



CONFLICT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN NIGERIA PUBLIC ORGANIZATION

ONUORAH ANTHONIA .N

Lecturer, Department of Business Administration
Chukwuemeka Odumegwu Ojukwu University, Nigeria

Abstract

This work conflict management and organizational performance in Nigeria public organization in Anambra State. The study aimed to determine the influence of collective bargaining and alternative dispute resolution on organizational performance in Anambra State teaching hospital. Relevant conceptual, theoretical and empirical literatures were reviewed. The study was anchored on dynamic conflict. Survey design was employed in three major cities in Anambra State, which include Anambra central using Awka, Anambra south (Nnewi) and Anambra north (Onitsha). Primary data were employed. The population was 1752. Sample size was determined through the application of Borg and Gall (1973) statistical formula to obtain 337 as the sample for the study. The instrument used was structured questionnaire. To ensure instrument validity, a panel of experts familiar with the content was employed and content validity was established. The analysis of data was performed using SPSS package. This involved descriptive analysis and correlation analysis. Multiple regression analysis will be to assess the effect of advertising on sustainable development. P value was considered significant at level 0.05. The study found collective bargaining has a significant influence on organizational performance. Alternative dispute resolution has a significant effect on organizational performance. The study concludes that conflict management has a positive significant effect on organizational performance in public organizations in Anambra State. The recommends that Management should adopt collective bargaining in managing conflicts in their organization as they are found to be effective in managing conflicts in organization and Management should include alternative dispute resolution management strategies in their policy formulation as that will ensure that conflicts that may occur within the organization are quickly resolved without disrupting the activities of the organization.

Key words: Collective bargaining, Alternative dispute resolution and organizational performance

INTRODUCTION

Organization comprises of people, attitudes, feelings, needs and perceptions differ from person to person. Individual differences may cause misunderstanding and conflicts between individuals and groups. Interpersonal and intergroup conflicts therefore, affect the organization either negatively or positively. Thus, conflict management is required to resolve conflicts and maintain order, otherwise employee productivity and organizational performance may suffer (Ebe and Osibanjo, 2014). Conflict may have either a positive or a negative effect on employee satisfaction, depending on the nature of the conflict and how it is managed (Ajike, Akinlabi, Magaji and Sonubi, 2015). For every organization, an optimal level of conflict exists which is considered highly functional as it helps to generate good performance. When the conflict level is too high that is dysfunctional, performance suffers. Consequently, innovation and change are difficult, and the organization may have difficulty in adopting to change in its environment. Organization's performance is also threatened if the



conflict is too low. On the other hand, if the conflict levels become too high and too low, the result is chaotic in an organization and also threaten its survival (Beardwell and Claydon, 2007).

Conflict among workers in an organization is inevitable. If it is managed properly, it will bring catalyst for change and can have a positive effect on employee performance in organization. Conversely, unmanaged conflict negatively affects both employee satisfaction and job performance. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable (Abdul and Sehar, 2015). Workplace conflict is described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other's attempt to achieve objectives in an organization (Kazimoto 2013). It is a communication process and an inevitable consequence of transactional relationship manifesting in disagreement and dissonance with and between individuals and groups in the work-environment. In this context, workplace conflict is a fact of life in any organization as long as people will compete for jobs, power, recognition and security (Adqmie and Anie, 2005). Therefore, the task of management is not to suppress or resolve all conflicts, but to manage them in order to enhance and not to detract from organizational performance.

In many organizations in Nigeria today, internal (intrapersonal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo, 2002). This development is largely due to the inability of leaders in Nigerian work organizations to view the management of conflict as systematically as they view information, human resources, and financial management systems. Instead, conflict is viewed and handled in piecemeal and is considered as local events. The inability to view and manage workplace conflicts systematically has therefore rendered conflict dysfunctional in some organizations. This is evidenced by the high frequency of strike action, unhealthy rivalry between and among sub-units and individuals within an organization, sabotage at workplace, slow work, labour turnover, absenteeism, lack of productivity, general inefficiency, high rate of industrial accident, low morale, withholding of vital knowledge and a host of others that are being perpetrated by workers in workplaces (Ojielo, 2002). Therefore, this study examine conflict management in public organization in Nigeria.

Statement of the Problem

Conflict is a regular feature of formal and informal organizations which results from divergences in interests of individual workers and management. Because individuals differ in their values, attitudes and goals, conflict among them becomes unavoidable. Conflict occurs at both individual and collective levels, personality and other structural factors coming into play (Obisi2005).

In many organizations in Nigeria today, internal (intrapersonal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo 2002). Empirical research findings have provided insights into causative factors of conflict management. Hotepo, Asokere, Abdul - Azeez and Ajemunigbohun (2010) found lack of resources, different expectation, competition, lack of cooperation, interdependence and communication problems as factors that have caused conflicts and employees dissatisfaction in the Nigerian. Obasan (2011) identified unacceptable terms of employment, poor human relations between management



and workers, non-consultation with employees before making key decisions affecting them, anti-union posture of management and lack of effective mechanism for prevention of conflict as multiple causal factors of workplace conflict and. A Philippian study also conducted in the banking industry by Tsevendorj (2008) rated communication failure, perception, values, and culture problems as moderately serious sources of conflict. Conflict based on scarcity of power, resources or social position and differing value systems occurs when individuals or groups feel that other individuals or groups have frustrated their plans, goals, beliefs, or activities (Dana, 2001). Organization conflicts occur as a result of the struggle between incompatible or opposing needs, wishes, ideas, interest or people (Okumbe, 2001).

