



# Conflict management strategies and employee performance in deposit money banks in Nigeria

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Received 12 Nov 2024; Accepted 2 Jan 2025; Published 6 Jan 2025

## Abstract

The study examined conflict management strategies and employee performance of deposit money banks in Nigeria. Specifically, the study sought to: find out the effect of collaboration on employee effectiveness of deposit money banks in Nigeria and evaluate the influence of avoidance on employee attitude of deposit money banks in Nigeria. The study employed descriptive survey design. The selected deposit money banks were Zenith Bank, First Bank, Union Bank and Fidelity Bank. The sample size of 249 respondents was drawn from population of 802 permanent staff of deposit money in Nigeria. The main instrument for data collection was a structured questionnaire. The hypotheses stated were tested using single regression techniques. The empirical results show that collaboration has significant effect on employee effectiveness of deposit money banks in Nigeria ( $t$  – statistics (8.887)  $> p$  – value (0.000) and avoidance have significant influence on employee attitude of deposit money banks in Nigeria ( $t$  – statistics (8.111)  $> p$  – value (0.000). The study recommended that management of deposit money banks in Nigeria should embark on training and retraining of its employees in area of conflict management so as to create a conducive working environment for the employees and that there should be efficient and effective communication between and among all categories of the employees the organization. This will reduce conflicting situations in the organization.

**Keywords:** Conflict management strategies, Collaboration strategy, Avoidance strategy and Employee performance

## 1.1 Background of the study

Conflict among workers in an organization is inevitable. However, if managed properly, it may become catalyst for change and can have a positive impact on employee satisfaction and performance in the organization. Conversely, any conflict that is not well managed would always have a negative impact on both employee satisfaction and job performance. Adilo (2019), opined that the conflict that is favourable to smooth functioning of the organization is known as functional conflict whereas the conflict that is destructive is called dysfunctional conflict. This implies that it is not all conflict that has negative effect on the organization. On the other hand, when organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable.

Conflict can have negative repercussions such as dispersed habits, lower productivity, and dissatisfaction. In the context of positive outcomes, a company may improve its decisions, inventiveness, and performance. Drawing the significance of conflict in the workplace, it has been claimed that controlling conflict is critical to a company's long-lasting sustainability as well as success (Ojo & Abolade, 2022). It has also been claimed that ignoring or concealing disagreement can lead to distrust and defensiveness and detrimental impacts on group productivity and self-improvement (Ajike, Akinlabi, Magaji & Sonubi, 2020).

In line with the above, Iyekekpolor (2019), assert that even though conflict has no specific period of erupting in the workplace, administrators need to read between the lines through constant discussion with their workers. Conflict

usually arises when issues and interests change over time due to social, political and economic dynamics in the society in which we live in. Because of the unavoidable nature of conflicts in all institutions, there is therefore the need for institutions to learn to deal with them effectively to minimize their negative impact and maximize their positive impact on institutions. The incompatibilities which lead to conflict could bring about both negative and positive outcomes. However, the positive or negative impact of conflict on the individual and institution would basically depend on how it is managed. Managing conflict may require the adaptation of certain practices known as conflict management practices.

According to Petkovic (2008) cited in Olawale (2021), conflict management strategies involve acquiring skills related to conflict resolution, establishing structures of conflict models, putting strategic measures as well as approaches in place. The models of conflict management are instruments used to assess the appropriate action required in a conflict situation. These include Blake and Mouton model, Thomas Kilman model and Holton model, (Obichere, Okechukwu and Ogbu, (2023). Approaches to conflict management strategies focus on the principle that conflicts cannot necessarily be resolved but can be managed using appropriate actions such as; competing, collaborating, compromising, avoiding, and accommodating (Yerima, 2021). In these, it is observed that when the disadvantages of addressing the other person outweigh the benefits of resolving the dispute, the avoiding strategy is acceptable. It may also be utilized to solve minor problems (Seriki, 2022). Whereas, Compromising is a give-and-take arrangement in which both sides give up something to reach an

agreement. Individuals with this personality type are cooperative and aggressive. When the interests of both sides in a conflict scenario are mutually incompatible, this approach is suitable (Olu & Dupe 2022).

