

**Industrial Conflict Management Strategies and Employee Performance in Healthcare  
Centres in Benin City**

**Chinelo Victory OKEKE**

**MGS2007696**

**DEPARTMENT OF BUSINESS ADMINISTRATION,  
FACULTY OF MANAGEMENT SCIENCES,  
UNIVERSITY OF BENIN,  
BENIN CITY**

**FEBRUARY, 2025**

**Industrial Conflict Management Strategies and Employee Performance in Healthcare  
Centres in Benin City**

**Chinelo Victory OKEKE**

**MGS2007696**

**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF  
BUSINESS ADMINISTRATION, FACULTY OF MANAGEMENT SCIENCES,  
UNIVERSITY OF BENIN, BENIN CITY, IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF BACHELOR OF SCIENCE (B.Sc.) DEGREE  
IN BUSINESS ADMINISTRATION, UNIVERSITY OF BENIN,  
BENIN CITY.**

**FEBRUARY, 2025**

## DECLARATION

I, **Chinelo Victory OKEKE**, hereby declare that the work presented in this research project is a genuine work done originally by me and has not been submitted elsewhere for the award of any degree. All sources of information referred to in this work are acknowledged with reference to the respective authors.

---

**Chinelo Victory OKEKE**  
**(B.Sc. Student/Researcher)**

**Date**

---

## CERTIFICATION

This is to certify that this research project titled “**Industrial Conflict Management Strategies and Employee Performance in Healthcare Centres in Benin City**” was carried out by **Chinelo Victory OKEKE** in the Department of Business Administration, Faculty of Management Sciences, University of Benin, Benin City.

\_\_\_\_\_  
**Dr. Omorodion Omoregbe**  
**(Supervisor)**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Dr. Simon Ayo Adekunle**  
**(Project Coordinator)**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Dr. Omorodion Omoregbe**  
**(Ag. Head of Department)**

\_\_\_\_\_  
**Date**

## **DEDICATION**

This research work is dedicated to ALMIGHTY GOD, whose divine guidance and provision have made its completion possible. Throughout my academic journey, He has graciously supported me, meeting my every need according to His abundant riches in Christ Jesus. I express my deepest gratitude to Him.

## ACKNOWLEDGEMENTS

I wish to express my sincere appreciation to my supervisor for his patience, expert guidance, and unwavering support. His extensive knowledge and meticulous feedback have significantly enhanced this project. I appreciate his faith in me and the motivational encouragement he provided.

I also gratefully acknowledge the valuable contributions of Prof Shaibu, Dr Kadiri, and Mr. Lawal.

Their collective support has been instrumental in the project's success, and I am truly thankful.

I would like to express my deepest gratitude to my family, especially my parents, Mr and Mrs Kanayo and Philomena Okeke for their unwavering support and encouragement. My sister, Late (Miss) Okeke Glory Chinenye who was always proud of me and remains my guardian angel, may her memory continue to inspire me.

My aunties and uncle, Mr Vincent Aigbedion, Mrs Helen Aigbedion, Mrs Christiana Edena Kaduru, Mrs Philomena Osagie, Mrs Onome Quintin-Amiator, Dr Morrison Edena, Mr Endurance Okundia, Mr Maduabuchi Matthew Okeke and Barr John Michael Okeke (Esq) who provided financial and emotional support. May God bless you richly.

My friends, Ekeyere Miracle Chinonso, Aigbe Goodluck Ilawagbon, Olusola Miriam Oreoluwa, Omoruyi Desmond Efosa, Ikponmwosa Beauty and Ihama Victory Osaruemwinhia who stood by me through thick and thin, helped me navigate this journey and kept me focused on my goals. Thank you for your unwavering loyalty and support.

Lastly, I acknowledge my own determination and perseverance, which enabled me to overcome obstacles, stay committed to this research, and complete it.

Here's to greater opportunities ahead!

## TABLE OF CONTENTS

<b>Title Page</b>	<b>i</b>
<b>DECLARATION</b> .....	<b>iii</b>
<b>CERTIFICATION</b> .....	<b>iv</b>
<b>DEDICATION</b> .....	<b>v</b>
<b>ACKNOWLEDGEMENTS</b> .....	<b>vi</b>
<b>ABSTRACT</b> .....	<b>ix</b>
<b>CHAPTER ONE</b> .....	<b>1</b>
<b>INTRODUCTION</b> .....	<b>1</b>
1.1 Background to the Study .....	1
1.2 Statement of the Research Problem .....	2
1.3 Research Questions .....	3
1.4 Research Objectives .....	4
1.5 Research Hypotheses .....	4
1.6 Scope of the Study .....	5
1.7 Significance of the Study .....	5
<b>CHAPTER TWO</b> .....	<b>7</b>
<b>LITERATURE REVIEW</b> .....	<b>7</b>
2.1 Conceptual Review .....	7
2.1.1 Employee Performance .....	7
2.1.2 Importance of Employee Performance .....	8
2.1.3 Strategy as a managerial tool .....	9
2.1.4 Conflict as a management concept .....	10
2.1.5 Causes of Conflict .....	11
2.1.6 Conflict Management Strategies .....	12
2.1.6.1 Accommodation .....	13
2.1.6.2 Collaboration .....	15
2.1.6.3 Compromise .....	17
2.1.6.4 Competition .....	18
2.1.6.5 Avoidance .....	20
2.1.7 Effect of Conflict in the Health Care Establishments in Nigeria .....	21
2.1.8 Conceptual Framework .....	23
2.3 Theoretical Review .....	23
2.4 Theoretical Framework .....	27
2.5 Empirical Review .....	27
2.6 Research Gap .....	31

<b>CHAPTER THREE</b> .....	<b>33</b>
<b>METHODOLOGY</b> .....	<b>33</b>
3.1 Research Design .....	33
3.2 Population and Sampling Techniques of the Study .....	33
3.3 Operationalisation of Variables .....	34
3.4 Sources and Methods of Data Collection .....	35
3.5 Research Instrument .....	35
3.6.1 Validity of Research Instrument .....	35
3.6.2 Administration of Research Instrument .....	36
3.7 Model Specification .....	36
3.8 Methods of Data Analysis .....	37
<b>CHAPTER FOUR</b> .....	<b>38</b>
<b>DATA PRESENTATION AND INTERPRETATION</b> .....	<b>38</b>
4.1 Description of Respondents' Background Information .....	38
4.2 Correlation Analysis .....	42
4.3 Collinearity Statistics .....	43
4.4 Model Estimation and Hypotheses Testing .....	43
4.5 Relationship between Conflict Management and Employee Performance .....	43
4.6 Test of Research Hypotheses .....	46
4.7 Discussion of Findings .....	47
<b>CHAPTER FIVE</b> .....	<b>52</b>
<b>SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS</b> .....	<b>52</b>
5.1 Summary of Findings .....	52
5.2 Conclusion .....	53
5.3 Recommendations .....	54
5.4 Contribution to Knowledge .....	56
5.5 Suggestions for Further Studies .....	57
<b>REFERENCES</b> .....	<b>58</b>
<b>APPENDIX I</b> .....	<b>64</b>

## **ABSTRACT**

This study examined the effect of Industrial conflict management strategies on employee performance in healthcare centers in Benin City. In specific terms, the study determined the relationship among accommodating, collaborating, compromising, competing, as avoiding as a conflict management strategy affect the employee performance in the health care centres in Benin City. A survey research design was employed, and 362 employees from the University of Benin Teaching Hosptail (UBTH) participated in the study. A questionnaire was used to obtain data from the respondents, which was then analysed using descriptive and inferential statistics. The findings revealed that accommodating and collaborating conflict management strategies have a positive and significant relationship with employee performance, while avoidance has a significant negative relationship. Compromising and competing strategies did not exhibit a statistically significant relationship with employee performance. The study highlights the importance of fostering understanding, flexibility, and teamwork to enhance the overall effectiveness of healthcare professionals. It also underscores the detrimental effects of conflict avoidance in healthcare settings, emphasizing the need for interventions that encourage open communication and constructive problem-solving. To address these findings, the study recommends that healthcare centers in Benin City prioritize training programs that enhance accommodative and collaborative conflict management skills among their staff. Additionally, communication training programs should be implemented to encourage open and constructive dialogue, addressing the negative impact of conflict avoidance.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Conflict is a fall out of the intervening variables involved in running an organization. It could have a dual effect in an organization depending on how it is handled. Conflict could affect organizational performance both positively and negatively (Yang, Zhao, & Ma, 2024). Worker agitation over improved working conditions tends to limit the effectiveness of organizations if not properly managed. Conflicts in the workplace often arise when there are disagreements involving goals divergence or differing interests among organizational members (Greenberg & Baron 2013; Asamu, Abiola, Ogadimma, & Bamidele, 2019). It is widely recognized that conflict is inevitable in the process of human interaction in workplace teams, business relationships, organizations, and society in general (Asamu, et al., 2019).

Conflict is common generally and in the health care sector in particular due to the interaction and diversity of both health managers and patients. The healthcare sector is a complex system in which people from diverse backgrounds work together to provide healthcare services (Agba, Agaboh, & Ushie, 2013; Adim & Odili, 2020). Health care providers consist of those engaged in health improvement activities, including physicians, nurses, pharmacists, laboratory technicians, laboratory scientists, community health workers, administrative and support staff (Adim & Odili 2020).

Collaboration among health care providers leads to inevitable requirement of teamwork that drives organizational outcomes such as job satisfaction, staff engagement and performance (Adim & Odili, 2020). There are many situations in healthcare that lead to conflict. The high pressure of work and lack of facilities associated with working with a limited number of colleagues in Nigeria, in addition to the fact that the health services sector is made up of highly diverse work groups, increases the complexity of health care providers in conflict

situations. The fact that resources have to be shared among different health practitioners coupled with the fact that the resources are limited makes conflict in the health care sector inevitable. As noted by the World Health Organization (2006), healthcare providers have the primary responsibility for ensuring patient health, but organizational structures and diverse skill sets, work processes, and power struggles often lead to conflict in this field. Adam et al. (2020) laments the proliferation of various health groups or associations at the expense of non-members that the tendency for conflict is higher in such groups. However, the most important question is not the conflict itself, but what causes it and how best to resolve and manage and to prevent or reduce future occurrences. One important way to make workplace conflicts more tolerable is through conflict management strategies (Lu, Kong, Ferrin, & Dirks, 2017; Maiti, & Choi, 2019; Ofuani & Yomere, 2014).

Researchers have identified conflict management strategies as collaboration, accommodating, compromise, competitiveness, and avoidance (Thomas & Kilman 2015; Osuisugbo & Okuntade, 2020). They also noted that these strategies can affect employee performance, which defines the accumulation of results from contextual and task-oriented activities within an organization (Koopman, Bernaards, Hilderbrandt, Alliard, Beek, & Henrica, 2014; Adim et al., 2020). Conflicts can be successfully resolved in healthcare settings by using the above strategy. The current study examines the impact of conflict management strategies on the performance of health care centres.

## **1.2 Statement of the Research Problem**

Various studies on conflict have attempted to identify the causes of workplace conflicts. As a result, various sources of conflict in Nigeria's health sector have been identified. Causes include physician dominance, devaluation of nurses, lack of the expected expression of expertise from other health care providers; Working conditions, compensation management, and inadequate conflict resolution strategies (Adim et al., 2020). Identifying these causes

cannot really contribute to the interpersonal relationships of health care workers unless they are equipped with appropriate conflict management strategies.

Following Thomas and Kilman's (2008, 2015) description of the five conflict resolution strategies of adaptation, compromise, cooperation, and avoidance, researchers explore how adopting such strategies affects interpersonal conflict (Alshammari & Dayrit, 2017; Emelah & Onuoha, 2019). However, it is not clear whether these strategies can actually help alleviate conflict situations in health care. As researchers have found, health professionals typically use a confrontational approach in an attempt to resolve conflict situations, which often does not produce desirable outcomes (Osabuohein, 2010; Adim, et al., 2020). The results of some existing studies have been confounded because the concept of conflict management lacks proper measurement (Neskerkin, Li & Poster-field, 2018; Fasunwon & Akinwale, 2020; Osuisugbo, & Okuntade, 2020).

Currently, there is a lack of research exploring the link between conflict management strategies and performance in the Nigerian health sector. The limited studies that have been conducted on this topic have had methodological shortcomings. Adam et al. (2020) did not examine the extent to which conflict management strategies affected healthcare system employees. The study only examined whether there was a positive or negative relationship between conflict management strategies and performance. Emelah and Onuoha (2019) explored the extent to which conflict management strategies affect stakeholder satisfaction, with a focus on the Bay Elsa oil community. The current study will assess the relationship between conflict management strategies and employee performance in health care centres in Benin City.

### **1.3 Research Questions**

1. What relationship exists between accommodating as a conflict management strategy and employee performance in the health care centres in Benin City?

2. What is the effect of collaborating as a conflict management strategy on employee performance in the health care centres in Benin City?
3. What is the influence of compromising as a conflict management strategy and employee performance in the health care centres in Benin City?
4. To what extent does competing as a conflict management strategy relate with employee performance in the health care centres in Benin City?
5. To what extent does avoiding as a conflict management strategy affect employee performance and employee performance in the health care centres in Benin City?