Objectives of the Study

The main objective of the study is to examine effect of conflict management on public organization in Nigeria. The specific objectives include:

1. To investigate the influence of collective bargaining on public organization in Nigeria
2. To determine the effect of alternative dispute resolution on public organization in Nigeria

Research Questions

The following research questions were formulated to provide direction to this research work.

1. To what extent does collective bargaining influence performance of public organization in Nigeria?
2. What degree of effect does alternative dispute resolution have on the performance of public organization in Nigeria?

Hypotheses

The following research hypotheses are formulated in line with the objectives

Ho₁: Collective bargaining have no significant influence on the performance of public organizations in Nigeria

Ho₂: Alternative dispute resolution has no significant effect on the performance of public organizations in Nigeria

Significance of the Study

This study will be useful to many. This study will be beneficial to management, employees, policy formulators, human resources department, and researchers at the individual level, the management of organizations and institutions will be informed as to the conflict management available to them and how best to utilize them for organizational development and improved performance and productivity.

REVIEW OF RELATED LITERATURE

Conceptual Framework

Conflict Management

Conflict is endemic to all social life. It is an inevitable part of living because it is related to situations of scarce resources, division of functions, power relations and role-differentiation (Jacob, 2006). Because of its ubiquity and pervasive nature, the concept has acquired a multitude of meanings and connotations presenting us with nothing short of a semantic jungle. Like other terms, conflict generates considerable ambivalence and leaves many scholars and administrators quite uncertain about its meaning and relevance and how best to cope with it (Jacob 2006).

Robbins and Judge (2009) conceive conflict in an organization as a process that begins where one party perceives that another party has negatively affected, or is about to negatively affect something that the first party cares about. This is a very apt definition, emphasizing that



conflict is about perceptions, not necessarily real hard facts. It points to the emotional nature of conflict by referring to a word like care it states that more than one party is involved and that there may be a future component attached to it. Shapiro (2006) states that, conflict is a process of social interaction. It involves a struggle over claims to resources, power, status, beliefs, preferences and desires. Schramm-Nielsen (2002) define conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved. Azamosa (2004) maintained that, industrial conflict involves the total range of behaviours and attitudes that is in opposition between individual owners and managers on one hand and working people on the other. The definitions provided above by these eminent scholars appeared too serious thereby creating a galvanizing presentation of conflict as if to say it cannot be managed especially as it relates to organization.

Robert and Angels (2005) adduce that conflict can be viewed in a metaphorical expression, conflict as war, opportunity, and as a journey. However, anyone who views conflict from the perspective of war, will often try to win the situation at all cost, but by viewing conflict from the opportunistic perspective, and a journey, will tend to be more constructive, open minded and positive. If conflict is to be managed in organizations in order to enhance performance, then it should be viewed as opportunity and as a journey not necessary as a war. Therefore, when dealing with conflict in an organization, the reliance on the metaphor and language of war is a blur, while the metaphor and language of opportunity and journey is more pronounced and used. In light of the above, it is very paramount to take into cognizance the choice of language used in conflict situation. It is however, important to note that, conflict can escalate or de-escalate over a period of time. When conflict unfold, the parties involve can attempt to manage it in various ways.

Adomi and Anie (2005) ascertain that conflict is a part of life in any organization as long as people compete for jobs, resources, power, recognition and security. Conflict is defined as a disagreement, a battle or to be at odds. In essence, conflict is a differing of opinions, point of views or ideas. Conflict occurs when two or more people sees things from different perspectives, given their education, background, upbringing, knowledge of the issue, beliefs, time of day, mood (Fuimano,2012). Plunkett, (2005) defined conflict as a disagreement between two or more organizational members on teams. Kohlrieser (2007) describe conflict as a manifestation of difference between two or more persons or groups characterized by tension, disagreement, emotion or polarization, where bonding is broken or lacking

Collective Bargaining and Organizational Performance

Mahony and Klaas (2008) asserted that workplace dispute resolution processes differ significantly in structure and design, yet little is known concerning how these differences affect employees satisfaction. Managers can evaluate the effectiveness of the leading dispute resolution procedures to provide employees with voice and workplace justice and then consider how outcomes may differ. Alimba (2008) opined that collective bargaining is a term that has been used by Sydney and Beatrice Web to describe negotiations on conditions of service and terms of employment between employers and workers or between employers associations and trade unions. It covers all arrangements in which workers do not negotiate with employers by themselves but do so collectively through their representatives. The issues covered by such collective bargaining are always very extensive and they include wages hours of work, increments, promotions, job grading and classification, annual leave etc. In fact in the present dispensation, any matter which is capable of causing a trade dispute is



negotiable. It has also been extended to sociopolitical matters like the election tribunal (Sydney and Beatrice, 2002).