Igudia (2023), opined that employee performance is about directing and supporting employees to work as effectively and efficiently as possible in line with the needs of the organization, however, Employee performance is affected when conflicts are many and this affects how the employee perform in the work environment. The conflicts usually affect the creativity and innovation, efficiency and effectiveness of the employees, there's also change in attitude and many others. Few conflicts are easily handled than when they are many which can be bad in the long run since conflict is seen to have both positive and negative effects in the organization performance (Okereke, Eze & Asogwa, 2022). This study was geared to examine conflict Management strategies and Employee performance in deposit money banks in Nigeria.

### 1.2 Statement of the problem

An organization involves a recognizable social entity whose members jointly pursue various objectives simultaneously with their private objectives and ambitions. Organization therefore has employees, materials and objectives that are accomplished through cooperation and coordinated efforts. However, the establishment and continuous existence of every organization through the habitual realization of predetermined set goals and objectives that also needs the continuous and effective functioning of both material and human elements being indispensable. The human components needed to promote the attainment of these objectives are often involved in disagreements and variances over; interest, opinions, management style, among others. This reactionary impact is known as conflict as a consequence of the perceived incompatibilities typically arising from some types of interference or resistance.

In the organization, conflict can reduce the organizations' performance by reducing their productivities, revenue generations, profits, loss of market shares, reduction in employees morale, increase pilferages, low investment, derail strategic planning objectives, loss in communication with management, lack of trust for management, disharmony in the organization, reduction in commitment to task, among others. Conflict can hinder the introduction of change and new technologies by the organizations. It can be a threat to the survival of organizations. Conflict can be a result from unfair reward system. Bias in dealing with different employees and injustice meted out on some junior staff by some senior members of staff can lead to conflict. Conflict promotes inappropriate leadership style, envy, jealousy, inordinate ambition, intention to outsmart others. It can lead to the problem of poor customer satisfaction, increase employees turnover, loss of market share etc. Whereby these stand, the oil palm organizations are faced with challenges of goal attainment and fulfilment of mandate upon which they have been established.

Therefore, conflict management strategies in organizational

settings are areas that need further exploration. It is in view of that background that the study evaluates conflict management strategy and employee performance of deposit money banks in Nigeria. However, it is of note to remark that the researcher acknowledged the fact that very little research have been done in the area of how conflict in an organization affect the performance of the selected deposit money banks in Nigeria. The researcher is not out to collaborate or contradict the works of the earlier researchers in this area, but to add value to the void created.

### 1.3 Objectives of the study

The focal aim of the study was to examine conflict management strategies and employee performance of deposit money banks in Nigeria. The specific objectives were to:

- To find out the effect of collaboration on employee effectiveness of deposit money banks in Nigeria.
- To evaluate the influence of avoidance on employee attitude of deposit money banks in Nigeria.

### 1.4 Research questions

Following the objectives stated above, the following research questions were answered in the study;

- What is the effect of collaboration on employee effectiveness of deposit money banks in Nigeria?
- What is the influence of avoidance on employee attitude of deposit money banks in Nigeria?

### 1.5 Statement of hypotheses

To answer the research questions, the following hypotheses were formulated for testing;

- Collaboration has no significant effect on employee effectiveness of deposit money banks in Nigeria.
- Avoidance has no significant influence on employee attitude of deposit money banks in Nigeria.

### 1.6 Significance of the study

The study would be beneficial and importance to the following persons and groups:

**Management of banking industry:** Significantly, this study would unravel the various kinds of conflict and their causes which will create awareness among managers and staff of financial institutions. This will help them create the needed environment to either avoid, or reduce conflict among their staff to the barest minimum.

**Stakeholders of financial institutions:** The study would also equip the various stakeholders of financial institutions with the various conflict management techniques. This will enhance effective detection of individual characteristics and differences for the enhancement of creativity, innovation and improve performance among various stakeholders especially the staff.

## 2.1 Conceptual review

### 2.1.1 Conflict management

Conflict management is seen as a broad concept including

conflict resolution, the transforming of the nature of conflict to be good and the fostering of peaceful coexistence (Agbionu, Onwuka & Onwudinor, 2023). According to the author, it is a long term arrangement involving official organization and institutions for stopping and preventing the conflict whenever it is about to arise. In other words, conflict management is the label for the variety of ways by which people handle grievances, standing up for what they consider to be right against what they consider wrong.

### 2.1.2 Conflict management strategies

Onah and Konya, (2019), views conflict management strategies as the internal mechanisms used by various authorities in resolving conflict. Conflict researchers have identified a number of conflict management strategies that can be employed in the constructive management of conflict situations. Conflict between parties can be resolved by five different modes such as: avoidance, competing, collaborating, accommodating, and compromising (Chukwujama, Ihim & Nwangwu, 2022). Adebowale (2022), have also describes five common approaches for managing conflict: competition, accommodation, sharing, collaboration, and avoidance.

