



Perspective in Workplace Conflict Management Strategies and Organizational Performance: A Review of the Extant Literature

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Abstract: *The focus of this study is to examine perspective in workplace conflict management strategies and employee performance: A review of the extant literature. This study is the construct of workplace conflict management strategies and employee performance: which includes: collaborating, accommodating and alternative dispute resolution conflict management strategies while the dependent variable is organizational performance. The study review extant literature on perspective conflict management strategy and how they relate to organizational performance. The study also reviewed some relevant theories and empirical work done on these areas that are relevant to the area of study. The findings indicate that workplace conflict management strategies proxies such as collaborating, accommodating and alternative dispute resolution conflict management strategies contributes positively to employee performance in Nigeria deposit money bank. The study came to the conclusion that employing a collaborative conflict management strategy improves employee performance. Conflict management strategy involves working with others makes it easier to discuss problems and come up with solutions that work for everyone. The study also came to the conclusion that an accommodating approach to conflict management improves employee performance. This is due to the fact that it helps to meet the expectations of others, that it's a small price to pay to maintain peace, that it helps to find quick solutions when time is short, and that it tries to meet the needs of customers. The study comes to the conclusion that alternative dispute resolution positively affects employee performance due to the organizations' coherence in conflict management*

Keyword: *collaborating, accommodating and alternative dispute resolution conflict management strategies*

Introduction

Conflict is a constant in every human relationship, whether in the family, an organization, or an institution. Conflict exists in every organization because stakeholders with different stakes or interests must collaborate. Conflict is a common occurrence in formal organizations because management and individual workers have divergent goals. This is because people have different values, attitudes, and goals, so there will always be conflict between them. Personality and other structural factors play a role in conflict at the individual and group levels.

Organizations frequently encounter workplace conflicts, which, if not handled effectively, can result in negative outcomes such as lower employee morale, decreased productivity, and increased absenteeism. On the other hand, conflict resolution can improve collaboration, communication, and decision-making when it is done right. As a result, human resource management and organizational behavior research has increasingly focused on workplace conflict management strategies.

Conflict based on lack of power, resources, or social position and divergent value systems arise when individuals or groups believe that other individuals or groups have hindered their plans, goals, beliefs, or activities (Mugwe, 2016). As indicated by Mugwe (2016), the battle between incongruent or contradicting needs, wishes, thoughts, interests, or individuals causes organizational conflicts. The four levels of conflict in organizations are as follows: interpersonal, intra-group, inter-organizational, and intrapersonal (Danso, 2018).

Contingent upon the idea of the contention and the way things are made due, it might adversely affect organizational performance (Armstrong, cited in Danso, 2018). An optimal level of conflict exists in every organization and is regarded as highly functional because it contributes to high performance. Performance suffers when conflict levels are dysfunctional and excessive. As a result, innovation and change are difficult, and the organization may struggle to adapt to its environment's change. Second, if the conflict is too low, it also threatens the performance of the organization itself. On the other hand, if there is too much conflict or too little conflict, the organization will become chaotic and its survival may be in jeopardy.

Representative conflict in an association isn't simply unavoidable; maybe it is the idea of intricate associations, however if appropriately made due, it can further develop employee performance and satisfaction (Dana, cited in Mugwe, 2016). In the association setting, execution is the capacity to complete the work well, while; Performance measures how well objectives and results are being accomplished through a combination of financial and non-financial variables. According to Mugwe (2016), leading and supporting employees to work as effectively and efficiently as possible is connected with helping and supporting substitutes fill in as effectively and competently as necessary. Responsibility, perceived psychological contract, and job happiness are all included in this. Armstrong, as referred to in Danso, (2018), peace promotion includes securing abilities connected with compromise, laying out designs of contention models, placing vital measures as well as approaches set up. (Blake, 2009) Conflict management techniques are a cutting edge, itemized approach that spotlights on accomplishing long haul wins for the gatherings engaged with the contention. They focus on the principle that conflicts cannot necessarily be resolved but can be managed using appropriate actions such as accommodating, avoiding, collaborating, compromise, and confrontation. Strategies include brainstorming, negotiation, collective bargaining, mediation, third-party intervention, and communication. Every organization has conflicts because people have different goals and some people can't accept other people's points of view. Both having too many conflicts and not having any conflicts at all poses a threat to an organization. Conflict management promotes conflict resolution rather than its elimination, reduction, or limitation. The approach to

conflict management in modern business requires some adjustments. According to Nafiza & Nahida (2017), macro strategy that completely minimizes the negative effects of conflicts, capitalizes on their constructive aspect, and contributes to organizational learning and success is required by modern organizations. Given the diverse objectives of the organization's stakeholders, conflict is inevitable; its absence indicates that management values conformity and discourages innovation.