It has been argued that the terms which trade unions seek to get through collective bargaining, the process by which they are negotiated and the enforcement of the agreement, all depend on the size and strength of the bargaining unit. In the public sector, collective bargaining takes place at the national level. In Nigeria, the issue of collective bargaining was provided for under the labour Act Cap 198 Laws of the Federation 1990. Collective bargaining was defined by the Act as the process of arriving or attempting to arrive at a collective agreement while collective agreement means, “an agreement in writing regarding working conditions and terms of employment concluded between;

Fasoyin (1992) asserted that collective bargaining requires patience by the parties bargaining because it is usually long and tortuous and results are normally unpredictable. Decisions are reached after discussions. Such decisions are arrived at by unanimity and parties usually agree that while negotiations are in progress, there should be no strike or lockouts and that participants on the union side should not be victimized for their part in the negotiations. The government rarely intervenes in collective bargaining and if voluntary negotiations break down, parties are expected to follow the requirement of the trade disputes Decree No 7 of 1990 that provides for a voluntary collective bargaining and parties are required by the decree to exhaust their grievance procedures where they exist before resorting to other methods of dispute resolution. From the above facts, collective bargaining to a certain degree does not work in Nigeria. It is seen as a national alternative to strike and lockouts in the midst of collective bargaining (Fajana, 2000).

As earlier stated, the government does not intervene in any collective bargaining. The government merely acts as a watch dog for the enforceability of any agreement reached. More often than not most negotiations are entered into by an agent of the government on its behalf as well as the employees of the government. The main aim is not to make the government a judge in their own case which will defeat the principle of public policy. The agents acting on the permission of the government can contract on her behalf and the government must be willing to be bound by such agreement and of course effect its enforceability. The government must maintain its status as a regulatory body and ensure that agreements entered on her behalf are carried out successfully.

Alternative Dispute Resolution and Organizational Performance

The beginnings of the ADR movement date back to 1976 and the American Bar Association sponsored the National Conference on the Causes of Popular Dissatisfaction with the Administration of Justice. The conference concluded that the pressure on the congested legal system could be eased by utilizing alternative forms of dispute resolution. The acronym ADR became a key concept of conflict resolution following this conference and ADR rapidly evolved. The key part of this evolution was that what ADR represents has expanded to the point that it became apparent that the word alternative was no longer particularly appropriate (Scimecca, 1993).

Peugh (1999) defines alternative dispute resolution (ADR) as processes and techniques that act as a means of disagreeing parties to come to an agreement short of litigation. It is a collective term for the ways that parties can settle disputes, with (or without) the help of a third party. The alternative dispute resolution (ADR) gives individuals a voluntary way to resolve concerns instead of using lengthy processes (Gramberg 2006).



However, ADR fosters communication, creativity and cooperation, to resolve workplace conflict. The emphasis is on participants working together to obtain an agreeable resolution which shows that when participants agree to mediate early in the process, there is a greater opportunity for resolving the dispute. According to Gramberg (2006), alternative dispute resolution techniques are available at any stage of a dispute. Fiadjoe (2004) provides support for this position as he asserts that ADR is now offered by all reputable law schools and lawyers who need greater skills in dispute resolution than they need in litigation. For these reasons the word alternative is clearly no longer appropriate in ADR. It is also clear that ADR covers all options to decide disputes.

The alternative dispute resolution methods adopted in these organizations include negotiation, arbitration and mediation. Alternative dispute resolution,(ADR) approaches seek to involve the disputing parties in the resolution of their conflict, thereby increasing the probability that each of them will be more satisfied with the outcome than a situation in which a manager or a trial judge imposes a decision. Workplaces are breeding grounds for conflict, including those arising out of harassment, discrimination and personality clashes (between employees, employees and their managers, particularly recently assigned managers) (Anonymous, 1999). The result is often performance problems, violations of company rules or the need for discipline or termination. And sometimes these conflicts escalate into violence. This increase in the level and effect of workplace conflict illustrates the importance of dispute resolution processes to resolve problems, before they lead to litigation or violent confrontations.

Theoretical Framework

This research work is anchored on dynamic conflict. The dynamic conflict model focuses on how different responds to conflict affects how the conflict process unfolds. The idea with this model is to help people becoming aware of how their responds affects conflict resolution in positive or negative ways. Runde and Flanagan (2007) explain that the model separates cognitive and affective conflicts. Cognitive conflicts is task focused which means that the involved parties puts their concentration on problem solving, therefore Runde and Flanagan (2007) argues that cognitive conflicts are less likely to escalate into a dysfunctional conflicts. On the contrary, affective conflicts are more emotionally charged because focus is put on the person. This increases the probability conflict escalation resulting in negative effects such as damaged relationships and reduced collaboration. Runde and Flanagan (2007) explain that hot buttons are events that trigger a person to initiate a conflict. Our hot buttons are very emotionally charged which can make us lose control of our actions and respond without thinking about the consequences. According to Runde and Flanagan (2007) it's essential to reflect about and try getting some understanding about our hot buttons, a suggestion that is brought forward is to think about a situation in our past where our hot buttons have been triggered. Runde and Flanagan (2007) points out that we often forget to reflect on whether the opposing party could have several reasons for their actions. Runde and Flanagan (2007) express that understanding our own behaviour and trying to reflect on others are key factors when trying to prevent the outbreak of conflicts. A conflict competent leader is aware about his/hers hot buttons and in which situations they are triggered, therefore they are more prepared for situations that are emotionally charged according to Runde and Flanagan (2007).

