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INTEGRATION AS A CONFLICT MANAGEMENT STYLE AND EMPLOYEE BONDING IN SELECTED ORGANISATIONS IN THE NIGER-DELTA AREA OF NIGERIA

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ABSTRACT

Organisations in Nigeria are faced with conflict management challenges with its attendant consequence on employee bonding which impacts negatively on the organisations' performance. This research therefore established the nature of the impact of integration conflict management styles on employee bonding in Nigeria with particular emphasis on the Niger Delta. The objective of the study is to identify the impact of integrating as a conflict management style on employee bonding in organisations. Survey research design was adopted for the study and the population of the study was 29,570 with a sample size of 506 respondents drawn from five major organisations operating in the Niger Delta participated in the study using Cochran (1963) formula. To ensure the soundness of the research instrument, the content validity was used to test for the validity of the instrument while the Split-halves method was used in testing for the reliability of the instrument. In testing the research hypothesis formulated in line with the specific objective, the F-test statistical tool was applied. The findings indicated that there was a significant positive impact of integrating, as a conflict management style on

employee bonding in organizations in the Niger Delta ($F = 640,530$; $t = 2.128$; $p = .000 < 0.05$; $r = .841$). The study concluded that managers in organisations in Nigeria should rely more on the use of integrating conflict management styles to boost and sustain employee bonding. The study recommended that managers in organisations in Nigeria should eliminate the use of the dominating and avoidance conflict management style as it always satisfies only the interest of the organisation at the expense of the employees and thereby leads to unresolved conflict.

Keywords: Conflict Management Style, Employee Bonding, Nigeria Organisation.

INTRODUCTION

Employee cooperation with management is essential to a company's continued success and in achieving its objectives. Creating and maintaining a viable organisation depends on its material inputs functioning effectively. The human element that is necessary to make goal achievement possible frequently engages in conflict over elements like interest, viewpoints, management style, and others. The ability to effectively communicate, solve problems, and negotiate with an emphasis on interests is all necessary for conflict management. The art of recognising and resolving disputes amicably, fairly, and effectively is known as conflict management - the art of negotiating amicably and fairly (Akeem, 2012). The increased complexity of businesses, the use of teams and collective decision-making have all been cited as factors contributing to increasing levels of conflict in the workplace (Owoseni, 2008).

Harmonious workplace relationships will demonstrate productivity quality and efficiency, which depend on the degree of employee motivation. The interaction between the workers and the employer(s) takes place between the two parties (Hendel, 2005). On the one hand, the workers opted to work (despite their pleasure) because they think that such employment will help them accomplish their objectives.

High productivity is mostly dependent on a harmonious workplace where employees' needs and employers' expectations are largely met. This is due to the fact that both will work to ensure that the organization's vision is pursued with the utmost dexterity (a kind of partners in progress).

Conflict has a substantial negative impact on employee's morale and turnover, turnover and litigation, all of which have an impact on a company's success. Employee turnover can cost a corporation more than 200 percent of their annual income if conflict is not handled appropriately (Boohar, 2001).

Nigeria's approaching failure to meet the Millennium Development Goals (MDG) will be a result of ineffective handling of industrial conflicts (World Bank, 2011). This highlights the need for efficient management of workplace disputes to guarantee workplace justice through objectivity in arbitration and mediation. Collaboration and conflict are two very different things but they are both necessary for success at work and in other areas of life. It would be incorrect to draw the conclusion that conflict is bad and collaboration is beneficial. This is due to the fact that both ideas are prevalent and coexist in our social lives.

The absence of conflict indicates that management places a premium on conformity and stifles innovation. Managers in Nigerian organisations pay little attention to the role that workplace harmony plays in organisational performance and instead place a high priority on funding, qualified labour, infrastructure, and security as the main keys to success. Intergroup conflicts

frequently arise between two departments, two unions, or between management and employees (Hendel, 2005).

Employers and employees need to give their all in matters of employment if peace and harmony are to rule supreme in any firm. Businesses should be able to ensure a secure working environment for employees and pay their wages and benefits on time. Employees, on the other hand, are required to be dependable and devoted in carrying out the tasks for which they were hired. When both parties perform their jobs flawlessly, their relationship will be very friendly. But if one party fails to do so, there will be friction at work - and this leads to increased productivity.

