

Conflict Management Strategies and Organisational Performance: A Study of Federal Roads Maintenance Agency in Abuja, Nigeria

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doi: <https://doi.org/10.37745/gjhrm.2013/vol12n14967>

Published February 3, 2024

Citation : Shehu-Usman M., Uzochukwu I.U., Gambo N. (2024) Hauwa Lamino Abubakar (Ph Conflict Management Strategies and Organisational Performance : A Study of Federal Roads Maintenance Agency in Abuja, Nigeria, *Global Journal of Human Resource Management*, Vol.12, No.1, pp.49-67

ABSTRACT : *Many organizations in Nigeria are currently grappling with task, relationship, and process related conflict. This ongoing struggle is consuming valuable organizational time and resources. If not effectively managed, these conflicts have the potential to escalate, resulting in significant human and financial costs. This study, therefore, centres on evaluating how conflict management strategies influence organizational performance, using the Federal Roads Maintenance Agency (FERMA) as a case study. The objectives of this study are to determine the relationship between conflict management strategies—specifically, avoidance strategy, collaboration strategy, compromising strategy, and accommodation strategy—and organizational performance. The study reviewed relevant theoretical and empirical literature, drawing its theoretical framework from contingency theory. The research design employed a survey research technique, with a close-ended questionnaire serving as the principal instrument for data collection. Utilizing Taro Yamane's formula, the established sample size for this study included 235 staff members of FERMA. Hypotheses were tested using regression analysis as the selected statistical method. The study found a significant positive relationship between organizational performance and all the examined conflict management strategies, namely avoidance strategy, collaboration strategy, accommodation strategy, and compromising strategy. In light of the study's results, it is recommended that managers consider employing the identified conflict management techniques due to their demonstrated effectiveness in effectively handling conflicts within organizational settings.*

KEYWORDS: accommodation strategy, avoidance strategy, collaboration strategy compromising strategy, conflict management, organisational performance.

INTRODUCTION

In the intricate tapestry of organisational dynamics, performance stands as the ultimate benchmark for success. Achieving and sustaining optimal organisational performance is a complex endeavour influenced by various internal and external factors. From leadership strategies to organisational operational efficiency, a well performing organisation is a testament to effective management across diverse front (Wonah 2020). However, within the pursuit of

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excellence, conflict inevitably arise, presenting both challenges and opportunities (Shabani, Behluli, & Qerimi, 2022). The manner in which organizations manage and navigate these conflicts plays a pivotal role in determining their overall performance and success (Ofobruku, 2022). Conflict is an inevitable reality in the ever-evolving landscape of contemporary organizations (Martins, Trindade, Vandresen, Amestoy, Prata, & Vilela, 2020). Whether arising from differences in opinions, competition for resources, or clashes of personalities, conflict can either be a destructive force that disrupts productivity or a catalyst for positive change and growth (Min, Iqbal, Khan, Akhtar, Anwar, & Qalati, 2020). The determinant of the outcome lies in the organisation's handling of the conflict situation (Chaudhary & Arora 2022).

Conflict management involves using expertise and techniques to resolve conflict within an organisation. Conflict management pertains to the constructive handling and resolution of conflicts. (Awalluddin & Maznorbalia 2023). Effective conflict management involves identifying the sources of the conflict, understanding the perspectives and needs of all parties involved, and working to find mutually beneficial solutions that address everyone's concerns (Andreoni & Chang, 2019). The goal of conflict management is not necessarily to eliminate all disagreements, but rather to find ways to manage them in a constructive and positive manner that maintains relationships, promotes understanding, and leads to improved outcomes for all involved (Winardi, Prentice, & Weaven, 2022). When conflict is not properly managed it leads to distractions, decreased focus on tasks, and reduced productivity as employees become preoccupied with the conflict rather than their work. Persistent conflicts can create a negative work environment, leading to low morale and negatively impacting employee satisfaction which will eventually affect their job performance (Nwokedi, Osaheghe, Okereke, & Gbenga, 2022) Hence, management has a responsibility to handle conflicts in an appropriately in order to improve organizational performance because doing so will lead to better time management, cooperation, and productivity (Nwokedi et. al). This implies that adeptly addressing conflicts can lead to organizational improvement, influence employee satisfaction, and positively affect the overall performance of the organization.

