



EFFECTS OF CONFLICT MANAGEMENT STRATEGIES ON EMPLOYEES' PERFORMANCE IN THE UNIVERSITY OF CALABAR TEACHING HOSPITAL, CALABAR, NIGERIA.

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Cite this article:

Ele A. A., Ekpenyong B. O.,
Okongo N. J., Eneh S. I.,
Arikpo N. N. (2024), Effects
of Conflict Management
Strategies on Employees'
Performance in the University
of Calabar Teaching Hospital,
Calabar, Nigeria. African
Journal of Social Sciences and
Humanities Research 7(2),
121-136. DOI:
10.52589/AJSSHR-
LGN8RDEL

Manuscript History

Received: 24 Aug 2023

Accepted: 27 Nov 2023

Published: 15 Apr 2024

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ABSTRACT: *This study evaluated the effects of conflict management strategies on employees' performance in the University of Calabar Teaching Hospital, Calabar. The study employed survey research design in order to utilize a structured questionnaire in the collection of data for analysis. The population for the study was five hundred and fifty (550). The sample size for the study was two hundred and twenty six (226) using Krejcie and Morgan table of 1970. The hypothesis was tested and analyzed using a simple linear regression analysis model applying a statistical package for social sciences (SPSS) version 23. The study found that there are positive effects of conflict avoidance strategy on employees' performance of the University of Calabar Teaching Hospital, Calabar. There is a significant effect of conflict collaboration strategy on employees' commitment to goals achievement. There is a significant relationship between conflict accommodation strategy and employees' motivation. There is also a significant conflict mediation strategy on employees' involvement in the University of Calabar Teaching Hospital, Calabar. Based on the findings, the study recommended that management of organizations or institutions should monitor and intervene on issues that can lead to conflicts in order to enhance employees' performance by adopting avoidance strategies. Management should employ a collaboration strategy or approach of win-win method of conflict resolution in order to enhance employees' commitment. Management should also attend to conflicting situations as urgently as possible in order to avoid those factors that can hinder employees' motivation and commitment to goal achievement. Management should also use a mediator in resolving conflicts on a continuous basis.*

KEYWORDS: Conflict management strategies, Avoidance, Collaboration, Accommodation, Mediation.



INTRODUCTION

The problem of industrial fights, battles or disputes that arise between management and employees is one of the greatest fundamental issues presently disrupting the continued existence of many institutions, agencies or organizations in Nigeria. Conflict is an unpleasant fact in any institution as long as people compete for jobs, resources, power, recognition and security. Conflict occurs when parties in an organization have a negative perception towards one another and they no longer trust themselves. However, organizational conflict is inevitable because it is a product of mismatch of people's values and it arises from divergent behaviors of workers (Wonah, Oluo, Ake & Benjamin, 2020). Conflict is a reality across organizational boundaries that affects individuals, groups and other disciplines in institutions and organizations (Ele & Anono, 2020). They further stated that conflict can initiate productive change and vitality if well managed. The consequences of conflict will inevitably be determined by how well it is managed. If not properly managed, it may cause unquantifiable damages to the organizations. Conflict in today's world is a continuous process and inevitable in every organization, and there is a need to find out how to work out a harmonious or agreeable resolution to it without letting it escalate (Oni-Ojo & Roland-Otaru, 2013). And this can be done successfully through the introduction as well as the application of good conflict management strategies or methods in settling conflicts among members, groups and organizations in Nigeria.

Conflict management strategies are very important in every organization or institution in order to generate creative thinking and how to develop problem solving methods and attitudes between the confronting parties (Sanda, 2018). Most scholars such as Knippen et al. (2019), Hellriegel (2017), and Ajike (2015) identified effective conflict management strategies to include conflict competing, accommodation, avoidance, confrontation, collaboration and mediation. They further posited that the application of a particular conflict management strategy depends on the nature of conflicting situations between the parties involved. Conflict management strategies are techniques and dimensions or measures that can be used by organizations or institutions to identify, manage and resolve conflicts sensibly, fairly and efficiently in order to reduce negative consequences of it (Ekpu, 2018).