Conflicts in the workplace are inevitable and, if not handled effectively, can have a negative impact on organizational performance. Even though conflict management strategies are important, many businesses have trouble putting them into action in a timely and constructive way. This can have an effect on the performance of the company in the long run by decreasing productivity, increasing absenteeism, and lowering employee morale.

The majority of organizations' performance has plummeted in recent years as a result of frequent conflict within the organization. Workers' frequent agitation for enhanced working environments has resulted in a decline in morale, which ultimately has an impact on the performance of the organization. There are typically a variety of jobs and positions within any organization. These people have different views, objectives, ways of thinking, and concerns. It is difficult to imagine a society or organization without inherent contradictions and differences, which lead to conflict. Conflicts that are extremely serious can be a serious issue in an organization. This is wrongdoing, and it will be impossible for workers at the same location to do their jobs. The continuous and efficient operation of its material input, with the human component being essential, is necessary for the establishment and continuous existence of an organization through the achievement of established goals and objectives.

However, the human elements needed to help achieve goals frequently disagree or diverge over things like interest, opinions, and management style, among other things. The study's overarching goal is to investigate the relationship between employee performance and perspective on conflict management strategies in the workplace. The specific goals are to determine whether alternative dispute resolution strategies have an impact on employee performance, the impact of accommodating conflict management style, and the effect of collaborating conflict management strategy on employee performance.

Review of Related Literature

Concept of Conflict Management

Hellriegel (2010), conflict management strategies are those that mean to diminish struggle or, now and again, to increment struggle that is now present. It is a method by which managers plan and implement policies and procedures to ensure effective conflict resolution. As indicated by Knippen, Yohan, and Ghalla (2011), conflict management will in general pursue agreement and looks for veritable obligation to navigation, increments goals, and expands comprehension of the issue. A lot of mental and mental energy is delivered because of the way that there is a more extensive, more conspicuous part of conflict and strife inside the contention cycle. The most important aspect of effective conflict management, according to Blake and Mouton (2009), is attempting to shift a relationship's behavioral and attitudinal components from a competitive to a cooperative orientation. In any case, they really do recommend that the shared adversary and super ordinate objective systems don't meet the necessities for a certified compromise. This is due to the fact that both can be seen as primarily temporary, primarily defensive, and both strategies have the potential to externalize a conflict and widen it (Poole, 2009). Blake and Mouton (2009) present a strategy that emphasizes consultation-based interventions, open communication, and increased participation in decision-

making and problem-solving interactions. Conflict management strategies are essential to every organization in order to encourage creative thinking and a problem-solving mindset (Sanda, 2008).

Many creators have characterized workplace conflict in different ways. Obi (2011), conflict in the work environment is a demonstration of uneasiness and dispute utilized by laborers or bosses to come down on each other to get what they need. This perspective is in accordance with Henry's Veludo, Campomar, and Ikeda (2005); Workplace conflict, as defined by Ajala and Oghenekohwo (2002) and Azamoza (2004), is a disagreement that arises when the interests, goals, or values of two or more groups within an organization are at odds. On this explanation, conflict in the workplace inside the setting of business relationship can be seen as an undeniable irreconcilable situation and coming about inquiries of changing power between and inside any or all of the unique performers in affiliations. As a result, disagreements are inevitable in organizations where there are no shared values. According to Fadipe (2010), conflict is any disagreement that arises within an organization between individuals or groups that have a reason to interact informally or formally. Along these lines, Miller and King (2005) characterize it as conflict between at least two people or gatherings with respect to objectives and targets that are indistinguishable or viable. It could involve a single individual or group interfering or obstructing another action, or it could be done in a way that makes it less likely that another one will be successful. According to Dzurgba (2006), disagreement between two or more people, parties, families, communities, or districts is also a social issue. When there is a human element, there will always be conflict. Conflict is a view point of social life that can include social disagreement, conflicts of interests, and quarrels between people, groups, or organizations that do not have the right arrangement or management. Conflicts in these social situations can make people feel stressed out and make them feel tense. People change over time, which causes conflict because change causes disturbance (Boss, 2002). The shifts in attitudes toward conflict within businesses and its external stakeholders—owners/shareholders/investors, managers/board of directors, employees, customers, host communities, government, suppliers, distributors, competitors, etc.—have prompted conflict management to receive more attention in the organizational conflict literature over the past two decades. Previously, conflict was observed as something detrimental, but now it is recognized as a fact of organizational life. When properly managed, the term "conflict" has emerged as an important tool in the growth of organizations. According to Schramm-Nielsen (2002), conflict is a disagreement over issues that at least one of the parties considers to be significant.

