UPSHOT OF CONFLICT MANAGEMENT(CM) APPROACH ON EMPLOYEE PRODUCTIVITY IN NIGERIA TERTIARY INSTITUTION (A STUDY OF DELTA STATE UNIVERSITY, ABRAKA AND DELTA STATE UNIVERSITY OF SCIENCE AND TECHNOLOGY, OZORO)

Aroghene IMENE¹ & UDJO-ONOUGHA KPO Oghenetega Joy²

¹Delta State University, Abraka, Nigeria
https://orcid.org/0009-0000-8046-9877

²Department of Journalism and Media Studies School
Delta State University of Science and Technology, Ozoro

*Corresponding Author: Aroghene IMENE
Corresponding Author Email: imene.aroghene@delsu.edu.ng / udjoonovughakpotega@gmail.com

Article Received: 20-06-23 Accepted: 10-07-23 Published: 16-07-23

Licensing Details: Author retains the right of this article. The article is distributed under the terms of the Creative Commons Attribution-Non Commercial 4.0 License (http://www.creativecommons.org/licenses/by-nc/4.0/) which permits non-commercial use, reproduction and distribution of the work without further permission provided the original work is attributed as specified on the Journal open access page.

ABSTRACT

Conflict circumstance touches the inclusive effectiveness of co-operating organization; as a result of truncating the work development and lowers employee passions. Organizations use available conflict management approaches to build an effective mechanism for conflict management. The study examine the effect of conflict management approaches on employee productivity in the Nigeria Tertiary Institutions. Eighty (80) appropriate designed questionnaire data were obtained from two institution in Delta State, using SPSS analytical tools for analyzing the data. The descriptive statistics and correlation matrix was used to ascertain the kind of relationship that exists between the independent and dependent variables. The testing of hypotheses formulated for the study was conducted using multiple regression analysis with the aid of SPSS correlation.
Findings revealed that Collaborating Approach (COA); Accommodation Approach (AA); and Avoiding Approach (AVA) have significant relationship with employee productivity while Compromising Approach (CA) has no impact on employee productivity. The study, therefore, recommends the need for Nigeria Tertiary Institutions top management level staff to organize seminars/workshops for middle and low level management staff on organizational conflict management approach; likewise employees should be enlightened on how to manage their superiors and subordinates in order to enhance organization harmony and management and employees must have the doggedness to work together amicably by formulating potent approach and sustaining acceptable policies as active mechanism for managing conflict on continuous basis.

**Keywords:** Conflict, Management, Conflict Resolution Employee-productivity, Higher Tertiary-Institution.

**INTRODUCTION**

Conflict is a steady characteristic of any formal organizations that results from deviation of interests and views of employee, groups or management. Conflict amongst individuals is unavoidable due to the fact that they differ in values, attitudes and visions. Conflict can be seen as struggle or contest between people with opposing needs or goals. It is a state where two or more parties strive to acquire same resources. Conflict occurs at both individual and collective levels. Conflict among workers in an organization is inevitable but if it is managed properly, it will be a catalyst for change and could have a positive impact on employee satisfaction and the productivity an organization. Unmanaged disagreement, has a detrimental influence on both employee happiness and job productivity. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job productivity and inappropriate behavior are acceptable (Awan and Saeed, 2015).

A properly handled disagreement has prospect to reveal and encourage cooperative decision-making, communication, consistent feedback, and prompt conflict resolution. The tide of fresh ideas is facilitated through uncluttered communication and collaboration, which also strengthens working relationships and increases employee productivity. In business environment, firms tries to enhance their productivity by managing and resolving the multiple hurdles like conflicts by engaging different skill of responding to conflict such as, competitive, avoiding, accommodating, compromising and collaborating. As stated by Petkovic (2018), managing conflicts include developing conflict resolution abilities, creating conflict model structures, and implementing strategic measures and methods. Future-looking and comprehensive, CM solutions aim to bring about long-term benefits for the parties engaged in the dispute. They centred on the idea that conflicts cannot always be resolved but can be managed using appropriate actions such as accommodating, avoiding, collaborating, compromise, and confrontation. According to Imene (2023) who stated that despite an acclaimed effective performance evaluation system, many government agencies have low productivity. This could be as a result of how conflict is managed in many public entities. In an ideal scenario, conflicts are addressed promptly and transparently, with a focus on finding mutually beneficial solutions. Open lines of communication are established to encourage dialogue and understanding between all parties involved. Mediation and
negotiation techniques are employed to facilitate resolution, ensuring that all perspectives are taken into account. Productivity in most firms has fallen significantly as a result of recurrent conflict within the organization. Employee struggle within themselves, between management and frequent agitation by public sector workers such as tertiary institution in Nigeria for improved working conditions and other interests have led to a down toll which eventually affects employees and organizations productivity. This shows that employee’s productivity is enhanced via effectual conflict management. Despite the importance of CM on employee’s productivity, many of the studies on the impact of CM on employee’s productivity were done outside Nigeria apart from the study done by Okwuise, Kifordu & Oghoghomeh, (2020) and most work on conflict management (CM) are on the private sector hence the uniqueness of this work on conflict management on public sector with particularly focus on educational institution in Nigeria. Due to their role for developing and enhancing human resources for an or state, tertiary institutions have a sensitive place in the economic equation of any country. Conflict is therefore unavoidable in organizations. In light of the aforementioned this study examined the effect of accommodation; collaborating; compromise; and avoiding approach on employee productivity in Nigeria Tertiary Institution.