Numerous Nigerian organizations grapple with interpersonal and inter-group conflicts that consume significant organisational time and attention (Omene 2021). This predicament largely arises from managers' failure to approach conflict management with the same comprehensive and systematic mindset applied to financial, information, and human resources management (Nwokedi et, al 2022). Instead of being viewed through a structured lens, conflicts are often handled with a more passive approach. Federal road maintenance agency is one of many firms where conflict management is handled with "Piece meal approach". This lack of systematic resolution has led to the deterioration of conflicts in certain firms (Nurhalim 2022). Unresolved conflicts within an organization have far-reaching consequences, incurring both high human and financial costs. Mismanagement of conflict can result in tension, frustration, diminished self-confidence, low morale, communication breakdowns, missed deadlines, reduced trust, absenteeism, and legal proceedings (Chika-anyawu & Oparanma 2020). These issues, in turn, contribute to a lack of satisfaction, humiliation, embarrassment, and stress, potentially leading to both psychological and physical health problems. The mismanagement of conflicts also detrimentally impacts the productivity of organizational goals and objectives, which could be attainable with efforts directed towards minimizing the negative outcomes of conflicts (Agbo

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2020). Therefore, it becomes imperative to take proactive measures in effectively managing conflicts to align with and achieve organizational objectives. The main objective of this study is to evaluate the impact of conflict management strategies on the performance of Federal Road Maintenance Agency. However other specific objectives are to:

- i. assess the impact of avoidance strategy on organisational performance in Federal Road Maintenance Agency Abuja.
- ii. ascertain the impact of collaboration strategy on organisational performance in Federal Road Maintenance Agency Abuja.
- iii. examine the effectiveness of compromising strategy on organisational performance in Federal Road Maintenance Agency Abuja.
- iv. determine the impact of accommodation strategy on organisational performance in Federal Road Maintenance Agency Abuja.

In line with the objectives of the study the following null hypotheses are formulated:

H01: Avoidance strategy has no significant impact on organisational performance in Federal Road Maintenance Agency Abuja.

H02: Collaboration strategy has no significant impact on organisational performance in Federal Road Maintenance Agency Abuja.

H03: There is significant effect between compromising strategy and organisational performance in Federal Road Maintenance Agency Abuja.

H04: Accommodation strategy has no significant effect on organisational performance in Federal Road Maintenance Agency Abuja.

LITERATURE REVIEW

Conflict Management

The relationship between conflict management and organizational performance is a topic of paramount importance in the fields of management and business (Olukayode, 2022). Effective conflict management involves understanding the causes of the conflict, recognizing the emotions and needs of all parties involved, and selecting the appropriate conflict management style to address the situation (Chaudhry & Arora 2023). According to Chaudhry et al. (2022), conflict refers to a disagreement or struggle between two or more individuals or groups who have incompatible goals, interests, values, or beliefs. Conflict management is not merely a matter of mitigating disruptions but harnessing the potential inherent in conflict to foster innovation, enhance teamwork, and ultimately drive an organization towards its goals (Shabani, Behluli, & Qerimi, 2022). Conflict in the organisation emanates from perceived opposition of interests, needs and values between individuals similarly, within work groups conflicts are often brought about by struggles over scarce resources, control and status who work together (Iskamto, Ghazali, & Afthanorhan 2022; Shabani et al., 2022). Even in the best working relationships disagreement can occur and challenging each other's ideas can strengthen an outcome. It has been established that it depends on how well conflict is addressed and managed that can either add to or take away from an organization's overall performance (Zelenko 2023).

Achot & Kithinji (2021) opined that, Conflict management is viewed as a broad concept encompassing conflict resolution and the transformation of conflict into a positive and beneficial force, it entails proactive measures taken to prevent conflicts at the right moment and facilitating their efficient and amicable resolution. Likewise, Mills & Mene (2020) views conflict management as techniques to resolve conflicts in the organization to facilitate organisational goals and objectives. Similarly, Gary (2021) assert that interventions aimed at reducing conflict or, in some cases, increasing insufficient conflict are referred to as conflict management. It is a process where managers create strategies and put them into action to make sure that disputes are settled successfully. Furthermore, Awalluddin & Maznorbalia (2023) asserts that in order to optimize learning and organizational success, conflict management requires the cultivation of effective strategies to reduce the dysfunctions of conflict and amplify its constructive functions. This implies that conflict management entails reducing the chances of counterproductive escalation, as opposed to strictly avoiding or terminating it (Gary 2021). Therefore, conflict management encompasses the procedures employed by groups and individuals to address complaints or disagreements, with the goal of reaching a compromise that not only facilitates resolution but also cultivates consensus and underscores a genuine dedication to decision-making.