#### **1.4 Research Objectives**

The main objective of the study is the assessment of the relationship between conflict management and employee performance in health care centres in Benin City. The specific objectives are:

- i. to determine the relationship between accommodating as a conflict management strategy on employee performance in the health care centres in Benin City.
- ii. to assess the effect of collaborating as a conflict management strategy on employee performance in the health care centres in Benin City.
- iii. to examine the influence of compromising as a conflict management strategy on employee performance in the health care centres in Benin City.
- iv. to determine the extent at which competing as a conflict management strategy affect the employee performance in the health care centres in Benin City.
- v. to ascertain the extent to which avoiding as a conflict management strategy affect the employee performance in the health care centres in Benin City

#### **1.5 Research Hypotheses**

The following hypotheses are stated in the null form:

Ho<sub>1</sub>: There is no significant relationship between accommodating as a conflict management strategy on employee performance in the healthcare centres in Benin City.

Ho<sub>2</sub>: There is no significant effect of collaborating as a conflict management strategy on employee performance in the healthcare centres in Benin City.

Ho<sub>3</sub>: There is no significant influence of compromising a conflict management strategy on employee performance in the health care centres in Benin City.

Ho<sub>4</sub>: Competing as a conflict management strategy does not affect employee performance to a significant extent in the health care centres in Benin City

Ho<sub>5</sub>: Avoiding does not affect employee performance to a significant extent in the health care centres in Benin City.

## **1.6 Scope of the Study**

The study seeks to assessment of the relationship between conflict management and employee performance in health care centres in Benin City. The study was restricted to the UBTH in Benin City. The period of the study is November 2023 to August 2024. This is because the study was a cross sectional study.

## **1.7 Significance of the Study**

The current study on conflict management strategies and employee performance health care establishments will be beneficial to health care professionals, Ministry of health and researchers and academics.

**Health Care Workers:** The findings of the study will help the health care workers to understand the influence of inter-personal conflict on their performance at work. The results of the study will further enable them to know which of the conflict management strategies could be best applied in resolving the conflict situation.

**Patients:** The findings of the study will assist the patients of the various health care establishments in understanding their health care service providers better hence allowing

them to know how to interact with them whenever they come to the health care establishments for medical care.

**Ministry of Health:** The study will also help the Ministry of Health to come up with policies that will help in mitigating industrial conflict in future.

**Researchers and Academics:** It will assist researchers and academics who are interested in carrying out further studies on this discourse.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter presents a review of literature on conflict management strategy and employee performance. It presents conceptual, theoretical and empirical discourse on the subject matter. The conceptual review begins with the independent variable which is employee performance and proceeds to the independent variables which is conflict management. The theoretical review comprises social exchange, reciprocity and attraction, role and side-bet theories. The empirical review presents previous quantitative studies that are related to the discourse. This is followed by the research gap. The chapter ends with a presentation of the conceptual framework which constitutes the research model.

#### **2.2 Conceptual Review**

##### **2.2.1 Employee Performance**

Performance refers to the record of an organisation's ability to perform a set of defined business functions over a period of time (Donohue, 2019). According to this definition, performance is a set of results achieved over a period of time. It also suggests that employee performance is the achievement of goals from the tasks assigned to employees within a specified period of time. Employee performance is the contribution of people to organisational results. It has to do with how employees behave in the workplace and how well they perform their assigned tasks (Abubakar & Abubakar, 2013). Employee performance can also be seen in terms of the use of skills, knowledge, abilities, and other human characteristics to perform specific tasks and the motivation needed to perform tasks (Motowildo, 2003; Abubakar & Abubakar, 2013).

Determining employee performance serves as the basis for determining rewards and penalties within an organisation (Kalia & Bhardwaj, 2019). Two types of employee performance often

discussed in the literature are task and context performance (Abubakar & Abubakar, 2013; Dania & Oshodin, 2015; Donohue, 2019; Kalia & Bhardwaj, 2019). Task performance refers to the expected behavior of the employees in the process of completing a specific task (Kalia & Bhardwaj, 2019). It is often referred to as "intra-role" performance because employees are expected to perform a specific set of roles or behave in a certain way as specified in the job description or job goals. As Kalia and Bhardwaj (2019) point out, task performance can take the form of attending sales presentations and doing specific exercises. Task completion can be determined by evaluating the quality, quantity, and efficiency of work (Donohue, 2019). In other words, task performance is determined by how much work or task is completed.

Contextual performance, on the other hand, refers to actions outside the employee's job description that positively impact the organisation (Podsakoff, MacKenzie, & Bachrach, 2000; Kalia, & Bhardwaj, 2019). Such behavior is called out-of-role performance because it may not affect the employee's productivity. Contextual performance occurs when the employees perform specific activities at their own discretion within an organisation. This can take the form of volunteerism or support from work colleagues (Podsakoff, et al., 2000). Contextual performance is analogous to an organisation's citizenship behavior. Olowookere, Adejuwon, and Godwyns (2017) define organisational citizenship behavior as a form of employee behavior that is voluntarily undertaken to improve the work of employees within an organisation. Therefore, contextual performance, in whatever form it takes, can play an important role in improving the overall performance of the organisation. It includes the main tasks performed and an evaluation of the employee's performance for the period compared to the goals set at the beginning of the period (Akinbodale, Lourens & Jinabhai, 2014).

### **2.2.2 Importance of Employee Performance**

Employee performance is a critical organisational outcome. It helps organisations develop and leverage the capabilities of their human resources. This leads to superior service delivery

and interactions that affect all areas of the organisation (Okechukwu, 2013). To achieve this, organisations must establish policies that drive employee performance. Purkayastha and Cbelievesi (2011) believe that employee performance is necessary to achieve organisational goals. This suggests that aligning organisational goals with employees' skill and competence levels plays an important role in ensuring the organisational fit of employees. Dania and Oshodin (2015) and Adesola, 2017) also support the above view that employee performance enables organisations to achieve desired goals and objectives.

Employee performance is also the basis for rewarding employees within an organisation (Rhatigan 2016). Improving employee performance over a period of time can lead to improved employee compensation packages. Rewarding good employees can motivate not only the individual employee, but also other employees within the organisation. This view was strongly challenged by Leonard and Timpson (2019). They found that employee performance can serve as a motivating tool for individual employees by enabling them to do more for the organisation. This strongly suggests that employees are more likely to be rewarded with higher responsibility, promotion, and recognition when they demonstrate a high level of engagement through their contributions to the organisation.

It is also assumed that employee behavior will allow an organisation to identify employee training. Employees whose performance does not meet organisational expectations can be trained to acquire the skills necessary to address identified deficiencies (Dania & Oshodin, 2015; Rhatigan, 2016; Sineris & Thompson 2019). As the level of service increases, an organisation's customers tend to enjoy more service offerings (Leonard & Thimpson, 2019; Sineris & Thompson, 2019)

### **2.2.3 Strategy as a managerial tool**

A strategy represents a framework of actions designed to provide solutions to pressing problems within an organisation (Mw bwanga & Maore 2021). Strategies involve conscious

attempts to change or improve status through decisions that affect the organisation over time (Evbayiro-Osagie, 2008; Shaibu, 2014). It is desperately needed for organisations looking to improve the status quo. As Evbayiro-Osagie (2008) points out, strategies formulated by an organisation serve as schemes adopted by the top members of the organisation to change the status quo and achieve a better position for the organisation. This strategy will help you achieve your goals proactively and effectively. The definition of strategy above suggests that strategy development serves the purpose of solving pressing challenges within an organisation. A strategy should serve as a guideline for the members of your organisation to carry out their activities. As the definition suggests, for an action to be considered strategic, it must be able to change current practices and provide the tools to improve an organisation's existing practices. The tools should also be able to guide the organisation towards a better future.

Regardless of what strategy is developed, it must be managed so that it consistently achieves the objectives for which it was developed. According to Mwbwanga and Maore (2021:14), "Strategic management is the science and art of formulating, implementing, and evaluating cross-functional decisions that enable an organisation to achieve its desired goals". Strategic management means that an organisation can formulate achievable, goal-oriented goals and implement and manage departmental decisions that contribute to the achievement of those goals in the current and future periods of the organisation (Mwbwanga & Maore 2021). In the strategy formulation process, an organisation should consider prevailing conditions both inside and outside the business environment. These conditions determine the nature of the strategy (Thompson & Mayer, 2010). As explained by Mwbwanga and Maore (2021), the strategy formulation process takes into account the dynamics of the business environment and prepares to align objectives with internal and external environmental factors.

#### **2.2.4 Conflict as a management concept**

Conflict is perhaps an inevitable phenomenon in society. This is because during the interpersonal process, some level of misunderstanding can occur between the people involved in the relationship. Rahim (2002) describes conflict as behavior arising from relationships characterised by discord and incompatibility between or within the parties involved. This definition identifies sources of conflict that are conflicts and conflicts of interest. Thomas (1992) defines conflict as the result of differing perceptions. This means that one party perceives the other to be a negative influence on something the former has a strong interest in, and the latter is the result of the latter not wanting to let go of the situation. According to Yomere (2014: 522), “Conflict is defined as the fact that two or more organisational members or groups are involved in interdependent work activities and/or are in different positions. It is a disagreement arising from having goals and values or perceptions”. This definition confirms the previous definition of conflict and emphasises that the cause of conflict is the result of interdependence among organisational members. Fasunwon and Akinwade (2020) also define conflict as the result of disagreement, including differences in characteristics such as status, scarce economic resources, and goals. The views of Fasunwon and Akinwade (2020) broadly suggest that despite the interdependence between opposing parties, the parties are not necessarily in the same or similar position. From the foregoing discussion and definition of conflict, it is clear that researchers agree that conflict arises from disagreement. The definitions also suggest that conflict begins with the realisation that people's opinions and beliefs are incompatible with their interests.

### **2.2.5 Causes of Conflict**

Conflict can be felt within an organisation as a result of members of the organisation failing to fully understand what constitutes the organisation's goals and objectives (Mwbwanga, & Maore, 2021). Various groupings of causes of conflict can be found in the literature. These include internal and external conflicts (Omisore, & Abiodun 2014). Personal and structural

(Havenga, 2002), and work-relationship conflicts (Fasunwon, & Akinwale 2020). Nelson and Quick (2001) believe that structural factors originate within the organisation and personal factors stem from individual differences among employees.

Structural factors can also arise from differences in core values, beliefs, or knowledge. Competition for power, status, or recognition. need for stress relief; need for autonomy; personal hatred or loathing; and different perceptions or characteristics brought about by conflicting values. Havenga (2002) identifies structural factors that drive organisational conflict, such as resource availability. introduction of new management techniques; scope and content of workloads; diversified economic interests; funding programs; and differences arising from the cultural and racial dispositions of organisational members. Structural conflicts can also arise from the process of allocating resources to various units of an organisation. Some employees have negative feelings about the unfairness and fairness of this resource allocation, which can lead to conflict.

Conflict sources have also been described in terms of tasks and relationships (Hartwick, & Burki, 2002; Fasunwon & Akinwale, 2020). As explained by Fasunwon and Akinwale (2020), task conflict arises from the process of performing one's duties within an organisation, whereas relationship conflict arises from negative perceptions of people's behavior within an organisation. Task conflict can lead to poor performance, and relationship conflict can lead to alienation and withdrawal from people and groups. Conflict can also arise from work stress (Azamosa 2004). Bashir, 2010; Mwbwanga, & Maore, 2021). Stress can reduce employee satisfaction, increase absenteeism, and increase turnover (Mwbwanga, & Maore, 2021).

### **2.2.6 Conflict Management Strategies**

Researchers argue that conflict always occurs within organisations and what matters is what individuals and organisations need to do to address it (Maiti, & Choi 2019). Conflict management helps parties better understand themselves. Through this process, undisclosed

problems are revealed and become the driving force for resolution (Boyle, 2017; Ofuani & Yomere, 2014). Ofuani and Yomere (2014) strongly believe that conflict allows people to know themselves better than before.

Conflicts should be properly managed as they help improve employee performance and productivity (Ofuani, & Yomere, 2014; Mayer, 2016; Boyle, 2017; Maiti, & Choi 2019). Therefore, an appropriate dispute resolution strategy should be developed. Boulden (2003) defines a conflict management strategy as the process of preventing the negative effects of conflict and enhancing the positive effects of conflict through the use of specific techniques. The definition of conflict management strategy suggests that dealing with conflict requires specific tactics. As Mmbwanga, Moare, and Were (2021) explained, conflict resolution means implementing strategies to curb the problems inherent in conflict. According to Rahim (2002), conflicts must be addressed strategically to improve organisational performance and productivity. Gordon (2004) also holds the view that conflict management strategies go beyond mere conflict resolution and emphasise meaningful conflict management. Therefore, identifying and dealing with conflict requires advanced skills and problem-solving abilities (Mmbwanga, et al., 2021). Researchers suggest different conflict management strategies. Perhaps the most common conflict management strategies include those that make up the Thomas and Kilmon (2015) model (commonly called the Thomas-Kilmon Conflict Mode Instrument TKI and developed in 1976).

#### **2.1.6.1 Accommodation**

Accommodation is a conflict management strategy that involves one party in a conflict yielding or adjusting its behavior to the preferences or needs of the other party (Boom 2021). It refers to adaptation and is often a position that lacks assertiveness and coordination (Sudhakar, 2015; Ndambuki, 2016). In essence, it is a cooperative approach where individuals prioritise maintaining relationships and harmony over asserting their own needs

or desires. This strategy often involves making concessions, showing empathy, and adapting one's position to facilitate resolution.