Nigeria's low industrial/workplace harmony and low GDP are the end results of conflict management approach used by managers in both public and private enterprises. It is not rare to find that a certain union has called for a strike action among its members as a result of a company's management failing to uphold its duties to workers. The achievement of the Millennium Development Goals (MDGs) and vision 20:2020 are also gravely threatened. These firms will continue to perform below expectations if this nasty trend is not quickly stopped. The goal of this study is to determine the connection between employee bonding in Niger Delta organisations and integrating as a conflict management approach. The study is divided into five sections. The first section is the introduction, statement of the problem, objectives of the study, and scope of the study. The second section is review of related literature; conceptual framework, theoretical framework, and empirical review. Section four is the analysis of data and interpretation while section five is the conclusion and recommendations.

REVIEW OF RELATED LITERATURE

Organisational Conflict Conceptualized

It can also include perceived or actual interference from one side to the other on the part of the parties involved. Conflict management skills are crucial preconditions for success at every level inside businesses. Since of the detrimental effects of conflict on companies, it is frequently avoided and controlled in order to maintain consistency. Conflict must be experimentally examined in these circumstances, with an emphasis on its manifestation, causes, effects, emotional, cognitive, motivational, and behavioural elements (Nadler & Tushman, 1999 and Nauta & Kluwer, 2004). Organisational stasis occurs from little conflict, whereas excessive conflict lowers productivity and eventually immobilises workers (Marquis & Huston, 1996). The management of organisations must be aware of the magnitude of conflict at various organisational levels. Organizational behaviour now includes a significant subfield called conflict management.

Conflict resolution is advised as a strategy to promote positive social change toward a responsive and equitable society, not just as a way to resolve conflicts within an already-existing social structure (Fisher, 2000). According to Jones and Pittman (2003), if an organization's goals are not clearly defined or when management assigns responsibility to everyone or a particular unit(s) involved in the work process, organisational disputes may develop.

People often perceive conflict as a debilitating force working against the accomplishment of collective or common aims. Conflict can have a detrimental impact on the group but can also have good outcomes, according to management. Management has a responsibility to handle conflicts in a suitable manner in order to improve organisational performance. It can be caused by absenteeism, go-slowness, work-to-rule, picketing, strikes, sabotage, walk-ins and sit-ins,

overtime bans, high rates of sickness and lockouts (Yesufu, 1982).

An industrial crisis is when workers stop working to protest against their employer(s) or to press their demands on them. According to Komhouser and Durbin (1985), conflict refers to the entire spectrum of actions and attitudes that show antagonism between the working class and their employers. An ongoing power struggle between employees and employers is called organisational conflict. There are emotional risks to workers' interests when they lose interest in their work. An industrial crisis occurs when one side feels that the expectations of the other in a working relationship are being compromised (Ehigie, 1998).

It could also lead to an internal (or external) industrial crisis - with each side trying to undermine the other rather than cooperate. In this study, the term "industrial crisis" is used to refer to any problematic work relationship, which can also refer to conflict in the workplace, a trade dispute, or industrial actions.

Conflict Management Versus Leadership Styles

The Bass model approach to leadership is one of the contemporary methods of leadership that has attracted a lot of attention in recent years. In actual, this is a component of the new leadership model that emphasises the transformational aspect of leadership and how we interact with others.

Transformational leaders are concerned with long-term needs rather than just the present demands of their team members or themselves. Instead of perceiving internal and external organisational elements as distinct, they do so from a holistic standpoint. This may be because they are more concerned with opportunities and challenges that the business will encounter in the short term (Bass & Hendel, 2005). Transactional and transformational leadership are two distinct paradigms of leadership. According to research, transactional leadership's benefits are enhanced by transformational leadership. A leader typically demonstrates both, with one predominating. This paradigm has been broadly used to a wide range of organisations, cultures and management hierarchies (Bass, 1990).

High levels of effort, performance and happiness have repeatedly been associated with transformational leadership (Bass, 1990; Epitropaki & Martin, 2005). When it comes to important predictors of employees' reported organisational identification, performance, affective organisational commitment and organisational citizenship behaviours, burnout can be a factor. Transactional managers set and clarify goals for their staff members, offer advice on how to carry out assignments, and offer feedback. Affective and continuous commitment, role breadth self-efficacy, interpersonal helpful behaviours, and intentions to turnover are some sub-dimensions of transformational leadership (Rafferty & Griffin, 2004).

Transactional managers set and clarify goals for their staff members, offer advice on how to carry out assignments, and offer feedback. Affective and continuous commitment, role breadth self-efficacy, interpersonal helpful behaviours, and intentions to turnover are some sub-dimensions of transformational leadership (Yammarino & Bass, 1990; Blake & Mouton, 1964; Rahim, 1992). Leadership styles and leadership behaviours endure through time and are anticipated to be closely tied to conflict resolution philosophies (Hendel, 2005). This method of thinking assumes that a person's personal disposition has a unique disposition that remained constant over time and in different contexts.