REVIEW OF RELATED LITERATURE

Conceptual Review
Conflict Management (CM)
Conflict management encompasses execution of mechanism to inhibit its negative impacts and amplify the positive aspect of it. In 2002, Rahim stated that the target of CM is to enhance group outcomes and learning at a level comparable to or greater than where the dispute is occurring. Enhancing learning and group results (effectiveness or productivity in an organizational environment) is the goal of CM. (Okwuise, Kifordu & Oghoghome 2020). It is not focused on preventing conflict or resolving all existing conflicts. The impression of CM has always been linked to conflict containment and resolution. CM is the discipline of recognizing conflict and resolving it in a reasonable, equitable, and successful way. It calls for certain abilities, including effective communication, problem-solving, and interest-focused negotiation (Gordon, 2004).

The ultimate objective of conflict resolution should be to eliminate affective conflicts at every stages, accomplish and sustain a moderate level of substantive conflict, and use the best conflict resolution procedures to improve workplace productivity.

Approach of Managing Conflict in Institute
There are numerous approach that may be used to deal with conflicts in organizations. Follett suggested three main ways to grip conflict: domination, compromise and integration. She also discovered other behaviors including avoidance and repression. The five CM approaches—avoidance, compliance, dominance, compromise, and integration—were initially conceptualized by Blake and Mouton in 1964.

Competition is one of the five ways to deal with conflict according to Saduna (2012). The competitive method of resolving disputes aims for total success. It's a "winner takes all" strategy that games winners against losers. Instead than focusing on finding the remedy that benefits everyone involved, the focus is typically on winning the issue at any costs. Contrary to
competitiveness, accommodation is the second strategy for handling conflict. It is a lose-lose strategy. The third strategy is withdrawal on both sides of the disagreement, or avoidance. The issue can’t be resolved by either party, much less manage or resolve it, which is why it is known as lose/lose result in CM. The fourth is collaboration, which is typically seen as the most effective way to handle disagreement. It’s known as win-win strategy. Neither party has to renounce a highly valued position, instead, both parties really look for fresh, higher ground. The emergence of hidden objectives, a climate of trust and respect, and a sincere desire to resolve the disagreement on both sides are necessary for this form of problem-solving. Conflict resolution via compromise is the sixth strategy. Since all sides in the disagreement will receive some of what they desire, it is known as win/lose-win/lose stance and requires negotiation and a high degree of flexibility.

**Procedures of Conflict Management (Cm)**

**Collaborating Approach**

The collaborating mode is high assertiveness and high cooperation. Collaboration involves coming together to solve a common problem. This seems to be the finest approach as it involves sharing of ideas to solve a problem or tackle an issue. However, collaboration takes a great deal of time and energy. The collaborative mode should therefore be employed when the conflict justifies the time & effort. When a disagreement is essential to the individuals who require an integrative solution and when the concerns are crucial to compromise, the cooperation method is acceptable. Coordination abilities include:

- Active listening
- Nonthreatening confrontation
- Identifying concerns
- Analysis inputs

Collaborating style of CM is sometimes called problem-solving or integrating, its involves working through conflict differences and solving glitches so that everyone can wins. It seeks to resolve conflict by placing maximum focus on both groups’ concerns. Collaboration entails acknowledging that there is a conflict, differentiating and appreciating each other's needs, concerns, and goals, identifying elective resolutions and their effects on each individual, selecting a course of action that addresses the problems and fulfills the goals of each group, carrying out the chosen course of action, and evaluating the results (Abu, Jasser, & Muasher, 2005).

**Accommodation Approach**

The Thomas-Kilmann Conflict Mode illustrates accommodating styles as a peacekeeper. It focuses more on preserving relationships than on achieving a personal goal or result. The accommodating approach is low assertiveness and high cooperation. This mode is appropriate when there is need to demonstrate reasonableness, develop productivity, create goodwill, or keep peace. Some managers use the accommodation approach when the issue or outcomes is of low importance to them. The skills required to make this work are:

- Forgetting desires
- Forgetting selfishness
Ability to yield
Obeying orders

Accommodating involves minimizing or suppressing real or perceived differences while focusing on the other’s views of the situation. A manager using accommodating style of CM has more concern for the needs of the other than his own. According to Hellriegel and Slocum (1996), this connection develops when individuals make requests for assistance and attempt to lessen tension and stress by assuring and endorsing the viewpoints of others.