Conflict management Styles

The Thomas-Kilmann model is a frequently utilized conflict resolution instrument designed to assist individuals and teams in gaining a deeper understanding of their personal conflict styles and in effectively navigating conflicts with others (Imtiaz et al. 2022). Developed by Kenneth Thomas and Ralph Kilmann in the 1970s, the model introduces five distinct conflict resolution styles: competing, collaborating, compromising, avoiding, and accommodating. Each style represents a unique approach to conflict, and each comes with its own set of advantages and disadvantages contingent upon the specific situation. (Shariq et. al. 2022; Pembi et al 2022; Imtiaz et.al. 2022). The five strategies are based on assertiveness and cooperativeness for managing conflict in organisations (Seriki 2022; Tabitha & Florence 2019). Assertiveness is the measure of how much one party seeks to address its own concerns, while cooperativeness assesses how much a party endeavors to address the concerns of the other party. The strategies include avoidance strategy, collaborating strategy, accommodation strategy, compromising strategy, and competing strategy. There are three orientations to conflict management: the lose-lose orientation (resulting in negative outcomes for all parties involved), the win-lose orientation (leading to victory for one party at the expense of the other), and the win-win orientation (where both parties discover mutually beneficial solutions) (Shariq et. al. 2022). For the purpose of this study avoidance, collaboration, accommodation and compromising strategies would be employed as competing strategy leads to one party winning at the expense of the other party, leading to more conflict.

Avoidance Strategy

This is mode characterised by a lose-lose orientation, marked by low assertiveness and low cooperativeness. The individuals in this situation withdraw from the conflict, leading to no favourable outcome for any party involved (Larasati & Raharja 2020; To et. al. 2021). They neither advocate for their own concerns nor make an effort to address the concerns of others.

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(Shariq et. al. 2022). In many cases, avoiding conflict may be effective and beneficial, but on the other hand, it prevents the matter from being resolved and can lead to larger issues (Tabitha & Florence 2019). Mills & Mene (2020) asserts that the appropriate time to use this style is when stakes are not high or issues is trivial, when confrontation will hurt a working relationship, when there is little chance of satisfying your wants, when disruption outweighs the benefit of conflict resolution, when gathering information is more important than an immediate decision, when others can more effectively resolve the conflict, and when the benefit of avoiding the conflict outweighs the benefit of addressing it. This mode should not be used when the conflict needs to be resolved in a timely manner (Tabitha & Florence 2019; Utaka & Silas-dikibo 2020).

Accommodation Strategy

This mode is a win-lose orientation. This approach is marked by a strong inclination towards both unassertiveness and cooperativeness. In this approach, one party disregards their own concerns in order to address the concerns of others (Larasati & Raharja 2020). While this mode can be effective and lead to an immediate resolution of the issue, it involves a significant sacrifice of one's own interests. This approach is utilized when the source of the conflict is more meaningful to the other parties than it is to oneself. The purpose of employing this strategy is to let the other side win while you lose (Umana 2019; Omene 2020;). Tabitha & Florence (2019) posits that the accommodating strategy holds that no amount of sacrifice is too great to allow for the restoration of peace. Situations when this mode is useful include when an individual realizes they are wrong and accepts a better solution, when the issue is more important to the other person or party which can be seen as a good gesture and builds social credits for future use, when damage may result if one party continues to push their own agenda (Utaka & Silas-Dikibo 2020). This mode should not be used when the outcome is critical to the success of the team and when safety is an absolute necessity to the resolution of the conflict (Mills & Mene 2020). Due to its long-term orientation accommodating is ineffective for addressing task conflict but works well when handling interpersonal conflict.

Collaboration Strategy

This mode is a win-win orientation. This mode is characterized by high assertiveness and high cooperation. In this collaborative approach, both individuals and teams can achieve a win-win outcome in the conflict. The involved parties collaborate to find a solution that effectively addresses the concerns of both sides (Cheng et. al. 2020; Imtiaz et. al 2022). It involves the integration of ideas to reach the most optimal resolutions in a conflict situation, through a creative process that is sparked by the contributions of other parties involved, the best solution is found. (Kayser & Kaplan 2020; Umana 2019). This approach might be thought of as the best because it results in a resolution through the participation of all parties. In this mode, determining the underlying needs of each party demands a considerable amount of time, effort, and resources. It is often characterized as a process of layering ideas upon ideas to develop the most effective resolution to a conflict that satisfies all parties involved. (Utaka & Silas-Dikibo 2020; Shariq. et. al. 2022). The best resolution in this mode is typically a solution to the conflict that would not have been produced by a single individual. According to Turesky et al. (2020)

collaboration is encouraged by many leaders because it can lead to not only positive outcomes but, more importantly, the development of stronger team structures and innovation.