The application of effective conflict management strategies on resolution of disputes play a vital role on employee commitment and organizational performance. Conflict management strategies gives organizations guidance and directions on how conflicts are to be resolved and approached towards the maintenance of better relationships between organizations and workers so that set objectives and goals are accomplished more successfully (Sanda, 2018; Olu, 2020). The effectiveness of any conflict management strategies depends on the nature of the conflict. This is because conflicts can be managed in organizations through conflict resolution strategies such as avoidance, collaboration, arbitration, negotiation, confrontation, compromise, mediation, communication, accommodation, and good governance, among others. Conflict is a disagreement between individuals, groups of individuals and organizations. It is a regular feature in organizations which arises from the incompatibility between the interests of the employees and management. Thomas and Kilmann (2019) posit that effectiveness of conflict management approaches relies on the demand of a specific conflicting situation and efficient application of proper conflict management strategies. Therefore, creating a friendly environment is very critical in the health system like



University of Calabar Teaching Hospital, Calabar, due to the nature of workers in this type of institution, adding to the stress inherent in health services.

The University of Calabar Teaching Hospital, Calabar, consists of people or workers with different professions and specialties, expected to work in teams and groups in order to achieve set objectives and goals. Since people differ in opinions, aspirations, culture, educational background, values etc. these make conflict inevitable in organizations (Ojo & Abolade, 2019). These factors or forces bring about conflicts among professionals and non-professionals in the organization that must be managed and resolved to enable the workers and management to perform their duties, tasks and responsibilities more effectively. The likelihood of occurrences of conflicts are very high in the University of Calabar Teaching Hospital, Calabar, with hierarchical structure where workers with different opinions, ideas, beliefs, attitudes, behavior and philosophies interact. Ajike, Akinlanbi, Magaji and Sonubi (2015) asserted that conflict management involves the process of implementing strategies to limit the negative effect of conflict situations and to increase the positive aspect of conflicts. However, not all conflicts are harmful. On the contrary, sometimes, disagreement is an essential element of working together with people through problem solving and overcoming challenges or difficulties. The conflict of ideas when put in organizations can enhance a healthy workforce. Thus, the task of conflict management strategy is not to eliminate conflict in organizations, but to minimize conflict that can distract employees from performing effectively.

If conflict is not properly managed it can lead to quarrel, from quarrel to fighting, and from fighting to hatred and bitterness, which also creates malice among workers in organizations. This results in the breakdown of work, communication process among teams and groups which affects their performance and productivity of the organization. Similarly, managing conflicts through a single resolution method can have a distinct effect on the failure or success of any organization (Ojo & Abolade, 2019). This is because the effective management of conflict determines productive employees in order to attain expected level of performance on a continuous basis. And it can also help to enhance employees' commitment, involvement, motivation and communication in the organization.

Statement of the Problem

The University of Calabar Teaching Hospital, Calabar is the building block where all economic and rendering of services takes place, therefore the need to be peaceful, harmonious, avoiding tyranny of disputes and conflicts. The University of Calabar Teaching Hospital has been faced with different types of conflicts and disputes arising from culture, beliefs, values, aspiration, organizational and individual differences, differences in unit orientation and goals, differences in perception and value, work interdependence of activities, power and authority, differences in performance, criteria and reward system, mutual dependence on limited or shared resources, differences in status/positions, environmental and economic changes, inappropriate communication channels, poor organizational structure, management orientation and philosophy, management policies, the types of leadership styles in the organization (Okafor et al., 2020).

This is because management of conflict is one of the difficulties and challenges organizations are facing today. Managing conflicts in the workplace is a time coming and complex but necessary task for management of organizations to create a friendly and conducive



environment that can enable workers to be more committed, motivated and involved to their tasks and responsibilities in order to achieve the organizational set goals. Most times, the hostile environment in the University of Calabar Teaching Hospital is as a result of employees' demands, changes in the condition of work, abusive behavior by workers and management. Thus, poor choices of conflict management strategies in the resolution of conflicts has been identified as one of the reasons workers are not committed, involved, and motivated to perform their tasks in the University of Calabar Teaching Hospital, Calabar. Doctors' dominance has led to power imbalance in health care organizations.

To address these anomalies, challenges and difficulties, management or organizations need to properly define the role of authority and spell out what is obtainable and strictly follow the ethical principles as applied to every specialties. Thus, poor or non-application conflict management strategies such as avoidance, collaboration, accommodation and mediation has been identified as a major problem affecting employees' performance in the University of Calabar Teaching Hospital, Calabar. This has also resulted in a decline in employees' commitment, involvement and motivation in the organization. Based on this backdrop, it is imperative to analyze the effects of conflict management strategies on employees' performance in the University of Calabar Teaching Hospital Calabar.