It is the inverse form of competition. In accommodating, one party surrenders its personal interests in favor of the other party's personal interests. It is a position of self-sacrifice. It does what it can to resolve conflicts. According to Thomas and Kilmon (2015:3), accommodating takes the form of selfless generosity and charity, following other people's orders or yielding to someone else's point of view when you don't want to." Thomas and Kilmon (2015) suggest that accommodation strategies may be relevant in situations such as: i) Persons who allege issues more related to the other party; ii) where it is necessary to improve social relations for the future; iii) Where it is important to maintain harmony and avoid disruptive behavior. iv) When subordinates need to be developed by giving them room to learn from past mistakes and experiences.

The importance of accommodation lies in its ability to foster positive relationships and prevent escalation of conflicts (Boom 2021). By willingly making concessions, individuals demonstrate a willingness to compromise and collaborate, which can contribute to a more amicable and cooperative atmosphere. In interpersonal relationships, accommodation can be crucial for building trust and understanding, as it signals a commitment to the well-being of the relationship itself.

Accommodation is particularly suitable in situations where preserving relationships is of utmost importance (Sudhakar, 2015). For example, in workplace settings, accommodating colleagues during times of disagreement can prevent the deterioration of team dynamics and promote a more cohesive work environment. In personal relationships, such as friendships or family bonds, accommodation can be vital to maintaining emotional connections and preventing long-term rifts.

This conflict management strategy is most effective when employed in situations where the issue at hand is of lower importance to the accommodating party compared to the relationship itself (Sudhakar, 2015). It is not always the most appropriate strategy when the conflict revolves around fundamental principles or when the accommodating party consistently sacrifices their needs without reciprocation. In cases where maintaining harmony is crucial and parties are willing to make mutual concessions, accommodation can contribute to a positive resolution.

#### **2.2.6.2 Collaboration**

Collaborating is a conflict management strategy that emphasises a cooperative and problem-solving approach, where parties work together to find a mutually beneficial solution (Elgoibar, Euwema, & Munduate, 2017). In this strategy, individuals actively engage in open communication, share perspectives, and jointly generate creative ideas to address the underlying issues of the conflict. The goal of collaborating is to reach a consensus that satisfies the concerns and interests of all parties involved. Collaboration means assertiveness and cooperation. Working together, the opposing party seeks to work with the other to resolve pressing issues that benefit the opposing party. It usually involves skimming the situation, identifying areas of interest to the parties, and proposing alternatives that assert the interests of the parties involved (Elgoibar, et al. 2017). Collaboration has been described as a win/win conflict management strategy because opposing parties can agree to cooperate while sticking to their respective positions (Thomas and Kilmon 2015; Ansell 2016). In other words, while working together, opposing parties' band together to find a common higher playing field. Collaboration does not necessarily eliminate individual differences, but primarily sets them aside and seeks ways to solve problems that currently affect parties in conflict.

The importance of collaborating as a conflict management strategy lies in its potential to create sustainable and mutually satisfying resolutions (Ansell 2016). By encouraging open

dialogue and a shared commitment to problem-solving, collaborating promotes the development of creative and innovative solutions that address the root causes of the conflict. This approach not only resolves the immediate issues but also contributes to the establishment of trust and cooperation among the involved parties, fostering a positive and constructive working or interpersonal relationship.

Thomas and Kilmon (2015) suggests that collaboration can explore disputes and disagreements, finding the views of the parties, offer solutions to aspects of disputes, and seek innovative solutions to disputes. It consists of is of the opinion that a strategy of cooperation is the best style of conflict resolution (Mmbwanga et al., 2021).

Collaboration is particularly effective in situations where the concerns of all parties are significant, and finding a solution that accommodates everyone's needs is crucial (Mmbwanga *et al.*, 2021). It is suitable for complex and multifaceted problems that require the combined expertise, insights, and resources of all involved parties. In organisational settings, collaborating can be essential for addressing strategic challenges, developing new initiatives, or resolving conflicts among team members where diverse perspectives are valuable (Ansell 2016; Mmbwanga *et al.*, 2021).

This conflict management strategy is best applied when there is a high level of trust and respect among the parties involved (Ansell, 2016). Collaboration requires a willingness to share information, listen actively, and consider alternative viewpoints. It is less effective in situations where time constraints or power imbalances hinder the ability of parties to engage in a thorough and collaborative problem-solving process.

Collaborating is not only about finding compromises but also about creating solutions that surpass what any individual party could have achieved on their own (Thomas & Kilmon 2015). When individuals are committed to building long-term relationships, seeking innovative solutions, and fostering a positive group dynamic, collaborating becomes a

powerful tool for achieving resolution and sustaining positive relationships. Overall, the success of collaboration in conflict management depends on the willingness of all parties to invest time, effort, and resources in collectively addressing the issues at hand.

### **2.1.6.3 Compromise**

Compromising is a conflict management strategy that involves finding middle ground or reaching a mutual agreement through concessions from all parties involved (Saka, 2020; Omene, 2021). In compromising, individuals are willing to give up some of their own interests or preferences to meet the needs of others. This strategy seeks to strike a balance that is acceptable to everyone, emphasising a shared commitment to resolving the conflict rather than pursuing one's own objectives at the expense of others.

Compromise plays an intermediate role in assertiveness and cooperation. The aim of compromise is usually to find an acceptable solution that partially satisfies the parties (Omene, 2021). This means that in compromise, the parties do not necessarily compete, but give up the competitive aspect, but do not fit in. Compromises usually occur when compromises need to be found and concessions made (Thomas & Kilmon 2015). The importance of compromising as a conflict management strategy lies in its ability to expedite resolution and maintain relationships, even in situations where there are competing interests (Saka, 2020). By finding common ground and making concessions, individuals demonstrate a cooperative mindset, fostering a sense of fairness and equity among the conflicting parties. Compromising can be an effective strategy for managing conflicts when the issues at hand are moderately important to all parties, and preserving relationships is deemed more crucial than achieving individual goals (Thomas & Kilmon 2015; Saka, 2020).

Compromise strategies are used when the persons show interest in themselves and others. This is a give and take where both sides give up something in order to make a mutually acceptable decision. At this stage, stakeholders must work together to adapt. Both parties

must try to remove the cause of the conflict and adapt to the new resolution. Compromise may consist of going against a person's views in order to accept a proposed view for peace (Maiti, & Cho, 2019).

Compromising is particularly useful in situations where time is of the essence, and a quick resolution is necessary to prevent further escalation. It can also be applied when the conflicting parties have equal power and are willing to make concessions to avoid a prolonged dispute (Omene, 2021). In workplace settings, compromising may be beneficial for reaching agreements on issues such as task distribution, project timelines, or resource allocation, where finding a middle ground is practical and achievable.

While compromising can lead to timely and agreeable solutions, it may not be the ideal strategy in situations where there are deeply rooted principles or non-negotiable values at stake (Omene, 2021; Thomas & Kilmon 2015). It might not be suitable when long-term relationships are less critical, and parties are more focused on asserting their individual interests. Additionally, over-reliance on compromising in a relationship or organisation may lead to a pattern of settling for mediocrity, and it is crucial to recognise when a more collaborative or assertive approach might be more appropriate.

#### **2.2.6.4 Competition**

Competing is a conflict management strategy characterised by assertiveness and a lack of cooperation, where one party aims to achieve its own goals at the expense of the other party (Blynova, Moiseienko, Los, Burlakova, Yevdokimova, Toba, & Popovych, 2020). This strategy is often seen as a power-oriented approach, emphasising the importance of one's interests and positions over collaborative solutions. Competing involves a strong commitment to pursuing personal objectives and utilising available resources to establish dominance or gain an advantageous position in the conflict (Blynova et al. 2020). Competition comes with

assertiveness and lack of cooperation. It is a power struggle strategy. In this strategy, one party to the conflict pursues personal gain at the expense of the other party.

The first party attempts to use all resources at its disposal to gain a favorable position and obtain a position in the dispute. According to Thomas and Kilmon (2015:3), "competition can mean standing up for one's rights, defending a position one thinks is right, or simply trying to win". Thomas and Kilmon (2015) suggest situations in which competing strategies can be applied. They believe that strategy should be appropriate when it is necessary to act quickly and decisively, especially in emergency situations. Competitive strategies also find relevance when it is necessary to prevent people from trying to take advantage of their inferior competitive behavior.

The importance of the competing strategy lies in its ability to assert one's rights, defend a perceived correct position, or strive for victory in a dispute (Guerrero, 2020). It is a strategy that individuals or entities adopt when they prioritise their own goals and interests over the maintenance of relationships or cooperation (Guerrero, 2020). Competing can be instrumental in situations where quick and decisive action is necessary, such as in emergencies or when immediate resolutions are required. It is a strategy that allows a party to stand firm on its principles and resist attempts by others to exploit or take advantage of the situation.

Competing is particularly suitable when a party needs to protect its rights, resources, or interests forcefully (Thomas & Kilmon, 2015). This strategy may be employed in competitive environments or when there is a need to establish dominance or control over a situation. In some cases, competing can be a proactive measure to prevent others from engaging in behavior that may be detrimental to one's own interests. For instance, in negotiations or business dealings, a competing approach may be employed to secure the best possible deal or outcome for one's side.

Despite its effectiveness in certain situations, competing comes with potential drawbacks. The emphasis on personal gain and the win-lose nature of the strategy can strain relationships and hinder long-term cooperation (Thomas & Kilmon 2015; Guerrero, 2020). The confrontational nature of competing may lead to resentment and damage the trust between conflicting parties, making future collaboration more challenging. Therefore, the decision to use a competing strategy should be carefully considered, weighing the immediate benefits against the potential long-term consequences on relationships and cooperative efforts.

#### **2.2.6.5 Avoidance**

Avoidance is the state of being non-assertive and uncooperative (Maiti & Cho, 2019; Eggum, Zhang, D., Xu, Clifford, & Costa, 2022). Avoiding is characterised by a passive and non-confrontational approach, where parties choose to sidestep or ignore the conflict rather than actively addressing it. This strategy involves a reluctance to engage in open discussion or take a firm stance on the issues at hand. Avoidance is marked by a desire to maintain harmony and prevent the escalation of tensions, often at the cost of resolving the underlying problems causing the conflict (Maiti & Cho, 2019).

In avoidance, the person is disinterested in pursuing his own interests and disinterested in those of the other parties to the conflict (Eggum et al. 2020). He or she does not try to find a solution to the situation. Instead, the individual uses diplomatic means to withdraw from the situation. That is, avoidance strategies can take the form of withdrawing from conflict-provoking situations or suppressing conflict.

The importance of the avoiding strategy lies in its ability to temporarily diffuse or de-escalate conflicts by creating a space where emotions can settle (Eggum et al. 2020). It can be a useful approach in situations where the issues at hand are relatively minor, and addressing them immediately may not be essential. Avoidance may also be appropriate when emotions are running high, and there is a risk that a confrontational approach could lead to further

escalation (Maiti & Cho, 2019). By choosing to avoid, parties can buy time for emotions to subside, allowing for a more rational and constructive discussion at a later point.

Avoiding can be used in situations where the potential negative consequences of addressing the conflict outweigh the benefits. For example, in a work environment, if a minor disagreement between colleagues is not significantly impacting productivity or team dynamics, avoiding may be a pragmatic choice to maintain a positive working atmosphere (Eggum et al. 2020). Additionally, when conflicts arise in situations where relationships are temporary or less critical, such as one-time collaborations or casual acquaintances, avoiding may be a practical way to preserve a sense of cordiality without investing extensive effort in resolution.

However, while avoidance can offer temporary relief, it is not a long-term solution, and its overuse may lead to the accumulation of unresolved issues (Messner 2021). Prolonged avoidance can create a breeding ground for resentment and tension, ultimately undermining relationships and the overall working environment. Therefore, the appropriateness of the avoiding strategy should be carefully considered, and if the issues are significant or persist, a more proactive conflict management approach may be necessary to achieve a lasting resolution.

Avoidance is used when the parties care little for themselves or others. It relates to retreat, backpass, or evasive situations. Avoidance includes trying to ignore conflicts and avoiding people and situations that make the person different (Maiti, & Cho, 2019; Messner 2021). Strategy avoidance is effective when opposing parties need some leeway (Maiti & Cho, 2019). If an undiscussed situation escalates and leads to further disputes, it may be flawed.

