that significantly benefits employees by fostering a positive and productive work environment, leading to increased job satisfaction, reduced conflict, and improved overall well-being, ultimately contributing to organizational success.
- **Management of Oil and Gas Firms:** The finding of the study would significantly benefits employers by pointing out magnificent of collective bargaining and employee representation as best strategies for industrial harmony because it leads to increased productivity, reduced costs, and improved employee morale and retention.
- **Students/ Researchers:** The findings of the study would serve as a reference material for future researchers in this area. Also, the results will throw more light on examining the relationship between industrial harmony and employee performance in oil and gas firms in Nigeria. It would also be beneficial to prospective students who will need some information contained in this work to guide their own research work which is

related to the present study.

2.1 Conceptual Literature

2.1.1 Industrial Harmony

Industrial harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit (Keme and Adesina, 2023) ^[17]. According to Abolade, (2022) ^[1], industrial harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place. In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives. On the other hand, Adekunle, Abimbola and Ehimen, (2019) ^[2] opines that industrial harmony represents absence of strike by industrial unions in organization which is bound to result in effective and efficient organization. Industrial harmony thus covers four broad areas of cooperation: responsibilities, employment policy, collective bargaining, communication and consultation.

Industrial Harmony can only come out of what is known as "Industrial Democracy" a situation in organisation where to a larger extent, the participation of workers is adequately sought in the process of making decisions that will determine the conditions of their working lives. It involves joint participation in decision making process between the two major actors to labour relations. It encompasses such concepts as joint consultation, co-ownership or co-partnership, co-determination and joint consultation (Augustine, Kipli & Singh, 2023) ^[6]. Industrial harmony enhances labour productivity and in turn improves performance in organizations, achieving economic growth, and enhancing living standards and quality of life. It creates a peaceful working environment conducive to tolerance, dialogue and other alternative (to strike) means of resolving industrial or labour disputes in Nigeria (such as negotiation, mediation, arbitration, conciliation and litigation or court adjudication). This creates a high level of employee satisfaction.

2.1.2 Employee Performance

The most important dependent variable is the employees' performance (Bamidele, 2020) ^[7]. According to Chinedu, Aghara and Enaini, (2018) ^[13], employees' performance is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the definition given by business dictionary (2010), that employees performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employees' activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employees morale and to meet expectation (Sumanjari, 2022) ^[29]. However, employees performance is associated with productivity which translates to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed and effectiveness of work completed (Ramprakash & Harini, 2022) ^[28].

According to Charles, Francis and Zirra, (2021) ^[12], employees' performance is dependent on the willingness and the openness of the employees in doing their job. An employee's performance can also be determined as a person's

ability to perform also including the opportunity and willingness to perform as well. The meaning of willingness to perform means that the desire of the employees in putting as much effort towards their job (Akanimo, Okurebia, & Akpan, 2022).

2.2 Contextual Literature

2.2.1 Relationship between employee board representation and employee job satisfaction

Employee board representation, also known as worker representation on corporate boards, means employees have representatives on the board of directors, allowing them to participate in strategic decision-making and ensuring their interests are considered (Danraka, 2021) ^[14].

This is the peak of employee participation when employees are represented at the board of a company. It is a new form of employee participation in decision making that emerged in recent times and is gaining much ground though most in the advanced countries. The board is the key decision taker for the organization as they define the corporate objectives and board policies to guide organizational actions. Strategic decision also influences the decisions of the people in the government so that appropriate laws are passed to protect the organization. Commitment to achieve is ensured when employees send someone to be part of the directors. Appointment of employees to company boards should be according to efficiency and competence although experience in labour organization might constitute sufficient evidence of competence (Urwin Girigiri & Badom, 2021) ^[30].

Board-level employee representation (BLER) is a form of worker participation where employees are represented at the highest level of a company's decision-making structure, the board of directors. It aims to give employees a voice in strategic decisions, ensuring that their interests and concerns are considered alongside those of shareholders and other stakeholders (Ifeoma, Chinedu & Uzoamaka, 2022) ^[16].

Employee representatives can be elected by the workforce or appointed by trade unions or works councils. They have voting rights and can participate in board meetings and decision-making processes. Employee representatives can act as a bridge between management and employees, facilitating better communication and understanding (Maliki & Bankole, 2021) ^[19]. Knowing they have a voice in company decisions can lead to increased employee engagement and motivation. Employee representation can foster a more collaborative and trusting relationship between management and employees. In some countries, like those in the European Union, there are legal frameworks that guarantee the right of workers to vote for board representation, often referred to as codetermination. In Germany, companies with more than a certain number of employees are required to have employee representatives on the supervisory board. Other countries, like Norway, have seen an increase in worker representation on boards.

