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# Conflict Management Strategies and Organizational Productivity in the Banking Sector in Rivers State, Nigeria

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***Abstract:*** *The purpose of this study was to investigate the relationship between employee conflict management and organisational productivity in the banking sector in Rivers State, Nigeria. The study accepted the cross sectional survey design. The study population comprised of all senior staff selected from all twenty two (22) banks in Rivers State, Nigeria; and the sample size of 120 senior staff were sampled using the Krejcie and Morgan Sample Determination Table. Data collections were done using the structured closed-ended questionnaire based on the sample of the study and retrieved for analysis. Analysis of collected data were done using the Pearson Product Moment Correlation Coefficient and presented using the Statistical Package for Social Sciences (SPPS) version 20. The findings show a significant relationship between the conflict management and organisational productivity in the banking sector in Rivers State, Nigeria. Therefore, the study recommended that, management of the sector should ensure the application of conflict management it enhances effective organisational productivity.*

***Keywords:*** *Employee Conflict Management, Conflict identification, Organisational Productivity, Profit and Market Patronage.*

## INTRODUCTION

The increase in human existence, multicultural aspects and interaction in the 21st century threaten the peace of humanity. Conflict, as is often said, is an integral part of human existence and an inevitable friction in any organisational structure as the stakeholders have different incompatible goals (Ibukun 1997). However, whenever a conflict occurs, it must be managed and handled constructively; else it will threaten the very existence of the organisation, and the nation and society at large.

Azamosa (2004) observed that conflicts involve the total range of behaviours and attitudes that is in opposition between owners/managers on the one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes. Irrespective of the factors resulting in conflict among employees, it has been observed that industrial conflicts produce considerable effects on organisations and should be consciously managed as much as possible.

For people to progress at work and other aspect of life, there must be cooperation which is essential to ensure task attainment and stability in life. However, it would be wrong to reach the conclusion that cooperation is good while conflict is bad, this is because both concepts are pervasive and co-exist in our social life. Conflict is inevitable given the wide range of goals for the different stakeholders in the organization and its absence signifies management emphasizes conformity and stifles innovation. Rahim (2001) opined that conflict may be interpersonal or inter group with interpersonal conflicts occurring between a supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. Inter group conflicts often occur between two trade unions, between two departments or between management and workers while attempting to implement the policies and programmes of the organization.

Employing the right strategies to mitigate conflict is a necessity because conflict when not handled rightly can exacerbate and thereby hamper business. Organizational productivity which for the purposes of this research involves profit making and market patronage is key in every business setting. Improving productivity is a central concern of all businesses today. While there are many approaches to increase productivity, they all hinge on achieving the right mix of stability in routine operations and invocation in adapting to new conditions in the market place conflict among workers in an organization is inevitable. If it is managed properly, it was the catalyst for change and can have a positive impact on employee satisfaction and performance of the organisation. Conversely unmanaged conflict will negative impact on both employee satisfaction and job performance.

According to Petkovic (2008), industrial conflict management involves acquiring skills related to conflict resolution, establishing structures of conflict models, putting strategic measures as well as approaches in place. The models of industrial conflict management are instruments used to assess the appropriate action required in a conflict situation. These include Blake Mouton model, Thomas Kilman model and Holton model, (Newell, 2008). Approaches to conflict management, 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 (Brigs, 2007). Strategies to industrial conflict management are a futuristic detailed approach that looks into achieving long term wins for the parties involved in conflict. Strategies include negotiation, collective bargaining, mediation, third party intervention, brainstorming and communication (Petkovic, 2008).

Therefore, the purpose of this study was to examine the relationship between conflict management and organizational productivity in banking sector in Rivers State, Nigeria

Furthermore**,** this study was also guided by the following research questions:

i. To what extent does conflict identification enhance profit in banking sector in Rivers State, Nigeria?
ii. To what extent does conflict identification enhance market patronage in banking sector in Rivers State, Nigeria?