### **2.2.7 Effect of Conflict in the Health Care Establishments in Nigeria**

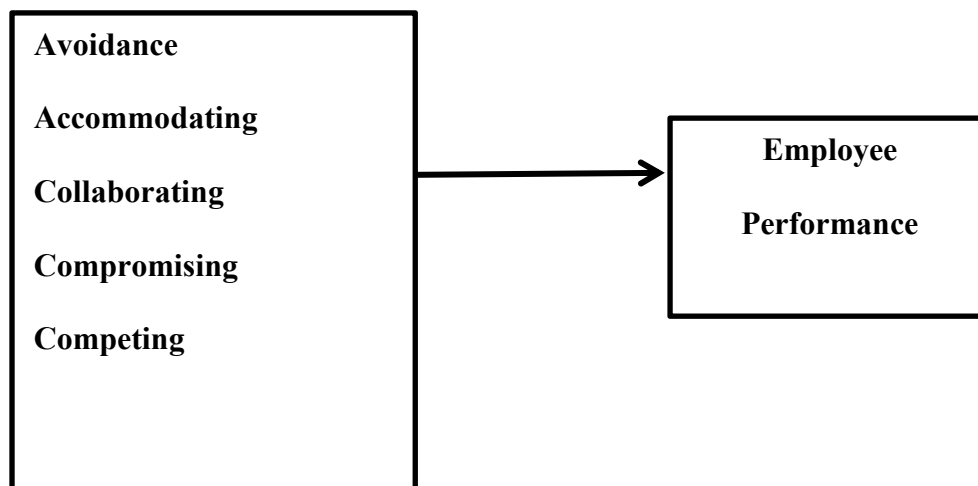
Nigeria's healthcare system is riddled with various sources of conflict. Healthcare professionals experience structure, task, and relationship conflicts in a variety of ways. There are inconsistencies in the way health professionals care for their patients, and many patients question whether so-called health professionals are actually fit for the job (Adim, et al., 2020; Oyediran, Akinyoola, Ajibade, Omidiwura, Ayandiran, Oyelade, Igbinlade, and Adediran (2021). Eudilan et al. (2021) observed that patients are gaining more knowledge and awareness of their health condition and want improved doctor-patient relationships. Physicians have to play multiple roles in the process of ensuring service delivery, which often leads to stress and burnout. The process of balancing interests can create conflict. Interpersonal conflict in the healthcare environment is primarily due to differences in values and goals of healthcare professionals (Fasunwon, & Akinwade, 2020).

Apart from interpersonal relationship, conflict also arises from poor working environment in the health care facility. Fasunwon and Akinwade (2020) show that inadequate facilities account for most of the disparities in health care facilities in Nigeria. Most health care professionals also complain about low wages and delayed compensation as factors leading to conflict. It was clear (Fasunwon, & Akinwade, 2020). Conflicts in health care institutions have a serious negative impact on patients. Interpersonal conflicts among health care workers reduce their involvement in their work. Increase tension and heighten emotions. This has often resulted in various forms of unproductive behavior, particularly alienation from work and withdrawal from communicating with other colleagues (Alshammari & Dayrit, 2017; Oyediran, et al. 2021).

Oyediran et al (2021) categorised the effects of conflict in health-care settings into staff-related and patient-related outcomes. According to Oyediran et al. (2021:164), and the staff-related results are: Increased stress among team members, decreased work commitment, higher levels of employee burnout, higher rates of surgical and medical errors Intraoperative

and postoperative complications, patient morbidity and increased mortality, and increased health care costs. Conflicts between administrators and healthcare professionals tend to lead to job insecurity and thoughts of leaving the healthcare system. Many of them are usually depressed at work. There is also structural conflict among medical professionals. This takes the form of poor communication from management to employees and hoarding of important information by some employees. As revealed by Fasunwon and Akinwade (2020), the consequences of conflict lead to high mortality, increased prevalence of disease in society, exploitation of patients, and worsening health conditions leading to depression.

### **2.1.8 Conceptual Framework**



Source: Researcher's construction (2025)

## **2.3 Theoretical Review**

This section reviews some theories that are related to empowerment and commitment. They include social exchange theory, theory of reciprocity and attraction, role theory and side-bet theory.

### **2.3.1 Social Exchange Theory**

Social exchange theory was introduced by Homans (1958) (cited in Tulane University 2018) to describe the relationship between two parties. This theory explains how interpersonal

relationships begin. As pointed out in Tulane University (2018), the relationship between her two parties within an organisation is that of cost-effectiveness. Each party should consider what they gain and lose if the relationship goes bad. The ability to conduct a cost-benefit analysis will determine the length of the relationship and whether or not conflict will arise. The main assumptions of social exchange theory are: i) Employees want rewards more than punishments. ii) In any relationship, the parties to the relationship strive for maximum profit and minimum loss. iii) Parties recognise that their interests are volatile (Cropanzano, Anthony, Daniels & Hall, 2017; Tulane University 2018).

So it follows that the theory of social exchange works through expectations. Parties in a relationship expect what they want from the relationship (Cropanzano, & Mitchell, 2005). A conflict of interest arises when the parties fail to meet each other's expectations. Research on social interaction perspectives shows that employee analysis of benefits stems from a perception of employers' obligation to respect their own side of the contract and thereby avoid conflict (Coyle-Shapiro & Shore, 2007).

Social exchange theory believes in reciprocity. This theory assumes that all relationships should be reciprocal (Cropanzano & Mitchell, 2005). This means that social exchange theory suggests that individuals feel more committed and committed to others. This guilt often causes individuals to reciprocate previously received benefits (Coyle-Shapiro & Shore, 2007). It also implies that social exchange theories are interactive transactional or economic exchange theories, as exchanges of value occur between relationships (Ivey, & Kline, 2010).

### **2.3.2 Theory of Reciprocity and Attraction**

The theory of reciprocity and attraction was introduced by Gouldner (1960). It is used to describe how individuals within an organisation can help foster beneficial interpersonal relationships. The theory states that positive attitudes and behaviors should be rewarded by positive attitudes and behaviors (Obiukwu & Alaneme, 2017; Gaetane, Stinglhamber,

Demoulin, De Wilde, and Mierop 2019). This theory builds on social exchange theory by emphasising how interpersonal relationships can be promoted to reduce conflict. This theory also implies that negative attitudes and behaviors should be returned by negative actions, suggesting that conflict management is a two-way issue. Encouraging negative attitudes and behaviors increases conflict, while encouraging positive behaviors and behaviors resolves conflict.

As inferred from reciprocity and attraction, individuals who exhibit positive attitudes and behaviors toward their peers will in turn receive similar behavior from their peers. Reciprocity and Attraction suggests that positive outcome reciprocity minimises conflicts of interest (Falk & Fischbcher, 2006; Obiukwu & Alaneme, 2017). There are primarily his two parties to explain reciprocity and fascination in conflict studies. An interaction between an employee (first party) and an employer (second party). Employees have a duty to conduct themselves in a manner that fosters good relations with their employers. They are expected to understand the tasks expected of them. They are also expected to maintain good relationships with colleagues and understand organisational structures (Obiukwu & Alanem, 2017).

Employers reward employee behavior by providing communication and rewards. Employers seek to avoid unfairness and unfairness in their dealings such as employees demonstrating effective control over organisational duties and structures. Failure of parties to maintain their side in a mutual relationship leads to conflict characterised by threats and penalties. Negative interactions can occur through retaliation and hate speech between parties (Obiukwu & Alaneme, 2017). The theory of reciprocity and attraction identifies a key element of conflict: interdependence. It is applied in current research to explain causes of conflict within organisations, such as disagreements and inability to maintain positive interactions. This theory also suggests that disputes can be prevented or resolved by understanding or agreement between mutually related parties. The reciprocity theory of behavior also helps

build relationships and promote teamwork within an organisation. Reciprocal behavior between employees and between employees and management can foster a sense of trust, collaboration, and greater organisational support. The main problem with reciprocity theory, however, is that it fails to specify the actions that must be taken at any given time to result in a particular reciprocity from the other party.

### **2.3.3 Role Theory**

Role theory was introduced by Merton 1957 as cited by Aartsen and Hansen (2020). It describes the roles people play within an organisation and how they connect with each other. As stated in role theory, people's roles within an organisation provide space for them to relate to each other and help promote self-attribution within the organisation. We hypothesise that employee behavior reflects their role (Qian, Li, Wang, Song, Zhang, Chen & Qu, 2018). In role theory, in order to improve employee behavior within an organisation and reduce task conflicts, roles should be clearly defined so that role holders act according to their roles and conflicts arise if these roles are misunderstood. need to occur (Qian, et al., 2018). As role theory explains, in binary relationships interpersonal relationships emerge in the process of defining, meeting, and meeting expectations (Martin, Thomas, Charles, Epitropaki, McNamara, 2005). Role theory works in three main ways: ii) the party with higher authority dictates the rules and conditions of enforcement; iii) Both parties shall enter into a contract. The ability to avoid role conflicts is based on the stability of the parties' roles (Qian, et al., 2018). Role theory provides more insight into how managers can guide their employees and work in a less confrontational environment. As theory suggests, each party should understand their role in order to avoid conflict. Proponents of role theory believe that while well-defined roles create clarity and reduce conflict, the opposite leads to unproductive behavior within an organisation (Bakker, & Leiter, 2010; Qian, et al., 2018).

### **2.3.4 Side-bet Theory**

The side bet theory was introduced by Becker (1960) to explain the need for organisations to expose their employees to appropriate behavior and continuous learning that improves organisational performance. The side bet theory argues that employees who join an organisation are more likely to be trained, get to know people, and avoid conflict in the cultural and philosophical framework the organisation is built on (Rahma, 2014). Wallace, 1997). This is because these employees feel obligated to demonstrate behavior appropriate to the organisation in return for the training and investment made by the organisation. The sidebet theory works through perceived interrelationships (Rahma, 2014). If an employee feels obligated to return the gesture of training to the organisation, it is said to have a side job, but the organisation should continue to expose the employee to more training and education. The side bet theory suggests that labor disputes are unexpected within an organisation. Organisations are committed to educating and training their employees, so employees should be rewarded for demonstrating positive behavior towards the organisation rather than starting an employer-employee conflict.

#### **2.4 Theoretical Framework**

Current research is based on the theory of reciprocity and attraction. This theory strongly emphasises the need for organisational members to seek ways to strengthen beneficial interpersonal relationships. Theory suggests that positive attitudes and behaviors by members of an organisation prevent or reduce conflicts between people within the organisation. This means that organisations need to look for conflict management strategies that allow them to foster the expected positive attitudes and behaviors, as dictated by the theory of reciprocity and attraction. Adopting the theory of sex and attraction means resolving conflicts, improving relationships, and promoting teamwork.

#### **2.5 Empirical Review**

This section provides an overview of previous empirical research related to discourse. Examine the relationship between conflict management strategies and performance. This study evaluates empirical studies in order of publication year.

Dialoke and Ogbu (2017) conducted a study on dispute resolution strategies and employee engagement. The purpose of the study was to examine the relationship between dispute resolution strategies and worker engagement at selected oil companies in Rivers State. This study followed a cross-sectional study design. The study group consisted of River State oil companies. A simple random sample was used to select 10 oil companies. Primary data were used in this study. The questionnaire was the main research tool. Data analysis was performed using descriptive and inferential statistics. Collaboration and compromise were found to be positively and significantly associated with worker engagement. Compromise, however, had more relevance than collaboration. The study further recommends that cooperative and compromise strategies should be used to resolve conflicts.

Neskerkin et al (2018) examined the relationship between conflict, conflict management, and performance. The purpose of the study was to examine whether team support and cohesion can mediate conflict, conflict management, and performance relationships in IT organisations in North Carolina. The study design of the survey was adopted. Primary data were used throughout the questionnaire. The study population consisted of team members. Data were analyzed by structural equation modeling. Conflict and conflict management impacted team performance. Adoption of a conflict management strategy by the working group was recommended.

Emelah and Onuoha (2019) investigated conflict management strategies and stakeholder satisfaction in oil service companies. The purpose of the study was to examine the impact of conflict management strategies on stakeholder satisfaction for oil services companies in Bayelsa. The study design of the survey was adopted. Primary data were used throughout the

questionnaire. The study population consisted of oil service companies in Bayelsa state. The sample size was 200. A questionnaire was the primary research tool. Data were analyzed using multiple regression analysis. The results of the study showed that accommodation had a negative and significant relationship with stakeholder satisfaction, whereas compromise and cooperation had a positive and significant effect. It also turns out that compromise works better than cooperation. Among other things, this study recommends that conflict management strategies should depend on contextual factors and that there is no best conflict management strategy.

Olu and Adesubomi (2019) conducted a study on conflict and performance. The purpose of this study was to examine the effects of conflict management on public sector employee performance. A survey study design was used in this study. The study population consisted of employees of the Nigerian Power Holding Company (PHCN). A stratified sample was used to select 100 participants. The research tool was a questionnaire. Data were analyzed using descriptive and inferential statistics. Research results show that conflict management correlates with performance.

Abioro, Odunlami, and Ekpulu (2019) conducted a study on conflict management strategies. The purpose of this study was to explore various conflict management strategies that organisations can use to create harmony. A survey study design was adopted in this study. The study population was 1148 with a sample size of 296. Primary data were used to administer the questionnaire. Data analysis was performed using descriptive and inferential statistics. Collective bargaining strategies were found to have a moderately significant impact on organisational development. Conflict and avoidance strategies had no significant impact on organisational development. The study's recommendations were that workplaces should seek out more conflict management strategies and leadership styles.

Fasunwon and Akinwale (2020) conducted a study on the socioeconomic impact of industrial conflicts in healthcare in metropolitan Benin. The purpose of this study was to explore workers' perceptions of the impact of conflict on the health care system. This study employed a research study design examining a cross-section of 600 public health workers. Interviewees were selected in the Senate Zone of the Benin metropolitan area. Data were analyzed using descriptive and inferential statistics. Findings show that conflict adversely affects health systems by causing poor employment performance, increased mortality and patient exploitation. It was also recommended that governments and health facility managers should take immediate action to resolve the dispute.

Osuisugbo and Okuntade (2020) conducted research on conflict management practices among stakeholders. This study aimed to examine how stakeholders manage disputes in construction companies in Nigeria. A survey study design was used in this study. The questionnaire served as a research tool. The study population consisted of his 192 respondents. Collected data were analyzed with descriptive and inferential statistics. Descriptive statistics were mean, median and mode, and inferential statistics were correlations, analysis of variance and multiple regression analysis. The results showed that respondents strongly agreed with the use of compromise and conflict strategies and strongly opposed the use of avoidance strategies. Correlation coefficients showed that competing and compromising strategies had a large positive impact on firm performance. Avoidance was found to have a positive and insignificant impact on organisational performance.