Avoiding Approach

According to Thomas and Kilmann (1976), the avoidance style of CM is seen to have low assertiveness and poor cooperativeness. When a person engages in this conflict mode, they are aware that there is a problem but choose not to address it by avoiding it, avoiding responsibility, being uncommitted, or retreating from the state or conversation. When there is a propensity for personal or groups engaged in conflict to retreat or stay neutral, the avoidance style of cm is adopted. This type of management is neither forceful nor cooperative.

The skills for using the avoiding approach are:
- the capacity to regress
- aptitude to avoid problems
- Possibility of leaving issues unanswered
- Sensibility to time

Individuals who are emotionally distressed by strains and frustrations of conflict, frequently utilize avoidance, according to Tosi & Obuobisa-Darko (1994). This could be the case due to the reality that they're trying to distance themselves from traumatic memories of earlier conflict situations where they were injured.

Compromise Approach

In Compromise to establish an agreement, all sides must be willing to give up some of their own positions and concentrate those of their opponents. There is no clear victor or loser when a compromise form of conflict management is employed, and the outcome is likely not optimal for everyone involved. The person who intervenes does not have the power to impose an agreement during mediation. Mediators may offer specific recommendations for compromise or integrative solutions. In some case, they may guide disputants toward developing solutions themselves (Greenberg & Baron, 1997). Arbitration is a form of third party intervention in disputes in which the intervening person has the power to establish the terms of the agreement. Moderate assertiveness and moderate collaboration are characteristics of the compromise style. According to some academics, compromise benefits both sides. When dealing with issues of moderate importance, when parties are in an equal power position, or when there is a strong commitment to finding a solution, a compromise strategy is suitable. When there are time restrictions, compromising mode can also be employed as a temporary solution. Competencies that work well in a compromising manner are:
- Negotiating
- achieving a balance
- Assessing value
Making concessions

Factors Influencing the Approach of Response to Conflict
There are several factors and questions that impact how conflict is responded to in any firm or organization such as:

• Gender
Some employees were socialized to use particular conflict approach because of gender factor. For instance, some males, were taught “always stand up to someone, and, if you have to fight then fight.” One who was raised in this manner is more prone to utilize an assertive conflict technique than a cooperative one.

• Self-concept
The way we tackle conflict depends on how we feel and think about ourselves.

• Expectations: This is related to the subject of whether we feel the other side or our team wishes to resolve the problem.
  • Position (Power): What is the power status connection (equal, more, or less) with the one with whom we are at odds?
  • Practice include being able to employ all five conflict modes successfully, determining which conflict mode would be most beneficial in resolving the disagreement, and changing modes as needed when engaged in conflict.

• Determine the best mode:
Through knowledge about conflict and through practice we develop a “conflict management understanding” with ease and limited energy, determined what conflict approach or strategy to use.

• Communication Skills:
The capacity for good communication is essential to both CM and resolution. Conflict can be resolved more successfully and easily by those who are good communicators.

Nigeria Tertiary Institution Employee Productivity
There are many intensifying trends in organizational productivity. However, this study sought to establish whether Nigeria Tertiary Institution had embraced conflict handling and the influence this has on Nigeria Tertiary Institution Employee productivity. Aroghene & Akpoyibo (2023) also asserted that the primary goal of any business, large or small, is to survive and thrive. High productivity is the outcome of proper conduct, particularly discretionary behavior, and the efficient application of the necessary knowledge, skills, and competences. In terms of output, Armstrong (2006) defines productivity as the accomplishment of goals and the methods used to accomplish them. High productivity is the outcome of proper conduct, particularly discretionary behavior, and the efficient application of the necessary knowledge, skills, and competences. Aroghene (2023) state that the main goal of every organization is to exploit employee performance, which is often referred to as organizational performance or employee performance. Employee performance is always satisfactory, and managerial expectations and knowledge &skill. Imene (2023) also noted that many Nigerian firms are suffering from poor productivity and performance as a result of inadequate evaluation systems which may be cause by approaches to conflict management.
Employee productivity, agreeing to Gilbert and Ivancevich (2000), is the route of executing or accomplishing a discernible activity, achievement, or accomplishment in the performance of a responsibility. Cascio (2006) defines employee productivity as working of individuals in an organization to be more effective. Aroghene & Akpoyibo (2023) indicated that there is a significant and positive relationship between productivity and reward and also study into the impact of government policy objectives such as naira swap on the performance of SMEs in Delta State. According to Zaman and Ghasi (2011), there is a large and beneficial relationship between production and incentive. Kaplan & Norton (1992) developed the Balanced Scorecard (BSC) framework. An institution's or organization's productivity is evaluated using four primary viewpoints: financial, customer, internal processes, and Learning and Growth or innovation. Organizational productivity, Richard et al. (2009), includes three distinct areas of business outcomes: financial productivity, product market productivity, and shareholder return. Imene (2023) in study of impact of performance evaluation system on employee performance of Local government administration in Nigeria noted that Aroghene (2022) asserted that ineffective governance process and boards of director (managements) inability to act in the organizations stakeholders best interest are to blame for the underperformance of many financial organization, this assertion correspond with Richard et al. (2009) on organizational productivity. According to Aroghene & Ikeora, 2022, a bank is unlikely to fail when there are no obstacles to its existence. An unanticipated disruption is absent in a stable banking environment. So also if there are no unexpected disturbance in terms of negative conflict Nigeria Higher Tertiary Institution will experience stability and positive employee productivity.