Compromising Strategy

This mode is characterized by a moderate level of assertiveness and cooperativeness. In order to reach a compromise, it results in a situation where I win some and I lose some. This can be seen as an instance in which neither party gains nor loses; rather, a mutually agreeable resolution is obtained by either dividing the difference between the two positions, exchanging worries, or looking for a medium ground (Igbinoba et, al 2023). Compromising might also yield a less-than-ideal outcome since it involves a comparatively lower level of effort in its application. (Chaudhary & Arora 2023; Alotaibi 2020). Situations when this mode is effective include: a temporary and/or quick decision to a complex issue is needed, the welfare of the organization will benefit from the compromise of both parties, both parties are of equal power and rank, when other modes of conflict-handling are not working, and when the goals are moderately important and not worth the time and effort (Alotaibi 2020; Shariq et. al. 2022). When competing or collaborating has failed and the goals of the persons concerned are of medium importance, this strategy is preferred. This mode should be avoided when partial satisfaction of each party's concerns may lead to propagation of the issue or when a leader recognizes that their team is taking advantage of their compromising style (Valente & Lorenc 2020). For the purpose of this study avoidance strategy, accommodating strategy, compromising strategy and collaboration strategy will be considered with the exception of competing strategy.

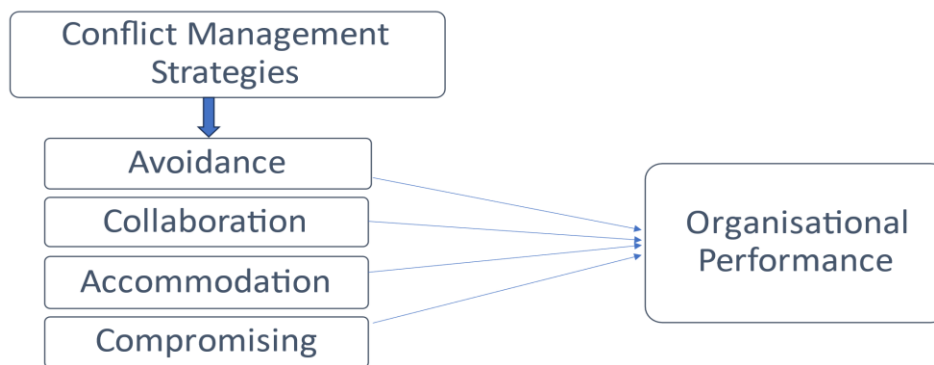
Organizational Performance

Organizations engage in a variety of actions to achieve their goals. The effectiveness of these recurring activities, crucial for the organization's success, needs to be measured. Quantifying these processes is essential for evaluating performance levels and enables informed decision-making by management (Amhalhal et. al. 2021). This evaluation helps identify areas within the processes that may require action for performance improvement. Altaweel & Alhawary (2021) assert that researchers widely acknowledge the significance of organizational performance as a key managerial concept. This concept delves into the organization's capacity to realize its predetermined goals by skillfully and efficiently leveraging the spectrum of available resources (Cho & Ibrahim 2021; Wonah 2020). It involves a detailed assessment of the organization's effectiveness in strategic thinking, planning, and resource utilization to bring about the desired results. Essentially, organizational performance functions as a comprehensive gauge, reflecting the overall effectiveness and efficiency with which an organization operates to accomplish its objectives (Ofobruku 2022; Cho & Ibrahim 2021). This encompasses not only the outcomes achieved but also the proficiency with which the organization aligns its strategies, plans, and resource utilization in the pursuit of its goals. Amhalhal et. al. (2021) assert that organizational performance can be evaluated in two ways: financially, utilizing metrics such as earnings per share, return on equity, and return on assets; or non-financially, gauging aspects like market share, customer satisfaction, and employee morale. The type of organization to be assessed and the goals to be attained via that evaluation are regarded to have

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an impact on the appropriate measure chosen (financial or non-financial) to assess organizational performance (Ofobruku2022; Nwokedi et, al. 2022; Seriki 2022). Therefore, when measuring organisational performance, a variety of approaches may be adopted, depending on the study's perspective. For the purpose of this study, service quality, stakeholder satisfaction, productivity, revenue growth and employee morale will be used as a measurement for the dependent variable.