According to Azamosa (2004), modern conflict incorporates the whole range of perspectives and ways of behaving that go against proprietors, managers, and representatives. Be that as it may, according to Jones and George (2003), there are various wellsprings of organizational conflicts, each with its own unmistakable attributes. Refereeing can subsequently be seen as "making progress." Progress can incorporate thoughts like accomplishing understanding, accomplishing agreement, creating common increases, getting the hang of settling a debate, and establishing the groundwork for future discussions as components of advancing the circumstance. Progress is a method for moving toward a contention circumstance that recognizes that clashes are unavoidable and continuous and that powerful peacemaking comes about because of continuous headway in connections, strategy, and substance.

Conflict is a fundamental and helpful piece of the fabric of an association. It is inescapable and a fundamental part of the change cycle. It supports collaboration, as a matter of fact. There are two points of view on a contention: one that is disastrous and the other that has a critical thinking establishment wherein the gatherings will determine character contrasts, stand by listening to the points of view of others, be straightforward with each other, be strong and supportive, and the previous puts participation down. Albert (2001) says there are both useful and damaging conflicts. He declares, "Conflict is supposed to be positive when the gatherings have painstakingly talked about

it and arrived at neighborly terms for settlement." Conflict that is very much overseen brings about better execution, while struggle that isn't all around overseen heightens what is going on and brings about "conflict of the whole gathering and polarization," "decreased efficiency on job performance," physical and mental impact, profound misery and failure to rest, impedance with issue exercises, bringing about adversarial position, malevolence, and expanded antagonism" (Akanji, 2005). Peaceful conditions are created for the promotion of opportunities geared toward non-violent, reconciliation, or fundamental conflicting interests through conflict management. Conflict has been shown to be a dynamic process and not a static phenomenon by a substantial body of research. Conflict cannot be understood as a singular event that begins, manifests, and is experienced simultaneously.

Conflict Management Styles

A positive approach to organizational conflict, according to Fajana and Shadare (2012), is that it is absolutely necessary. As a result, it should be explicitly encouraged to oppose ideas and to encourage both conflict stimulation and resolution. Organizational management conflict is inevitable, even if this view is not held. Forces within and outside the organization are to blame for this inevitable conflict. Sometimes, the organization's external environments change in a way that shifts the balance of power and influence between internal subunits and forces a reorganization of priorities and resource allocation. As a result, organizations should try to manage or reduce conflict to the organization's advantage rather than avoiding it. As per Fajana and Shadare (2012), there are a few administrative systems utilized in overseeing struggle, and basically, they are aimed at its goal, these include:

Controlling the Context: Management must devise effective procedural strategies for institutionalizing and channeling conflict in order to minimize conflict that results from organizational design and layout strategies. Procedures for resolving conflicts must be established if they are to be expected and accepted in the workplace.

Managing the Issue in Dispute: This is an attempt to resolve the dispute by issuing. This entails breaking down issues into their smallest components and dealing with each one separately in an effort to facilitate the resolution of major disagreements. By permitting one side to surrender on one issue without feeling like it has lost the challenge, fractioning struggle issues help to stay away from impasse.

Controlling the Relationship Directly: Management hopes to alter the group members' or individuals' attitudes toward one another by adapting this strategy. This approach is more practical in between bunch struggle. Direct intervention by management involves physically isolating the disputing unit, engaging in direct negotiations with the unit or individual, or formalizing intense interaction.

Altering the Individual Involved: It may be possible to swap the disputing parties because altering one's personality is much more difficult than altering one's position within the organization.

Improve a Common Set of Goal: Any social organization's conflict is largely caused by the subsystems' divergent objectives. The majority of managers are rewarded with raises in pay, promotions, and other benefits if they accomplish the goals and objectives of their particular subsystem. This subsystem is also concerned about working with other subsystems to achieve the same goals and objectives.

Models in Conflict Management

Conflict has been viewed as a general social phenomenon, which has implications for how conflict within and between organizations is understood. In addition, it has played a number of important

roles in attempts to develop general theories of management and organizational behavior. A few existing conceptual models designed to address the major classes of organizational conflict phenomena are slowly crystallizing out of this:

Bargaining Model

Dana, (2000) describes it as a model for dealing with conflict between interest groups competing for limited resources. Staff-line conflicts, budgeting procedures, and labor-management relations all lend themselves well to the use of this model. Each conflict relationship is made up of a series of conflict episodes that are intertwined and show a pattern or sequence of development. The conflict relationship can be defined by stable patterns that show up throughout the series of episodes. A basic definition of conflict is based on this orientation.