Runde and Flanagan (2007) provide through the retaliatory cycle an overview of the way that conflict escalates in different steps. When emotions has been triggered through our



hot buttons for example, we enter what Runde and Flanagan (2007) calls the refractory period where emotions has taken control. For us to manage our emotions and get back control over our actions some time is needed, Runde and Flanagan (2007) explain it as the refractory period. To avoid emotions going into a retaliatory cycle we need to manage our triggers and shorten the refractory period. There are several techniques that can be used to remain calm when emotions have been triggered, one example that Runde and Flanagan (2007) presents is breathing techniques used in Mixed Martial Arts (MMA) competitions.

When the involved parties look at a situation from different perspectives but are at the same time aware of the other party's mindset and interests. Runde and Flanagan (2007) explain that it is very rare that this kind of conflict brings negative effects on relationships and productivity. According to Runde and Flanagan (2007) misunderstandings are created when two or more parties interpret a situation differently. To avoid further escalation it's important to check for misunderstandings early in the process. Runde and Flanagan (2007) defines disagreement as "when two people see a situation differently, and regardless of how well they understand the other's position and interests, feel discomfort that the other party disagrees". On the contrary Runde and Flanagan (2007) claims that disagreement can have a positive effect on innovativeness.

When reaching the level of discord, the conflict is starting to have negative effects on relationships between the parties according to Runde and Flanagan (2007). Typical signs of discord are when the party's starts to criticize, avoid and block each other. At this level the conflict has reached a critical level that in almost every case leads to unresolved conflicts and severely damaged relationships. Runde and Flanagan (2007) explain that at this stage the parties start to recruit others to join their cause. In the worst case scenario the involved parties starts to use destructive behaviours, war is one example of extreme polarization. This model becomes necessary for this study in that the model explains how the conflict in the organization emanates and what it can result especially in private sector organizations.

2.1 Empirical Literature: Webometric Analysis

Author/Year	Topic	Variables	Method	Remark\Conclusion
Onah (2010)	Conflict management in banking organization using United Bank of Africa (UBA) and First Bank of Nigeria Plc	Dependent variable: employee's satisfaction Independent variable: Personal trait and goals, organizational policies, communication and reward system.	Survey research method	The major findings of the study were Conflicts regularly occur in the bank, and Conflicts have adverse effects on employee's satisfaction and the organization. Effective conflict management enhances organizational performance.
Olukayode (2015) examined	The impact of workplace conflict management on organizational performance using evidence from Nigerian manufacturing firms	Dependent variable: organizational performance Independent variable: collective bargaining, compromise, and accommodation	Descriptive statistics	The results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance



Abdul and Sehar (2015)	Conflict management and Organizational performance using Askari Bank Ltd	Dependent variable: organizational performance Independent variable: Conflict management and organizational performance	Descriptive statistics	The major findings are that Education does not have any effect on the opinion of respondents on Conflict Management Strategies.
Mba (2013)	Conflict management and employees performance in Julius Berger Nigeria PLC, Bonny Island. A	Dependent variable: employee performance Independent variable:	Descriptive research design	Results from the data analysis indicated that significant relationship exists between conflict management strategies and employees' performance and no differences exist between managerial and non-managerial employees' perception of the effectiveness of conflict management strategies.
Mwangi and Ragu (2013)	The effects of work place conflicts on employee performance using air transport industry in Kenya.	Dependent variables Employee performance Independent variables poor management, inter organizations, intra group relations and individual employees and ineffective conflict resolution procedures	Descriptive research	The findings of this study indicated that poor management of conflicts arising from inter organizations, intra group relations and individual employees as well as ineffective conflict resolution procedures significantly affect employee's performance.
Barasa, Kimani and Amuhaya, (2015)	Conflict management styles influencing employees' organizational commitment at Kenya Seed Company, Kenya.	Dependent variables organizational commitment Independent variables integrating, compromising and accommodating styles	Descriptive techniques.	The results of the study reveal that integrating, compromising and accommodating styles enhance commitment towards the organization. On the other hand, employees perceived dominating and avoiding styles as lowering the sense of employee organizational commitment.
Uchendu, Anijaobi-Idem and Odigwe. (2013)	Conflict management and organizational performance in secondary schools in cross river State, Nigeria.	Dependent variable: Organizational performance Independent variable: teacher-teacher conflict (TTC), teacher-student conflict (TSC), principal-teacher conflict	Ex-post facto research design was adopted.	The result of the analysis revealed that, there is a significant relationship between conflict management in terms of teacher-teacher conflict (TTC), teacher-student conflict (TSC), principal-teacher conflict (PTC) and organizational performance
Muhammad and Mughal (2013)	Impact of Conflict and conflict Management on Organizational Performance.	Dependent variable: Organizational Performance. Independent variable: intra-personal and inter-personal conflict	Survey research design	Results shows that the two most commonly faced conflict types are intra-personal and inter- personal conflicts. Both employees and managers gave their shared concerns that emergence of conflict does not primarily bring positive effects to the organizational performance; rather it brings negative effects more to the work performance and organization's productivity.
Jalaluddin, Eka, Djumilah, and Surachman (2013)	The role of conflict toward employee performance.	Dependent variable employee performance Independent variable higher knowledge, lower intensity conflict	Structural Equation Modeling	This study result showed that higher knowledge can increase employee's performance and lower intensity conflict. Organizational commitment can improve employee performance, but cannot reduce conflict, but does not improve employee performance. Conflict can drive employee's performance.