Fig. 1: Conceptual Model



Source: Developed by the Researcher, 2023

Theoretical Framework

This study is anchored on Contingency Theory. Fred Fiedler developed this behavioral theory in 1964. The assumption of the theory is that there is no universal or one best way to manage an organisation, instead the optimal course of action is dependent (contingent) on the situation at hand (Adeoye 2021). The theory argued that a manager's effectiveness is based upon the interplay of task, or relation, motivation and the circumstance. This means that different management strategies are needed depending on the circumstance, with the goal of either sustaining positive group dynamics or motivating for job completion (Amhalhal et. 2021). According to Seriki (2022) six independent constructs (strategy, task, technology, organizational size, structure, and culture) and two dependent constructs (efficiency and organisational performance) make up contingency theory. The study examines the association between strategy, analyzed as an independent variable, and organizational performance, considered as the dependent variable. The idea that there is no one best method for handling organizational conflict was a factor in the decision to base the study on this notion. A strategy is considered appropriate for a conflict situation if its use leads to effective formulation and/or

solution to a problem (Imtiaz et. al. 2021). The efficacy of various conflict management styles is contingent on contextual factors. The selection of a conflict management style is influenced by the specific nature of the conflict and the objectives of the organization. The theory relates to the independent variables through collaboration strategy, accommodating strategy, compromise strategy, and avoidance strategy. These strategies represent the organizational approaches that the management of the Federal Road Maintenance Agency (FERMA) can utilize for conflict management. The dependent variable is associated with organizational performance, reflecting the outcomes of the adopted conflict management strategy or strategies.

Empirical Review

The association between conflict management and organizational performance has garnered significant attention in management literature. This subsection discusses empirical literature on this topic. Their views are discussed in this subsection to understand how this study fits into body of existing literature. Ofobruku (2022) conducted a study in Delta state, Nigeria to examine the effect of conflict management on organizational performance of some selected deposit money banks in Nigeria. The research employed a survey research design, utilizing a questionnaire to gather responses from 112 bank staff members who constituted the sample size. The data underwent analysis through ordinary least square regression. The findings indicated that organizational performance is notably influenced by collaboration and collective bargaining, whereas compromising showed no significant impact on organizational performance.

Shabani et. al (2022) investigated the impact of conflict management styles on organisational performance: a comparative analysis in Kosovo. The study sought to identify conflict management styles within both public and private enterprises and evaluate their impact on organizational performance. The sample size consisted of 100 managers from each sector. Results revealed that compromise was the predominant style in the private sector, with avoidance being the least utilized. Conversely, the dominating style was most commonly observed in the public sector, with the obliging style being the least utilized. According to the OLX model, organizational performance within the private sector is notably influenced by the obliging style, whereas in the public sector, the compromising style plays a more substantial role in shaping organizational performance.

Imtiaz et. al. (2022) examined the impact of conflict management styles on the employee motivation and performance of banking organizations in Bahawalpur, Pakistan. The study employed a convenience sampling technique to gather primary data from 385 employees working under managers or supervisors in the banking sector of Bahawalpur. Structural Equation Modeling (SEM) was utilized for data analysis to explore relationships among variables. The findings indicate that the integrating conflict management style has an insignificant impact on organizational performance but does positively influence employee motivation. In contrast, accommodating and avoiding conflict management styles significantly and positively impact both employee motivation and the performance of banking organizations in Bahawalpur. However, the forcing conflict management style shows an insignificant impact

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on both employee motivation and organizational performance. Additionally, a positive relationship is observed between employee motivation and organizational performance. Nwokedi et al (2022) investigated conflict management and organizational performance with particular reference to selected breweries in South-East, Nigeria. The primary objectives of the study were centered around analyzing the effects of various conflict management strategies, including Collaboration, Compromising, Mediation, Arbitration, and Negotiation, on the overall organizational performance. The research design employed a survey research technique, sourcing data from primary sources within five sampled brewery companies. Analysis involved frequent tables and percentage analysis, with regression analysis used to test the formulated hypotheses. The analytical approach included the use of frequent tables and percentage analysis, complemented by regression analysis to assess the formulated hypotheses. Notably, the study findings indicated that all the examined conflict management strategies— Collaboration, Compromising, Mediation, Arbitration, and Negotiation demonstrated a significant and positive effect on organizational performance.

M'mbwanga, Maore and Were (2021) focused on Conflict management strategies and organizational performance of microfinance institutions in Nairobi, Kenya. The study aimed to assess how conflict management strategies impact the performance of micro-finance institutions in Nairobi. Utilizing a descriptive survey research design, the research included all 90 managers of micro-finance institutions in the city through a census method to gather comprehensive data. Questionnaires served as the research instrument, and the collected data were analyzed using SPSS. The study unveiled several key relationships: a notable negative correlation between the accommodating strategy and the performance of micro-finance institutions in Nairobi, a significant positive correlation between the dominating strategy and performance, a significant negative correlation between the compromise strategy and performance, and a significant positive correlation between the collaborating strategy and the performance of micro-finance institutions in Nairobi.