Armstrong (2000) claims that productivity is a method for achieving better results from the entire business, teams, or individuals inside it by comprehending and handling productivity within an established framework of work that includes strategic objectives, norms, and competent criteria. Employee productivity is the sum of all work routes & activities inside the business (Santos & Brito, 2012). It involves comparing an organization's actual output or outcomes to its expected outputs to see how well it converts inputs into outputs (Robbins, 2009). Safety assesses the overall health of the company and the working conditions for its employees, while productivity refers to the value added by the process divided by the value of the labor and capital spent (Trade, 2000). Organizational conflict has a undesirable impact on the motivation and employees productivity (Robbins, 2009). Therefore organization performance must be properly managed to obtain positive results and improve productivity and performance. Imene (2023) state that the main goal of every organization is to exploit employee performance, which is often referred to as organizational performance or employee performance. Employee performance is constantly satisfactory, and managerial expectations and expertiseImene (2023) also pointed out that many Nigerian companies have low productivity and performance due to weak assessment processes, which may be a result of conflict management strategies.

Techniques for Managing and Resolving Conflict

Rahim (2002) identifies the five (5) technique as ways of managing and resolving conflict situation in any organization;

i. **Collective Bargaining**: Here, groups of people come together to resolve conflict with one voice. Each group comes together with a mandate to work out a solution collectively.
ii. **Conciliation:** is a method by which parties to a dispute who have been unable to come to an understanding reassemble to try to resolve their differences.

iii. **Negotiation:** is a procedure wherein representatives of organizations engaged in dispute come to an agreement by working together to iron out their disagreements.

iv. **Mediation:** is a procedure in which parties to a dispute, with the help of a mediator, pinpoint the problems, proffer solutions, weigh their options, and attempt to achieve a compromise.

v. **Arbitration:** Arbitration is the process of appointing a neutral third party to decide on the terms of a dispute's resolution and function as an adjudicator (or judge).

**Theoretical Review**

There are several theories that can explain the research subject, such as Behaviour theory, Contemporary Theory, Interest-Based Relational Theory. The study will be anchored on Constructive vs. Destructive Process of Conflict Theory and Emotional Intelligence (EI) Theory.

**Constructive vs. Destructive Process of Conflict Theory**

Conflicts are evidence that something wants to change and that change may be for the better. A disagreement can have a productive or destructive pattern, depending on how it is resolved (Deutsch, 2006). A disagreement is not inherently bad unless it becomes harmful, as was indicated in the opening.

Morton Deutsch ideas put forward the circumstances that resulted in a beneficial and cooperative pattern as opposed to one that is destructive and antagonistic to the theory. In essence, Deutsch said that those factors are the same ones that determine the structure of a social interaction.

Regarding both the destructive and constructive patterns, Galtung (1996) identifies the attitudes, convictions, and fundamental contradictions (from his ABC model of conflict) as follows: The destructive pattern of conflict is linked to mindsets of hatred, skepticism and indifference; behaviors of verbal as well as physical hostility; and an impeding contradiction, whereas the constructive type is linked to attitudes of compassion; pacifist conduct; and innovative views on the contradiction. Because it emphasizes the necessity for action to modify these attitude and behavior as articulated by Galtung, the basis of conflict resolution is the contrast between destructive and constructive activity.

**Emotional Intelligence (EI) Theory**

The Daniel Goleman theory of emotional intelligence provides the foundation for this investigation (EI). This theory is also known as The Mixed Model developed by Daniel Goleman in 1998. The theory emphasizes EI as a broad range of abilities and capabilities that influence leadership and worker productivity. It suggests that the four main pillars of emotional intelligence (EI) are handling relationships, regulating one's emotions, understanding one's own emotions, and knowing one's own emotions. In relating this theory to this work, knowing ourselves, our emotions and that of others will enable the people in conflict to not just think about what is good for them but to also think of what other people will gain and benefit and to act upon it so that the parties will get a win-win situation. It will also guide the emotions of the people when settling or managing the conflict so that at the end, the staff will be happy and this will engender greater commitment by the staff.
Empirical Review