Methodology

Research Design

This study adopted survey research. The study was carried out in three major cities in Anambra State, which include Anambra central using Awka, Anambra south (Nnewi) and Anambra north (Onitsha). Primary data were employed. This study covered Anambra State public organization. The population of this study is 1752. Sample size was determined through the application of Borg and Gall (1973) statistical formula to obtain 337 as the sample for the study. The instrument used was structured questionnaire tagged “Managing Conflict in Public Sector Organization Questionnaire” (MCPSOQ). To ensure instrument validity, a panel of experts familiar with the content was employed and content validity was established. To ensure consistency of the developed instrument, the instrument was test-retest where the researcher administered a questionnaire to a sample of 20 respondents selected and the results were computed with a cronbach alpha value of 0.710 attained.

Method of Data Analysis: The analysis of data was performed using SPSS package. This involved descriptive analysis and correlation analysis. Multiple regression analysis will be to assess the effect of advertising on sustainable development. P value was considered significant at level 0.05.

Presentation of Data and Analysis

The data to be presented and analyzed is based on findings extracted from the questionnaire distributed to the employees of the selected public organization in Anambra State. The researcher distributed three hundred and thirty seven (337) copies of questionnaire to the employees of the selected public organization in Anambra State. Out of the 337 copies of questionnaire distributed, 300 copies were properly filled and found relevant for the study while the remaining 30 copies of questionnaire were not properly filled and 7 copies were misplaced by the respondents.

Descriptive Analysis

This section presents the descriptive statistics on the stress and employee productivity. The aim of the analysis is to examine the performance of the stress variables in relation to employee productivity. The analysis of the individual characteristics of these variables is presented in the table below:

Table 1: Descriptive Characteristics of the Variables

Variables	Mean	Standard Deviation
Firm Productivity	20.26	3.332
Collective bargaining	17.89	3.751
Alternative dispute resolution	18.74	4.070

Source: Author's Compilation From SPSS Version 21.0

This table presents the summary of statistics used in the analysis. It provides information about the mean and standard deviation of the variables used in the study. The mean value for organization performance is 20.26 while the standard deviation is 3.332. Collective bargaining and Alternative dispute resolution recorded a mean value of 17.89 and 18.74 with a standard deviation of 3.751 and 4.070 respectively.

Correlation Analysis

Here, Pearson correlation was employed to measure the strength and relationship between



independent variables. The Pearson correlation coefficient is a measure of the strength of a linear association between two variables and is denoted by r . Table 4.2 below shows the summary of correlation coefficient.

Table 4.2 Correlation Matrix

		Organizational performance	Collective Bargaining	Alternative Dispute Resolution
Employee Satisfaction	Pearson Correlation	1	.039	-.394**
	Sig. (2-tailed)			.498**
	N	300	300	300
Collective Bargaining	Pearson Correlation	.039	1	.002
	Sig. (2-tailed)	.558		.981
	N	232	232	232
Alternative Dispute Resolution	Pearson Correlation	-.394**	.002	1
	Sig. (2-tailed)	.003	.981	
	N	300	300	300

Source: Author's Compilation From SPSS Version 21.0

The table above shows the extent of association between the dependent and independent variables used in the study. The correlation between Collective bargaining and organizational performance shows the value of 0.039, which indicates that collective bargaining has a positive weak effect on organizational performance. Alternative dispute resolution recorded a correlation coefficient of -0.394 with organizational performance which shows that Alternative dispute resolution has a negative moderate effect on organizational performance.

4.4 Multiple Regression Analysis

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

Table 3: Summary of the Regression Result

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

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

a. Predictors: (Constant), , Collective bargaining, Alternative dispute

b. Dependent Variable: organization performance

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

Table 5: ANOVA Result

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

a. Dependent Variable: employee satisfaction

b. Predictors: (Constant), Collective bargaining, Alternative dispute resolution,

Table 6 Coefficients of the Model

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	18.311	2.121		8.632	.000
	Collective bargaining	.074	.059	.083	1.251	.212
	Alternative dispute resolution	-.159	.053	-.194	-3.014	.003

Source: SPSS 21.0

The f-statistics value of 4.272 in table 5 with f-statistics probability of 0.002 shows that the independent variables has significant effect on dependent. This shows that Collective bargaining, Alternative dispute resolution, can collectively explain the variations in organizational performance in Anambra teaching hospital.

Table 5: shows the coefficient of the individual variables and their probability values. Collective bargaining has regression coefficient of 0.074 with a probability value of 0.212. This implies that conflict associated with Collective bargaining has a positive but insignificant effect on organizational performance. Alternative dispute resolution has a regression coefficient of -0.159 with a probability value of 0.003 implying that Alternative dispute resolution has a negative and significant effect on organizational performance.