Objectives of the Study

The main objective of the study is to evaluate the effects of conflict management strategies on employees' performance in the University of Calabar Teaching Hospital Calabar. The specific objectives are:

1. To evaluate the effects of conflict avoidance strategy on employees' work quality in the University of Calabar Teaching Hospital Calabar.
2. To examine the significant effect of conflict collaboration strategy on employees' commitment in the University of Calabar Teaching Hospital Calabar.
3. To determine the effect of conflict accommodation strategy on employees' motivation in the University of Calabar Teaching Hospital Calabar.
4. To establish the effect of conflict mediation strategy on employees' involvement in the University of Calabar Teaching Hospital Calabar.

Research Questions

The following research questions were formulated to guide this study:

1. Does conflict avoidance strategy have an effect on employees' work quality in the University of Calabar Teaching Hospital Calabar?
2. Does conflict collaboration strategy have an effect on employees' commitment in the University of Calabar Teaching Hospital Calabar?
3. Does conflict accommodation strategy have an effect on employees' motivation in the University of Calabar Teaching Hospital Calabar?



4. Does conflict mediation strategy have an effect on employees' involvement in the University of Calabar Teaching Hospital Calabar?

Research Hypotheses

The following null hypotheses were formulated to direct this study:

- Ho₁: There is no effect of conflict avoidance strategy on employees' work quality in the University of Calabar Teaching Hospital Calabar.
- Ho₂: There is no effect of conflict collaboration strategy on employees' commitment in the University of Calabar Teaching Hospital Calabar.
- Ho₃: There is no effect of accommodation strategy on employees' motivation in the University of Calabar Teaching Hospital Calabar.
- Ho₄: There is no effect of conflict mediation strategy on employees' involvement in the University of Calabar Teaching Hospital Calabar.

THEORETICAL FRAMEWORK

The study was anchored on Dunlop theory of industrial relations. The theory was developed by Philip Dunlop in 1958. Dunlop contended that the industrial relations system was a subsystem of the wider society that existed to resolve economic conflict among workers and management or organizations in order to achieve its goals and objectives. This theory consists of four (4) elements such as actors, contexts, a body of employment rules that are the outcome of the interaction between the actors, and a binding ideology of labor unions.

According to Dunlop, an industrial relations system in resolving conflicts at any given time in its development has certain actors, contexts and ideologies which combine to establish rules to govern the actors at the workplace and in the work community. The dependent variables are the rules while the independent variables are the contexts of the system which can change. On the other hand, the ideology of the system which is the combination of the ideologies of each of the actors may be stable or unstable (Anyim, Ikemefuna & Ekwoaba, 2012). They further stated that the actors are in three major groupings such as managers and their representatives; workers (non-managerial) and their spokespersons; and specialized governmental agencies (and specialized private agencies) dealing with managers' or workers' organizations or even individual workers. These actors operate within contexts which is a constrained environment which can be determined by the larger society and it also influences and sets limits on their activities. The environment plays a significant role in shaping the rules established by the actors in the organization.

Dunlop emphasizes on the application of mediation strategy, whereby all parties to conflicts are represented by a third party to collectively bargain and agree upon working conditions in order to reduce the negative effect of conflict on employees' performance as well as organizational productivity. The relevance of this theory on the study is because of its potential to foster collective bargaining and agreement between the management and employees so that disputes/conflicts can be resolved amicably through mediation, avoidance,



collaboration, compromise, and accommodation strategies. By doing this, employees will become more committed, creative to improve their work quality, performance and also be highly involved in organizational goal attainment. Also, the theory makes it necessary for organizations to employ conflict management strategies that will enhance effective management of conflict so that employees will concentrate on their tasks and responsibilities given to them to perform. This will also workers to achieve sustainable level of performance in adopting avoidance and accommodation strategies

Concept of Conflict

Conflict is a disagreement between two or more individuals within an organization as a result of differences in status, scarce economic resources, goals and interdependent nature of work activities (Anugwom, 2007). Conflict is a behavior intended to obstruct the achievement of some other person's goals. Conflict is defined as the presence of disharmony or disagreement that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other in order to achieve common objectives in an organization (Kazimoto, 2013 in Adilo, 2019). Unresolved conflict in an organization creates many thoughtful consequences involving high financial and human costs (Adilo, 2019). Awan and Anjum (2015) say that properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of conflict. Open communication and collaboration enhance the flow of new ideas and strengthen work relationships, which can have a positive effect on employee morale. Regular feedback and timely resolution of conflict has the potential of improving employee satisfaction and job performance (Awan & Saeed, 2015). Conflict has both positive and negative impacts on the performance of any organization, but for any organization to develop, it must be able to manage and resolve any conflict that occurs within and outside the organization without much delay (Oladimeji, Adeoti & Babatunde, 2020). Conflict situations or problems denoted incompatibility of goals and opposing behaviors within an organization.