A tool for promoting workplace harmony, conflict management techniques were explored by Adekunle, Abimbola, and Ehimen (2019). This research's specific goal is to look into various approaches businesses might take to achieving industrial harmony. 1,148 employees were used as total population of 296 respondents was used. Through standardized questionnaire, data were collected. The investigation's findings revealed a moderately significant association between industrial harmony and collective bargaining policy (r=0.418, P<0.05). Additionally, there is no significant correlation between industrial harmony and either the confrontation method (r=0.127, P>0.05) or the avoidance strategy (r=0.131, P>0.05). The study's findings, businesses must take into account the collective bargaining approach as a tool, integrative CM techniques including accommodation, reconciliation, and negotiation, in order to create industrial harmony. It was suggested that firms utilize a participative management style rather than an authoritarian one. It's also vital to give workforce a forum for communication, involvement in decision-making, training, and seminars focused on organizational conflict in order to achieve the company's stated goals management.

Onyejiaku, Ghasi, and Okwor (2018) looked into the reasons why disputes arise in organizations, the difficulties in managing those conflicts, the effective tactics used by a few Nigeria public sector firms to accomplish so. Taro Yamane's formula was employed to calculate population of 63 and a 95% confidence level of 5% error. Interviews and questionnaires were employed as data gathering tools and 55 were returned. For this study, a descriptive research strategy was chosen. The hypotheses were evaluated using SPSS and Pearson chi-square. The results show that the reasons of conflict in Nigerian public sector organizations include an inadequate supply of resources, personality differences, and communication issues (with P-values of 0.001, 0.000, and 0.003 respectively). Secondly, successfully implementing a strategy and coping with change are necessary components of managing organizational conflict. Thirdly, public sector organizations employ the avoidance, accommodation, and collaboration styles of conflict management. The study suggests that instead of allowing issues to grow out of control, managers should develop appropriate strategies, such as collective bargaining and negotiation.

Okwuise Kifordu and Oghoghomeh (2020) explored the effect of CM strategy on employee performance in the Nigeria banking industry. 135 legitimate structured questionnaire data were obtained from six banks in Nigeria, and hypotheses were based on correlation and linear regression using SPSS analytical tools for analyzing the data. Findings revealed that the four constructs of CM strategy: compromising CM (β = .149, P < 0.01), Avoiding CM (β = .742, P < 0.01), Conflicting CM (β = .133, P < 0.01) has a positive effect on organizational productivity while Accommodating CM (β = -.074, P < 0.01) exhibited statistically significant negative effect on organizational productivity. It implies that compromising and avoiding conflict management has a significant impact while accommodating and competing for conflict management has no impact on employee productivity. The study, therefore, recommends that employees/management meetings should be done regularly in resolving issues.

Tetteh & Obuobisa-Darko (2016) investigate the conflict resolution styles used by public sector employees. To this end, the article reports findings from an analysis of the conflict resolution styles of teachers and nurses working in the public sector of Ghana. A sample of 331 public
sector workers, comprising 142 hospital nurses and 189 teachers of public schools, was examined. The data from the sample was collected using Rahim’s Organizational Conflict Inventory -ROCI-II, and it was then analyzed statistically using regression. Results showed that the most preferred conflict resolution style by teachers was ‘Avoiding’ followed by integrating/collaborating, whereas ‘Compromising’ was the least preferred style. For nurses, the most preferred style was ‘Avoiding’ followed by ‘Obliging/Accommodation’, whereas the compromising style was the least preferred. Teachers significantly differed from nurses in the utilization of Dominating and Compromising conflict resolution styles. Teachers utilized these two styles more often than the nurses.

**RESEARCH METHODOLOGY**

The research implemented the survey research design method to determine and ascertain whether there existed any association between conflict management measures as a strategy for enhancing employee productivity of Nigeria Tertiary Institution. The population for the research was eighty seven (87) staff which consist of Management staff, Heads of Department and Units and other employees of Delta State University, Abrakaand Delta State University of Science and Technology, Ozoro. A primary data was collected through questionnaire which was used to record respondent’s responses. Data analysis was done using descriptive statistics including measures of central tendency and measures of dispersion and frequencies, data was presented using inferential statistics where test for significance, direction and strength of relationship were established. Inferential statistics such as correlation analysis was used to discover if two variables are related with the aid of SPSS version 23.

**Variables Measurement**

The dependent variable is Employee Productivity (EP) while the independent variables (Measures of Conflict Management) are; Collaborating Approach (COA) Accommodation Approach (AA), Avoiding Approach (AVA). Compromise Approach (CA) and The study investigated the upshot of conflict management as an approach for enhancing employee productivity, targeting Delta State University, Abrakaand Delta State University of Science and Technology, Ozoro, Delta State, Nigeria..