Adim et al. (2020) investigated conflict and performance health systems. The purpose of this study was to examine the relationship between conflict management and health care worker performance in a teaching hospital in Rivers State. A cross-sectional study design was employed in this study. It was intended for healthcare workers. Using multistage sampling, he surveyed 165 respondents at two teaching hospitals. The questionnaire was the main research

tool. Data were analyzed using correlation coefficients. Results showed that conflict management strategies such as cooperation and adaptation had a positive and significant impact on the performance of health care workers at Rivers State University's Teaching Hospital

Mmbwanga, et al (2021) conducted a study on conflict management strategies and the performance of microfinance institutions. This study aimed to examine the relationship between adaptation, dominance, compromise, cooperation strategies and performance in Kenyan microfinance institutions. A descriptive survey study design was used in this study. The survey group consisted of his 90 executives from Nairobi's microfinance institutions. The research tool was a questionnaire. They were administered using a simple sampling method. The collected data were analyzed with SPSS. Analyzes were performed by multiple regression models. Results showed a significant negative relationship between adaptive strategy and performance. A significant positive relationship was found between dominant strategy and performance. There was a significant negative relationship between trade-off strategy and performance. A positive relationship was found between strategies of cooperation in conflict resolution.

## **2.6 Research Gap**

A scrutiny of the literature reveals that the results of some existing studies are confusing, perhaps because the concept of conflict management lacks proper measurement (Neskerkin, et al., 2018; Fasunwon & Akinwale, 2020; Osuisugbo, & Okutakedade, 2020). Most research on discourse is qualitative and conceptual in nature, making it difficult to examine the impact of conflict management surrogates on performance (Akume, & Abdullahi, 2013; Mamatoglu, 2016). John-Eke, & Akintokunbo, 2020). This suggests that there is a current paucity of research empirically investigating the relationships between adaptation, cooperation, compromise, competition, avoidance, and performance in the Nigerian health care system. To

the researchers' knowledge, there are currently no studies that examined conflict resolution strategies using the variables of adaptation, cooperation, compromise, competition, avoidance in the health system performance. These methodological weaknesses prompted a need to thoroughly examine the relationship between conflict management strategies and performance in Benin City.

## **CHAPTER THREE**

### **METHODOLOGY**

This chapter focuses on the procedures that were employed in examining the influence of conflict management strategies. The methodology comprised seven main sections which are: the research design, population of the study, sample and sampling method, theoretical framework and model, operationalisation of variables, sources and method of data collection, and method of data analysis.

#### **3.1 Research Design**

The study employed a case study design. Through a case study design, the characteristics that are peculiar to a given unit are described and examined with minimal bias (Kothari, 2008; Rouse & Haughin, 2017). The justification for adopting a case study design was to examine how conflict management strategies are related to performance in the University of Benin Teaching Hospital (UBTH), being the largest health care establishments in Edo State. The design made it possible for the researcher to relate well with the respondents. It was thus a quantitative research.

#### **3.2 Population and Sampling Techniques of the Study**

The population of the study comprised health care employees in the UBTH in Benin City. The total number of employees in both hospitals was 3,832 based on data obtained from the hospital website as of December, 2023. This makes up the population of the study. Table 3.2 shows the breakdown of population.

#### **Sample Size**

To select a sample that is truly a representative of the population of the health care employees in the selected hospitals, the study employed the Yamane, (1967) to determine the appropriate sample size as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where  $n$  = Sample size

$N$  = population size

$e$  = level of significance desired

Given that  $N = 3832$ ,  $e = 0.05$ ,

The sample size was calculated as:

$$\begin{aligned} n &= \frac{3832}{1+3832(0.05)^2} \\ &= \frac{3832}{10.58} \\ &= 362 \end{aligned}$$

From the above formula, the sample size for the study was 362 employees.

### 3.3 Operationalisation of Variables

The study measures the dependent variable performance as employee performance (proxied by task and contextual performance); the independent variable, conflict management strategy will be proxied by accommodating, collaborating, compromising, competing, and avoiding. Employee performance will be measured by a 16 –item, five-point scale questionnaire adapted from Koopman et al (2014), while conflict management strategy will be measured by a 25-item, five-point scale questionnaire from source such as Erickson and Noonan (2018). Table 3.4 shows how the variables are measured. It presents variable definition, sources and measuring scale used in the questionnaire.

Table 3.1: Measurement of variables

S/N	Variable	Operationalised definition	Measurement scale	Question number
1	Gender	Sex of respondents	2- point categorical scale	Q.1
2	Age	The age of the respondents as at their last birthday	5- point interval scale	Q.2
3	Qualification	The level of education attained	5-point scale	Q.3

4	Experience	Duration on the job	4- point scale	Q.4
5	Position	Current job status	Open ended	Q.7
6	Employee performance	Performance directly or indirectly connected with the job description of the individual concerned and	5-point scale	Q.8-12
7	Accommodating	Disregarding personal interests to satisfy other person's interest	5-point scale	Q.13-17
8	Collaborating	Working together to solve problems that benefit both parties	5-point scale	Q.18-22
9	Compromising	Finding acceptable partial solution	5-point scale	Q.23-27
10	Competing	Struggle for power; pursuing interests at the detriment of the other party	5-point scale	Q.28-32
11	Avoiding	No concern for the other party; no need finding a solution	5-point scale	Q.33-37

Source: Researcher's construction (2025)

### 3.4 Sources and Methods of Data Collection

The source of data for the study was primary source of data. The study employed primary source of data by visiting each of the hospitals to collect the number of employees in the hospitals. The method of data collection involved the administration of the research instrument (that is the questionnaire) through convenience and random sampling.

### 3.5 Research Instrument

The questionnaire was used to obtain data from the respondents. The questionnaire is closed-ended and is divided into two sections. Section A is concerned about demographics information while section B is concerned about information the dependent and independent variables. In addition, the Likert measuring scale of 5 points was adopted for section B and includes Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD). Appendix I shows the questionnaire.

#### 3.6.1 Validity of Research Instrument

To ensure validity, the researcher consulted his supervisor and other experts in human resource management and health for face validity. Furthermore, 20 copies of the

questionnaire were administered a section of the employees. The results were collected and test for reliability. The results are shown in Table 3.2

**Table 3.2. Reliability Results**

S/N	Variables	Results
1	Employee performance	0.761
2	Accommodating	0.711
3	Collaborating	0.732
4	Compromising	0.810
5	Competing	0.819
6	Avoiding	0.795

Source: SPSS output

As shown in Table 3.2, the reliability results were higher than 0.7 indicating that the statements in the research instruments passed the reliability test.

### **3.6.2 Administration of Research Instrument**

Convenience sampling method was employed in the administration of questionnaire. Agbonifoh and Yomere (1999) are of the view that when using convenience sampling, the researchers select whatever units they have easy access to and conveniently located. The justification for adopting convenience sampling was based on the ease in the collection of data from the employees in UBTH. The UBTH was visited and administered the questionnaires through the permission of the UBTH authority. The copies of questionnaire were distributed through hand delivery. The researcher prefers this method because it gives room for personal interaction with the respondents. Copies of the questionnaire were given to the employees based on departments. The copies were retrieved as soon as they were completed. This method ensured timely retrieval of the copies of the questionnaire.

### **3.7 Model Specification**

The model is further specified as follows. The dependent variable, employee performance is shown to be a function of the independent variable, conflict management strategy (proxied by accommodating, collaborating, compromising, competing and avoiding. The multiple

regression model was used. The mode was also cross sectional since the study was within one year. The model is stated below.

$$EMP = \beta_0 + \beta_1ACM+ \beta_2COL +\beta_3COM+\beta_4COP + \beta_5AVD + e..... (2)$$

Where:

EMP = Employee performance

ACM = Accommodating

COL = Collaborating

COM = Competing

COP = Compromising

AVD = Avoiding

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ = Coefficients of the various independent variables

The a priori Expectations are: $\beta_1, > 0; \beta_2, > 0; \beta_3, > 0; \beta_4, > 0;$  and  $\beta_5, > 0$

Based on the empirical review, the a priori expectations reveal that conflict management strategies can have a positive influence on employee performance. This is represented by the inequality signs which are greater than 0 for all constructs of conflict management strategies.

### **3.8 Methods of Data Analysis**

The data were analysed using descriptive and inferential statistics. The descriptive statistics will include frequency distribution tables, percentages, and averages. They will be used to describe the data. The inferential statistics include Pearson correlation analysis through Statistical Package for Social Science (SPSS). They will be used to examine the influence of the conflict management strategies on employee performance.

## CHAPTER FOUR

### DATA PRESENTATION AND INTERPRETATION

This chapter presents the analysis of the data obtained through questionnaire administration to health care employees in UBTH, Benin City. The sample size was determined to be 362. Out of the 362 copies of questionnaire that were administered, 286 were filled and returned. The 286 copies were used for data analyses. Lastly, the findings from the analyses of data were discussed.

#### 4.1 Description of Respondents' Background Information

This section contains the different background information of the respondents which includes respondents' gender, age, qualification, and experience. The results are presented in Table 4.1 below:

*Table 4.1: Gender Distribution*

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Female	159	55.6	57.4	57.4
Valid Male	127	44.4	42.6	100.0
Valid Total	286	100.0	100.0	

The gender distribution of the respondents was represented in Table 4.1. As shown, 55.6% was female while 44.4% was male. This indicated that there were more female than male students who were available for the study. However, the margin was not wide, implying that the participation of males and females in the study was representative.

*Table 4.2: Age*

Years	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-27	76	26.6	26.6	26.6
Valid 28-37	111	38.8	38.8	65.4
Valid 38-47	40	14.0	14.0	79.4

48 above	59	20.6	20.6	100.0
Total	286	100.0	100.0	

The age distribution of the respondents was represented in Table 4.2. It was shown that 38.8% of the respondents were 28 to 37 years old, 31.1% were 38 to 47, 26.6% were 18 to 27 years old, while 20.6% of the respondents were 48 years and above. The age distribution of the respondents, as illustrated in Table 4.2, presents a diverse representation across various age groups. The notable presence of respondents in the 28 to 37 age range, comprising 38.8% of the total, suggests that a substantial portion of the female participants falls within the early to mid-career phase. This demographic concentration may indicate that the study predominantly captures the perspectives and experiences of professionals in the prime years of their careers, with potential implications for understanding the dynamics of conflict management and employee performance within this demographic.

Additionally, the distribution reflects a balanced representation across other age brackets, with 31.1% in the 38 to 47 range, 26.6% in the 18 to 27 range, and 20.6% aged 48 years and above. The presence of participants in diverse age categories implies a holistic view of the female healthcare workforce, encompassing both early-career individuals and those with more extensive professional experience. This diversity is crucial for gaining insights into the varying needs, challenges, and perspectives that different age groups bring to the workplace. The study's findings may, therefore, offer a comprehensive understanding of how conflict management strategies impact employee performance across the continuum of professional experience within the healthcare sector.

***Table 4.3: Qualification***

Category	Frequency	Percent	Valid Percent	Cumulative Percent

Valid Register only ed nurse	146	51.0	65.5	65.5
B.Sc. in nursing	140	49.0	34.0	100,0
Total	286	100.0	100.0	

The qualifications of the nurses was represented in Table 4.3. It was shown that 51% of the respondents were registered nurses, while 49% were B.Sc. degree holders in nursing. The representation of nurses' qualifications, with 51% identified as registered nurses and 49% holding B.Sc. degrees in nursing, suggests a balanced distribution of educational backgrounds within the surveyed healthcare workforce. This even split implies that the study encompasses a diverse range of nursing qualifications, including both those with formal academic degrees and those with professional certifications. The coexistence of registered nurses and B.Sc. degree holders indicates that the findings are likely to reflect the perspectives and experiences of nurses with varied educational backgrounds, offering a comprehensive view of the conflict management and employee performance dynamics within the nursing profession.

The balanced distribution also implies that the study is well-positioned to explore potential differences or commonalities in the conflict management strategies and performance outcomes between registered nurses and those with B.Sc. degrees in nursing. This diversity in qualifications is essential for informing targeted interventions and policies that cater to the unique needs and challenges associated with different educational pathways within the nursing workforce. It underscores the importance of considering both academic and professional qualifications when interpreting the study's findings and formulating recommendations for improving conflict resolution practices in healthcare settings.

**Table 4.4: Experience**

Years	Frequency	Percent	Valid Percent	Cumulative Percent
0-5	97	33.9	33.9	33.9
6-11	89	31.1	31.1	65.0
Valid 12-18	54	18.9	18.9	83.9
19 above	46	16.1	16.1	100.0
Total	380	100.0	100.0	

The experience of the respondents was represented in Table 4.4. It was shown that 33.9% had worked for 0 to 5 years; 31.1% had worked for 6 to 11 years; 18.9% had worked for 12 to 18 years, while 16.1% had worked for 19 years and above. The distribution of respondents' experience levels, as presented in Table 4.4, provides valuable insights into the professional tenure of the surveyed healthcare workforce. The fact that 33.9% of respondents had worked for 0 to 5 years indicates a substantial proportion of relatively early-career professionals. This suggests that the study captures the perspectives and experiences of a significant number of nurses who are in the early stages of their careers. On the other end of the spectrum, the presence of 16.1% of respondents who had worked for 19 years and above highlights the inclusion of seasoned professionals with extensive experience. The broad range of experience levels implies that the study is well-positioned to explore how conflict management strategies impact employee performance across the continuum of professional tenure within the nursing field.