### 2.1.3 Collaboration strategy

There is cooperation and the search for a mutually beneficial outcome, when each party to conflict desire to fully satisfy the concerns of all parties, that is, high concern for self and others (Okwuise, Kifordu, Tennyson, (2023). As such, the intentions of the parties is to solve the problem by clarifying differences rather than by accommodating various points of view through openness, exchange of information, and examination of differences to reach a solution acceptable to both parties. This strategy builds a friendly environment of an organization where both employers and employees feel confident and free to share their knowledge or perceptions in order to make a single point, that is, reach a single decision in order to combat conflict. Ibrahim, Yakubu; Tembil, and Ayuekanbey, (2019), is of the opinion that this style has two distinctive elements: confrontation and problem solving. Confrontation involves open communication, clearing up misunderstanding, and analyzing the underlying causes of conflict.

### 2.1.4 Compromise strategy

It is a traditional method for resolving intergroup conflicts and it is also referred to as the middle-of-the-road approach. Adilo, (2019) opines that when each party to the conflict seeks to give up something, sharing occurs, resulting in a compromised outcome, as such there is no clear winner or loser. Rather, there is a willingness to ration the object of the conflict and accept a solution that provides incomplete satisfaction of both parties' concerns. The distinguishing characteristic of compromising therefore is that each party intends to give up something. Victor (2002) as cited in Ojo and Abolade (2022), sees it as a "give-and-take" approach with moderate levels of both assertiveness and cooperativeness. Compromise can be identified as bargaining or trading. This approach can be applied when the goals and the power of both sides are of equal importance, and

when it is necessary to find a temporary, timely solution. Ajike, Akinlabi, Magaji, and Sonubi, (2020) asserted that the strategy is inappropriate when dealing with complex problems needing a problem-solving approach, but unfortunately, very often, management practitioners use this style to deal with complex problems and as a result fail to formulate effective, long-term solutions. However, compromise is a good "back up" strategy which conflicting parties can fall back on if their attempts at problem solving (collaboration) and other strategies are unsuccessful. It may involve third party interventions such as higher managerial authority, mediation, or arbitration.

### 2.1.5 Avoidance strategy

A person may recognize that a conflict exists and wants to withdraw from it or suppress it (Iyekekpolo, 2019). It is also known as withdrawing style and in this style, assertiveness and cooperativeness are low, that is, neither of the parties considers their interest in the management of conflict. People who fear conflict use the avoiding style to escape from conflict situations.

Olawale, (2021) found that people using avoiding style were facing more conflicts and work stress. When this style of conflict management is used, everyone loses. The biggest disadvantage is that the issue is never directly addressed or resolved. Victor as cited in Obichere, Okechukwu, and Ogbu, (2023) opines that this style is appropriate to use in the situation where there is no chance of winning or when disruption would be very costly. Examples of avoidance include trying to ignore a conflict and avoiding others with whom you disagree.

### 2.1.6 Accommodation strategy

This technique requires making concession by one of the parties in the dispute in order to resolve the conflict. Forgoing one's own needs. The basis of this most frequently used conflict resolution strategy is the sharing of differences. One party ignores their own desires in order to fulfill the others. According to Yerima, (2021), accommodation is "the case where one party forgoes the satisfaction of their own interests and needs, in consideration of the other party's interests and needs. This is usually appropriate when one party is interested in satisfying the other party's interest more than his/her that it is appropriate when the issue is more important to the other party. Sacrifice and concessions are made to please the opponent so as to maintain the relationship. Often this earns one social credit that will be used later for commendation.

### 2.1.7 Competition strategy

This technique requires introduction of contest as a means of resolving an agitation especially when limited opportunities exist for employees to achieve their aims for instance, when few vacancies exist to be filled through promotion. The basis for the conflict is non-promotion. Seriki, (2022) expresses that one party uses superior skill and intelligence to beat the other. This technique is appropriate when there is need for quick decisive action regarding matters that are vital to organization's effectiveness. A decision from higher authority may not only reduce manifestation of conflict but also the cause of the

dispute.

Each of the above techniques is unique in its own way. No one is best in managing conflict as it depends on the parties to conflict, the timeframe and the particular situation at hand. Conflict Management techniques should be changed according to the demands and time of the situation. However, when managers are faced with excessive conflict and need to reduce it, the following guidelines should be followed (Olu & Dupe, 2022).