Bureaucratic Model

De Dreu (2006), the essential focal point of this model is on the issues welcomed on by institutional endeavors to control conduct and the association's reaction to such control. It very well may be utilized to take a gander at clashes among bosses and subordinates or, all the more comprehensively, clashes that happen along the upward element of a progressive system. Conflicts may be utilitarian as well as broken for the individual and the affiliation; It could have its beginnings in an individual or a hierarchical setting; Accordingly, the benefits of compromise should be painstakingly thought of.

Systems Model

Conflict in this model is closely related to the organization's stability, not just in the usual sense that it threatens stability but in a much more nuanced way as well; Consequently, conflict is a significant factor in the feedback loops that shape organizational behavior. The model is geared toward lateral conflict, also known as conflict between parties in a functional relationship. This model's special focus is on analyzing coordination issues (DiPaola & Hoy, 2001).

The Role Conflict Model

Ford (2007) describes this model as treating the organization as a collection of role sets, with the focal person and his role in each set. When the focal person receives demands or expectations for his or her role that are incompatible with his or her own, this is known as conflict. The flaw of this model is that it views the focus person as merely a passive recipient rather than an active participant in the relationship. This paper contends that the role conflict model does not presuppose a distinct kind of latent conflict. Instead, it specifies a conceptual relationship known as the role set, which could be useful for evaluating each of the three types of latent conflict that have been described.

Semantic Model

Latent conflict conditions might be available to someone assuming that none of the members see the conflict (Ford, 2007), and this conflict may periodically be seen in any event when there are no states of latent conflict. The conflict is said to be caused by the parties' misinterpretation of each other's true position. It is contended that further development of correspondence between the gatherings can resolve this conflict. Various administration methodologies pointed toward further developing relational connections depend on this model.

Tension model

In this model, one explanation is that the individual experiences anxiety as a result of the inconsistent demands of effective organization and personal development. According to Miller and King, identity crises and external pressures can also cause anxiety. In order to keep their internal balance, people

need to let these worries out. Organizational conflicts of the three types of latent conflicts that were mentioned earlier provide justifiable justifications for directing these concerns toward appropriate targets. Another clarification is that when an individual's whole character is engaged with a relationship, conflict turns out to be more private. Hated feelings are most prevalent in the intimate relationships that make up total institutions like monasteries, residential colleges, and families. Total institutions required safety-valve institutions like sports or norms that legitimize solitude and withdrawal, like religious orders' communication standards, to dissipate accumulated hostilities. As a result, despite the fact that latent conflicts may provide appropriate targets—perhaps ones that are symbolic—for undirected tensions, felt conflict may originate from sources that are distinct from the three types of latent conflict.

Conflict Process Model

According to Dana (2000), there are four stages to the conflict process:

- (i) Dissatisfaction brought on by a variety of situations, including disagreements regarding performance goals, denial of promotions, and competition for limited resources.
- (ii) Conceptualization, in which the conflicting parties attempt to comprehend the problem's nature and the process of conflict resolution.
- (iii) A way of acting in which the parties involved try to put their resolution mode into action by competing, working together, making concessions, avoiding conflict, and being accommodating in the hope of solving the issue. It is the stage where strategic decision-making can begin.
- (iv) The outcome that results from efforts to resolve a conflict. The degree to which a satisfactory resolution or outcome has been achieved is decided by both parties.

Behaviour Handling Model

According to Poole (2009), behavior is the actual behavior that the parties attempt to implement in order to achieve their resolution mode by competing in the hope of resolving the issue. The degree to which one side is interested in assisting the other side in addressing their opponents' concerns and the degree to which it is interested in addressing its own concerns is referred to as assertiveness. It is the stage where strategic decision-making can begin.

The following are the five modes of conflict resolution that have been formulated within this model:

- i) Competing, in which both parties engage in competition with one another.
- ii) Working together when two sets of concerns cannot be compromised.
- iii) Splitting the difference, this is where the objectives are significant however not worth the work or likely disturbance of additional confident modes.
- iv) Avoiding when there are more pressing issues or the problem is minor.
- v) Being accommodating when you realize you are wrong and allowing someone in a better position to be heard.