2.2.2 Relationship between employee collective bargaining and employee job commitment

Collective bargaining or joint consultation is essentially an autonomous system of making job rules between employers and trade unions. It is a situation whereby employees representatives meet with employers' representatives to haggle and agree on matters affecting employees at work or a process whereby a part in industrial relations makes proposals or demand to another discussing, criticizing

explaining, exploring the meaning and efforts of the proposals, seeking to secure acceptance. The negotiation centre around wages and salaries and other conditions such as housing, transport, leave allowances, medical care, pension, gratuity etc. Mojaye and Dedekuma, (2025) ^[20] defined it as a process of negotiation between workers and employers through their organizations of a contract of employment for the best possible working conditions and terms of employment. The rationale for collective bargaining is agreement but if an agreement was not reached, the action which took place is not less collective bargaining than if the process had ended in agreement.

Representative participation is less likely to be a company initiative than a response to external pressures from unions or legal requirements that may force the introduction of representative institutions, such as works councils. However, companies may benefit from representative participation in several ways. Employees may be more likely to accept decisions that they helped to make. Deliberations between employee representatives and management may improve the quality of decisions. Finally, representative participation may improve employee – management relations more generally (Musheke & Phiri, 2021) ^[21].

2.3 Theoretical Literature

2.3.1 Relational Dialectics Theory (RDT)

This study leaned on Relational Dialectics Theory (RDT), introduced by Leslie Baxter and Barbara Matgomery (1988). This theory explores the method in which groups or individuals jointly manage conflict through verbal interaction to manage conflict and rebuttal as opposed to psychology. This theory focuses on maintaining relationship even through contradictions that arise and how relationships are managed through coordinated talk. RDT assumes that the kinship which are composed of opposing leanings are constantly changing, and tensions arises from intimate connection (Mayer, 2022). The main belief of RDT are: Contradictions - The thought is that the contrary has the qualities of its opposite. People could seek to be in a relationship but still requires their space; Totality - The sum comes when the opposites unite. Thus, the context is balanced with contradictions and only then it reaches totality; Process - Comprehended through various social processes. These processes simultaneously continue within a connection in a recurring manner; Praxis - The fraternization progresses with experience and both persons or groups interact and communicate effectively to meet their needs. Praxis is a thought of practicability in making decisions despite having opposing ideas and needs.

This theory is relevant to this study because when the conflicting parties of the focused food and beverages firms collaborate by coming to settle their differences through face to face communication, it could impact the competitive position of oil and gas firms in Nigeria.

Frustration-Aggression theory

The theoretical framework of this research work was anchored on Frustration-Aggression theory of conflict. This theory was developed by John Dollard and his associates in 1939, and has been reformed or amended by other scholars such as Leonard Berkowitz (1962) and Aubrey Yates (1962). This theory appears to be the most common explanation for violent behaviour stemming from inability to fulfill needs. The theory used the psychological theories of motivation and

behaviour as well as frustration and aggression. In an attempt to explain aggression to mean the difference between what people feel they want or deserve to what they actually get-the-want-get- ratio, and difference between expected need satisfaction and actual need satisfaction (David, 2006). This implies that where expectation does not meet attainment, the tendency is for people to confront those they hold responsible for frustrating their ambitions. The main explanation that the frustration-aggression theory provides that aggression is not just undertaken as a natural reaction or instinct, but it is outcomes of frustration and that in a situation where the legitimate desires of an individual is denied either directly or by the indirect consequence of the way organization or society is structured, the feeling of disappointment may lead such a person to express his anger through violence that will be directed at those he/she holds responsible or people who are directly or indirectly related to them.