## 2.2 Employees performance

According to Igudia, (2023), employees' performance is a degree of accomplishment of task(s) that make up an employee's job. This definition was in line with the definition given by business dictionary (2010), that employees performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed. Managers at workplace must ensure that employees' activities and output contribute to the organization goals. This process requires knowledge of what activities and outputs are designed, observing whether they occur and providing feedback to help improve employees morale and to meet expectation (Okereke, Eze & Asogwa, (2022). However, employees performance is associated with productivity which translates to quantity of output, quality of output, timeliness of output, presence or attendance on the job, morale at work, efficiency of the work completed and effectiveness of work completed (Agbionu, Onwuka & Onwudinjor, 2023).

## Theoretical literature

### Relational Dialectics Theory (RDT)

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

This theory is relevant to this study because when the conflicting parties of the focused deposit money banks collaborate by coming to settle their differences through face

to face communication, it could impact the competitive position of the focused deposit money banks in focus.

## 2.3 Empirical literature

Obichere, Okechukwu and Ogbu, (2023) conducted a study to examine the effect of conflict resolution strategies on workers' retention in the public sector. This is the basis for which this study investigated the effect of conflict resolution strategies on workers' retention in the public sector. The sample frame for this study comprises of two hundred and eleven workers drawn from five government parastatals in Ebonyi State, Nigeria. Questionnaire was used as instrument for data collection. Linear regression was used to analyse the research hypotheses. Result of the study revealed that conflict resolution strategies have significant effect on workers' retention. The study concludes that conflict resolution strategies such as compromising and avoidance strategies improves the retention of workers in the public sector. One of the implications of the research is that managers, administrators and supervisors should do everything possible to avoid conflict in the workplace to encourage the retention of workers in the organization.

Seriki, (2022) conducted a study to explored the effects of conflict management on organizational performance in Toyota Nigeria Limited. Specifically, the study ascertains major causes of conflicts, to explain the types of conflicts existing in the work organization and their management in relation to workers' performance, it assesses the effects of organizational conflict on performance of employees and to investigate the effectiveness of leadership style on conflict management in Toyota Nigeria Limited. The study is cross-sectional and uses a survey design. The study's population consists of 176 Toyota Nigeria Limited, Lagos employees. The study discovered that collaboration and avoidance strategies have a significant positive effect on the performance of Toyota Nigeria Limited, Lagos, while a compromise strategy has a negative significant impact on the organization's performance. The study concluded that there is no single best strategy for managing conflict because conflict management is dependent on the behavioral intentions of the parties involved, the time frame, and the situation in which the organization finds itself. As a result, it was recommended that Toyota Nigeria Limited's management emphasize the adoption of collaboration and avoidance strategies in order to improve the organization's performance.

Olu and Dupe, (2022) examine the impact of conflict management on employees' Performance in a public sector organization in Nigeria. The specific objective of the study was to investigate the impact of conflict management on employees' performance in a public sector organization, a case of Power Holding Company of Nigeria (PHCN). This study adopted the survey research design. A total of 100 respondents were selected for the study using stratified sampling technique. Questionnaire was used to collect primary data. Data collected were analysed using descriptive statistics. Hypotheses were tested through regression analysis and correlation coefficient. The findings revealed that effective conflict management enhance employee's performance in an organization and that

organization's conflict management system influences employee performance in the organization. It was recommended that organization should embark on training and retraining of its employees in area of conflict management so as to create a conducive working environment for the employees and that there should be efficient and effective communication between and among all categories of the employees the organization. This will reduce conflicting situations in the organization.

Ojo and Abolade, (2022) investigated the impact of conflict management on employees' performance in a public sector organization, a case of Power Holding Company of Nigeria (PHCN). The specific objectives are: (i) to identify the causes of conflicts in an organization. (ii) to examine the consequences of conflict on employee's performance in the organization. (iii) to investigate the methods employed by the organization in solving conflict. (iv) to appraise the effect of conflict management on employee's performance. This study adopted the survey research design. A total of 100 respondents were selected for the study using stratified sampling technique. Data collected were analysed using descriptive statistics. Hypotheses were tested through regression analysis and correlation coefficient. The findings revealed that effective conflict management enhance employee's performance in an organization and that organization's conflict management system influences employee performance in the organization. It was recommended that organization should embark on training and retraining of its employees in area of conflict management so as to create a conducive working environment for the employees.