Relationship Model

Poole (2009) developed the following five-stage conflict model to examine the connection between conflict and organizational effectiveness:

Stage 1: Unresolved conflict Competing for limited resources, the desire for autonomy, divergent subunit goals, incompatible performance criteria, interdependence, low formalization, differences in reward systems, power incongruence, communication issues, participative decision making, and role conflict all have the potential to cause conflict.

Stage 2: The term "perceived conflict" refers to situations in which subunits become aware of conflict

and begin to analyze it. Some conflicts are contained, while others escalate as groups compete for control of the situation.

Stage 3: Conflict that is perceived when feelings like anger, frustration, and others are present, as well as attitudes like "us versus them."

Stage 4: Adverse behavior that displays violence, threats, abuse, apathy, and strict adherence to rules is manifest conflict.

Stage 5: The resolution of conflict aftermath is based on future conflict.

Collaborating Conflict Management

Activities in collaboration conflict management involve members coming to an agreement through the exploration of integrative solutions. According to Gross and Guerrero (2000), when members employ this method of conflict management, they confront disagreements face-to-face and endeavor to discover novel and inventive approaches to resolving issues by concentrating on their own requirements in addition to the requirements of all members. Communication focuses on achieving a satisfactory resolution that preserves the relationship for future interactions when collaboration is used in an organization (Hocker and Wilmot, 1998). Hocker and Wilmot claim that this approach to conflict resolution has the greatest potential for success. Using it can result in integrative solutions that are beneficial to all parties involved.

Accommodating Conflict Management as an Approach

When two or more parties work together to a great extent, it may be at their own expense and actually go against what they want. When the other party is the expert or has a better solution, this strategy works. Additionally, it may be successful in preserving future relationships with the other party. According to Papa, & Pood (1988), the accommodation conflict management approach involves network members allowing others to have their way and/or accepting the perspectives of other members. According to Papa and Pood (1988), the use of accommodation conflict management can be effective because it shows a willingness to listen, accept other people's points of view, and make concessions. However, members who employ this strategy may be dissatisfied with accommodation conflict management. The accommodating members might think that they haven't had a chance to say what they think and that their needs aren't being met well. According to Papa and Pood's (1988) hypothesis, the application of accommodation conflict management can be particularly beneficial in the management of relational conflict within organizations, but it can be detrimental in the management of task conflict. The process of making concessions, which is part of accommodation conflict management, reduces the network's negative emotion that prevents the network from achieving its goals in relational conflict. Members of the organization are able to concentrate on issues that are related to the tasks that are being carried out by the organization by being receptive to relational concerns. As a result, member satisfaction, processes, and the desire for improved organizational performance all raise.

Alternative Dispute Resolution

In certain countries, alternative dispute resolution (ADR) is alluded to as outside debate goal. This incorporates techniques and cycles for settling debates that help questioning gatherings agree without turning to prosecution (Rowe, 1996). It alludes to the different techniques by which gatherings can resolve questions all alone or with the help of an outsider. ADR has acquired broad acknowledgment among both the overall population and the legitimate calling lately, regardless of the authentic resistance of numerous famous gatherings and their promoters to it. In mark of truth, prior to allowing the gatherings' cases to be attempted, a few courts currently require some training,

regularly intervention, to bring about alternative dispute resolution (ADR). Alternative dispute resolution (ADR) techniques, as per Ebe, Iyiola, and Osibanjo (2014), expect to include questioning gatherings in the goal of their debate, improving the probability that each will be more joyful with the result than in a circumstance wherein a director or a preliminary adjudicator pursues a choice. As per Ebe, Iyiola, and Osibanjo (2014), involving question goal methods in the work environment enjoys various benefits: - Efficiency rises when struggle is decreased. There are less cases of illegitimate end, basic freedoms infringement, and different objections against the association. Any objections that are gotten can be settled all the more rapidly and actually. The pace of non-attendance brought about by struggle diminishes. The insight that ADR forces less expenses than suit (Kochan, Thomas, and Paul, 1994), an inclination for privacy, and the craving of certain gatherings to have more prominent command over the determination of the individual or people who will conclude their debates are a portion of the elements that can be credited to the rising populace of alternative dispute resolution (ADR). A piece of the senior legitimate executive in unambiguous region is solidly for ADR use of mediation to determine banter.

Employees Performance

The evaluation of previous performance and the distribution of rewards have been at the center of the conventional strategy for improving worker performance in human resource management. That is to say, performance was rewarded with rewards. Improvement in worker performance will always be something that only management is interested in. As a result, performance is stereotyped as something that the worker doesn't care about. The reward is performance. There are numerous small initiatives that aid in enhancing employee performance. The selection of the most appropriate performance indicator for the organization as a whole and its employees is critical. It is unlikely that a single measure will be sufficiently robust. According to Ojo and Abolade (2014), Kaplan and Norton make a convincing case that an organization should use a combination of four different perspectives to evaluate worker performance:

Financial Measures: such as expanding sales, profits, cash flow, and market share.