The assumptions of this theory were that aggression arises as a result of depriving or blocking of people efforts in attaining their personal goals leading to frustration; that the occurrence of aggressive behaviour always precedes or presupposes the existence of frustration and existence of frustration always leads to form of aggression; it also assume that frustration causes aggression, but when the source (s) of the frustration cannot be challenged, the aggression gets displaced onto an innocent target; the theory also assume that while frustration prompts a behaviour or change in attitude that may or may not be aggressive, any aggressive behaviour is the direct result of frustration, making frustration not adequate or sufficient, but a necessary condition for aggression. This is to say that frustration creates a need to respond to, and some form of aggression is one possible outcome of frustration

In situations where feelings of frustration become widespread among the parties and the feeling is that people are getting less than they deserve, the most common advice is that government or political leaders can do is to find out what the expectations of such individuals and groups are and to seek ways of negotiating with them. However, in most situations, those in a position of authority believe that giving in to public demands or entering into negotiations is a sign of weakness, just in the cases of ASUU and federal government as well as NLC and federal government in Nigeria.

2.4 Empirical Literature

Agubata, Ezeodili and Eneh, (2024) ^[3] examined effect of industrial relations management practices on the performance of tertiary institutions in Enugu State. The specific objectives of the study were to: examine the effect of expressive participatory management practices on efficiency; ascertain the effect of employment practices on quality of service and evaluate the effect of disengagement practices on the efficiency. The sample size of 387 respondent was taken from population of 11802 staff of tertiary institutions in Enugu State. The hypotheses were tested using t-test analysis. The findings revealed that expressive participatory management practices had a significant positive effect on the efficiency of tertiary institutions in Enugu State (where $t\text{-calculated} = 7.39 > t\text{-table value} = 2.776$, that employment practices had a significant positive effect on quality of service of tertiary institutions in Enugu State ($t\text{-calculated} = 6.93 > t\text{-table} = 2.776$) and that disengagement practices had a significant positive effect on the efficiency of tertiary institutions in Enugu State ($t\text{-value} = 11.20 > t\text{-table value} = 2.77$). The study recommended among others that since industrial

democracy effect the performance of tertiary institutions, management should give more room for unions in the organisation to air their views and try as much as possible to align the needs of the employees to that of the institutions so to improve on service delivery.

Bamson and Lebura, (2023) ^[8] examined the relationship between Employee involvement and work place harmony in manufacturing firms in Port Harcourt. The research questions to guide the study are: to what extent does employee involvement affect collaboration in manufacturing companies in Port Harcourt and to what extent does employee involvement affect team work in manufacturing companies in Port Harcourt? The study adopted a cross sectional survey design, using purposive sampling technique. Structured questionnaire items were administered on the sampled respondents. After data cleaning Spearman's rank correlation were used for data analysis and hypothesis testing. Empirical, only data of 305 respondents were finally used for data analysis. Descriptive statistics and my findings revealed that, there is a positive significant relationship between employee involvement and work place harmony in manufacturing firms in Port Harcourt. The study thus concluded that employee involvement bears a positive and significant influence on work place harmony. The study recommend that manufacturing firms in Port Harcourt should adopt employee involvement strategy, team work, effective employee orientation programs, and employee's autonomy as strategies to enable them increase the level of workplace relationship between co-workers and management.

Keme and Adesina, (2023) ^[17] investigated the relationship between workplace harmony and workers productivity challenges in the oil and gas companies in Nigeria. The other objectives are as follows; to examine the relationship between workplace harmony and work environment challenges; to examine the relationship between workplace harmony and human capital development challenges and to examine the relationship between workplace harmony and technological advancement challenges. The Population of study is made up of all the listed oil and gas companies listed on the Nigerian Stock Exchange (NGX) for the period 2015-2021, consisting of 11 companies. The major research instrument is the questionnaire. The study developed hypotheses and the hypotheses were tested using the Pearson Product Moment Correlation (PPMC). The findings of the tested hypotheses indicated that there are low positive relationship between the dimension of workplace harmony and workers productivity challenges in the oil and gas companies in Nigeria. The study recommends that the managers or owners of the oil and gas companies in Nigeria should periodically negotiate with the labour union representatives in order to resolve contending issues thereby producing an atmosphere of workplace harmony and in order to avoid the incidence of strike, the managers of the oil and gas companies.