Theoretical Framework

this study is underpinned to integration conflict management style after carefully examining the

dual concern model of Rahim (1983) as the theoretical foundation for conflict management. Integrating entails; being transparent, exchanging information, searching for alternatives, and addressing differences to find a solution. Managers who use compromise, integrating, or accommodating conflict management techniques frequently show a strong concern for others and are more socially oriented. According to the hypothesis, managers that use a domineering or conflict-avoidant management style show little regard for others. This can foster an atmosphere of conceit and arrogance, as well as mistrust and lack of respect.

Managers who show a high level of concern for others may foster a spirit of cooperation and teamwork that lessens negative conflict. Higher levels of trust and confidence are frequently linked to high levels of concern, which foster an atmosphere conducive to collaboration, sociability, empathy, and positive interpersonal connections. Managers who show a high level of concern for others may foster a spirit of cooperation and teamwork that lessens negative conflict. Higher levels of trust and confidence are frequently linked to high levels of concern, which foster an atmosphere conducive to collaboration, sociability, empathy, and positive interpersonal connections.

Review of Relevant Empirical Literature

The Federal Polytechnic, Ede's conflict management practises were examined by Adebile and Ojo (2015) as well as potential consequences on the institution's organisational performance since 1992. It found that inter-group conflict was the most prevalent form and that communication problems inside the organisation were the main causes of organisational conflicts. This study's flaw is that it was conducted on the educational industry in a region other than the Niger Delta, which makes it distinct from the one under consideration.

A study in Malaysia by Tahir, Shazia and Annis (2014) has shown that managers' leadership and conflict-management philosophies relate to how they handle interpersonal conflict (managers and subordinates). The study has found that managers who exhibit more laissez-faire leadership style adopt a less confrontational approach to managing conflicts with subordinates. Once again, this study was not conducted in Nigeria.

The effects of ongoing strikes on the implementation of the technical education programme in Nigeria were examined by Adavbiele (2015). The study used an exploratory stance toward the idea of strikes in Nigeria. Wildcat strikes, sympathy strikes, jurisdictional strikes, economic strikes, and strikes over economic issues were explored. The study also examined the impact of strikes on the implementation of the technical education programme in Nigeria. The study was conducted in the educational sector, which is not the subject of our current study.

Nigerian researchers have found a direct relationship between union intensity, inflation, and unemployment and industrial crisis. A study by Osabuohien and Ogunrinola in 2015 looked at the causes and effects of Nigeria's industrial crises. The study used a pluralistic theoretical framework for industrial relations. A harmonious workplace ensures that both employees' and employers' ambitions are met, which is crucial for increased productivity. An industrial crisis is impending when the interests of one or both parties involved in labour relations are not met. The study found that the degree of unionisation, the rate of inflation and unemployment were all directly influenced by industrial crises. Nigeria's industrial crisis has a negative impact on the level of economic activity, indicating that it will cost the country's economy dearly.

Olukayode (2015) delved into how a Nigerian manufacturing company's organisational performance was affected by workplace conflict management. 250 employees made up the

participants, who were chosen by the stratified random sample technique. Data were produced using a standardised questionnaire that had undergone validation. The result of the study shows that there is a favourable link between conflict management tactics (collective bargaining, compromise, and accommodation) and organisational performance. Data gathered from respondents was analysed using descriptive and inferential statistics as well as Spearman correlation analysis. The study under evaluation did not examine the predictors and indicators of the current study; an important gap needs to be filled.

Owoseni (2015) looked at how industrial dispute affected the relationship between workers and their bosses in the petroleum industry. The study, which examined three hypotheses, showed that disagreement had a detrimental effect on the connection between employees and employers. It also demonstrated how unequal access to and distribution of economic power has an impact on employee-employee relations.

A study conducted by Sholokwu and Olori (2016) investigated the link between managerial techniques and workplace harmony in Rivers State's oil and gas companies. The study found that management practise has an impact on industrial harmony. The study also found that organisational culture significantly modifies the relationship between managerial practises and workplace harmony in Rivers State's oil and gas companies. Oil and Gas Companies should adopt sound management practices to reduce the frequency of strikes and grievances. Collective agreements, decreasing employee casualisation and developing a promotion policy are keys to improving industrial harmony.