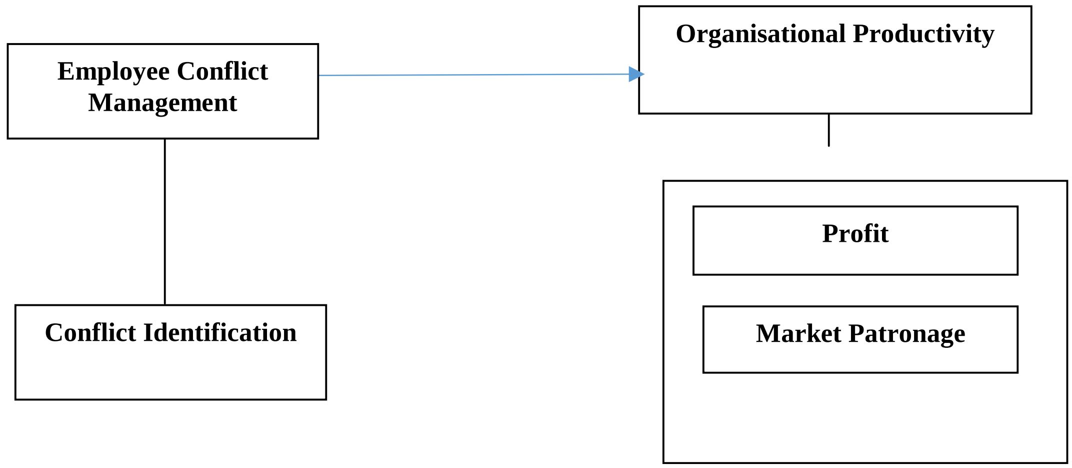


***Fig.1 Conceptual Framework for the relationship employee conflict management and organizational productivity***

***Source: Desk Research (2020)***

## LITERATURE REVIEW

### Theoretical Foundation
### Frustration-Anger-Aggression Theory of Conflict

This is a psychological hypothesis of conflict that posits that it is natural for man to react to unpleasant situations. The hypothesis is drawn from the frustration-aggression theory propounded by Dollard and Doob, Dopb., Miller, Mowrer and Sears (1939), further developed by Miller (1948) and Berkowitz (1969). The theory says that aggression is the result of blocking, or frustrating, a person's efforts to attain a goal. Frustration is described as the feeling we get when we do not get what we want, or when something interferes with our gaining a desired goal, as shown in the case of Niger Delta, and that of the Palestinians or Hutus in Rwanda. Anger implies feeling mad in response to frustration or injury; while aggression refers to flashes of temper (Tucker-Lad, 2013). The frustration aggression theory states that aggression is caused by frustration. When someone is prevented from reaching his target, he becomes frustrated. This frustration can then turn into anger and then aggression when something triggers it. When expectation fails to meet attainment, the tendency is for people to confront others they can hold responsible for frustrating their ambitions or someone on whom they can take out their frustrations. And when aggression cannot be expressed against the real source of frustration, displaced hostilities can be targeted to substitute objects, that is, aggression is transferred to alternate objects.

### Employees Conflict Management
Conflicts are inevitable part of an organizational life since the goals of different stakeholders such as managers and staff are often incompatible (Jones et al, 2000). Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and

security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other (Henry, 2009). This results into a situation whereby they frustrate each other in an attempt to achieve their objectives. Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to some extent, conformity within a group. People who seek power therefore, struggle with others for position or status within the group (Henry, 2009).

Robbins and Judge (2009) defined conflict as a process that begins where one party perceives that another party has negatively affected, or is about to negatively affects something that the first party cares about. This is a very apt definition, emphasizing that conflict is about perceptions, not necessarily real hard facts. It points to the emotional nature of conflict, by referring to a word like ‟care'', it states that more than one party is involved and that there may be a future component attached to it. Shapiro (2006) in relation to the above, states that, conflict is a process of social interaction. It involves a struggle over claims to resources, power, status, beliefs, preferences and desires. Darling and Walker (2007) linked this idea to the organization by stating that, even when conflict is a natural phenomenon in social relations (as natural as harmony), it can nevertheless be managed within organizations. They add that conflict may have both positive as well as negative consequences within the organization, the submission above blend with the fact that, conflict can never be totally eliminated within organizations but can be efficiently managed in order to move organizations to greater height and performance level.

Duke (1999) observed that conflicts could arise between individuals or groups in an organization if the goals are not specified or when the management shift blame on all or a unit(s) involved in work process. However, not all conflicts are bad and not all conflicts are good. People tend to view conflict as a negative force operating against successful completion of group or common goals. Conflict can create negative impact to group but may also lead to positive effects depending on the nature of the conflict. Wilmot & Hocker propose that we carry our complicated interpersonal relationships into the workplace and therefore, by learning to effectively manage conflict in our personal life, we can reduce the incidence of conflict in the workplace. They further stress the importance of studying conflict to reduce negative conflict cycles that could cause irreparable damage in both our personal and professional lives. One way to help manage conflict in the workplace is by having a solid conflict resolution policy in place that is reviewed and updated regularly as needed. Many studies have been conducted to determine the impact that perception, culture, expectations and emotions have upon conflict and conflict management. In this paper, we will specifically examine eight scholarly articles relating to these various topics to assess how well these articles would contribute to the design of a conflict management/resolution policy, specifically in a workplace environment.