Conflict Management Strategies

These are those mechanisms, measures and methods used by managers, supervisors, lawyers (practitioners) and management to resolve disputes or disagreements between employees and managers, among groups and organizations. These strategies can be arbitration, mediation, collaboration, good governance, communication, negotiation, compromise, avoidance, accommodation, alternative dispute resolution, conciliation, facilitation, mini-trial, expert determination, etc.

Avoidance Strategy and Employees' Performance

Avoidance strategy refers to a wide range of principles, procedures, policies and initiatives put in place by an organization or management to assist to resolve conflicts/disputes or to avoid violent escalation that can affect organizational operations as well as performance. Conflict avoidance strategies include the process of monitoring and intervening on issues that may lead to conflict in order to prevent an organization from potential violence (Hopkins, 2018). This can be achieved by initiating activities that address the root causes of disputes, establishing mechanisms that detect early warning signs and recording specific indicators of conflict that can help to predict impending violence and using planned coordination to prevent



the development of conflict. Conflict avoidance can also be seen as the application of various approaches or methods that can assist an organization and management to resist conflict occurrences. Avoidance strategy may sometimes lead to future conflict (Ojo, 2021). But it is better to avoid conflicts than to allow it to happen or occur in the organization. Malunda, Were and Muturi (2018) stated that avoidance strategies play a vital role not only on employees' performance, but also on the achievement of organizational goals and objectives. Conflict avoidance strategy can also help to suspend the negative effects of conflict so that workers can focus on their tasks and responsibilities in order to enhance performance.

Collaboration Strategy and Employees' Commitment

This is, I win you win strategy where you cooperate with the other party to find a resolution with mutually satisfying outcome, collaboration aims at finding the same solution that can satisfy both parties. It is based on a willingness to accept a valid interest of the other party whilst protecting one's own interest. Collaborating aims to find a solution to the conflict through cooperating with other parties involved (Echaaobari, Adim & Ihundu, 2018). Collaboration method can also be considered as a win-win problem solving approach in resolving conflicts or disputes in organizations. This involves the process in which individuals directly confront conflicts with a favorable attitude that encourages solving the problem at hand as well as generating the best possible solution (Okafor, Ele, Mbam & Orji, 2020; Ele & Aquasana, 2020). A win/win strategy is based on problem solving where the interests of all parties can be met. This approach results in maintaining strong interpersonal or inter-group relationships, while ensuring that all parties achieve their interests. The win/win approach to conflict management is one in which the problem is viewed as external to the persons involved. The opposing parties collaborate to seek a high-quality solution that meets their mutual needs while preserving their relationship. The collaborative approach to conflict is to manage it by maintaining interpersonal relationships and ensuring that all parties to the conflict achieve their interests (Okafor, Ele, Mbam & Orji, 2020). Conflict collaboration strategy encourages effective communication between management and employees to resolve crisis and disputes amicably in order to enhance employees' commitment behavior (Azamosa, 2020). Ojo and Abolade (2020) asserted that collaboration strategy is very important or necessary to maintain an effective management system and employees relationship that encourages the understanding and addressing conflict problems which can hinder employees' commitment to organizational goals and performance. Sampson (2019) maintains that collaboration strategy is an effective means of restoring peace towards achieving employees' commitment to organizational goals accomplishment.