Customer Measures: That is, the client point of view, which checks out, for instance, conveyance time, administration quality, item quality.

Inner Business Measures: Process duration, efficiency representative abilities, work turnover.

Perspective on Innovation and Education: Counting such components as capacity to advance and improve, however the emphasis should be on what is accomplished since results count.

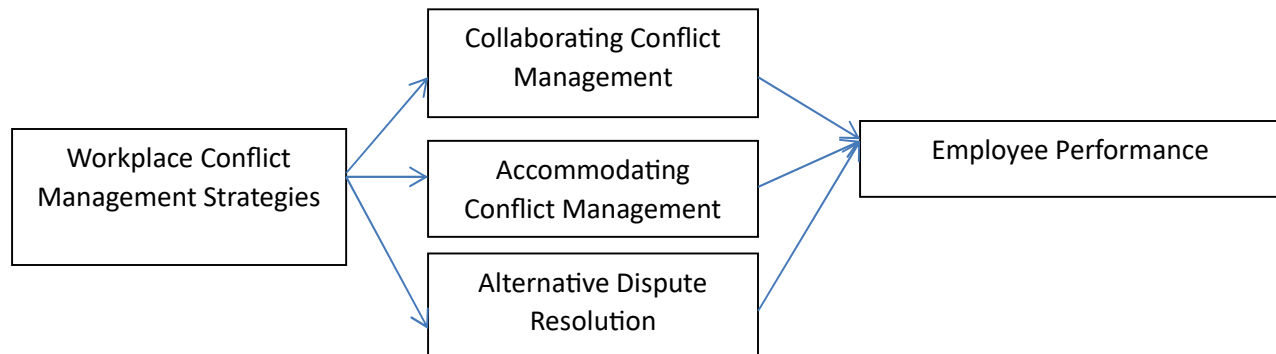
Conceptual Framework

Independent Variable

Workplace Conflict Management Strategies

Dependent Variable

Employee Performance



Source: Researcher's model (2023).

Collaborating Conflict Management Style and Employee Performance

The problem-solving style is commonly referred to as collaborative conflict management. People who come up with the best solution that works for everyone attend to the conflict openly, honestly, and objectively by talking to the other party (Flanagan & Runde, 2008). Conflict is seen as a problem that must be solved and creative solutions must be found that satisfy all parties in the collaborative style. You investigate the issue to determine the underlying concerns, test your own assumptions, and comprehend the perspectives of others. You do not give up your self-interest.

It takes time to collaborate, and if the relationships between the parties aren't important, it might not be worth the effort to find a win-win solution. However, according to Flanagan, Runde, and others (2008), collaboration improves organizational performance by fostering respect, trust, and the development of relationships. The conflict must be addressed directly and in a manner that demonstrates willingness for all parties to receive what they require in order to foster collaboration in an environment.

Accommodating Conflict Management and Employee Performance

In order to maintain peace, the organization disregards its own requirements by being accommodating. Ogbor (2013) says that the focus is on keeping the relationship. Smoothing or fitting can prompt a misleading answer for an issue and a scope of feelings, from outrage to delight, in an individual. Accommodators can play the martyr, complainer, or saboteur roles and are cooperative and unassuming. However, because it preserves relationships, accommodation can be useful when one is wrong or when you want to minimize losses when you are going to lose anyway. It could become competitive if you use it constantly, which could lead to high organizational performance. A high level of cooperation is reflected in an accommodating conflict resolution style. John (2015) claims that it has also been described as accommodating. Members of an organization who engage in accommodation conflict management behavior do so by either allowing others to have their way and/or accepting the perspectives of others. Since it shows a willingness to listen, accommodate other people's points of view, and make concessions, accommodation conflict management can be effective (Papa and Pood, 1988). In this style, a manager subordinates his or her own goals, objectives, and desired outcomes to let other people achieve their own. When people realize they are in the

wrong or when one side views an issue as more important than the other, this behavior is appropriate. According to Ojo and Abolade (2014), it is essential to accommodate the conflict resolution style in order to safeguard the parties' future relationships.

Alternative Dispute Resolution and Employee Performance

According to Rowe (1996), the term alternative dispute resolution" (ADR) frequently refers to methods of conflict resolution based on interests rather than power. Additionally, ADR does not include formal adjudication, such as court litigation or administrative proceedings, but rather any process of dispute resolution (Costantino and Merchant, 1996). A growing number of organizations are utilizing mechanisms like arbitration and mediation to avoid formal adjudication or litigation as a result of practitioners' increased interest in ADR.