Test of Hypotheses

Here, the four hypotheses formulated in chapter one were tested using t-statistics and significance value of the individual variables in the regression result. The essence of this is to ascertain how significant are the effect of individual independent or explanatory variables on the dependent variables. The summary of the result is presented in the table below.

Table 4.31 T-Statistics and Probability Value from the Regression Result

Model	T	Sig.
(Constant)	8.632	.000
1 Collective bargaining	1.251	.212
Alternative dispute resolution	-3.014	.003

Source: Authors Compilation from the Regression Result

Test of Hypothesis One

Ho: Collective bargaining has no significant influence on organizational performance.



Hi: Collective bargaining has a significant influence on organizational performance

In testing this hypothesis, the t-statistics and probability value in table 4.7 is used. Collective bargaining has a t-statistics of -2.674 and a probability value of 0.036 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that collective bargaining has a significant influence on organizational performance

Test of Hypothesis Two

Ho: Alternative dispute resolution has no significant effect on organizational performance

Hi: Alternative dispute resolution has a significant effect on organizational performance

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

Discussion of Findings

This study examined the effects of conflict management and organizational performance in public organization in Anambra state. The data generated and analyzed showed that collective bargaining has a significant influence on organizational performance. This finding is consistent with that of Muhammad and Maria (2013) Alimba (2008) (Sydney and Beatrice, 2002). Mahony and Klaas (2008) collective bargaining as negotiations between employers and their employees collectively, represented by unions, for the settlement of terms and conditions of employment has a significant influence on organizational performance. This finding also consistent with that Ojielo (2002) find out that collective bargaining provide the forum for a bargain or negotiation and leads eventually to decision making or agreement between the parties, thus creating some form of social order in the relationship.

The study also revealed that Alternative dispute resolution has a significant effect on organizational performance. This finding agree with Mba (2013) that significant effect between alternative dispute and employee satisfaction alternative dispute resolution exists between conflict management strategies and employees' performance and no differences exist between managerial and non-managerial employees' perception of the effectiveness of conflict management strategies. This finding also agrees with Obasan (2011) that alternative dispute resolution in place at the organization have been relatively useful in minimizing the incidence of disruptive conflicts while alternative dispute resolution have positive impacts on workers' productivity.

Summary of Findings

From the data generated and analyzed, the findings of the study were summarized below:

1. Collective bargaining has a significant influence on organizational performance.
2. Alternative dispute resolution has a significant effect on organizational performance

Conclusion

It has been argued in the literature that the effect of conflict on employees satisfaction have two overriding effects, the positive and negative effects. Though conflict is often viewed as negative, it is capable of increasing organizational innovativeness and productivity, thereby improving organizational performance.



From the analysis, it was discovered that collective bargaining has a significant influence on organizational performance, alternative dispute resolution has a significant effect on organizational performance. Therefore, the study concludes that conflict management has a positive significant effect on organizational performance in public organization.

Recommendations

In view of this and based on the findings, the following recommendations are upheld; Management should adopt collective bargaining in managing conflicts in their organization as they are found to be effective in managing conflicts in organization.

Management should include alternative dispute resolution management strategies in their policy formulation as that will ensure that conflicts that may occur within the organization are quickly resolved without disrupting the activities of the organization.

Contribution to Knowledge

The major contribution made by this study is it showed that work alternative dispute resolution, collective bargaining has a positive significant effect on organizational performance in the public organization. The study also provides empirical evidence that can aid public organization and policy formulators in managing work related stress. The study also provides a useful guide to research into conflict management by identifying the relationship between conflict management strategies (collective bargaining, alternative dispute). The study also contributes from a methodological perspective by offering a measurement scale for managing conflict in public organization.

REFERENCES

- Abdul, G. A. & Sehar, S. (2015). Conflict management and organizational performance: A Case Study of Askari Bank Ltd. *Research Journal of Finance and Accounting*, 6(11) 88 - 102.
- Adomi, E. E. & Anie, S. O. (2005) Conflict management in Nigerian university libraries. *Journal Library Management*, 27(8) 520-530.
- Akanji, I. (2005). Perspectives in workplace conflict management and new approaches for the twenty first century. In Albert I.O (Ed.), *Perspective on Peace and Conflict in Africa: Essays in Honour of Gen. Abdusalam Abubakar*, Ibadan: John Arches Publishers.
- Ajike, A. O., Akinlabi, B. H., Magaji, N. & Sonubi, A. O. (2015). Effect of Conflict Management on the Performance of Financial Service Organisation in Nigeria: An Empirical Study of Access Bank Plc. *International Journal of Economics, Commerce and Management*, III (7) 260 – 272.
- Alimba, C. N. (2008). The place of peace education in achieving the millennium development goals in Nigeria. *Journal of Educational Research and Policies*. 3(1)21-26.
- Amin, M. E (2005). Statistical inference for social science Research. Makerere University. Kampala,
- Amineh, O & Ali K. (2014). Evaluation of relationship between conflict management styles and organization effectiveness. *Research Journal of Applied Sciences, Engineering and Technology* 7(4): 95-105
- Azamoza, O. (2004): Industrial Conflict in Nigerian Universities: The case of the Academic Staff Union of the University Teacher Strike. *Paper (Unpublished)*, Dept. of Sociology, Anthropology and Applied Sciences, Bristol University.
- Barasa, E. W., Kimani, C. & Iravo Mike Amuhaya, I. M. (2015). Conflict management styles influencing organizational commitment among Kenya seed company employees,