Yerima, (2021) conducted a study investigate the effect of conflicts management on employees performance. Specifically, the study sought to investigate the types, causes and effects of organizational conflicts in the organization as well as the strategies adopted in managing the conflicts in the bank. The qualitative research method was adopted for the study. Primary data were collected from selected staff of the bank using questionnaire and interview techniques. Secondary data were collected from published works. Data generated from the study were organized and presented in tables and percentages. The following statistical tools were specifically used to test the hypotheses; simple linear regression and Pearson's Product-Moment Correlation Coefficient. The major findings of the study were as follows; Conflicts regularly occur in the bank. These include intrapersonal, inter-personal and group-management conflict. The causes range from personal trait and goals, organizational policies to poor communication and reward system. The conflict management strategies adopted include avoidance, accommodation, competition, compromise, collaboration, mediation, counseling, team resolution, etc.

Olawale, (2021) examined the effect of conflict resolution strategies on employee performance in selected commercial banks in Lagos State. The study sought to examine the impact of forcing strategy on employee competency; smoothing strategy on employee creativity; avoiding strategy on employee service delivery and confronting strategy on employee

productivity. The sample size of 200 staff of First Bank, UBA Bank, Eco Bank and Wema Bank. This study adopted survey research design and convenient sampling technique. The data analytical technique regression and Pearson's Product moment. Findings of the study indicated that forcing strategy had significant impact on employee competency; smoothing strategy had significant impact on employee creativity; avoiding strategy had significant impact on employee service delivery and confronting strategy had significant impact on employee productivity. The study maintained that conflict resolution strategies enhance employee performance on the premise that they are used constructively. The study recommended amongst others that, both management and employees must resolve to work together amicably by formulating potent strategies and sustaining acceptable policies as effective machinery for managing conflict on continuous basis in organizations.

Ajike, Akinlabi, Magaji and Sonubi, (2020) examined the conflict management strategies and employee performance in selected secondary schools in Ondo state. Specifically, the study sought to: examine the impact of accommodating on the commitment of Academic staffs; ascertain the influence of collaborating on the engagement of Academic Staff; examine the relationship between the avoidance and the work attitude of Academic Staff and evaluate the impact of collective bargaining on the creativity of Academic Staff. The research design adopted quantitative survey research design. The simple random sampling technique is employed to select the total of 42 employees which where purposively selected across High secondary school, Akure, Ondo State. The result showed that; accommodating conflict management strategy has positive and significant impact on commitment of Academic staffs in selected secondary school in Ondo State ( $\beta=0.397$ ;  $p<0.05$ ); Collaborating conflict management strategy has positive and significant impact on engagement of Academic Staff in selected secondary school in Ondo State ( $\beta=0.278$ ;  $p<0.05$ ); Avoidance conflict management strategy has positive and significant impact on work attitude of Academic Staff in selected secondary school in Ondo State ( $\beta=0.248$ ;  $p<0.05$ ); Collective bargaining strategy has positive and significant impact on creativity of Academic Staff in selected secondary school in Ondo State ( $\beta=0.438$ ;  $p<0.05$ ). The study recommends that training workshops should be organized for employees on conflict resolution procedures.

Iyekekpolo, (2019) investigated the effect of industrial conflicts on the performance of some oil palm organizations in Edo State of Nigeria. The causes of the conflict, the effects on production and management of conflict for optimum performance of the organizations are examined. This study adopted survey research design and convenient sampling technique. The sample size 249 respondents was drawn from 660 employees of the selected oil palm organizations. The data analytical technique regression and Pearson's Product moment. The study revealed that trade dispute management significantly influenced employee turnover, grievance management significantly influenced employees' morale, pilferage minimization significantly influenced market share and strike

action negatively influenced revenue generation. This study revealed that industrial conflict management does influence organizational performance of the selected oil palm organizations in Edo State. Therefore, the following recommendations are suggested: that management of this selected oil palm organizations should set up strategies for identifying the presence of disputes or grievances in these organizations.

Adilo, (2019) investigated the relationship between conflict management and organizational performance in selected breweries in the South East, Nigeria. Specifically, the study sought to determine the relationship between conflict management strategies (negotiation, joint consultation, collective bargaining and alternative dispute resolution) and organizational performance. Survey research technique was adopted as the design of the study. The data used were sourced from primary sources. A total of five brewery companies were sampled. The data generated were analyzed using frequency tables and percentage analysis. Regression analysis was employed to test the hypotheses formulated. The study revealed that all the conflict management strategies studied namely negotiation, collective bargaining, joint consultation and alternative dispute resolution were found to have significant positive relationship with organizational performance. The study concludes that conflict management has significant positive relationship with organizational performance in selected brewery companies in South East Nigeria. The study recommends that Managers should adopt the conflict management strategies above since they are found to be effective in managing conflicts in organization.