Amaeshi, et. al (2021) examined Conflict Management and Organizational Performance in Nigeria. The study involved a sample size of 166 members from the academic faculty, with data collected through a questionnaire. Hypotheses testing and illustrating the relationship between conflict management practices and their impact on organizational performance were conducted using the Pearson product-moment coefficient of correlation. Descriptive statistics were employed to characterize the data obtained from the questionnaire. The findings indicated that conflict management techniques such as collective bargaining, compromise, and accommodation significantly enhance organizational performance. The study concluded that crucial factors in resolving organizational conflicts encompass power dynamics, communication styles, organizational culture, and objectives. Ukata. et. al (2020) carried out research on conflict management and conflict management skills needed in educational tertiary institutions in Nigeria. The study revealed that conflicts, characterized as destructive, constructive, and inevitable, are pervasive in every tertiary institution in Nigeria. The primary cause of these conflicts was identified as the display of power. Additionally, the research found that certain administrators, managers, and union representatives appear to lack the necessary conflict management skills, strategies, and styles required to effectively handle conflicts.

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Furthermore, there was an observed deficiency in conflict prevention strategies and skills within the institutions studied.

Agbo (2020) examined the effect of conflict management on organizational performance with reference to the Broadcasting Corporation of Abia State. The study employed a descriptive survey research design and utilized a simple random sampling technique to select a sample size of 85 personnel. Data were collected through questionnaires, and the responses were analyzed using SPSS. The findings revealed a positive and significant relationship between conflict management and organizational performance. The study concluded that maintaining an acceptable level of conflict resolution in the workplace contributes to improved organizational performance by enhancing coordination and control of the company's activities. Wonah (2020) investigated conflict management strategies and organizational performance of Rivers State Civil Service. The research utilized a survey design to investigate the topic. The population of the study comprised the Rivers State Civil Service, totaling three hundred and eighty (380) respondents based on data from 2018. A sample of 200 respondents was selected from this population. Primary data was collected through the use of questionnaires. The study revealed that the application of conflict management strategies, including negotiation and third-party intervention, has the capacity to improve organizational performance.

Literature Gap

Although extensive research (such as Olukayode 2022; Dedi et. al. 2022; Ayinde et. al. 2021; Ameshi et. al. 2021; Utaka 2020; Agbo 2020; Mills & Mene 2020; Adilo 2019; Ajike, et.al. 2015; Longe 2015 Hotepo, et al. 2010; Ongori 2009) has been carried out on conflict management, the findings regarding the relationship between conflict management and organizational performance are still conflicting. Studies conducted by Nwokedi et al. (2022) and Adilo (2019) affirms that conflict management plays a crucial role in influencing organizational performance. Whereas Muhammad & Maria (2013) found that conflict management has a negative effect on organizational performance. M'mbwanga, Maore and Were (2021), Hotepo, Asokere, Abdul-Azeez1 and Ajemunigbohun (2010) found that conflicts have both negative and positive effects on organizations. These inconsistent findings highlight the ongoing ambiguity and lack of consensus regarding the correlation between conflict management and organizational performance. Furthermore, the scrutiny of current studies unveiled a dearth of research on the connection between conflict management and organizational performance, specifically within the context of Abuja. Acknowledging this research gap, this study seeks to explore the relationship between conflict management and organizational performance within the specific context of Abuja, focusing on the Federal Roads Maintenance Agency (FERMA).

METHODOLOGY

This study adopts a survey research design to examine the relationship between organizational performance (dependent variable) and conflict management (independent variable). Data was collected from a sample of employees at the Federal Road Maintenance Agency, the selected organization for the study. The instrument of data collection is a close-ended questionnaire.

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This study examines Federal Road Maintenance Agency in FCT, Abuja, where their staff constitutes the study population. Stratified sampling technique is used. Within each group, the study will utilize simple random sampling to select respondents. This method ensures that every employee within the organization has an equal opportunity to be chosen as part of the sample elements. The population of this study comprises of 567 employees grouped into three. The top-level personnel are 58, middle level of personnel is 136 while the lower level consist of 373 personnel.

Table 3.1 Population distribution

POSITION	POPULATION
TOP LEVEL PERSONNEL	58
MIDDLE LEVEL PERSONNEL	136
LOWER LEVEL PERSONNEL	373
TOTAL	567

Source : Field Report 2023

The sample size of this study was determined using the Taro Yamane (1967) statistical formula which is stated as follows: $n = N/(1+N(e)^2)$, where n signifies sample size, N signifies population under investigation, 1 signifies statistical constant and e signifies the margin error of 0.05 (Adam 2020). Using the Taro Yamane (1967) formula, this study's sample size is given as 235 Personnel.