From a Marxist point of view conflict among workers in an association is unavoidable, in truth it is ordinary. However, pioneers in an association sit and overlap their hands to disregard conflict in a work environment; they tell their subordinates that unseemly conduct is satisfactory. Conflict not oversaw appropriately influences work satisfaction and representative satisfaction (Abdul, 2015). "Conflict is the impression of contrasts of interests among individuals" (Thompson, 1998). Conflict can emerge between individuals from various gathering known as intergroup conflict and furthermore between individuals from a similar gathering known as intra-assemble conflict (Abdullah and Al-Shourah, 2015).

As per Dana (2000), "conflict isn't only a disturbance. It costs cash and those expenses can be ascertained, as far as sat around idly, awful choice, lost representatives." As indicated by Abdullah and Al-Shourah (2015), organizational conflict is viewed as genuine and unavoidable and a positive pointer of compelling authoritative management. As Gigliotti (1987) stated, a unit which is independently insufficient as far as collaborating with whatever is left of the association is destined to disappointment. Conflict additionally comprises of the moves that we make to express our sentiments, explain our observations, and get our necessities met in a way that has the potential for meddling with another person's capacity to get his or her needs met (Meyer, 2004). The points of the gatherings in conflict may stretch out from just endeavoring to pick up acknowledgment of an inclination, or securing an asset advantage, to the extremes of harming or taking out rivals (Bisno, 1988) In 1974, Kenneth Thomas and Ralph Kilmann made the Thomas-Kilmann Conflict Model which recognizes 5 primary conflict determination styles specifically: Avoiding, Accommodating, Competing, Compromising, and Collaborating. In this examination the specialist would utilize 2 systems in overseeing conflict in particular: Compromising and Collaborating Cooperation.

As per Onwuchekwa (1999), "an examination into effectiveness is to assess how well an association is getting along in connection to some set measures". Cameron (1978) called attention to that hierarchical effectiveness is the capability of the association at approaching the basic assets. Abdullah (2015) said effectiveness characterized as just having the proposed result. In an authoritative setting, the proposed result is the objective of the association that frequently communicated in a statement of purpose. For our motivation, we should run with Neupane (2014) who proposed that Client Satisfaction measures Organizational effectiveness and Quality of work-life by Cummings and Worley (1997). As indicated by LeBaron (2003), culture is a basic piece of the conflict and its determination. Culture influences how idealize a man fits in a particular association as it speaks to the sentiment comfort with that culture (O'Reilly, 2004). Despite the fact that few works has been finished identifying with Micro Finance count on the most proficient method to make it compelling, no past work has really address the issue Conflict among workers in an organization is inevitable. If it manages properly, it will bring catalyst for change and can have a positive impact on employee satisfaction and performance of the organization. Conversely, unmanaged conflict negatively impacts both employee satisfaction and job performance. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable. Awan and Anjum (2015), says that properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of conflict. Open communication and collaboration enhance the flow of new ideas and strengthen work relationship, which can have a positive effect on employee morale. Regular feedback and timely resolution of conflict has the potential of improving employee satisfaction and job performance.

Awan and Anjum (2015) argue that a negative work environment that does not promote conflict resolution can result in poor employee behavior and job performance. Unmanaged conflict promotes dysfunctional communication and poor behavior among staff. Poor behavior on the part of one employee has the power to affect overall employee morale, which results in lower productivity. According to Dana (2000), conflict is not just an annoyance. It costs money and those costs can be calculated, in terms of wasted time, bad decision, lost employees." In the health care industry, patients' health and even their lives can be affected by unmanaged conflict.