Akanimo, Okurebia and Akpan, (2023) ^[4] examined organisational harmony and employee performance in Akwa Ibom State University: employees' opinion. The objective of the study was to establish the relationship between effective communication, teamwork, and employee performance in Akwa Ibom State University. A descriptive research design was adopted in the study. Primary data was collected using a structured research questionnaire from a sample size of 316 employees that comprised academic and non-academic staff of Akwa Ibom State University. The data collected was

analysed using descriptive and inferential statistic techniques. From the findings, it was revealed that there is a positive and significant relationship between effective communication and employee performance in Akwa Ibom State University ($R=0.273$; $t\text{-stat.} = 4.939$; $\text{prob.} = 0.000$). Also, teamwork has a positive and significant relationship with employee performance at Akwa Ibom State University ($R=0.363$; $t\text{-stat.} = 6.774$; $\text{prob.} = 0.000$). It was concluded that organisational harmony significantly relates to employee performance in organizations. Recommendations made include the need for organizations to sustain and strengthen formal communication channels in public organizations like universities to enhance.

Dibua, Nzewi and Usor, (2023) ^[15] investigated the effect of remote work on employee performance in food and beverage firms in Anambra State, Nigeria. The specific objectives were to ascertain the effect of work independence on job satisfaction in food and beverage firms in Anambra State, to determine the effect of work design on employee accountability in food and beverage firms in Anambra State. The study adopted descriptive survey research design and data were collected from respondents numbering 470 with the aid of a structured questionnaire. Personal data were analyzed using descriptive statistics of frequency table and percentages. Arithmetic mean was used to analyze respondents' responses and hypotheses were tested using simple linear regression analysis with the aid of Statistical Package for Social Sciences (SPSS version 23). Hypothesis one showed that work independence had a significant effect on job satisfaction; hypothesis two revealed that there was a significant effect of work design on employee accountability. The study therefore concludes that all the two proxies showed significant positive effect. Premised on the findings, the research recommends that organizations should use a project management tool to assign tasks, track progress, and ensure remote employees have a transparent view of their responsibilities.

Akanimo, Okurebia & Akpan, (2022) examined organisational harmony and employee performance in Akwa Ibom State University: employees' opinion. The objective of the study was to establish the relationship between effective communication, teamwork, and employee performance in Akwa Ibom State University. A descriptive research design was adopted in the study. Primary data was collected using a structured research questionnaire from a sample size of 316 employees that comprised academic and non-academic staff of Akwa Ibom State University. The data collected was analysed using descriptive and inferential statistic techniques. From the findings, it was revealed that there is a positive and significant relationship between effective communication and employee performance in Akwa Ibom State University ($R=0.273$; $t\text{-stat.} = 4.939$; $\text{prob.} = 0.000$). Also, teamwork has a positive and significant relationship with employee performance at Akwa Ibom State University ($R=0.363$; $t\text{-stat.} = 6.774$; $\text{prob.} = 0.000$). Recommendations made include the need for organizations to sustain and strengthen formal communication channels in public organizations like universities to enhance and ensure effective communication, and also the need for sustenance of collaborative efforts that involve teamwork to enhance the performance of employees in the organisation.

Onyeizugbe, Aghara, Enaini and Abaniwu, (2018) ^[26] examined the relationship between industrial harmony and

employee performance in Food and Beverage Firms in Anambra State of Nigeria. The study specifically seeks to ascertain the extent of relationship that exists between joint consultation and employee engagement in selected Food and Beverage Firms in Anambra State, and to determine the extent of relationship that exists between industrial democracy and employee loyalty in selected Food and Beverage Firms in Anambra State. The study employed correlation survey research design. The population of the study was 390 employees of five selected Food and Beverage Firms in Anambra State, Pearson product moment correlation was used to analyze the data collected. The findings revealed that there is a very strong significant positive relationship between joint consultation and employee engagement, and there is a very strong positive relationship between industrial democracy and employee performance. The study recommended that management of the focused firms should give room for unions in the organizations to air their views and try as much as possible to align the needs of the employees to that of the organization.

2.5 Literature Gaps

There exist research gap between this study and past researches. The research gap covers subject gap, gap on geographical location of the study; gap on the variables and gap on methodology.

- **Subject gap:** The subject matter of this work and some reviewed empirical studies has some differences. There are limited studies on relationship between industrial harmony and employee performance of oil and gas firms in Nigeria. The study is geared to bridge the time gap in literature.
- **Gap on geographical location of the study:** This work covers oil and gas firms in Nigeria and specifically oil and gas firms that operate in Niger Delta region of Nigeria. None of the past studies used the Shell PLC, Exxon Mobil PLC, Chevron Corporation PLC, Conoil PLC as mentioned and most of the past studies were done outside Niger Delta region of Nigeria.
- **Gap on the variables and contents of the study:** The variables used in this study includes employee board representation and employee collective bargaining (for independent variable and proxy of industrial harmony) and employee job satisfaction and employee job commitment (for dependent variable and proxy for employee performance) were not used by past researches.
- **Gap on methodology:** The data analytical techniques used in this work in some ways differ from what was employed from past researches. The data analytical technique of the study was Pearson Correlation method. The statistical technique was chosen because of its basic properties of best Linear, unbiased and efficient (BLUE) estimators. It is best for relationship/correlation analysis.