-
- Kenya. *International Journal of Academic Research in Business and Social Sciences*.2, (11)265-277
- Bradford, K. D. (2001) Managing conflict to improve the effectiveness of Adhoc marketing teams.
- Bodtker, A. M. and Jameson, J. K. (2004). Emotion in conflict formation and its transformation: application to organizational conflict management. *The International Journal of Conflict Management*, 3 (6): 14-17
- Caykoylu, S. & Carolyn P. E. (2011). Key organizational commitment antecedents for nurses, paramedical professionals and non-clinical staff. Canada. *Journal of Health Organization and Management*. 25(1) 7-33.
- Chuang, Y. C., Robbin, D. J.(2009). Organizational Culture, Group Diversity and Intra-Group Conflict. *Team Performance Management*. 1 (10)26- 34.
- Cohen, A. (2009). Individual values and the work/family interface Haifa, Israel. *Journal of Managerial Psychology*. 24 (8). 814-832.
- Corby, S. (2003). Public Sector Disputes and Third Party Intervention. *Research paper* prepared for ACAS Company, London.
- Courpasson, D. (2005) Soft constraint: liberal organizations and domination. Copenhagen, Liber and Copenhagen Business School Press.
- Darling, J., Walker, W. (2007): Effective Conflict Management: Use of the Behavioural Style Model, *Leadership and Organization Development Journal*. 22 (5), 13-16
- Deer, B. C. (2006): Managing Organizational Conflict, *California Management Wintco*. 1. (21) 5. 8-9
- De Dreu, C. K., Van Dierendonck, D., & Dijkstra, M. T. (2004). Conflict at work and individual well-being. *International Journal of Conflict Management*, 15, 6–26.
- Deutch, M. (2005): *The Resolution of Conflict: Constructive and Destructive Process*. New Haven: Yale University Press.
- Ebe O. O. O. & Osibanjo, A. O. (2014). Managing Organization Conflicts in Business Environment: The Role of Alternative Dispute Resolution (ADR). *European Journal of Business and Management*, 6(36) 74 – 82.
- Fajana, S., & Shadare, O. (2012,). Workplace Relations, Social Dialogue and Political Milieu in Nigeria. *International Journal of Business Administration*, 3(1), 75-83.
- Ford, J. (2007). Organizational Conflict Management, What" a System? Retrieved from www.mediate.com/pfriendly.cfm?id=250
- Fridmans, R.A., 2000. The impact of conflict management style on work conflict and stress. *Int. Journal for Conflict Management*, 17.
- Gross, M. A. & Guerrero, L. K. (2000): "Managing Conflict Appropriately and Effectively; an Application of the Competence Model to Rahims Organizational Conflict Styles. *International Journal of Conflict Management*. 11 (3) 14-17
- Hammed, T. A. & Ayantunji, O. A. (2002). The effect of Six thinking hats in enhancing the conflict-handling behaviour of selected trade union leaders in Lagos State. *Nigerian Journal of Applied Psychology* 7(1) 19-26.
- Henry, O. (2009). Organizational Conflict and its Effects on Organizational Performance. *Research Journal of Business Management*, 2(1), 16-24. .
- Hotepo, O. M., Asokere, A. S. S., Abdul-Azeez, I. A. & Ajemunigbohun, S. S. A. (2010). Empirical
-