Awan and Ibrahim (2015), contend that if the individuals do not have the communication or interpersonal skills to resolve their disputes, the conflict can grow and spread to others, eventually affecting their job performance, which, in turn, affects the job satisfaction of others, as well in addition to the staff not having the communication skills to address their disputes, their leaders often lack the necessary skills to be effective in conflict resolution. Once human resources personnel are involved, the process becomes punitive and results in disciplinary action, which contributes to an even greater reduction in employee morale and employee satisfaction. Within any organization, there are usually different positions and jobs. People occupying these positions have different perceptions, goals, thought and concerns. It is difficult to conceptualize society or an organization without inherent differences and contradictions and these leads to conflict. In organization a serious problem can be conflicts that are very serious. This is the bad practice that will be impossible for the workers to at the same place for work. Taylor decided the primary cause of conflicts was management, without knowing what the proper day's work is, tries to secure maximum output by pressure. His conclusions were a definite task, a definite time and a definite method. He made it clear that if this approach is followed the gains to management may not be from extra efforts by workers but from elimination of waste, waste of worker's time and waste of machine time.

Awan and Ahson (2015), say that conflict is a natural and inevitable part of people working together and should be kept at a manageable level where it will not disorganize the activities of the organization towards the attainment of its objectives. Awan et al (2015) plead that conflict may also be beneficial to the organization where it brings about radical change in the organizational power structure, current interaction pattern and entrenched attitude and also can lead to increase in productivity. While some conflicts are functional others are not. It can also affect the organization negatively when it is associated with decreased employee satisfaction, insubordination, decreased productivity, leads to economic loss, fragmentation to mention but a few. It is the management major responsibility to device strategies in bringing down conflict as low as possible, which will enable the organization to still function to succeed (Robbins &Sanghi, 2006).

**Dimension of Conflict Management**

**Conflict Identification**

To understand the mechanisms of identity conflict, it is useful to engage with the neuropsychological literature on action selection and behavioural conflict. From an evolutionary perspective, the fundamental task of a nervous system is to continually identify the most adaptive behavioural response to available sensory information (Swanson, 2003). Action selection emerges through an integration of sensory input, the strength of existing memory representations, and the focus of goal-related selective attention (Cisek & Kalaska, 2010;Higgins, 1996; Hirsh, Mar, & Peterson, 2012). Although a large repertoire of potential responses can be brought to bear on any situation, most of these options receive very little activation. Only the most strongly activated behavioural response in any given moment tends to be expressed as overt behaviour.

Importantly, the number of salient response options can vary from one situation to the next, with important psychological consequences (Hirsh, Galinsky, & Zhong, 2011; Hirsh et al., 2012). Some situations are characterized by a single salient response option, with alternative actions receiving minimal activation. This type of response distribution characterizes highly familiar and tightly regulated situations with well-defined behavioural scripts and expectations (Gelfand, 2012; Schank & Abelson, 1977). There is very little ambiguity, for example, about how to respond to a red traffic light—stepping on the brake pedal should be the most salient response option. In contrast, some situations lack a single dominant response option, and thus afford much more behavioural flexibility. Unfamiliar and ambiguous situations are more likely to trigger the simultaneous activation of competing responses, none of which clearly stands out as the most appropriate choice. For example, when encountering an unfamiliar social environment (e.g., starting a job at a new company), the normative expectations of the new group may be unclear, triggering a variety of conflicting responses as the individual attempts to identify the most appropriate behaviour.

Because each aspect of a person's identity encompasses a characteristic set of norms and expectations, individuals with multiple salient identities are likely to perceive a broader range of potential actions in any given situation (McConnell, 2011; Roccas & Brewer, 2002). Each one of a person's salient identities will direct his or her attention toward a unique aspect of the situation, encouraging the activation of distinct appraisals and response tendencies. A person would thus interpret a situation very differently when a professional identity (and its accompanying goals and expectations) is salient compared with when a family identity is salient. Behavioural conflict emerges when the responses associated with different salient identities are incompatible with each other. As the number of salient social identities increases, so too does the chance of experiencing heightened behavioural conflict and uncertainty. Identifying this uncertainty enhances the possible outcome of managing the conflicting situations.

**Organizational Productivity**

The main objective of a business firm is to provide value satisfaction to the consumers at a profit. Business firms always attempt to maximize profit. But in order to maximize profit a business firm has to be efficient. Efficiency is measured by the capacity of a business firm to raise the productivity of existing resources so that cost per unit is reduced. Since cost and productivity are reciprocal of each other, a raise in productivity implies a fall in cost of production which ends in higher profit. Organizational Productivity, as a common sense is the quantitative relation between what we produce and what we use as resources to produce them i.e., an arithmetic ratio between the amount produced (output) and the amount of resources used in course of production (input). It will be desirable to examine, in brief, the concept of productivity.