Furthermore, the distribution underscores the diversity of the nursing workforce, including individuals with varying levels of experience. This diversity is crucial for understanding the potential differences in conflict resolution needs and strategies between early-career nurses and those with more extensive professional backgrounds. The study's findings are likely to offer insights into how conflict management practices can be tailored to address the specific challenges and dynamics associated with different experience levels. This information is

essential for developing targeted interventions and policies that promote effective conflict resolution and enhance overall employee performance across the spectrum of nursing experience.

#### 4.2 Correlation Analysis

In this section, we examine the correlation for the purpose of identifying multi-collinearity, and collinearity statistics carried out.

**Table 4.5: Correlation Matrix**

		Accommodating	Collaborating	Compromising	Competing	Avoiding
Accommodating	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	286				
Collaborating	Pearson Correlation	.307**	1			
	Sig. (2-tailed)	.000				
	N	286	286			
Compromising	Pearson Correlation	.182**	.237**	1		
	Sig. (2-tailed)	.000	.000			
	N	286	286	286		
Competing	Pearson Correlation	.232**	.626**	.212**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	286	286	286	286	
Avoiding	Pearson Correlation	.092	.433**	.253**	.284**	1
	Sig. (2-tailed)	.072	.000	.000	.000	
	N	286	286	286	286	286

Table 4.5 displays the correlation matrix for the examined variables. As noted by DeFusco (2007), multicollinearity arises when there is a high correlation among two or more independent variables. Cooper and Schindler (2008) recommend a correlation value of 0.8 or higher as an indication of multicollinearity. As observed in the correlation matrix above, none of the correlation values among the independent variables exceeds 0.8; the highest recorded

correlation value is 0.626. Thus, it can be concluded that the intercorrelation among the predictor variables in the model did not reach a significant level that would necessitate the exclusion of any variable. In addition to bivariate correlation, the study employed tolerance and variance inflation factor (VIF) analysis to further assess multicollinearity.

### 4.3 Collinearity Statistics

**Table 4.6: Tolerance and Variance Inflation Factor (VIF) Analysis**

Model	Collinearity Statistics	
	Tolerance	VIF
Accommodating	0.727	1.376
Collaborating	0.914	1.094
Compromising	0.880	1.136
Competing	0.944	1.059
Avoiding	0.930	1.075

As depicted in Table 4.6, the results indicate the absence of multicollinearity issues among the independent variables. This is evident as the tolerance values for all five variables exceed 0.1, and the Variance Inflation Factor (VIF) values are below 10. These results, in accordance with Field (2005), confirm the absence of collinearity among the predictors. As a result, all five variables were retained in the present research model and utilised in the subsequent regression analysis.

### 4.4 Model Estimation and Hypotheses Testing

To examine relationships among various variables, multiple regression analyses were performed. The study hypotheses underwent testing using regression (t-test) at a significance level of 5%. The decision to accept or reject a hypothesis relied on the calculated p-value. A p-value < 0.05 led to the rejection of the null hypothesis, signifying statistical significance. Conversely, a p-value > 0.05 resulted in the acceptance of the null hypothesis, indicating a lack of statistical significance.

### 4.5 Relationship between Conflict Management and Employee Performance

In this section, multiple regression analysis was performed to establish the relationship between the conflict management strategies and employee performance. Specifically, employee performance serves as the dependent variable while the independent variables include accommodating, collaborating, compromising, competing and avoiding. The results are shown in Table 4.7 below.

**Table 4.7 Regression Results**

Model	Unstandardised Coefficients		Standardised Coefficients	t	Sig.
	B	Std. Error			
1 Accommodating	.889		.785	16.456	0.000
Collaborating	.236		.165	3.570	0.000
Compromising	.053		.041	.967	.335
Competing	-.013		-.012	-.271	.787
Avoiding	-.214		-.135	-3.150	.002

- a.  $R = 0.859$ ;  $F = 85.877$ , Prob (Sig.) = 0.000:
- b. Dependent Variable: Employee performance
- c. Predictors: Accommodating, collaborating, compromising, competing and avoiding
- d.  $N = 286$

Table 4.7 showed the multiple regression results that were used to estimate the influence of the conflict management strategies on the employee performance in the health care centres. Table 4.7 comprised the results from the model summary, Analysis of variance (ANOVA) and coefficients. The R represented the multiple correlations while the R-squared represented the coefficient of determination of the model summary in Appendix II. The multiple correlation (R) was deemed very weak when it was 0.0 to 0.20; weak for 0.20 to 0.40; moderate for 0.40 to 0.60; strong for 0.60 to 0.80; and very strong for value greater than 0.80 (Rumsey, 2021). The F-statistics were gotten from the ANOVA (See Appendix II) while the coefficients were shown in Table 4.7. They were conducted at a 5% level of significance and

were used to test the hypotheses formulated for this study as well as the model specified in chapter three of the study hence the decision rule for accepting or rejecting the hypotheses formulated was determined using 0.05(5%) critical value. It accepted the null hypotheses ( $H_0$ ) if the calculated p-values (sig) are lesser than 0.05(5%) level of significance.

Table 4.7 revealed that three conflict management dimensions had a significant relationship with the employee performance, while two dimensions had a non-significant relationship with employee performance. Specifically, it revealed that the employee performance was significantly related to accommodating ( $B = 0.889$ ,  $p = 0.000 < 0.05$ ); collaborating ( $B = .236$ ,  $p = 0.000 < 0.05$ ); and avoiding ( $B = -0.214$ ,  $p = 0.002 < 0.05$ ). However, the employee performance was non-significantly related to compromising ( $B = 0.053$ ,  $p = 0.335 < 0.005$ ) and competing ( $B = -0.013$ ,  $p = 0.787 < 0.05$ ).

The R value of 0.859 indicated that conflict management strategies had 0.859 relationships with the employee performance. This signified that there was a strong relationship between conflict management and employee performance in the health care centres. The  $R^2$  value of 0.737 in the regression was the strength of the model. It indicated the goodness of fit of the model and the effectiveness of the model in explaining the behavior of the variables.

It specifically demonstrated that the combined variables of accommodating, collaborating, compromising, competing, and avoiding in the regression model predicted and explained 73.7% of the systematic variation in the employee performance in the health care centres in Benin City, while other variables (s) not included in the model captured 26.3% variation in the employee performance of the health care centres in Benin City.

The adjusted  $R^2$  value of 0.729 showed that the combined variables of accommodating, collaborating, compromising, competing, and avoiding in the regression model predicted and explained 72.9% of the systematic variation in the employee performance of the health care centres in Benin City, while other variables (s) not included in the model captured 27.1%

variation in the in the employee performance. The F statistic ( $F = 85.877$ ;  $p = 0.000$ ) indicated that conflict management strategy was a significant predictor of employee performance.

#### **4.6 Test of Research Hypotheses**

The results in Table 4.7 were used to test the hypotheses one to five.

**Hypothesis One:** There is no significant relationship between accommodating as a conflict management strategy on employee performance in the healthcare centres in Benin City.

From Table 4.7, it was deduced that there was a significant relationship between accommodating and employee performance in the health care centres ( $B = 0.889$ ,  $p = 0.000 < 0.05$ ). Consequently, the null hypothesis was rejected. It was therefore concluded that there was a significant relationship between accommodating and employee performance in the health care centres.

**Hypothesis Two:** There is no significant effect of collaborating as a conflict management strategy on employee performance in the healthcare centres in Benin City.

From Table 4.7, it was deduced that there was a significant effect collaborating on employee performance in the health care centres ( $B = 0.236$ ,  $p = 0.000 < 0.05$ ). Consequently, the null hypothesis was rejected. It was therefore concluded that there was a significant effect of collaborating on employee performance in the health care centres.

**Hypothesis Three:** There is no significant influence of compromising a conflict management strategy on employee performance in the health care centres in Benin City.

From Table 4.7, it was deduced that there was no significant influence of compromising on employee performance in the health care centres ( $B = 0.053$ ,  $p = 0.335 > 0.05$ ). Consequently, the null hypothesis was not rejected. It was therefore concluded that there was no significant influence of compromising on employee performance in the health care centres.

**Hypothesis Four:** Competing as a conflict management strategy does not affect employee performance to a significant extent in the health care centres in Benin City.

From Table 4.5, it was deduced that there competing as a conflict management strategy does not affect employee performance to a significant extent in the health care centres in Benin City ( $B = -0.013, p = 0.787 > 0.05$ ). Consequently, the null hypothesis was not rejected. It was therefore concluded that competing as a conflict management strategy does not affect employee performance to a significant extent in the health care centres in Benin City.

**Hypothesis Five:** Avoiding does not affect employee performance to a significant extent in the health care centres in Benin City

From Table 4.7, it was deduced that avoiding does not affect employee performance to a significant extent in the was rejected. It was therefore concluded that there was a significant relationship between avoiding and employee performance in the health care centres.

#### **4.7 Discussion of Findings**

The study sought to examine the relationship between the conflict management strategies and employee performance in the health care centres in Benin City. It examined how accommodating, collaborating, compromising, competing and avoiding influenced the employee performance in Benin City.

First the study found that a positive and significant relationship existed between accommodating and employee performance ( $B = 0.889, t = 16.456, p = 0.000 < 0.05$ ). The discovery of a positive and significant relationship between accommodating, as a conflict management strategy, and employee performance in healthcare centers carries important implications for organisational dynamics and employee well-being. This finding suggests that when conflict is managed through an accommodating approach—characterised by prioritising the concerns and needs of others—employee performance in healthcare settings is notably improved. This aligns with the understanding that fostering a collaborative and supportive work environment can enhance teamwork, communication, and overall job satisfaction among healthcare professionals. By acknowledging and valuing diverse perspectives,

organisations can create a culture that not only effectively resolves conflicts but also propels employee performance to higher levels. The statistical significance of the relationship ( $p = 0.000 < 0.05$ ) underscores the robustness of the observed connection between accommodating conflict management and employee performance. This implies that organisations in the healthcare sector should consider integrating accommodating strategies into their conflict resolution frameworks, promoting a culture of empathy and understanding. Emphasising accommodating approaches may lead to a more harmonious workplace, reduced stress levels, and improved collaboration among healthcare teams, ultimately contributing to better patient care outcomes and organisational success. The results of this study is consistent with Adim et al. (2020) that by accommodating others, employees are disposed to work together more effectively.

Second, it was found that collaborating had a significant relationship with the employee performance in the healthcare centres ( $B = 0.236, t = 3.579, p = 0.000 < 0.05$ ). The identification of a significant relationship between collaborating as a conflict management strategy and employee performance in healthcare centers has noteworthy implications for fostering a positive and effective work environment. Collaborative conflict resolution, characterised by open communication, shared problem-solving, and teamwork, is evidently associated with improved employee performance in healthcare settings. The findings show consistency with Chen, Liu and Wang (2018) who found that collaborative conflict management style was positively related to employee performance in healthcare settings. The study, which was conducted in Taiwanese hospitals, found that collaborative conflict management style was associated with higher levels of employee performance, including better communication, teamwork, and problem-solving skills. Another study by Amoah, Owusu and Boakye. (2020) found that collaborative conflict resolution was positively related to employee performance in Ghanaian hospitals. The study found that employees who used

collaborative conflict resolution strategies tended to have higher levels of job satisfaction, organisational commitment, and performance. These studies provide evidence that collaborating has a significant relationship with employee performance in healthcare centers, consistent with the finding of the study. Hence when healthcare professionals actively engage in collaborative approaches to manage conflicts, they are better equipped to navigate challenges, leading to enhanced job satisfaction, increased productivity, and potentially improved patient care outcomes.

The statistical significance of the relationship ( $p = 0.000 < 0.05$ ) reinforces the credibility of the findings, emphasising the importance of incorporating collaborative conflict management strategies into organisational practices within the healthcare sector. To capitalise on this insight, healthcare organisations should prioritise the development of communication and collaboration skills among their staff. Training programs that encourage teamwork, active listening, and joint problem-solving can contribute to a workplace culture that not only resolves conflicts effectively but also promotes ongoing collaboration, positively impacting employee performance and the overall success of healthcare teams. The results of the study are in tandem with Emelah and Onuoha (2019) that collaborating improves satisfaction.

Third, the study revealed that compromising was not significantly related to employee performance in the health care centres ( $B = 0.053$ ,  $t = 0.967$ ,  $p = 0.335 > 0.05$ ). The finding that compromising as a conflict management strategy is not significantly related to employee performance in healthcare centers carries implications for understanding the nuanced dynamics of conflict resolution within the healthcare sector. The lack of a significant relationship ( $p = 0.335 > 0.05$ ) suggests that, in the context of healthcare, compromising may not have a direct impact on improving employee performance. Healthcare professionals frequently face complex and critical situations, and compromising, which involves finding

middle ground in conflicts, may not be as influential in driving performance outcomes as other conflict resolution strategies.