### Gap in knowledge

None of the empirically reviewed studies examined conflict management strategies as it relates to employee performance of deposit money banks in Nigeria. This is the gap in knowledge that this study seeks to fill.

### 3.1 Methodology

The study employed descriptive survey design. The study area was Nigeria but precisely branches of selected Banks in Enugu State. The selected deposit money banks were Zenith Bank, First Bank, Union Bank and Fidelity Bank. The sample size of 249 respondents was drawn from population of 802 permanent staff of deposit money in Nigeria. The main instrument for data collection was a structured questionnaire. The research

questions were answered with simple percentages, mean and standard deviation. For the 5-point likert scale questions, the scale and decision rule stated below were used in analyzing the findings. The hypotheses stated were tested using single regression techniques. Statistical Package for Social Science (SPSS) is computer Application Software was used for the data analyses.

## 4.1 Data presentation and analysis

**Table 1:** Comprehensive demographic of respondents

Title	Frequency	Percentage
Questionnaire distribution		
Questionnaires distributed	249	100%
Returned questionnaires	240	96%
Not returned questionnaires	9	4%
Gender		
Female	146	61%
Male	94	39%
Age bracket		
21-30 Years	130	54%
31-40 Years	80	33%
41-50 Years	25	10%
51 Years – above	5	3%
Marital status		
Married	147	61%
Single	81	33%
Widow/widower	7	4%
Divorce	5	2%
Educational qualification		
HND/B.sc	193	80%
MBA/M.sc	43	18%
Ph.D	4	2%

Sources: Field survey, 2025

Two hundred and forty-nine (249) copies of questionnaires were designed and distributed to the respondents. Out of the 249 Questionnaires distributed, 240 (96%) were completed and returned while 9 (4%) were not returned. Therefore, 96 percent respondents were a good representation. The study showed the respondents profile in frequency and percentage distribution of gender, age bracket, marital status and education qualification.

## 4.2 Data analysis

**Question One:** What is the effect of collaboration on employee effectiveness of deposit money banks in Nigeria?

**Table 4.1:** Mean rating of responses of respondents on what is the effect of collaboration on employee effectiveness of deposit money banks in Nigeria?

S/N	Questionnaire item	VGE (5)	GE (4)	M (3)	LE (2)	VLE (1)	Total	Mean	SD
1	Collaboration conflict management technique increases awareness of problems that need to be addressed	870	148	42	20	5	1085	4.520	0.102
		174	37	14	10	5	240		
		62%	21%	8%	6%	3%	100%		
2	Collaboration conflict management technique provides productive searches for solution and generally facilitate change, adaptation and innovations	770	228	36	22	6	1062	4.425	0.088
		154	57	12	11	6	240		
		50%	33%	7%	6%	5%	100%		
3	The strategy builds a friendly environment of an organization where both employers and employees feel confident and free to share their knowledge	790	204	66	14	2	1076	4.483	0.098
		158	51	22	7	2	240		
		53%	29%	13%	4%	1%	100%		
4	The conflict management technique provides useful for effective dealing of complex problems especially when one party alone cannot solve the problem.	825	136	60	24	9	1054	4.392	0.093
		165	34	20	12	9	240		
		57%	19%	11%	7%	5%	100%		
Grand mean								4.455	0.0955

This table shows that the respondents indicated their option on what is the effect of collaboration on employee effectiveness of deposit money banks in Nigeria. The respondents are in agreement with all the items. The study showed that collaboration has significant effect on employee effectiveness of deposit money banks in Nigeria since collaboration conflict

management technique increases awareness of problems that need to be addressed (Grand mean (4.455) is greater than cut-off mean (3.00).

**Question two:** What is the influence of avoidance on employee attitude of deposit money banks in Nigeria?

**Table 4.2:** Mean rating of responses of respondents on what is the influence of avoidance on employee attitude of deposit money banks in Nigeria?