The international labour organization in its report summarizes the concept of productivity, thus some think of productivity as a measure of the economy as a whole. Others think of productivity in terms of individual industries or plants". Some businessmen in their public relations speak as though the whole matter of productivity had to do with the degree of application of the workers to their Jobs. At other times, the concept of productivity is used as though it were a measure of the degree of efficiency achieved in production. Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments.

**Profitability**

Profit is an excess of revenues over associated expenses for an activity over a period of time. Terms with similar meanings include ‘earnings’, ‘income’, and ‘margin’. Lord Keynes remarked that ‘Profit is the engine that drives the business enterprise’. Every business should earn sufficient profits to survive and grow over a long period of time. It is the index to the economic progress, improved national income and rising standard of living. No doubt, profit is the legitimate object, but it should not be over emphasis. Management should try to maximize its profit keeping in mind the welfare of the society. Thus, profit is not just the reward to owners but it is also related with the interest of other segments of the society. Profit is the yardstick for judging not just the economic, but the managerial efficiency and social objectives also.

Profitability means ability to make profit from all the business activities of an organization, company, firm, or an enterprise. It shows how efficiently the management can make profit by using all the resources available in the market. According to Harward & Upton, “profitability is the ‘the ability of a given investment to earn a return from its use.” However, the term ‘Profitability’ is not synonymous to the term ‘Efficiency’. Profitability is an index of efficiency; and is regarded as a measure of efficiency and management guide to greater efficiency. Though, profitability is an important yardstick for measuring the efficiency, the extent of profitability cannot be taken as a final proof of efficiency. Sometimes satisfactory profits can mark inefficiency and conversely, a proper degree of efficiency can be accompanied by an absence of profit. The net profit figure simply reveals a satisfactory balance between the values receive and value given. The change in operational efficiency is merely one of the factors on which profitability of an enterprise largely depends. Moreover, there are many other factors besides efficiency, which affect the profitability.

Sometimes, the terms ‘Profit’ and ‘Profitability’ are used interchangeably. But in real sense, there is a difference between the two. Profit is an absolute term, whereas, the profitability is a relative concept. However, they are closely related and mutually interdependent, having distinct roles in business. Profit refers to the total income earned by the enterprise during the specified period of time, while profitability refers to the operating efficiency of the enterprise. It is the ability of the enterprise to make profit on sales. It is the ability of enterprise to get sufficient return on the capital and employees used in the business operation. As Weston and Brigham rightly notes “to the financial management profit is the test of efficiency and a measure of control, to the owners a measure of the worth of their investment, to the creditors the margin of safety, to the government a measure of taxable capacity and a basis of legislative action and to the country profit is an index of economic progress, national income generated and the rise in the standard of living”, while profitability is an outcome of profit. In other words, no profit drives towards profitability. Firms having same amount of profit may vary in terms of profitability. Profitability in two separate business concern may be identical, yet, many a times, it usually happens that their profitability varies when measured in terms of size of investment".

**Market Patronage**

Market, as used in this study, connotes an authorized public square of which buyers and sellers of commodities meeting at a place more or less strictly limited or defined at an appointed time (Omole, 2002; Holder and Ukwu,1969). The market centers are fundamental to the economic, social, cultural, religious and political life of the people. It is believed in many quarters that markets grow anywhere that there are goods to sell and where buyers are available for such goods to buy, (Omole, 2002). However, the patronage of this market largely depends on the performance and available information that is been disclosed to customers on the services of the organization.

In doing this, promotion is one of the key factors in the marketing mix that has a key role in market success. Promotion is used to ensure that customers are aware of the products that the organization is offering. The promotional mix is the combination of the different channels that can be used to communicate the promotional message to the consumers. The channels that can be used are: advertising, direct marketing, public relations, publicity, personal selling, sponsorship and sales promotion (Rowley, 1998). Formerly, sales promotion was sometimes considered as an activity of less importance; but today, companies increasingly make use of sales promotion to promote the marketability of their products. All businesses need to communicate to the customer what they have to offer (Jobber & Lancaster, 2006).