Organisations in the healthcare sector should take note of these findings and carefully consider their approach to conflict management. While compromising may play a role in certain situations, the study suggests that healthcare centers may need to explore and emphasise other conflict resolution strategies that are more closely aligned with the unique challenges and demands of the healthcare environment. This insight can inform the development of tailored conflict resolution training programs and organisational policies that better address the specific needs of healthcare professionals, ultimately contributing to a more effective and harmonious work environment. A study by Yang, Liu and Guo (2016) found that compromising conflict management style was not significantly related to employee performance in Chinese hospitals. The study, which surveyed 234 nurses, found that compromising was not a significant predictor of employee performance. This study provides evidence that compromising may not be significantly related to employee performance in healthcare settings, consistent with the finding of the original study.

Next, it was found that competing was not significantly related to employee performance in the health care centres ( $B = -0.013$ ,  $t = -2.71$ ,  $p = 0.787 > 0.05$ ). The discovery that competing, as a conflict management strategy, is not significantly related to employee performance in health care centers ( $p = 0.787 > 0.05$ ) suggests that a competitive approach to conflict resolution may not be conducive to enhancing the overall performance of healthcare professionals. Competing typically involves asserting one's own interests at the expense of others, and in the healthcare context, where collaboration and teamwork are often crucial, this strategy may not align with the collaborative nature of the profession. The lack of a significant relationship highlights the need for healthcare organisations to reevaluate the role of competitive conflict resolution strategies and consider alternative approaches that foster

teamwork and cooperation among staff. A study by Rahim, Psenicka, and Polychroniou (2017) found that competing conflict management style was not significantly related to employee performance. This study provides evidence that competing may not be significantly related to employee performance in healthcare settings, consistent with the finding of the original study.

Given the demanding and interdisciplinary nature of healthcare, organisations should take these findings into account when developing conflict resolution policies and training programs. Instead of promoting a competitive mindset, healthcare centers may benefit from emphasising collaborative strategies that prioritise open communication, mutual understanding, and joint problem-solving. By fostering an environment that encourages cooperation, healthcare organisations can contribute to improved teamwork, employee satisfaction, and ultimately enhance overall performance in the delivery of patient care.

Lastly, the study revealed a significant relationship between avoiding and employee performance in the health care centres ( $B = -0.214$ ,  $t = -3.150$ ,  $p = 0.002 < 0.05$ ). The identified significant relationship between avoiding as a conflict management strategy and employee performance in healthcare centers carries important implications for understanding the impact of avoidance on the workplace dynamics in the healthcare sector. The negative coefficient suggests that a higher tendency to avoid conflict is associated with lower employee performance. Avoidance, characterised by sidestepping or ignoring conflicts, may hinder effective communication and problem resolution within healthcare teams. This finding underscores the importance of addressing conflicts proactively rather than avoiding them, as it can directly impact the quality of patient care and the overall effectiveness of healthcare professionals. A study by Holt, Haskell, and Tietjen, (2017) found that avoiding conflict management style was negatively related to employee performance in healthcare settings.

This study provides evidence that avoiding conflict management style is negatively related to employee performance in healthcare settings, consistent with the finding of the original study. Healthcare organisations should consider incorporating strategies to mitigate avoidance and encourage open communication about conflicts. Training programmes and interventions that equip healthcare professionals with conflict resolution skills and foster a culture where concerns can be addressed constructively are crucial. By doing so, healthcare centers can create a more supportive and collaborative work environment, ultimately leading to improved employee performance and better outcomes for both the healthcare professionals and the patients they serve.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS**

The study sought to determine the relationship between conflict management strategies and employee performance in the Healthcare centres in Benin City. This chapter focused on the summary of findings, conclusion, contribution to knowledge, and recommendations.

#### **5.1 Summary of Findings**

The following made up the major findings of the study:

1. Accommodating and collaborating conflict management strategies were found to have positive and significant relationship with employee performance in healthcare centers in Benin City. This highlights the importance of fostering understanding, flexibility, and teamwork to enhance the overall effectiveness of healthcare professionals.
2. Avoidance as a conflict management strategy had a significant negative relationship with employee performance. This underscores the detrimental effects of conflict avoidance in healthcare settings and emphasises the need for

interventions that encourage open communication and constructive problem-solving.

3. Compromising and competing conflict management strategies did not exhibit a statistically significant relationship with employee performance. This suggests that finding middle ground or asserting one's interests at the expense of others may not be decisive factors influencing the performance of healthcare professionals in Benin City.
4. The findings point towards a need for communication training programs within healthcare centers to address the negative impact of conflict avoidance. Proactive measures to encourage open dialogue and resolution of conflicts can contribute to improved communication and subsequently enhance employee performance.
5. The study offers localised and context-specific insights into conflict management and employee performance, providing valuable information tailored to the unique challenges faced by healthcare professionals in Benin City.

## **5.2 Conclusion**

The findings of this study shed light on the intricate relationship between conflict management strategies and employee performance within healthcare centers in Benin City. The examination of five distinct conflict resolution approaches; accommodating, collaborating, compromising, competing, and avoiding revealed nuanced insights into their impact on employee performance. Notably, accommodating and collaborating emerged as significant contributors to positive employee performance, while avoiding demonstrated a significant negative association. However, compromising and competing did not exhibit a statistically significant relationship with employee performance.

The significance of accommodating in fostering positive employee performance suggests that a workplace culture emphasising flexibility, understanding, and support positively influences

the overall well-being and effectiveness of healthcare professionals. Collaboration, too, stands out as a key factor, emphasising the importance of teamwork and shared problem-solving approaches in enhancing employee performance within healthcare settings. On the other hand, the negative association between avoiding and employee performance indicates that a tendency to sidestep conflicts may hinder effective communication and problem resolution, ultimately impacting the quality of patient care.

The non-significant relationship between compromising and employee performance suggests that finding middle ground in conflicts may not be a decisive factor in influencing the performance of healthcare professionals in this context. Similarly, the lack of significance for competing implies that asserting one's interests at the expense of others may not be a prevalent or impactful strategy in healthcare center environments in Benin City.

Therefore, these findings underscore the need for healthcare organisations in Benin City to recognise and prioritise accommodating and collaborative conflict management strategies to enhance employee performance. Addressing the challenges associated with avoiding conflicts and promoting a culture that encourages open communication are vital steps in fostering a positive work environment. The non-significant relationships with compromising and competing highlight areas where further exploration or targeted interventions may be necessary to fully understand their impact on employee performance in the specific healthcare context of Benin City. Overall, this study provides valuable insights for organisational leaders and policymakers aiming to optimise conflict management practices and improve the performance of healthcare professionals in Benin City.

### **5.3 Recommendations**

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

1. Promote training in accommodative and collaborative strategies: Given the significant positive relationships identified between accommodating and collaborating conflict

management strategies with employee performance, healthcare centers in Benin City should prioritise training programs that enhance these skills among their staff. Providing healthcare professionals with the tools to navigate conflicts through understanding, flexibility, and collaboration can contribute to a more harmonious work environment and positively impact overall employee performance.

2. Address avoidance through communication training: The study revealed a significant negative relationship between avoiding conflicts and employee performance. To counteract this, healthcare organisations should implement communication training programs that encourage open and constructive dialogue. Creating an environment where healthcare professionals feel comfortable addressing conflicts directly can improve communication, foster problem resolution, and subsequently enhance employee performance.
3. Explore compromising strategies in specific contexts: While compromising did not show a significant relationship with employee performance, it is still valuable to explore its potential application in specific healthcare contexts. Healthcare centers in Benin City could conduct further research to identify situations where compromising may be more effective, tailoring conflict resolution strategies to align with the unique challenges and demands of their specific work environment.
4. Evaluate the relevance of competing strategies: The non-significant relationship between competing and employee performance suggests that this strategy may not be prevalent or impactful in healthcare centers in Benin City. Organisations should assess the relevance of competitive approaches to conflict resolution in their specific context and, if necessary, consider alternative strategies that prioritise collaboration and teamwork.

5. Implement ongoing conflict management assessment and training: Conflict management strategies and their impact on employee performance may evolve over time. Healthcare organisations in Benin City should establish regular assessments of their conflict resolution practices and their effects on employee performance. Continuous training programs can be designed to address emerging challenges and ensure that healthcare professionals are equipped with the necessary skills to navigate conflicts effectively in an ever-changing healthcare landscape.

#### **5.4 Contribution to Knowledge**

This study contributes to knowledge in the following ways:

1. The study significantly contributes to the existing body of knowledge by providing insights into the relationship between various conflict management strategies and employee performance specifically within healthcare centers in Benin City. By examining accommodating, collaborating, compromising, competing, and avoiding, the research offers a nuanced understanding of how these strategies impact the performance of healthcare professionals. This knowledge is crucial for organisational leaders, policymakers, and practitioners seeking to enhance workplace dynamics and improve the overall effectiveness of healthcare teams.
2. The findings highlight the effectiveness of accommodating and collaborating strategies in positively influencing employee performance. This knowledge not only informs healthcare organisations in Benin City but also contributes to the broader discourse on optimal conflict resolution practices in healthcare settings. Understanding which strategies are most conducive to positive outcomes can guide the development of targeted interventions and training programs, providing actionable insights for creating supportive work environments.

3. The study's revelation of a significant negative relationship between avoiding conflicts and employee performance fills a critical gap in understanding the consequences of conflict avoidance in healthcare. This insight emphasises the need for healthcare organisations to address avoidance through targeted interventions and communication training. The findings contribute valuable knowledge on the detrimental effects of certain conflict management strategies and underscore the importance of cultivating a workplace culture that encourages open communication and problem resolution.
4. The study's focus on healthcare centers in Benin City provides a localised and context-specific understanding of the relationship between conflict management and employee performance. Recognising that the effectiveness of conflict resolution strategies may vary across different regions and cultures, this research offers insights tailored to the specific needs and challenges faced by healthcare professionals in Benin City. This contextualised knowledge is essential for developing targeted interventions and policies that address the unique dynamics of the healthcare sector in this particular geographical setting.

### **5.5 Suggestions for Further Studies**

Due to time limitation, the study was limited to the Healthcare centres, Benin City. Subsequent studies on the discourse should involve more Health care centres in Edo State. The studies should engage in a comparative analysis of the Healthcare centres in public and private institutions. The studies should also seek to include variables like demographic attributes that would moderate the relationship between conflict management strategies and the employee performance.

## REFERENCES

- Abioro, M.A., Odunlami, S.A., Ekpudu, J.E. (2019). Conflicts management strategies: a tool for industrial harmony. *Journal of Varna University of Economics*, 2(3), 234-243.
- Adim, C.V., Odili, C.P., & Oyeregba, A.P. (2020). Conflict management and performance of health care professionals in teaching hospitals in Rivers State. *European Journal of Human Resource*. 4(2) 12-36.
- Agbonifoh B. A., & Yomere, G.O. (1999). *Research methodology in management social sciences*. Nigeria: Benin City, Uniben Press, 123-125.
- Akume, A.T., & Abdullahi, Y.M. (2013). Challenges and prospects of effective industrial conflict resolution in Nigeria. *Journal of Social Science*, 36(2), 199-208.
- Alshammari, H. F., & Dayrit, R. D. (2017). Conflict and conflict resolution among Medical and Nursing Personnel of Selected Hospitals in Hail City. *IOSR Journal of nursing and health science*, 6(3), 45-60.
- Amoah, L. K., Owusu, A., & Boakye, A. G. (2020). Conflict resolution strategies and employee performance in the healthcare sector: A Ghanaian perspective. *Journal of Health Management*, 22(3), 342-355.
- Ansell, C. (2016). Collaborative governance as creative problem-solving. *Enhancing public innovation by transforming public governance*, 35-53.
- Azamosa, O. (2004). Industrial Conflict in Nigerian Universities: The case of the Academic Staff Union of the University Teacher's Strike of December 2002 - June 2003. A thesis submitted to the Department of Sociology, Anthropology and Applied Social Sciences, Bristol University.
- Bashir, U. (2010). Impact of Stress on Employees Job Performance: A Study on Banking Sector of Pakistan. *International Journal of Marketing Studies*, 14(3): 78-85.
- Becker, G. (1960). An economic analysis of fertility. In *Demographic and economic change* (eds). NJ: NBER. Princeton University Press for NBER, Princeton
- Blynova, O., Moiseienko, V., Los, O., Burlakova, I., Yevdokimova, O., Toba, M., & Popovych, I. S. (2020). Assertiveness as a factor of students' choice of behavior strategies in social interaction.
- Boom, E. A. (2021). *Conflict Management Strategies: Exploring the Choice Pattern of Stakeholders on Construction Projects in Ghana* (Doctoral dissertation).
- Boulden, J. (2003). *Dealing with Conflicts in Africa: The United Nations and regional Organisation*. Palgrave Macmillan Press.
- Boyle, K. (2017, December). 5 benefits of workplace conflict. Retrieved from <https://www.irc.queens.ca/articles/5-benefits...>