3. Methodology

Study area was Niger Delta of Nigeria. The research design of the study was descriptive survey design. The study used structured questionnaire to obtain data. The choice of location was based on proximity, effective coverage and cost minimization. The population of the study comprised of 173,000 staff of 23 quoted Oil and Gas Firms in Nigeria. Simple random technique was used to select four Oil and Gas Firms in Nigeria namely: Shell PLC, Exxon Mobil PLC, Chevron Corporation PLC, Conoil PLC. The sample size of 326 respondents was drawn from population of the study using Freund and Williams sampling technique. Research questions were answered using frequency, mean and standard deviation. The hypotheses stated were tested using Pearson correlation statistic.

3.1 Data Presentation and Analysis

Table 1: Comprehensive Demographic distribution of Respondents

Title	Frequency	Percentage
Questionnaire Distribution		
Questionnaires Distributed	326	100%
Returned Questionnaires	290	89%
Not Returned Questionnaires	36	11%
Gender		
Female	213	59.5%
Male	145	40.5%
Age Bracket		
20–30 Years	153	42.7%
31–40 Years	111	31.0%
41–50 Years	66	18.4%
51 Years – above	28	7.8%
Marital Status		
Married	223	62.3%
Single	125	34.9%
Widow/Widower	7	1.9%
Divorced	3	0.8%

Sources: Field Survey, 2025

Three hundred and twenty six (326) copies of questionnaire were designed and distributed to the respondents. Out of the 326 Questionnaires distributed, 290 (89%) were completed and returned while 36 (11%) were not returned. Therefore, 89 percent respondents were a good representation. The table showed the respondents profile in frequency and percentage distribution of gender, age bracket and marital status.

3.2 Data Analysis

Question One: What is the extent of relationship between employee board representation and employee job satisfaction of oil and gas firms in Nigeria?

Table 2: Responses of respondents on what is the extent of relationship between employee board representation and employee job satisfaction of oil and gas firms in Nigeria.

S. N.	Question Items	SA 4 (%)	A 3 (%)	DA 2 (%)	SD 1 (%)	Total	Mean	SD
1	Board representation gives the employees the opportunity to contribute on the decision making of the company through their representative.	99 396 (34)	119 357 (41)	42 84 (14)	30 30 (10)	290 867 100%	2.99	0.0287
2	Board representation creates a relationship between the management and the employees through their representative thereby encouraging team work.	120 480 (41)	78 234 (27)	62 124 (21)	30 30 (10)	290 868 100%	2.99	0.0917
3	Board representation provides employees the opportunity to use their private information, which can lead to better decisions for the organization.	123 419 (42)	101 303 (26)	56 112 (35)	10 10 (3)	290 844 100%	2.91	0.0389
4	Board representation increases organizational flexibility and foster a more collaborative and trusting relationship between management and employees	190 760 (66)	50 150 (17)	26 52 (8)	24 24 (8)	290 986 100%	3.40	0.0528
5	Board representation gives employees a voice in strategic decisions, ensuring that their interests and concerns are considered alongside those of shareholders and other stakeholders.	100 400 (34)	140 420 (48)	26 52 (8)	24 24 (8)	290 896 100%	3.09	0.0109
Grand Mean							3.08	0.0446

This table showed the opinion of respondents on the extent of relationship between employee board representation and employee job satisfaction of oil and gas firms in Nigeria. The respondents are in agreement with all the items. The research items 1,2,3,4, have mean score of above 4.0 point respectively and it was rated great extent by respondents. Thereby study revealed that employee board representation has significant relationship with employee job satisfaction of

oil and gas firms in Nigeria since board representation gives employees a voice in strategic decisions, ensuring that their interests and concerns are considered alongside those of shareholders and other stakeholders (Grand-mean 3.08 was greater than the cutoff point 2.5).

Question Two: What is the extent the relationship between employee collective bargaining and employee job commitment of oil and gas firms in Nigeria?