Table 3.2 Sample Distribution

POSITION	SAMPLE SIZE
TOP LEVEL PERSONNEL	24
MIDDLE LEVEL PERSONNEL	57
LOWER LEVEL PERSONNEL	154
TOTAL	235

Source: Field Report 2023

The sample size is therefore 235 which is distributed pro rata as follows directors and senior staff management are 24 personnel; middle management are 57 personnel while 154 personnel are low level management as reported in sample Table 3.2. In analysing the data for this study, regression analysis was used as a tool of analysis to assess the extent to which the independent variables affect the dependent variable with the aid of SPSS. It will also be used to test the research hypotheses at 5% level of significance (95% confidence level). The model employed for examining the impact of conflict management on the performance of Federal Road management agency was adopted from a similar study by Nwokedi et. al (2022) and it's specified thus:

$$\text{ORGP} = f(\text{AVS}, \text{COMS}, \text{COLS}, \text{ACCS})$$

Where: OP = Organisational Performance; AvS = Avoidance strategy; ComS = Compromise strategy; ColS = Collaboration strategy; Accs= Accomodation strategy

Econometric form of equation is represented as

$$OP = \alpha_i + \beta_1 avSi + \beta_2 ComSi + \beta_3 AvSi + \beta_4 accSi + \epsilon_i$$

Where: α = Intercept/Constant; $\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of the independent variables; ϵ = Error term

RESULTS AND DISCUSSIONS

This section deals with the validation of the formulated hypotheses using inferential analyses. This is considered germane so as to achieve the cardinal objectives/research question. The inferential statistics used are simple regression techniques. They are tested as follows:

Table 4.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.731 ^a	.666	.665	3.13594	.666	103.72	3	199	.000

Source: Researcher’s Computation using the SPSS V.25.0

Table 4.1 reveals a strong relationship between the predictors and the dependent variable, represented by the regression coefficient (R) value of .731 (73.1%). This suggests a robust connection between conflict management and organizational performance. The R-Square value, indicating the proportion of variation in the dependent variable (organizational performance) explained by the predicting variable (conflict management), is .666 (66.6%). This implies that approximately 66.6% of the variation in organizational performance can be attributed to conflict management strategies, while the remaining 33.4% is influenced by other factors not considered in the model. The F-Change value is 103.72, and its significance level of =.000 (less than 5%) signifies that the overall regression model is statistically significant, valid, and fit.

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.408	.687		.593	.554
	AVS	.758	.024	.931	12.162	.000
	COLS	.392	.016	.891	24.821	.000
	COMS	.493	.017	.913	28.387	.000
	ACCS	.455	.023	.874	21.316	.000

a. Dependent Variable: OP

Source: Researcher’s Computation using the SPSS V.25.0

H01: Avoidance strategy has no significant impact on Organisational performance in Federal Road Maintenance Agency (FERMA).

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The regression coefficients table indicates that the Avoidance Strategy (AVS) has a coefficient value of 0.931, a t-statistics value of 12.162, and a significance value (Sig.) of .000. This implies that a one percent increase in Avoidance Strategy, while holding other variables constant, results in a 93.1% increase in Organizational Performance (OP). The significance of this result is underscored by the Sig. value of .000, which is well below the 5% threshold. Consequently, based on the empirical findings from the regression analysis, the null hypothesis stating that there is no significant impact between avoidance strategy and organizational performance in the Federal Road Maintenance Agency (FERMA) is rejected.

H02: Collaboration strategy has no significant impact on Organisational performance in Federal Road Maintenance Agency (FERMA). In Table 4.2, the Collaboration strategy (COLS) is associated with a coefficient value of 0.891, a t-statistics value of 24.821, and a significance value (Sig.) of .000. This indicates that a one percent increase in Collaboration Strategy, while holding other variables constant, leads to an 89.1% increase in Organisational Performance (OP). The significance of this result is notable with a Sig. value of .000, which is below the 5% threshold. Therefore, based on the empirical findings from the regression analysis, the hypothesis stating that collaboration strategy has no significant impact on organizational performance in the Federal Road Maintenance Agency (FERMA) is rejected.

H03: Compromising strategy has no significant impact on Organisational performance in Federal Road Maintenance Agency (FERMA). In Table 4.2, the Compromise Strategy (COMS) is associated with a coefficient value of 0.913, a t-statistics value of 28.387, and a significance value (Sig.) of .000. This implies that a one percent increase in Compromise Strategy, while holding other variables constant, leads to a 91.3% increase in Organizational Performance (OP). The significance of this result is underscored by the Sig. value of .000, which is well below the 5% threshold. Consequently, based on the empirical findings from the regression analysis, the hypothesis stating that there is no significant impact between compromising strategy and organizational performance in the Federal Road Maintenance Agency (FERMA) is rejected.