S/N	Questionnaire item	VHE (5)	HE (4)	M (3)	LE (2)	VLE (1)	Total	Mean	SD
1	The conflict management technique provides permanent solution to complex problems and as well bring effective and long-term solutions.	835	188	42	14	5	1084	4.517	0.101
		167	47	14	7	5	240		
		5%	27%	8%	4%	3%	100%		
2	The conflict management technique recognizes that a conflict exists and wants to withdraw from it or suppress it	860	228	21	6	1	1116	4.650	0.115
		172	57	7	3	1	240		
		61%	33%	4%	2%	1%	100%		
3	The conflict management technique provides maximum satisfaction by using avoiding style to escape from conflict situations.	790	204	66	14	2	1076	4.483	0.098
		158	51	22	7	2	240		
		53%	29%	13%	4%	1%	100%		
4	The conflict management technique provides maximum satisfaction by using withdrawing style where neither of the parties considers their interest in the management of conflict.	830	132	60	24	9	1055	4.396	0.089
		166	33	20	12	9	240		
		58%	19%	11%	7%	5%	100%		
Grand Mean								4.512	0.300

This table shows that the respondents indicated their option on what is the influence of avoidance on employee attitude of deposit money banks in Nigeria. The respondents are in agreement with all the items. The study showed that avoidance has significant influence on employee attitude of deposit money banks in Nigeria since the conflict management technique recognizes that a conflict exists and wants to withdraw from it or suppress it (grand mean (4.512) is greater than cut-off mean (3.00).

effectiveness of deposit money banks in Nigeria.

**Model summary**

Model	R	R square	Adjusted R square	Std. error of the estimate
1	.947 <sup>a</sup>	.897	.897	.33681

a. Predictors: (Constant), Collaboration

**ANOVA<sup>a</sup>**

Model	Sum of squares	Df	Mean square	F	Sig.	
1	Regression	62.419	1	62.419	12.208	.000 <sup>b</sup>
	Residual	1222.007	329	5.113		
	Total	1284.426	240			

a. Dependent Variable: Employee Effectiveness, b. Predictors: (Constant), Collaboration

**4.3 Test of hypotheses**

The two hypotheses were formulated for this study and will be tested and a decision taken is based on the rule below. Decision rule: Reject H<sub>i</sub> if *p*-value > 0.01.

**4.3.1 Hypothesis one**

H<sub>1</sub> = Collaboration has no significant effect on employee

**Coefficients<sup>a</sup>**

Model		Unstandardized coefficients		Standardized coefficients	T	Sig.
		B	Std. error	Beta		
1	(Constant)	.057	.110		.515	.607
	Collaboration	.666	.075	.947	8.887	.000

a. Dependent variable: employee effectiveness

In testing this hypothesis, collaboration was regressed against employee effectiveness. The result of the single-regression analysis showed the model to find out the effect of collaboration on employee effectiveness of deposit money banks in Nigeria.

**Employee effectiveness = 0.057 + 0.666 collaboration**

The empirical result showed that the coefficient of collaboration has positive effect on employee effectiveness; it means that collaboration has positive and direct effect on employee effectiveness. The results of the t – statistics denoted that the coefficient was statistically significance. This is because observed values of t – statistics (8.887) is greater than its P-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis one was statistically significance. This was because observed value of the F – statistics (12.208) was greater than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.947. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that collaboration has significant effect on employee effectiveness of deposit money banks in Nigeria (t – statistics (8.887); P-value 0.000 < (0.05).

**4.4.2 Test of hypothesis two**

H<sub>2</sub> = Avoidance has no significant influence on employee attitude of deposit money banks in Nigeria.

**Model summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931 <sup>a</sup>	.866	.865	.26055

a. Predictors: (Constant), Avoidance

**ANOVA<sup>a</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	70.413	1	70.413	11.604	.000 <sup>b</sup>
	Residual	1450.252	239	6.068		
	Total	1520.665	240			

a. Dependent variable: Employee attitude, b. Predictors: (Constant), Avoidance

**Coefficients<sup>a</sup>**

Model		Unstandardized coefficients		Standardized coefficients	t	Sig.
		B	Std. error	Beta		
1	(Constant)	.068	.020	.931	3.446	.000
	Avoidance	.721	.089		8.111	.000

a. Dependent variable: employee attitude

In testing this hypothesis, avoidance was regressed employee attitude. The result of the single-regression analysis showed the model to evaluate the influence of avoidance on employee attitude of deposit money banks in Nigeria.