Table 3: Responses of respondents on what is the extent the relationship between employee collective bargaining and employee job commitment of oil and gas firms in Nigeria?

S/N	Question Items	SA 4 (%)	A 3 (%)	DA 2 (%)	SD 1 (%)	Total	Mean	SD
1	Employee collective bargaining provides platform for employee to meet with the employer of labour to agree on the matter affecting employee at work	101 404 (35)	144 432 (49)	30 60 (10)	15 15 (5)	290 911 100%	3.14	0.250
2	Employee collective bargaining gives the employee a secure acceptance around wages and salaries decision and other conditions such as housing, transport, leave allowance of employee	112 448 (37)	102 306 (35)	40 80 (14)	36 36 (12)	290 870 100%	3.00	0.293
3	Employee collective bargaining gives employees room to participate in decision regarding best possible working conditions and terms of employment	109 436 (38)	98 294 (34)	45 90 (16)	38 38 (13)	290 858 100%	2.96	0.2693
4	Employee collective bargaining creates greater discretion to make decision that affect employee's work.	112 448 (38)	98 294 (33)	50 100 (17)	30 30 (10)	290 872 100%	3.01	0.314
5	Employee collective bargaining gives room for deliberations between employee representatives and management to improve employment policies and terms of services.	114 456 (39)	106 318 (36)	50 100 (17)	40 40 (14)	290 914 100%	3.15	0.306
Grand Mean							3.05	0.291

This table showed the opinion of respondents on the extent of relationship between employee collective bargaining and employee job commitment of oil and gas firms in Nigeria. The respondents are in agreement with all the items. The research items 1,2,3,4, have mean score of above 4.0 point respectively and it was rated great extent by respondents. Thereby study revealed that employee collective bargaining has significant relationship with employee job commitment of oil and gas firms in Nigeria since employee collective bargaining gives the employee a secure acceptance around

wages and salaries decision and other conditions such as housing, transport, leave allowance of employee (Grand-mean 3.05 was greater than the cutoff point 2.5)

4. Test of Hypotheses

4.1 Test of Hypothesis One

H₁ = Employee board representation has no significant relationship with employee job satisfaction of oil and gas firms in Nigeria

Correlations			
		Employee board representation	Employee job satisfaction
Employee board representation	Pearson Correlation	1	.761**
	Sig. (2-tailed)		.000
	N	290	290
Employee job satisfaction	Pearson Correlation	.761**	1
	Sig. (2-tailed)	.000	
	N	290	290
**. Correlation is significant at the 0.01 level (2-tailed).			

In testing this hypothesis, employee board representation was tested relationship with employee job satisfaction. The result of the Pearson product correlation analysis showed the model to evaluate the relationship between employee board representation and employee job satisfaction of oil and gas firms in Nigeria. The empirical result showed that the Pearson product moment correlation analysis (r) was 0.761. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and

concluded that employee board representation has significant relationship with employee job satisfaction of oil and gas firms in Nigeria (r -statistic = 0.761; P -value $0.00 < \text{Sig-value}$ (0.05).

4.2 Test of Hypothesis Two

H_2 = Employee collective bargaining has no significant relationship with employee job commitment of oil and gas firms in Nigeria

Correlations			
		Employee collective bargaining	Employee job commitment
Employee collective bargaining	Pearson Correlation	1	.750**
	Sig. (2-tailed)		.000
	N	290	290
Employee job commitment	Pearson Correlation	.750**	1
	Sig. (2-tailed)	.000	
	N	290	290

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

In testing this hypothesis, employee collective bargaining was tested relationship with employee job commitment. The result of the Pearson product correlation analysis showed the model to evaluate the relationship between employee collective bargaining and employee job satisfaction of oil and gas firms in Nigeria. The empirical result showed that the Pearson product moment correlation analysis (r) was 0.761. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that employee collective bargaining has significant relationship with employee job commitment of oil and gas firms in Nigeria (r -statistic = 0.750; P -value $0.00 < \text{Sig-value}$ (0.05).

4.3 Discussion of the Findings

4.3.1 Relationship between employee board representation and employee job satisfaction of oil and gas firms in Nigeria

The findings of the study revealed that employee board representation has significant relationship with employee job satisfaction of oil and gas firms in Nigeria since board representation gives employees a voice in strategic decisions, ensuring that their interests and concerns are considered alongside those of shareholders and other stakeholders (r -statistic = 0.761; P -value $0.00 < \text{Sig-value}$ (0.05).