- Chen, Y., Liu, X., & Wang, Y. (2018). The impact of conflict management styles on employee performance in healthcare organizations. *International Journal of Healthcare Management*, 11(2), 147-155.
- Coyle-Shapiro, J.A.M., & Shore, L.M. (2005). The employee-organisational relationship: Where do we go from here? *Human Resource Management Review*, 17, 166-179.
- Cropanzano, R., & Mitchell, M. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900
- Cropanzano, R., Anthony, E.I., Daniels, S.R., & Hall, A.V. (2017). Social exchange theory: A critical review with theoretical remedies. *Academy of management Annals*, 11(1), 1-38.
- Dania, O.R., & Oshodin, E.A. (2015). Hofstede conflict management strategy on employees' performance. *Nigeria Journal of Business Administration*, 13(1&2), 38-49.
- Dialoke, I. & Ogbu, E.F.(2017). Conflict resolution strategies and workers' commitment in selected oil companies in Rivers State. *International Journal of Business Ethics in Developing Economies*, 6(2), 10-23.
- Eggum, N. D., Zhang, L., An, D., Xu, J., Clifford, B. N., & Costa, M. (2022). Shyness, unsociability, and social avoidance during early adolescence: associations with peer relationships and aggression. *The Journal of Early Adolescence*, 42(7), 937-964.
- Elgoibar, P., Euwema, M., & Munduate, L. (2017). Conflict management. In *Oxford research encyclopedia of psychology*.
- Evbayiro-osagie, E. (2008). Concepts and levels of strategy. In Agbonifoh .A.B (eds). *Strategic management: Concepts, principles and decisions*. Nigeria: Mindex publishing company limited.
- Erickson, A.S., & Noonan, P.M. (2018). Conflict management formative questionnaire. In the skills that matter: Teaching interpersonal and intrapersonal competencies in any classroom, 83-184. Thousand Oaks: CA: Corwin.
- Falk, A., & Fischbcher, U. (2006). A theory of reciprocity. *Journal of Behaviour*. 54(2), 293-315.
- Fasunwon , A.F., & Akinwande, F.L. (2020). Conflict management and performance. *IAR Journal of Humanities and Social Science*, 1(4), 209-217.
- Field, A.P. (2005). *Discovering statistics using SPSS*. 2nd Edition, Sage Publications, London.
- Gordon, J. (2003). *Pfeiffer's classic activities for managing conflict at work*. San Fransisco: Milgrow
- Greenberg, J. & Baron, R.A.(2013). *Behaviour in organizations* (8th ed.). Upper Saddle.Hasibuan,

- Guerrero, L. K. (2020). Conflict style associations with cooperativeness, directness, and relational satisfaction: A case for a six-style typology. *Negotiation and Conflict Management Research*, 13(1), 24-43.
- Havenga, W. (2002). *Conflict management within local government environment*. M.A. dissertation, Potchefstroom University.
- Holt, J., Haskell, H., & Tietjen, M. (2017). The effects of conflict management styles on employee performance in healthcare organizations. *Journal of Healthcare Administration*, 53(4), 342-353.
- Ivey, G.W., & Kline, T.J.B. (2010). Transformational and active transactional leadership in the Canadian military. *Leadership and Organisational Development Journal*, 31(3), 246-262.
- John-Eke, E.C., Akintokunbo, O.O. (2020). Conflict management as a tool for increasing organisational effectiveness: A review of literature. *International Journal of Academic Research in Business and in Social Science*, 10(5), 299-311.
- Koopman, L., Bernaards, V.H., Hilderbrandt, S.V., Alliard, J., Beek, V.D., & Henrica, D.V. (2014). Improving the individual work performance questionnaire using Rosch analysis. *Journal of Applied Measurement*, 15(2), 14-22.
- Kothari, C. R. (2008). *Research methodology, methods and techniques* 2nd edition. New Delhi: New Age International Limited, 109-110.
- Leonard, K., & Thompson, J. (2019). Importance of employee performance in business organisations. Retrieved from <https://smallbusiness.chron.com/im...>
- Lu, S. C., Kong, D. T., Ferrin, D. L., & Dirks, K. T. (2017). What are the determinants of interpersonal trust in dyadic negotiations? Meta-analytic evidence and implications of future research. *Journal of Trust Research*, 7(1), 22–50. <https://doi.org/10.1080/21515581.2017.1285241>
- Maiti, S., & Choi, J.H. (2019). How entrepreneurs negotiate and the impact of negotiation and conflict management on the business. *Journal of Entrepreneurial Organisation Management*, 8: 2-8.
- Mamatoglu, N., & Tasa, H. (2016). Conflict and Negotiation in Turkish Culture. *Journal of Peace and Conflict Studies*, 48(1), 305-335
- Martin, R., Thomas, G., Charles, K., Epitropaki, O., & Mcnamara, K. (2005). The role of leader-member exchanges in mediating the relationship between locus of control and work reactions. *Journal of Occupational and Organisational Psychology*, 78(1), 141-147.
- Mayer, B. (2016). The paradox of leadership: Cooperating to compete, following to lead. Queen's University IRC. Retrieved from <https://irc.queensu.ca/articles/paradox-leadership-cooperating-competing-following-lead>

- Messner, W. (2021). The association of cultural and contextual factors with social contact avoidance during the COVID-19 pandemic. *Plos one*, 16(12), e0261858.
- Mmbwanga, M.M., & Maore, S. (2021). Conflict management strategies and organisational performance: A survey of microfinance institutions in Nairobi . *Journal of Business and Management* 23(6), 14-29.
- Ndambuki, J. N. (2016). *Influence of Board of Management Members' Conflict Management Styles on Student's Discipline in Public Secondary Schools in Machakos Sub-County, Kenya* (Doctoral dissertation, University of Nairobi).
- Nelson, D. & Quick, J. (2001). *Organisational behaviour: foundations, realities and challenges*. Cincinnati: South-Western.
- Neskerkin, Li & Posterfield (2019). Relationship conflict, conflict management and performance of it development teams: the mediating role of team support and team cohesion.
- Obiukwu, F.E., & Alanefe, G.C. (2017). Employee productivity as a function of organisational climate in selected manufacturing firms in the South-west, Nigeria. *Osogbo Journal of Management*, 2(2), 52-64.
- Ofuani, O.A., & Yomere, G.A. (2014). Communication and conflict management. In Ofuani, O.A., & Ofuani, F.N. (eds), *Modern business communication in English*, 511- 546. Nigeria: Ibadan, Ibadan University press.
- Olowookere, E.I., Adejuwon, G.A., & Godwyns, A.A. (2017). Benefits of organisational citizenship behaviours for individual employees. *Covenant International Journal of Psychology (CIJP)*. Maiden Edition. 1 (1), 50-69.
- Omisore, B. O. & Abiodun, A.R. (2014). Organisational Conflict: Causes, Effects and Remedies. *International Journal of Academic Research in Economics and Management Sciences*. 3(6), 118-137.
- Omene, G. R. (2021). Conflict management strategies as a prerequisite for effective organisational performance: An exploratory analysis. *International Journal of Business & Law Research* 9 (4), 187-199.
- Osuisugbo, I.C., & Okuntade, T.F. (2020). Conflict management practice among stakeholders in construction project delivery. *Covenant Journal in Research & Built Environment (CJRBE)* 8(1), 40-53.
- Oyediran, O.O., Akinyoola, O.O., Ajibade, B.L., Omidwura, B., Ayandiran, E.O., Oyelade, O.O., Igbinalade, S.A., & Adediran, A.G. (2017). Conflict Resolution Strategies among Surgical Team Members in a Nigerian Tertiary Health Institution, *EAS J Nurs Midwifery*, 3(4), 160-169.
- Pandey, R., & Verma, M.R. (2008). Sample allocation in different strata for impact evaluation of developmental programme. *Rev. Bras. Biom.*, Sao Paulo, 26(4), 103-112.

- Qian, J., Li, X., Wang, B., Song, B., Zhang, W., Chen, M., & Qu, Y. (2018). Role theory perspective on how and when goal-focused leadership influences employee voice behaviour. *Journal of Psychology, 10*(4), 24-30
- Rahim, M.A. (2002). Towards a theory of managing organisational conflict. *The International Journal of Conflict Management, 13*(3), 206-235.
- Rahma, Y. (2014). Top management commitment to lean- the effect of side-bets on the implementation's success. An M.Sc. thesis submitted to the University of Hongskolan.
- Rouse, M., & Haughin, M. (2017). What is survey research design? Retrieved from <https://whatis.techtarget.com>surve...>
- Purkayastha, D. & Chaudhari, A. (2011). *Performance management and reward systems*. A case study of Scottrade Inc. IBS Center for management Research. Retrieved from <http://www.ecch.com/educators/products/view?id=100368>.
- Rahim, M. A., Psenicka, C., & Polychroniou, P. (2017). Conflict management styles and employee performance in healthcare organizations. *Journal of Healthcare Management, 62*(4), 258-271.
- Rhatigan, C. (2016). Every manager needs to track these five employee performance metrics. Retrieved from <https://tinypulse.com>blog>
- Saka, S. J. (2020). *Conflict Management Strategies on Administrative Effectiveness in Selected Federal Universities in the North Central Nigeria* (Doctoral dissertation, Kwara State University (Nigeria)).
- Shaibu, I. (2014). *Strategic management: Theory and practice*. Nigeria, (2<sup>nd</sup> ed.): Benin City, ACME Publishers.
- Sudhakar, G. (2015). A review of conflict management techniques in projects. *Brazilian Journal of Operations & Production Management, 12*(2), 214-232.
- Thomas, K.W. & Kilman, R.H. (2015). Thomas-Kilman conflict mode instrument. Retrieved from <https://www.cpp.com>
- Tulane University (2018). Social exchange theory. Retrieved from <https?www.socialwork.tulane.edu>.
- Wallace, J. E. (1997). Becker's side-bet theory of commitment revisited: is it time for a moratorium or a resurrection?. *Human Relations, 50*(6), 727-749.
- Yang, J., Liu, Y., & Guo, Q. (2016). The impact of conflict management styles on nurse performance in Chinese hospitals. *International Journal of Nursing Practice, 22*(4), 342-351.
- Yang, H., Zhao, X. R., & Ma, E. (2024). A dual-path model of work-family conflict and hospitality employees' job and life satisfaction. *Journal of Hospitality and Tourism Management, 58*, 154-163.



## APPENDIX I

### Department of Business Administration

#### Faculty of Management Sciences

Dear Respondent,

#### REQUEST FOR QUESTIONNAIRE COMPLETION

I am a B.Sc. student of the above department; I solicit your cooperation in completing this questionnaire on the topic “**Conflict management strategy and employee performance in health care centres in Benin City**” in fulfillment of an academic requirement. Please provide true and honest responses only. Tick a response where appropriate in spaces provided. Your anonymity is guaranteed as your name or identity is not required.

I would love to stress that your cooperation is needed, as information given will be used only for this research and will be treated confidentially.

Thanks

---

Researcher

#### SECTION A:

##### PERSONAL BIODATA

Instructions: Please tick (✓) the appropriate options and fill the spaces provided

1. Gender: Male ( ), Female ( )
2. Age: 18-25 years ( ), 26-35 years ( ), 36-45 years ( ), 46 and above ( )
3. Qualification: Registered nurse ( ); B.Sc. Nursing ( )
4. Experience on current job: 0-5 years ( ), 6-10 years ( ), 11-15 years ( ), 16 years above ( )

**SECTION B:**

Instruction: Tick (√) the boxes to show how much you agree with each of the following statements, using 1= Strongly Disagree (SD), 2= Disagree (D), 3= Undecided (U), 4= Agree (A) & 5= Strongly Agree (SA)

**Employee Performance Questionnaire (EPQ)**

S/N	ITEMS	1	2	3	4	5
<b>Employee performance</b> In the last 3 months...		<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
7	I planned my work so that it was done on time.					
8	I was able to perform my work well with minimal time and effort					
9	I was able to separate main issues from side issues at work.					
10	I took on extra responsibilities					
11	I took on challenging work tasks, when available					
12	I came up with creative solutions to new problems					

Adapted from Koopman *et al* (2014).

S/N	ITEMS	1	2	3	4	5
<b>Accommodating</b>		<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>
13	When there is disagreement, I join ideas with my colleagues to resolve it					
14	I am always eager to consider other people's opinions before making my decisions					
15	I seek other people's opinion especially when I cannot perform a task alone					
16	When someone is upset with me, I try to find out why					
17	When conflict occurs I am usually willing to adjust my priorities to reach a resolution					
<b>Collaborating</b>						
18	When a colleague is upset with me, I try to find out the reason					
19	I try to ensure that there is a win-win solution whenever I need to end an argument					
20	Instead of jumping into a conclusion, I try to find out why there is a disagreement					
21	I think it is more important to get along than to win an argument					
22	Where a problem involves the use of combined resources, I provide my personal					

	contribution					
<b>Compromising</b>						
23	In other to prevent disagreement, I accept blame, even when I am not the cause of the problem					
24	I allow the second party to have his/her way when I realise that it may help to solve the problem					
25	During a conflict I try to find some compromise					
26	When viewpoints are opposed, I always ask for a balance					
27	Whenever there is a conflict I make a point of presenting my view and I invite others to do the same					
<b>Competing</b>						
28	Once I have taken a position, I do not want others to try and talk me out of it.					
29	When pursuing my priorities, I am usually firm and not swayed by others					
30	Whenever I disagree with someone, I defend my position, and what people to accept my point of view					
31	When I get upset I attack the situation as it hurts me					
32	Whenever I notice that someone is about to take advantage of my low competitiveness, I adjust my behaviour by becoming competitive					
<b>Avoiding</b>						
33	I try to avoid people who have strong opinion					
34	When I am upset with someone, I try as possible to reduce my conversation with the person					
35	Whenever I am involved in a disagreement, I stop and think of what to say next					
36	During an argument, i often say things which I will later regret					
37	I withdraw from situation that initiate conflict					

*Adapted from Thomas and Kilmon (2015)*

**Thank you**