**Employee attitude = 0.068 + 0.721 avoidance**

The empirical result showed that the coefficient of avoidance has positive effect on employee attitude; it means that avoidance has positive and direct influence on employee attitude. The results of the t – statistics denoted that the coefficient of avoidance was statistically significance. This is because observed values of t – statistics (8.111) was greater than its P-values (0.000). The results of the F – statistical test showed that the overall regression of the hypothesis two was statistically significance. This was because observed value of the F – statistics (11.604) was great than its P-value (0.000). Again, our empirical result showed that the Pearson product moment correlation analysis (r) was 0.931. The strength of relationship between the two variables was high. However, we rejected the null hypothesis and concluded that avoidance has significant influence on employee attitude of deposit money banks in Nigeria (t – statistics (8.111); P-value 0.000 < (0.05).

**4.4 Discussion of findings**

**Effect of collaboration on employee effectiveness of deposit money banks in Nigeria**

The findings of the study revealed that collaboration has significant effect on employee effectiveness of deposit money banks in Nigeria since collaboration conflict management technique increases awareness of problems that need to be addressed (t – statistics (8.887) > p – value (0.000).

The outcome of the study is in line with the study of Obichere, Okechukwu and Ogbu, (2023) that conducted a study to examine the effect of conflict resolution strategies on workers’ retention in the public sector. This is the basis for which this study investigated the effect of conflict resolution strategies on workers’ retention in the public sector. The sample frame for this study comprises of two hundred and eleven workers drawn from five government parastatals in Ebonyi State, Nigeria. Questionnaire was used as instrument for data collection. Linear regression was used to analyse the research hypotheses. Result of the study revealed that conflict resolution strategies have significant effect on workers’ retention. The study concludes that conflict resolution strategies such as compromising and avoidance strategies improves the retention of workers in the public sector.

**Influence of avoidance on employee attitude of deposit money banks in Nigeria**

The findings of the study revealed that avoidance has significant influence on employee attitude of deposit money banks in Nigeria since the conflict management technique recognizes that a conflict exists and wants to withdraw from it or suppress it (t – statistics (8.111) > P – value (0.000).

The outcome of the study is not in line with the study of Ojo and Abolade, (2022) that investigated the impact of conflict management on employees’ performance in a public sector

organization, a case of Power Holding Company of Nigeria (PHCN). The specific objectives are: (i) to identify the causes of conflicts in an organization. (ii) to examine the consequences of conflict on employee's performance in the organization. (iii) to investigate the methods employed by the organization in solving conflict. (iv) to appraise the effect of conflict management on employee's performance. This study adopted the survey research design. A total of 100 respondents were selected for the study using stratified sampling technique. Data collected were analysed using descriptive statistics. Hypotheses were tested through regression analysis and correlation coefficient. The findings revealed that effective conflict management enhance employee's performance in an organization and that organization's conflict management system influences employee performance in the organization.

### 5.1 Summary of findings

The following are the major findings of the study:

- The study showed that collaboration has significant effect on employee effectiveness of deposit money banks in Nigeria since collaboration conflict management technique increases awareness of problems that need to be addressed ( $t - \text{statistics} (8.887) > p - \text{value} (0.000)$ ).
- The study showed that avoidance has significant influence on employee attitude of deposit money banks in Nigeria since the conflict management technique recognizes that a conflict exists and wants to withdraw from it or suppress it ( $t - \text{statistics} (8.111) > p - \text{value} (0.000)$ ).

### 5.2 Conclusion

The study concluded that conflict management strategies has positive and significant effect on employee performance of deposit money banks in Nigeria. Collaboration conflict management technique increases awareness of problems that need to be addressed. Collaboration conflict management technique provides productive searches for solution and generally facilitate change, adaptation and innovations; Collaboration conflict strategy builds a friendly environment of an organization where both employers and employees feel confident and free to share their knowledge.

The avoidance conflict management technique provides permanent solution to complex problems and as well bring effective and long-term solutions. Avoidance conflict management technique recognizes that a conflict exists and wants to withdraw from it or suppress it. The avoidance conflict management technique provides maximum satisfaction by using withdrawing style where neither of the parties considers their interest in the management of conflict.

### 5.3 Recommendations

Based on the findings of this study, the following recommendations were made.

- Management of deposit money banks in Nigeria should embark on training and retraining of its employees in area of collaboration conflict management so as to create a conducive working environment for the employees and that there should be efficient and effective communication

between and among all categories of the employees the organization. This will reduce conflicting situations in the organization.

- Management of deposit money banks in Nigeria organizations should take cognizance of the avoidance conflict 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.

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