Sales promotion can be defined as „special offers (Peattie, 1998). More specifically, referring to the institute of sales promotion, it is a range of tactical marketing techniques designed within a strategic framework to add value in order to achieve specific sales and marketing objectives (Bunn & Banks, 2004). In the opinion of Bruncl (1990), sales promotion excludes all paid media advertising, but includes techniques like coupons, self-liquidating offers, bargain packages, gifts, sampling and points of purchase promotions and displays. Sales promotion works as short-term incentives to encourage purchase of a product or service (Kotler, Brown, Adam, & Amstrong, 2006), therefore is value to the customers in a short –term orientation. It essentially aims to stimulate demand during the period in which it is set (Peattie & Peatie, 1995; Lehman & Winer, 2002, Walsh 2000). The potential benefits of using sales promotion could range from attracting new consumers from competitors to persuading consumer to switch to brands with higher profit margins or simply inducing existing customers to buy more. Since the end of Second World War, the insurance industry in the world over has experienced remarkable growth. Concurrent with the growth has been significant changes within the industry. The growth of the banking industry depends on the patronage of the customers which is an essential feature of organizational productivity. The kind of customer's services rendered by the industry play a significant role in the numbers of patronage they attract from the public. The sector is highly competitive as each operator set it target market to be met. And to meet this target, managers of the banking the sector are obligated to design a marketing structure that is customers' oriented towards the actualization of the target market.

The study postulates the following hypotheses to be tested:

$H_{01}$: There is no significant relationship between conflict identification and profitability in the banking sector in Rivers State, Nigeria.

$H_{02}$: There is no relationship between conflict identification and market patronage in the banking sector in Rivers State, Nigeria.

## METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary data was sourced through structured questionnaire. The study population comprised of all senior staff selected from all twenty two (22) banks in Rivers State, Nigeria; and the sample size of 120 senior staff were sampled using the Krejcie and Morgan Sample Determination Table. The research instrument was validated through by experts as provided by supervisors vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring coefficients above 0.70. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

## DATA ANALYSIS AND RESULTS

### Bivariate Analysis

The Pearson Product Moment Correlation Coefficient was calculated using the SPSS 21.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable.

Table 1: Correlation Matrix for conflict identification and organizational productivity

| | | Conflict identification | Profitability | Market patronage |
|---|---|---|---|---|
| Conflict identification | Pearson Correlation | 1 | .750** | .832** |
| | Sig. (2-tailed) | | .001 | .000 |
| | N | 92 | 92 | 92 |
| Profitability | Pearson Correlation | .750** | 1 | .976** |
| | Sig. (2-tailed) | .001 | | .000 |
| | N | 92 | 92 | 92 |
| Market share | Pearson Correlation | .832** | .976** | 1 |
| | Sig. (2-tailed) | .000 | .000 | |
| | N | 92 | 92 | 92 |

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

$H_{01}$: There is no relationship between conflict identification and profit in the banking sector in Rivers State, Nigeria.

$H_{02}$: There is no relationship between conflict identification and market patronage in the banking sector in Rivers State, Nigeria.

The table 1 correlation of hypothesis one and two; the hypothesis one shows a significant correlation at $r = .750^{**}$ where P-value = .000 ($P<0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence interval. We therefore reject the null hypothesis ($Ho:_1$), and restated, thus, there is a significance relationship between conflict identification and profitability.

The hypothesis two shows a significant correlation at $r = .832^{**}$ where P-value = .000 ($P<0.001$). This implies a strong and significant relationship between both variables at 95% level of confidence interval. We therefore reject the null hypothesis ($Ho:_2$), and restated, thus, there is a significance relationship between conflict identification and market patronage.

## DISCUSSION OF FINDINGS

The results from the test of hypotheses revealed that there is a significant positive relationship between employee conflict management and organizational productivity in the banking sector in Rivers State, Nigeria. This finding support the study conducted by McConnell, (2011), who asserted that, a person would thus interpret a situation very differently when a professional identity (and its accompanying goals and expectations) is salient compared with when a family identity is salient. Behavioural conflict emerges when the responses associated with different salient identities are incompatible with each other. As the number of salient social identities increases, so too does the chance of experiencing heightened behavioural conflict and uncertainty. Identifying this uncertainty enhances the possible outcome of managing the conflicting situations.

## CONCLUSION AND RECOMMENDATIONS

The study thus concludes that conflict management though its dimension conflict identification significantly influences and profit and market share in the banking sector in Rivers State, Nigeria. the study recommends that management of organization should ensure that they identify conflict within the organization in the early stage of conflict before its escalations it enhances organizational productivity.

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