ADR is not only changing the way courts resolve conflict, but it is also increasingly being used to resolve commercial, family, environmental, international, and community disputes (Adams, 1997). The "next generation" mechanism for conflict management and dispute resolution shows how far ADR has come. One important area for future research and public policy discussion is whether ADR procedures can "deliver due process and fair systems of conflict resolution that complement other private and public institutions and legal structures." (Kochan, Thomas, & Paul, 1996).

Theoretical Review

Conflict theory

The Conflict theory is the one that this study relies on. It holds that every person and/or group in a society or organization struggles to get the most out of certain benefits, which eventually leads to social change. Revolution and political struggles may be part of this change. The theory is based on the idea that a person's or group's ability can influence and control other people to create social order. As a result, conflict theorists hold the view that all facets of a given society engage in ongoing conflict. According to Wallace & Wolf (2006), conflict theory emerged as a major alternative to the functionalist method of analyzing a society's general structure. In addition to its origins as a response to structural functionalism, Ritzer (2003) makes the observation that the theory has other roots, such as Marxian theory and Georg Simmel's works on social conflict. During the 1950s and 1960s, struggle hypothesis offered an option in contrast to the functionalist approach. In spite of the fact that it was superseded in the 1960s by a variety of neo-Marxian theories (Ritzer & Goodman, 2004), it continues to gain popularity and significance in contemporary sociology (Wallace & Wolf, 2006). Social institutions and societies are viewed by functionalists as systems in which the interdependence of all components leads to equilibrium. They do not deny that conflict exists; On the other hand, they hold the belief that society develops means of controlling it. Functionalist analysis is founded on this. On the other hand, conflict theorists have a different perspective on society. Conflict theorists view society as an arena where groups compete for power, in contrast to functionalists' view of the existence of interdependence and unity in the society. One group must be able to at least temporarily suppress its rivals in order to control conflict. Conflict theory emphasizes the shifting power balance between rivals in a society rather than the establishment of equilibrium through cooperation and interdependence (Wallace & Wolf, 2006). This study's focus is international organizations and multinational corporations, so this Marxist perspective has been applied specifically to them. Marxists contend that hegemony is the source of international organizations. However, traditional Marxists and Gramscian Marxists hold opposing views regarding the nature of international organizations due to their distinct concepts of hegemony. Gramscian-inspired Marxists assert that hegemony is the relationship of consent to political and ideological leadership, in contrast to traditional Marxists, who typically associate hegemony with economic and military dominance (Simon, 1982). This study can be approached from both the traditional and Gramscian Marxist

perspectives, albeit to varying degrees. When we consider that multinational corporations (MNCs) actually dominate not only the economies of the nations (such as Japan and the United States), but also the communities in which they operate, the concept of traditional Marxists is applicable. They accomplish this by taking control of the communities' means of production while the people live on compensations.

Empirical Study

The managerial approach to conflict management in an organization is the focus of Ojo and Abolade's (2014) work. This study aims to determine, among other things, what constitutes conflict, its sources, perspectives, the consequences of conflict within an organization, and methods for resolving it. The study primarily relies on secondary data from textbooks, the internet, journals, and other sources to effectively examine how conflict management will enhance organizational performance. The study demonstrates that conflict is ingrained in human life and cannot be completely eradicated; however, its effects can be managed to ensure that they do not impair organizational activities through performance. The study suggests that managers at all levels should be aware of potential conflict causes and deal with them early enough to prevent actions that will impede the organization's smooth operation.

Ogbor (2013) investigates employee performance and conflict management at Julius Berger Nigeria Plc. Island in Bonny. The research questions provide an explanation for the extent of the connection that exists between conflict management strategies and the performance of employees at Julius Berger Nigeria Plc, as well as their perception of their effectiveness. The study was conducted with a descriptive research design. Cross-sectional survey research design was used to collect the necessary primary data is the primary component of the study. Descriptive and inferential statistics were utilized for data analysis. The data analysis revealed that there is no difference in how non-managerial and managerial employees perceive the efficacy of conflict management strategies, and that there is a significant relationship between conflict management strategies and employees' performance. As a result, the study suggests: promotion of industrial democracy, regular meetings between management and employees, strict adherence to collective bargaining agreements, and regular evaluation of personnel policies.