**Model Specification**

The model for this research is illustrated below;

\[
\text{EPNTI} = \beta_0 + \beta_1 \text{COA} + \beta_2 \text{AA} + \beta_3 \text{AVA} + \beta_4 \text{CA} + \epsilon
\]

Where;

- EPNTI= Employee Productivity in Nigeria Tertiary Institution
- COA= Collaborating Approach
- AA= Accommodation Approach
- AVA= Avoiding Approach
- CA= Compromise Approach
- \(\epsilon\) = Error term

**DATA PRESENTATION AND EMPIRICAL ANALYSIS**

A total of eighty-seven (87) questionnaires were administered staff of Delta State University, Abraka Delta State of University of Science and Technology, Ozoro, eighty (80)91.95% where
retrieved and properly filled while seven (7)8.05% were not returned. Thus, the sample to be used for the study will be the total of eighty (80) respondents.

Table 1

<table>
<thead>
<tr>
<th>Marital Status</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married</td>
<td>43</td>
<td>53.75</td>
</tr>
<tr>
<td>Single</td>
<td>24</td>
<td>30</td>
</tr>
<tr>
<td>Separated</td>
<td>6</td>
<td>7.5</td>
</tr>
<tr>
<td>Divorced</td>
<td>7</td>
<td>8.75</td>
</tr>
<tr>
<td>Total</td>
<td>80</td>
<td>100</td>
</tr>
</tbody>
</table>


From the table above, respondent that are married formed the greatest number of people that filled the questionnaire. This group constituted 53.75% of the respondents to the questionnaires.

Table 2

<table>
<thead>
<tr>
<th>Educational Qualifications</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>WAEC/NECO/GCE</td>
<td>15</td>
<td>18.75</td>
</tr>
<tr>
<td>HND/BSc</td>
<td>25</td>
<td>31.25</td>
</tr>
<tr>
<td>M.Sc.-Ph.D</td>
<td>40</td>
<td>50</td>
</tr>
<tr>
<td>TOTAL</td>
<td>80</td>
<td>100</td>
</tr>
</tbody>
</table>


The table above show that 15(18.75%) of the respondents are WAEC/NECO/GCE holder, 25(31.25%) are HND/B.Sc. holders, while 40(50%) were M.Sc. and Ph.D holders.

Table 3

<table>
<thead>
<tr>
<th>Level of Management</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top level Management</td>
<td>8</td>
<td>10</td>
</tr>
<tr>
<td>Middle level Management</td>
<td>28</td>
<td>35</td>
</tr>
<tr>
<td>Lower level Management</td>
<td>44</td>
<td>55</td>
</tr>
<tr>
<td>TOTAL</td>
<td>80</td>
<td>100</td>
</tr>
</tbody>
</table>


The staff at the lower level of management has the modal score of 4 staffs with a percentage of 55% of staff of the two institutions.

Table 4

<table>
<thead>
<tr>
<th>Descriptive Statistics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>COA</td>
<td>80</td>
<td>13</td>
<td>20</td>
<td>16.01</td>
<td>2.020</td>
</tr>
<tr>
<td>AA</td>
<td>80</td>
<td>13</td>
<td>20</td>
<td>16.89</td>
<td>1.816</td>
</tr>
<tr>
<td>AVA</td>
<td>80</td>
<td>11</td>
<td>20</td>
<td>16.08</td>
<td>1.967</td>
</tr>
<tr>
<td>CA</td>
<td>80</td>
<td>13</td>
<td>20</td>
<td>16.28</td>
<td>1.972</td>
</tr>
<tr>
<td>EPNTI</td>
<td>80</td>
<td>11</td>
<td>20</td>
<td>16.07</td>
<td>1.970</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>80</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


Collaborating Approach (COA)

From the table 4 the descriptive statistics for Collaborating Approach (COA) indicate a mean of 16.01 and a standard deviation of 2.020 with the difference in the maximum and minimum values which stood at 7. This implies that the Collaborating Approach (COA) is a major conflict management tool in the two institutions since the mean value is greater than standard deviation value.
Accommodation Approach (AA)
From the table 4 the descriptive statistics for Accommodation Approach (AA) indicate a mean of 16.89 and a standard deviation of 1.816 with the difference in the maximum and minimum values which stood at 7. This implies that the Accommodation Approach (AA) is a major conflict management approach adopted by the two institutions since the mean value is greater than standard deviation value.

Avoiding Approach (AVA)
From the table 4 the descriptive statistics for Avoiding Approach (AVA) indicate a mean of 16.08 and a standard deviation of 1.967 with the difference in the maximum and minimum values which stood at 9. This implies that the Avoiding Approach (AVA) is one of the major strategies in handling conflict since the mean value is greater than standard deviation value.

Compromise Approach (CA)
From the table 4 the descriptive statistics for CA indicate a mean of 16.28 and a standard deviation of 1.722 with the difference in the maximum and minimum values which stood at 7. This implies that the CA is one major strategy in handling conflict in the two Universities since the mean value is greater than standard deviation value.