Accommodation Strategy and Employees' Motivation

This refers to the process of smoothing and it is the opposite of competing. This conflict management strategy helps organizations to attend to conflicting situations as fast as possible (Ojo & Abolade, 2020). Accommodation strategy allows the needs of a group to be overwhelmed by another group in order to resolve conflict amicably. It involves sacrifice, selflessness, and low assertiveness (Abdullahi & Sehar, 2015). Adilo (2019) asserted that conflict management strategies such as collective bargaining, compromise and accommodation play an important role on employees' motivation as well as organizational performance. Conflict situations affect the overall effectiveness of organizations in the sense that they cause disharmony among organizational participants impacting negatively on organizational



performance, and useful time and resources are wasted during conflicts in organizations (Agbo, 2020). Agbo (2020) asserted that conflict management mechanisms applied in the organization increased employees' attitude to work positively, while low regard to conflict management strategies reduced employees' attitude to work. Conflict is not necessarily bad in itself though it is often avoided. It may be good for both individuals and organizations if managed properly (Komolafe & Munyao, 2022). They further stated that workers who come from accommodating cultures view each other on an even keel and will be willing to listen to each other's opinions and perspectives prior to explaining their own viewpoints

Mediation Strategy and Employees' Involvement

Mediation is an informal alternative to litigation. This is a collaborative process where a mediator works with the parties to come to a mutually agreeable solution (Findlaw, 2019). Mediation is usually non-binding. It is a significant method for resolving conflicts between managers and employees in the work organizations (Okafor, Ele, Mbam & Orji, 2020). Mediation involves the use of a neutral third party (i.e., the mediator) to act as a facilitator of settlement discussions (Oni-Ojo, Iyiola & Osibanjo, 2014). A mediator does not decide the disagreement, but guides negotiations and aids parties involved to reach their own agreement. In a typical mediation, the parties personally participate in joint sessions and in private caucuses that the mediator holds with each party and its lawyer. Mediation generally involves a neutral third person to facilitate the dispute resolution process. The situation of Nigeria employees advocates that the introduction of in-house mediation can lead to an essential modification in the way in which differences are handled and conflict is managed and it also provides a number of key insights that inform our understanding of how such a change can occur (Osabiya, 2015 in Okafor, Ele, Mbam & Orji, 2020).

The Concept of Employees' Performance

This is the desire of every organization to achieve well performed workers especially in this dynamic and complex environment. Employee performance is the successful completion of tasks by a selected individual or individuals, as set and measured by a supervisor or organization, to pre-defined acceptable standard while efficiently and effectively utilizing available resources within a changing environment in the workplace (Echaaobari, Adim & Ihundu, 2018). Employee performance is defined as how workers fulfill their job duties and responsibilities and execute their tasks more effectively. It refers to the effectiveness, quality and efficiency of their outputs (Agbo, 2020). This can also be seen as the outcomes or contributions of employees in relations to the achievement of organizational goals and objectives. Employees' performance shows how well duties and responsibilities are performed in the organizational setting. Measurement of performance can also contribute to assessment of how valuable a worker is to the organization. This is because every worker is an asset to the organization. Similarly, measuring employee performance can help an organization to identify possible faults or deviations in employees' behavior and how to improve employees' skills in order to perform more efficiently and effectively steadily. Thus, the application of effective conflict management strategies can influence employees' performance of any large organizations in the system.



Empirical Review

Wabi (2021) had a study on the effect of conflict management on employee performance of selected banks in Abuja, Nigeria. The study adopted survey and quantitative research designs. The population was 187 respondents. The sample size was 124 respondents, using simple random sampling techniques. Primary data was collected using a structured questionnaire. Simple linear regression and Pearson Product Moment Correlation Coefficient was used to test the hypotheses. The study revealed that conflict management strategies such as avoidance, accommodation, competition, compromise, collaboration, mediation, counseling, team resolution has a significant effect on employees' performance as well as organizational performance. The study recommended that management should ensure that there is effective communication between the management team and subordinates to ensure that all are aware of management policies. Organizations should embark on training and retraining of its employees in the area of conflict management so as to create a conducive working environment for the employees. There should be effective interpersonal relationships among management and employees of the organization in order to create democratic management style of leadership to address employees' problems.

Saidu (2021) conducted a study on the effect of conflict management styles on employees' performance in selected institutions of higher learning in Nigeria. The study adopted survey research design. Primary and secondary data were used for the study primary data were collected using a structured questionnaire. The population of the study was 687. Smart-PLS software was used to analyze the data and test the hypotheses. The study revealed that the most common sources of conflict were needs, roles, pressures, goals, perception and styles, violation of agreement reached between the government, management and the labor unions, denial of promotion when due and non-payment of promotion arrears. The study recommended that management of the institutions should ensure that employees are promoted based on merit and not on sentiments because it will not only encourage the hard working ones, but it will also reduce the waves of industrial disputes in the institution. The management of the institutions and government should also ensure the sanctity of all agreements signed with the unions at all times to avoid frictions and some compelling costs especially on the students and the entire community as a whole.