John (2015) uses the Power Holding Company of Nigeria (PHCN) as an example to investigate how conflict management affects employee performance in the public sector. The survey research method was used in this study. Using a stratified sampling method, the study's 100 participants were chosen. Primary data was gathered through the use of a questionnaire. Descriptive statistics were used to analyze the collected data. The correlation coefficient and regression analysis were used to test the hypotheses. The results showed that an organization's conflict management system influences employee performance and that effective conflict management improves employee performance. In order to create a conducive working environment for the employees, it was suggested that the organization begin training and retraining its employees in conflict management, and that efficient and effective communication between all categories of employees in the organization be established.

Obansan, (2011) investigate the impact of conflict management on organizational performance with the intention of resolving the current conflict situation in public secondary school organizations, improving their effectiveness, efficiency, and fostering the growth of human resources. The study's specific objectives were to: determine whether management's awareness of a conflict in the school organization aids in conflict management and resolution, establish the conflict management strategies employed by Kenyan educational institution managers, evaluate the role of the environment in conflict resolution, and make suggestions for conflict resolution in public secondary school organizations. It was based on both qualitative and quantitative research. The descriptive survey research design was used in this study. A semi-structured questionnaire was used to collect

the information. 140 principals of secondary schools were the intended audience. An optimal proportion of 30% was selected from each category of the target population of schools using non-probability sampling and stratified probability sampling to satisfy these requirements of optimality and representativeness. The principal was chosen from each of the schools that were chosen. As a result, 43 principals were chosen to serve as the school organizations' chief executive officers. The data were analyzed with the help of multivariate statistical techniques and structural equation modeling because the study was concerned with the connections between the identified dependent and independent variables. The connection between academic performance and conflict management was examined using regression and ANOVA techniques. With $r = 0.69$, the correlation coefficients showed a strong and positive relationship. This can be used to explain and predict the rate of performance because it indicates that the relationship is not weak. The regression model with a beta coefficient of $t=2.822$ as the result of the ANOVA indicates that the beta coefficient is significantly higher than zero. Which number is less than $=0.07$? The test statistic is $=0.05$. This further affirms that there is areas of strength for a between compromise and execution in an instructive organization. The study's four null hypotheses, which were examined with the Chi and T-test, were all rejected. The relationship between school organization performance and the role of the environment in conflict management was found to be unimportant using stepwise regression analysis. These findings were in line with previous empirical research on organizational performance and conflict management. As a result, there appears to be a clear connection between school organizations' performance and conflict management. Schools will experience fewer conflicts and perform well in all activities and areas when management is well-versed in conflict management and applies this knowledge. Conflict management systems should be integrated into the organization's system, according to the study, and not just interconnected; integration should take place at a higher level of the organization's hierarchy. Conflict management is a human subsystem that is developed through the usual process of development.

DISCUSSION AND CONCLUSION

Discussions

The findings, which are the result of the analysis that was carried out, point to proxies for workplace conflict management strategies like collaborative conflict management. In a Nigeria deposit money bank, accommodating conflict management and alternative dispute resolution improve employee performance. Employee performance is positively correlated with workplace conflict management strategies, according to the findings.

While Ebe and Fajana (2014) and Henry (2009) found an insignificant relationship between conflict management and employee performance, the findings are consistent with the work of Obasan (2011) and Ogbor (2013), who discovered a significant relationship between conflict management and employee performance. The current theory of conflict management, which asserts that workplace conflicts are inevitable, is also supported by the study. They emerge as a trademark outcome of progress and can be useful to the affiliation, at whatever point supervised gainfully, nevertheless, they consider improvement a part for joining various contemplation's and viewpoints into a new and different blend. Any organization that is committed to developing or working with novel ideas must therefore foster an atmosphere of tension and conflict, as conflict can bring about novel ideas for the organization.

Conclusion

The conflict management style of collaboration improves employee performance. This is due to the fact that the collaborative conflict management style helps to discuss issues with other people in order to come up with solutions that meet the needs of everyone. It also helps to gather as much

information as possible and keep the lines of communication open when there is disagreement. It also helps to see conflicts from both sides and tries to find an integrative solution as much as possible when the issues that the parties are concerned about are too important to compromise on.

The study also came to the conclusion that an accommodating approach to conflict management improves employee performance. This is due to the fact that it helps to meet the expectations of others, that it's a small price to pay to maintain peace, that it helps to find quick solutions when time is short, and that it tries to meet the needs of customers.

The study concludes that alternative dispute resolution positively affects employee performance because the organizations use mediation to resolve conflict, avoid previous adjudication or court action in conflict management, and use internal settlement procedures to resolve conflict.

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