H04: Accommodating strategy has no significant impact on Organisational performance in Federal Road Maintenance Agency (FERMA). In Table 4.2, the Accommodating Strategy (ACCS) is associated with a coefficient value of 0.913, a t-statistics value of 21.316, and a significance value (Sig.) of .000. This indicates that a one percent increase in Accommodating Strategy, while holding other variables constant, results in an 87.4% increase in Organizational Performance (OP). The significance of this result is highlighted by the Sig. value of .000, which is well below the 5% threshold. Accordingly, based on the empirical findings from the regression analysis, the hypothesis stating that Accommodating strategy has no significant impact on organizational performance is rejected.

DISCUSSIONS

The empirical evidence from the inferential analyses yielded four key results based on the tested hypotheses. Firstly, the study found a significant positive relationship between

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avoidance strategy and organizational performance. This result is in line with a previous study conducted by Imtiaz et al. (2022) in Pakistan, which similarly identified a significant relationship between avoidance strategy and organizational performance. However, it contradicts studies by Longe (2015) and Olukayode (2015) in Nigeria, both of which reported no relationship between avoidance strategy and organizational performance. These conflicting findings underscore the necessity for further research to delve into the contextual factors that may influence the relationship between avoidance strategy and organizational performance.

Secondly, the study revealed that collaboration strategy has a significant positive relationship with organizational performance. This outcome aligns with previous research conducted by Ofobruku (2022) in Nigeria, Nino et al. (2021) in Georgia, Awan and Saeed (2015) in Pakistan, and Kanani and Farahani (2014) in Iran, all of which found a significant relationship between collaboration strategy and organizational performance. The current study resonates with these findings, emphasizing the importance of collaboration strategy in enhancing organizational performance.

Furthermore, the findings of this research suggest that adopting a compromising strategy is strongly correlated with improved organizational performance. Shabani et al. (2022) observed a comparable positive relationship in Kosovo, while Ameshi et al. (2021) identified a similar significant connection between collaboration strategy and organizational performance in Nigeria. This conflict resolution method involves collaboration, with an emphasis on impartiality among conflicting parties, aiming to achieve consensus and lasting resolution.

Finally, the research finds a significant positive correlation between accommodation strategy and organizational performance. Corroborating this discovery, a study conducted by Nwokedi et al. (2022) and Olukayode (2015) in Nigeria echoes similar findings. In contrast, M'mbwanga, Maore, and Were (2021) in Kenya reported a lack of a significant relationship between accommodation strategy and organizational performance. This divergence underscores the necessity for additional research to delve into contextual factors that influence the connection between conflict management and organizational performance.

CONCLUSION AND RECOMMENDATIONS

The central goal of this study was to examine the connection between conflict management strategies and organizational performance. The research outcomes shed light on the ways in which the investigated conflict management strategies—namely avoidance, collaboration, compromising, and accommodating—contribute to enhancing organizational performance and their applicability in various conflict scenarios. The study's findings offer compelling empirical evidence supporting a positive and significant relationship between conflict management techniques and organizational performance. These results align with previous empirical research on the subject, affirming that the utilization of integrative conflict management tactics yields positive outcomes for organizations. Based on the study's findings, it is recommended that:

Organizations should focus on creating effective conflict management strategies and training employees to use them. Encouraging a variety of conflict management styles and prompting

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employees to choose the most appropriate one for a given situation is also essential. This helps maintain a positive and productive workplace environment.

In the process of policy formulation, management should take into account various conflict management techniques. It is equally important to establish effective communication channels within the organization. This dual approach not only facilitates the swift resolution of conflicts that may arise but also ensures that such resolutions occur without causing undue disruptions to the normal course of operations.

In conclusion, organizations are advised to promote the adoption of the collaboration strategy, given its effectiveness in conflict management, as demonstrated by this study and supported by numerous other research findings. Embracing collaboration as a preferred approach can significantly contribute to effective conflict resolution within the organizational context.

Suggested Areas of Further Studies

Notwithstanding the additional knowledge created by this study, it is evident that further research is essential to deepen our understanding in this field. Firstly, the current study concentrated solely on the Federal Road Maintenance Agency (FERMA) and its experience with the analyzed conflict management approaches. Therefore, to gauge the effectiveness of these strategies more comprehensively, additional studies should be replicated across various private and government-owned organizations in Abuja, Nigeria.

Furthermore, incorporating interviews into the research methodology would offer a more in-depth analysis than the structured questionnaires employed in this study, which provided limited response options. Finally, to ensure a comprehensive exploration of conflict management, future research should consider incorporating a broader range of conflict management approaches for a more nuanced understanding of their impact.

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