Employee Productivity (EP)
Employee Productivity (EP) depicts the maximum and minimum values of 20 and 11 leading to the mean and standard deviation of 16.07 and 1.970. This implies that Avoiding Approach (AVA) for two Universities varies significantly because of the various measures of conflict management adopted by the two Universities.

<table>
<thead>
<tr>
<th>EP</th>
<th>COA</th>
<th>AA</th>
<th>AVA</th>
<th>CA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearseon Correlation</td>
<td>EP 1.000</td>
<td>COA .282</td>
<td>AA .320</td>
<td>AVA .353</td>
</tr>
<tr>
<td></td>
<td>COA 1.000</td>
<td>AA .423</td>
<td>AVA .574</td>
<td>CA .302</td>
</tr>
<tr>
<td></td>
<td>AA .320</td>
<td>AVA .459</td>
<td>CA .1.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>AVA .353</td>
<td>CA .363</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


The correlation matrix in table 5 indicates the various independent variables together with the dependent variable and their various correlation coefficients;

Collaborating Approach (COA) and Employee Productivity (EP)
Collaborating Approach (COA) has a coefficient of (r= 0.320>0.05) which reveals that Collaborating Approach (COA) has strong positive correlation with Employee Productivity (EP). This implies that an increase in Avoidance Strategy (AVS) of conflict management would have strong positive effects on Employee Productivity (EP) in two the tertiary institutions.

Accommodation Approach (AA) and Employee Productivity (EP)
Accommodation Approach (AA) has a coefficient of (r= 0.282>0.05) which reveals that Accommodation Approach (AA) has strong positive correlation with Employee Productivity (EP). This implies that an increase in Accommodation Approach (AA) of handling conflict would have strong positive effects on Employee Productivity (EP) in the two tertiary institutions.
Avoiding Approach (AVA) and Employee Productivity (EP)
Avoiding Approach (AVA) has a coefficient of ($r = 0.975 > 0.05$) which reveals that Avoiding Approach (AVA) has a strong positive correlation with Employee Productivity (EP). This implies that an increase in Avoiding Approach (AVA) would have a strong positive effects on Employee Productivity (EP) in the tertiary institutions.

Compromise Approach (CA) and Employee Productivity (EP)
Compromise Approach (CA) has a coefficient of ($r = 0.353 > 0.05$) which reveals that Compromise Approach (CA) has strong positive correlation with Employee Productivity (EP). This implies that an increase in the use of Compromise Approach (CS) would have strong positive effects on Employee Productivity (EP) in two the tertiary institution.

Table 6

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.387</td>
<td>.163</td>
<td>2.374</td>
</tr>
<tr>
<td></td>
<td>COA</td>
<td>.051</td>
<td>.021</td>
<td>.052</td>
</tr>
<tr>
<td></td>
<td>AA</td>
<td>.028</td>
<td>.011</td>
<td>.026</td>
</tr>
<tr>
<td></td>
<td>AVA</td>
<td>.075</td>
<td>.026</td>
<td>.074</td>
</tr>
<tr>
<td></td>
<td>CA</td>
<td>-.021</td>
<td>.036</td>
<td>-.018</td>
</tr>
</tbody>
</table>

* a. Dependent Variable: EP

Table 6 above which is the Coefficient table, shows the level of significance for Collaborating Approach (COA), Accommodation Approach (AA), Avoiding Approach (AVA) and Compromise Approach (CA) that now served as the basis for testing the hypotheses in other to ascertain if a significant relationship exist between all the independent and depended variable.

**H02:** Accommodation Approach does not have significant impact on Employee Productivity in the Nigeria Tertiary Institution.

The calculated p-value of 0.049 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 95.1% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis (H01). This implies that 1% increase in Accommodation Approach AA) would leads to 2.6% movement in EmployeeProductivity (EP) this is evident with a coefficient value (r) of 0.026. This is line with findings of Onyejiaku, Ghasi & Okwor (2018) and Adekunle, Abimbola & Ehimen (2019)

**H01:** Collaborating Approach does not have significant impact on Employee Productivity in the Nigeria Tertiary Institution.

The calculated p-value of 0.020 is significant because it is lesser than 0.05 (5%). It also means that the level of confidence (confidence interval) is 98% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis (H01). This implies that 1% increase in Collaborating Approach (COA) would leads to 5.2% movement in EmployeeProductivity (EP) this is evident with a coefficient value (r) of 0.052. This is in accordance with the finding of Onyejiaku, Ghasi & Okwor (2018).