-
- Study of the Effect of Conflict on Organizational Performance in Nigeria. *Business and Economics Journal*.3 (15) 1 - 9.
- Huo, Y. J., Molina, L. E., Sawahata, R., &Deang, J. M. (2005). Leadership and the management of conflicts in diverse groups: Why acknowledging versus neglecting subgroup identity matters. *European Journal of Social Psychology*, 35 (2), 237-254.
- Imazai, K. &Ohbuchi, K. (2002) Conflict Resolution and Procedural Fairness in Japanese Work Organizations". *Japanese Psychological Research Journal*. 44, (2) 18-32
- Kanani, A. &Farahani, A. K. (2014). Evaluation of relationship between conflict management styles and organization effectiveness. *Research Journal of Applied Sciences, Engineering and Technology* 7(4) 795-800
- Katz, D. & Kahn, R. L. (2006): *The Social Psychology of Organization*, (8th ed). New York: John Wiley and Sons.
- kavousi, Z.(2008). *Relation between discussion styles and conflict management among managers, nurses and supervisors in Shiraz hospital*, Unpublisheddissertation, University Shiraz, Iran.
- Kazimoto, P. (2013). Analysis of Conflict Management and Leadership for Organizational Change. *International Journal of Research in Social Sciences*, 5(1), 16-25.
- Kehinde, J. S, Jegede, C. A. &Akinlabi, H. B. (2012). Impact of Leadership Skill and Strategies on Banking Sector Performance: A Survey of Selected Consolidated Banks in Nigeria. *The Business and Management Review*, 3 (1) 313-319.
- Khaled A. G. A. (2015). The relationships between conflict management styles, job satisfaction and organizational commitment among workers in public and private sectors. *Universal Journal of Psychology*, 3(2), 41-50,
- Kohlrieser, George. June 2007. Six Essential Skills for Managing Conflict. *Perspective for Managers Journal*. 149 (4)124-138 .
- Lederach, J. P. (1995). *Preparing for peace: conflict transformation across cultures*. Syracuse: Syracuse University Press.
- .Marjorie P. G. (2013). Organizational Conflict and Organizational Performance. *Asian educational research association*, 3(1) 41-45
- Mba, O. A. (2013). Conflict Management and Employees Performance in Julius Berger Nigeria PLC, Bonny Island. *International Journal of Academic Research in Management*. 3(4) 125 - 139.
- Muhammad, R. M. &Maria, K. (2013). Impact of Conflict and Conflict Management on Organizational Performance. *International Journal of Modern Business*, 86(2) 01-19.
- Mwangi, C.& Ragu, M. (2013). Effects of work place conflicts on employee performance in the air transport industry in Kenya. *Prime Journal of Business Administration and Management*.3(6),1083-1089
- Obasan, K. A. (2011). Impact of Conflict Management on Corporate Productivity: An Evaluative Study. *Australian Journal of Business and Management Research* 1(5) 44-49.
- Ojielo, M. O. (2002). *Managing organizational conflict: a system approach*. Ibadari: John Archers (Publishers) Ltd.
- Okoriko S. E. (2014)Conflict management and organizational performance in national research institute for chemical technology (NARICT) and Nigerian institute of
-



-
- transport technology (NITT), Zaria. Being a research thesis submitted to the post Graduate school of Ahmadu Bello University Zaria.
- Olu, O. & Dupe, A. A. (2008). *Impact of Conflict Management on Employees' Performance in a Public Sector Organization in Nigeria*. Department of Human Resource Management, Faculty of Management Sciences, Osun State University.
- Olakunle, A. O. (2008): *Organizational Dynamics*. Ibadan, Nigeria: Spectrum Books Limited.
- Olukayode, L. (2015). Impact of Workplace Conflict Management on Organizational Performance: A Case of Nigerian Manufacturing Firm. *Journal of Management and Strategy*, 6(2) 83 - 92.
- Onah, U. (2010). Conflict management in banking organization: A study of United Bank of Africa (UBA) and First Bank of Nigeria Plc. A Thesis submitted to, University of Enugu
- Ongori, H. (2009). Organizational Conflict and its Effects on Organizational Performance. *Journal of International Business* 23(4) 21 - 24.
- Onyeonoru, I. P. (2005). Industrial conflict in historical context: evolution, management and transformation. In I. O. Albert (ed). *Perspectives on peace and conflict in Africa*. Ibadan: John Archers (Publishers) Ltd.
- Otite, O. (2001). On conflicts, their resolutions, transformation and management. In O. Otite and I. O. Albert (eds). *Community conflict in Nigeria: Management, Resolution and Transformation*. Lagos: Spectrum Books Ltd.
- Rahim, M. (2002). Towards a Theory of Managing Organizational Conflict. *The International Journal of Conflict Management*, 13(3)\ 206-235.
- Robbins, S.P. (2005): *Organizational Behaviour*, New Jersey, USA: Prentice Hall Inc.
- Robbins, S. P., and Judge, T. A. (2009): *Organizational Behaviour*. (13th ed). New Jersey, USA: Prentice Hall. Robbins, S.P. (2005): *Organizational Behaviour*, New Jersey, USA: Prentice Hall Inc.
- Schramm-Nielsen, J. (2002). *Conflict Management in Scandinavia*". Department of International
- Shapiro, D. L. (2006). Do Fairness Perceptions Influence Styles of Handling Conflict with Supervisors? *International Journal of Conflict Management*. 11 (9): 9-11
- Suzan, S. and P. Hamilton, 2007. Conflict management styles in the health professions. *J. Prof. Nurs.*, 23(3): 157-166.
- Thomas, K. (1976). *Conflict and Conflict Management. A Handbook of Industrial and Organizational Psychology*. New York, USA: John Wiley and Son. Inc.
- Tjosvold, D. (2000): "Cooperative and Competitive Goal Approach to Conflict: Accomplishments and Challenges". *Journal of Applied Psychology*. 47 (3) 4-6
- Tsevendorj, O. (2008). *Conflict Resolution: A basis for Effective Conflict Management of Banks in Baquio City*. Thesis submitted to St. Louis University, Baquio City, Phillipines.
- Uchendu, C., Anijaobi, F., & Odigwe, F. (2013). Conflict Management and Organisational Performance in Secondary Schools in Cross Rivers State. *Nigeria Research Journal in Organizational Psychology and Educational Studies*. 2 (2) 67-71.
- Vigil-King, D. (2000). *Team Conflict, Integrative Conflict Management Strategies and Team Effectiveness*. Unpublished Doctoral Dissertation University of Tennessee, Knoxville.
- Yesufu, T. M. (1984). *Dynamics of industrial Relations: The Nigerian Experience*. University Press Ltd., Ibadan, Nigeria. 3 (5) 56-72.
-