Wonah, Oluo, Ake and Benjamin (2020) conducted a study on conflict management strategies and organizational performance of River State civil service. The survey design was adopted in the study. The population of the study was three hundred and eighty (380) respondents (RSCS, 2018). A sample of 200 respondents was drawn out of the population of Rivers State Civil Service. The data used for this study was obtained from primarily sourced, and secondary data was also used and it was drawn from literature. A structured questionnaire was used to collect primary data in the study. The study showed that mediation is a predictor of organizational performance. The regression equation for predicted organizational performance, and negotiation is also a predictor of organizational performance. The study recommended that organizations should focus on increasing the utilization of conflict management strategies like negotiation and third party intervention to increase organizational performance, and that management should be sensitive to conflicts and set up effective communication channels to facilitate an improvement in conflict management.



Echaaobari, Adim and Ihundu (2018) had a study of collaborative strategy and employee performance in oil producing companies in Port Harcourt, Nigeria. A cross-sectional survey design was adopted in the study. The population of the study was 345, and a sample size of 181 was drawn using Krejcie and Morgan sample size determination table. The research instrument was a structured questionnaire using 5 points Likert scale method in measurement of collaboration strategy and employee performance ranging from strongly agreed to strongly disagreed. Primary data were drawn from five (5) oil producing companies operational in Port Harcourt and all duly registered with the Department of Petroleum (DPR), namely: Nigerian Agip Oil Company (NAOC), Nigeria National Petroleum Company (NNPC), Shell Petroleum Development Company (SPDC), Chevron and ExxonMobil. Descriptive statistics and Pearson Product Moment correlation was used for data analysis and hypotheses testing. The results from this study confirm that collaboration has a significant positive relationship with employee performance in oil producing companies in Port Harcourt. Collaboration is observed to significantly enhance employee performance and impact on its measures such as improved productivity and excellent service delivery. It was recommended that management in oil producing companies need to continuously encourage collaborative attitude amongst employees so that they can effectively and efficiently translate the friendly atmosphere at workplace into performance. Management teams where possible should also encourage information sharing of ideas and knowledge between managerial and non-managerial employees as this enhances trust and commitment to the organization.

Adilo (2018) conducted a study on conflict management and organizational performance: A study of selected breweries in the South East, Nigeria. The study adopted survey research design. The population of the study was 456 respondents from 5 breweries companies. The sample size for the study was 253 respondents determined using stratified random sampling technique. The data was collected through a structured questionnaire. The data was analyzed using frequency tables and percentages. Regression model of analysis was employed for the test of the hypotheses. The study revealed that negotiation, collective bargaining, joint consultation and alternative dispute resolution have significant relationships with organizational performance. The study recommended that managers should adopt conflict management strategies that are found to be effective in managing conflicts in organization. Management of conflict requires the application of various conflict management strategies if an organization is to manage conflict effectively and to achieve a sustainable level of employees' performance. The study concluded that conflict management has a significant and positive relationship with organizational performance.



METHODOLOGY

The study employed survey research design. The population was 550 respondents from University of Calabar Teaching Hospital Calabar. The sample size was 226 using the Krejcie and Morgan table of 1970. The instrument used for the study was a structured questionnaire using five points Likert scale of strongly agreed, agreed, undecided, disagreed and strongly disagreed. Simple Linear Regression analysis model was used to test the hypothesis using Statistical Package for Social Sciences (SPSS) version 23.

Test of Hypotheses

H_{01} : There is no significant effect of conflict avoidance strategy on employees' work quality in the University of Calabar Teaching Hospital Calabar.

H_{a1} : There is a significant effect of conflict avoidance strategy on employees' work quality in the University of Calabar Teaching Hospital Calabar.

Coefficients ^a		Unstandardized Coefficients		Standardize		
Model		B	Std. Error	Coefficient	T	Sig.
1	Constant	-632	.109		-5.810	.000
	Conflict Avoidance	.866	.025	.953	35.127	.000
	F	1233.68				
	R	0.953				
	R-Square	0.908				
	Adjusted R—sq.	0.907				
	Constant	0.832				
	Slope (β)	0.866				
	Durbin Watson	0.689				
	df2	126				

Since the F-ratio value of 1233.68 and T-ratio value of 35.127 are greater than the table value of 28.93, the null hypothesis was rejected, while the alternative hypothesis which stated that there is a significant effect of conflict avoidance strategy on employees' work quality in the University of Calabar Teaching Hospital Calabar, was accepted

H_{02} : There is no significant effect of conflict collaboration strategy on employees' commitment in the University of Calabar Teaching Hospital Calabar.