The outcome of the study was in line with the study of Agubata, Ezeodili and Eneh, (2024) [3] that examined effect of industrial relations management practices on the performance of tertiary institutions in Enugu State. The specific objectives of the study were to: examine the effect of expressive participatory management practices on efficiency; ascertain the effect of employment practices on quality of service and evaluate the effect of disengagement practices on the efficiency. The sample size of 387 respondent was taken from population of 11802 staff of tertiary institutions in Enugu State. The hypotheses were tested using t -test analysis. The findings revealed that expressive participatory management practices had a significant positive effect on the efficiency of tertiary institutions in Enugu State (where t -calculated = 7.39 $>$ t -table value = 2.776, that employment practices had a significant positive effect on quality of service of tertiary institutions in Enugu State (t -calculated= 6.93 $>$ t -table = 2.776) and that disengagement practices had a significant positive effect on the efficiency of tertiary

institutions in Enugu State (t -value = 11.20 $>$ t -table value = 2.77).

4.3.2 Relationship between employee collective bargaining and employee job commitment of oil and gas firms in Nigeria

The findings of the study revealed that employee collective bargaining has significant relationship with employee job commitment of oil and gas firms in Nigeria since employee collective bargaining gives the employee a secure acceptance around wages and salaries decision and other conditions such as housing, transport, leave allowance of employee (r -statistic = 0.750; P -value $0.00 < \text{Sig-value}$ (0.05).

The outcome of the study was in line with the study of Bamson and Lebura, (2023) [8] that examined the relationship between Employee involvement and work place harmony in manufacturing firms in Port Harcourt. The research questions to guide the study are: to what extent does employee involvement affect collaboration in manufacturing companies in Port Harcourt and to what extent does employee involvement affect team work in manufacturing companies in Port Harcourt? The study adopted a cross sectional survey design, using purposive sampling technique. Structured questionnaire items were administered on the sampled respondents. After data cleaning Spearman's rank correlation were used for data analysis and hypothesis testing. Empirical, only data of 305 respondents were finally used for data analysis. Descriptive statistics and my findings revealed that, there is a positive significant relationship between employee involvement and work place harmony in manufacturing firms in Port Harcourt. The study thus concluded that employee involvement bears a positive and significant influence on work place harmony.

5.1 Summary of Findings

The following are the major findings of the study:

1. The study revealed that employee board representation has significant relationship with employee job satisfaction of oil and gas firms in Nigeria since board representation gives employees a voice in strategic decisions, ensuring that their interests and concerns are considered alongside those of shareholders and other stakeholders (r -statistic = 0.761; P -value $0.00 < \text{Sig-value}$ (0.05).

- The study revealed that employee collective bargaining has significant relationship with employee job commitment of oil and gas firms in Nigeria since employee collective bargaining gives the employee a secure acceptance around wages and salaries decision and other conditions such as housing, transport, leave allowance of employee (r -statistic = 0.750; P -value 0.00 < Sig-value (0.05).

6. Conclusion

The study concluded that there is positive and significant relationship between industrial harmony and employee performance of oil and gas firms in Nigeria. Board representation gives the employees the opportunity to contribute on the decision making of the company through their representative. It creates a relationship between the management and the employees through their representative thereby encouraging team work. It provides employees the opportunity to use their private information, which can lead to better decisions for the organization. Board representation increases organizational flexibility and foster a more collaborative and trusting relationship between management and employees.

Employee collective bargaining provides platform for employee to meet with the employer of labour to agree on the matter affecting employee at work. It gives the employee a secure acceptance around wages and salaries decision and other conditions such as housing, transport, leave allowance of employee. Employee collective bargaining gives employees room to participate in decision regarding best possible working conditions and terms of employment. Employee collective bargaining gives room for deliberations between employee representatives and management to improve employment policies and terms of services.

7. Recommendations

Based on the above, the following recommendations are hereby made:

- Management of oil and gas firms should give room for unions in the organization to air their views and try as much as possible to align the needs of the employees to that of the firm. Organization should adopt employee involvement strategy, teamwork; effective employee orientation programs to enable them increase the level of workplace relationship between co-workers and management.
- Management of oil and gas firms should create an atmosphere of feeling of belonging by allowing the employee participates in decision making on matters that relate to them. There should be proper and effective employee orientation process put in place to enable proper induction of new employees into the organisation of the duties and roles of the employee and the policies of the organization.

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