**H04:** Compromise Approach does not have significant impact on Employee Productivity in the Nigeria Tertiary Institution.
The calculated p-value of 0.562 is insignificant because it is more than 0.05 (5%). It also means that the level of confidence (confidence interval) is 43.8% less than the acceptable level of 95%. We consequently, reject the alternate hypothesis and accept the null hypothesis (Ho₄), which states that there is no significant relationship between Compromise Approach (CA) and EmployeeProductivity (EP) in two Productivity in the Nigeria Tertiary Institution. This implies that 1% increase in Compromise Strategy (CS) would lead to 1.8% decrease in EmployeeProductivity (EP). This is evident with a coefficient value (r) of -0.018. This is in accordance with the findings of Adekunle, Abimbola & Ehimen (2019) and Tetteh & Obuobisa-Darko (2016).

**H₀₃:** Avoiding Approach does not have significant impact on EmployeeProductivity of Nigeria Tertiary Institution.

The calculated p-value of 0.001 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 99.9% more than the acceptable level of 95%. We therefore, accept the alternate hypothesis and reject the null hypothesis (Ho₃), which states that there is no significant relationship between Avoiding Approach (AVA) and EmployeeProductivity (EP) in Productivity in the Nigeria Tertiary Institution. This implies that 1% increase in Avoiding Approach (AVA) would lead to 7.4% increase in EmployeeProductivity (EP). This is evident with a coefficient value (r) of 0.074. This is contrary with the findings of Tetteh & Obuobisa-Darko (2016) and Adekunle, Abimbola & Ehimen (2019).

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of Estimate</th>
<th>Durbin-Watson</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.976⁺</td>
<td>.953</td>
<td>.950</td>
<td>.441</td>
<td>1.883</td>
</tr>
</tbody>
</table>

*a. Predictors: (Constant), AVS, COS, AS, CS*

**Source:** SPSS Version 23 Output, 2023.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>321.430</td>
<td>4</td>
<td>80.357</td>
<td>412.696</td>
<td>.000⁺</td>
</tr>
<tr>
<td>Residual</td>
<td>16.161</td>
<td>76</td>
<td>.195</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>337.591</td>
<td>80</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*a. Dependent Variable: EP*

*b. Predictors: (Constant), AVS, COS, AS, CS*

**Source:** SPSS Version 23 Output, 2023.

Also, the table 7 which is model summary table show the correlation co-efficient (R) of the regression is 0.976 (98%) which indicates a very strong positive relationship between the dependent variable [EmployeeProductivity (EP) in the two Nigeria Tertiary Institutions and the independent variables [Collaborating Approach (COA), Accommodation Approach (AA), Avoiding Approach (AVA) and Compromise Approach (CA)]. The co-efficient of determination (R²) is 95% (0.953) showing that 95% of the variation in dependent variable (EmployeeProductivity (EP) in two Nigeria Tertiary Institutions has been explained by the independent variables [Collaborating Approach (COA), Accommodation Approach (AA), Avoiding Approach (AVA) and Compromise Approach (CS)] while the 5% remain
unexplained in the model. With an $R^2$ value of 95% showed that the strong positive relationship is further confirmed. The adjusted $R^2$ measures the appropriateness of the model and also explains the dependent variable in relation to the independent variables in 95 ways. The 5% left is known as the error term and other variables outside the model. From the above, there is conclusive evidence of serial or autocorrelation since the Durbin Watson calculated value of 1.883 is less than “2”.

Lastly, the Anova table 8 above, shows the overall significance of the significance of the model, has $F(412.696)$ with p-value is estimated at 0.000. This indicates that all the independent variables [Collaborating Approach (COA), Accommodation Approach (AA), Avoiding Approach (AVA) and Compromise Strategy (CS)] jointly impact on the dependent variable (Employee Productivity (EP)) in two Nigeria Tertiary Institutions showing that it is a sound model.

**CONCLUSION AND RECOMMENDATION**

This research observes the upshot of conflict management (CM) approach on Employee Productivity in the Nigeria Tertiary Institutions, aiming Delta State University, Abraka and Delta State University of Science and Technology, Ozoro, Nigeria. In order to evaluate the effect of conflict management on employees’ productivity, the following measures conflict management, namely; Collaborating Approach (COA), Accommodation Approach (AA), Avoiding Approach (AVA) and Compromise Strategy (CS) in relation to Employee Productivity (EP) in two Nigeria Tertiary Institutions. Based on the finding the following are recommended:

1) Efforts should be made by Nigeria Tertiary Institutions on a regular basis, senior management level personnel should offer seminars/workshops for medium and lower level management staff on organizational CM approaches. Employees will be able to learn about conflict and how to properly handle it for organizational effectiveness.

2) Personnel should be educated on how to handle their superiors and subordinates to improve organizational cohesion, thus, boasting employee’s Productivity.

3) Both management and employees must have the doggedness to work together amicably by formulating potent approach and sustaining acceptable policies as effective machinery for managing conflict on continuous basis.

4) As a CM method, credible avenues of communication and open discussions of conflict in work relationships must be promoted, with an endeavor to minimize confrontation, competitiveness, and control.

**Reference**