H_{a2} : There is a significant effect of conflict collaboration strategy on employees' commitment in the University of Calabar Teaching Hospital Calabar.



Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficient		
		B	Std. Error	Beta	T	Sig.
1	Constant	-759	.130			.000
	Conflict	.733	.0229	.733	31.471	.000
	Avoidance					
F		619.068				
R		0.912				
R-Square		0.832				
Adjusted R—sq.		0.830				
Constant		0.733				
Slope (β)		0.733				
Durbin Watson		0.366				
df2		126				

Since the F-ratio value of 619.068 and T-ratio value of 31.471 are greater than the table value of 28.93, the null hypothesis was rejected, while the alternative hypothesis which stated that there is a significant effect of conflict collaboration strategy on employees' commitment in the University of Calabar Teaching Hospital Calabar, was accepted.

Ho₃: There is no significant effect of accommodation strategy on employees' motivation in the University of Calabar Teaching Hospital Calabar.

Ha₃: There is a significant effect of accommodation strategy on employees' motivation in the University of Calabar Teaching Hospital Calabar.

**Coefficients^a**

Model		Unstandardized Coefficients		Standardize Coefficients		
		B	Std. Error	Beta	T	Sig.
1	Constant	-460	.975		48.688	.000
	Conflict					
	Avoidance	.975				
F		2370.512				
R		0.950				
R-Square		0.952				
Adjusted R—sq.		0.950				
Constant		0.975				
Slope (β)		0.975				
Durbin Watson		1.302				
df2		126				

Since the F-ratio value of 2370.512 and T-ratio value of 48.688 are greater than the table value of 28.93, the null hypothesis was rejected, while the alternative hypothesis which stated that there is a significant effect of accommodation strategy on employees' motivation in the University of Calabar Teaching Hospital Calabar was accepted.

Ho₄: There is no significant effect of conflict mediation strategy on employees' involvement in the University of Calabar Teaching Hospital Calabar.

Ha₄: There is a significant effect of conflict mediation strategy on employees' involvement in the University of Calabar Teaching Hospital Calabar.

Coefficients^a

Model		Unstandardized Coefficients		Standardize Coefficients		
		B	Std. Error	Beta	T	Sig.
1	Constant	-240	.920			.000
	Conflict					
	Avoidance	1.008	.0229		33.172	.000
F		684.920				
R		0.920				
R-Square		0.846				
Adjusted R—sq.		0.844				
Constant		0.920				
Slope (β)		0.920				
Durbin Watson		0.293				
df2		126				

Since the F-ratio value of 684.960 and T-ratio value of 33.172 are greater than the table value of 28.93, the null hypothesis was rejected, while the alternative hypothesis which stated that there is a significant effect of conflict collaboration strategy on employees' commitment in the University of Calabar Teaching Hospital Calabar, was accepted.



CONCLUSION

The contributions of conflict management strategies cannot be over emphasized in the resolution of disputes among workers in an organization. Conflict management strategies are mechanisms or measures employed in resolving disagreement between individuals, groups and organizations. Conflict avoidance, collaboration and accommodation strategies had a significant effect on employees' work quality, commitment and motivation in the University of Calabar Teaching Hospital Calabar. In the same vein, mediation strategy had a significant effect on employees' involvement in the institution. All these conflict management strategies have a positive effect on employees' performance of the organization. Conflict among workers in an organization is inevitable. If it is managed properly, it will bring a catalyst for change and can have a positive effect on employees' satisfaction and performance of the organization. Conversely, unmanaged conflict negatively impacts both employee satisfaction and job performance of the organization.

RECOMMENDATIONS

1. Management of organizations or institutions should monitor and intervene on issues that can lead to conflicts in order to enhance employees' performance by adopting avoidance strategies.
2. Management should employ a collaboration strategy or approach of win-win method of conflict resolution in order to enhance employees' commitment.
3. Management should also attend to conflicting situations as urgently as possible in order to avoid those factors that can hinder employees' motivation and commitment to goal achievement.
4. Management of organizations should invite a third party (neutral mediator) to assist conflict management strategy in order to induce employees' motivation and performance.

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