MATERIALS AND METHODS

Research Design

A study examined how managers and employees feel about the importance of conflict management strategies and workplace harmony. The study's use of a survey research design made it possible to evaluate how managers, employees and staff feel about conflict management in the workplace.

Data Sources

The major sources used to collect the data for this study included discussions with the management and personnel of the chosen organisations in Nigeria's Niger Delta region.

Population of the Study

The study's participants are employees of the Niger Delta's C & I Leasing Nigeria Plc (6,044 employees), Delta State Oil Producing Areas Development Commission (3,700 employees), Chevron Nigeria Limited (6,300 employees), Total Nigeria Plc (7,016 employees), and Nigerian Agip Oil Company (6,510 staff). This increased the study's overall participant count to 29,570.

Sampling Technique and Sample Size

A probability sampling technique was used to determine the population size based on survey results. The necessary sample size was calculated using the Cochran (1963) calculation shown below:

$$n = \frac{Z^2 NPq}{Ne^2 + Z^2 Pq}$$

n = Sample size

N = Study population

Z² = 1.96 (95% confidence level)

P = Estimated proportion of success

q = Estimated proportion of failure

e^2 = Proportion of sampling error

By substituting, we have the-following:

$$N = 13,850$$

$$Z^2 = (1.96)^2$$

$$P = 0.7$$

$$q = 0.3$$

$$e^2 = (0.04)^2$$

$$n = \frac{(1.96)^2 \times 13,850 \times 0.7 \times 0.3}{(0.04)^2}$$

$$= \frac{3.8416 \times 29,570 \times 0.21}{0.0016 \times 29,570 + 0.806736}$$

$$= \frac{23,855}{47.12}$$

$$= 506$$

$$= 506$$

$$= 506$$

$$= 506$$

506 responses were utilised as the sample size by the researcher as a result.

Again, the Bowley's Proportion Allocation Formula (1964) was used in sharing the sample size between the five sample organisations as shown below:

$$n_h = \frac{nN_h}{N}$$

Where:

n_h = the number of units allocation to each enterprise

n = the sample size

N_h = the number of investors in each enterprise

N = the population size

By substituting we have the following:

1. **Delta State Oil Producing Areas Development Commission (3,700 staff):**

$$n_h = \frac{506 \times 3,700}{29,570} = 63$$

2. **C & I Leasing Nigeria Plc (6,044):**

$$n_h = \frac{506 \times 6,044}{29,570} = 104$$

3. **Chevron Nigeria Limited (6,300 staff):**

$$n_h = \frac{506 \times 6,300}{29,570} = 108$$

4. **Total Nigeria Plc (7,016 staff):**

$$n_h = \frac{506 \times 7,016}{29,570} = 120$$

5. **Nigerian Agip Oil Company (6,510 staff):**

$$n_h = \frac{506 \times 6,510}{29,570} = 111$$

Method of Data Collection

A drop-off and pick-up data collection strategy was used in this study to ensure that all

participants were given the same level of access to the study (Creswell, 2008). The main source of data for this study was a standardised questionnaire. Interviewees were asked about the five conflict management styles available to managers in organisations and workplace harmony. This questionnaire used the five point Likert scale which ranges from strongly agree with the highest score of 5 assigned to it, to undecided or neutral.

Validity of the Instrument

Independent expert judges in the fields of statistics and top management were carefully chosen to determine whether an instrument's content was relevant to the construct or not. The decision rule was then implemented after obtaining the instrument from the judges, who were asked to independently determine whether it was "Strongly Relevant to the Construct" or "Poorly Relying on the Construct". An international team of researchers has developed a new way of categorising items in that only those items closely related to the construct should be kept. Those items that fail this test should be eliminated, and experts' opinions on whether the instrument is suitable for use should be reviewed.

Reliability of the Instrument

The study used a split-halves method to ensure accuracy with regard to a certain test administration. The odd numbered items were assigned to one half of the test and the even numbered items to the other. Participants' responses based on the questions from the instrument were divided into two equal halves. As a result, the correlation coefficient between the two parts needed to be corrected. The Spearman-Brown Prophecy Formula was employed to make the correction.

The Spearman-Brown Prophecy Formula may be written as $PXX'' = \frac{2PXX'}{1+PXX'}$

Where:

PXX'' = the reliability coefficient for the whole test

PXX' = the split-half correlation. The Correlation between the two halves:

$$r = \frac{N\sum H_0 H_e - \sum H_0 \sum H_e}{\sqrt{N\sum H_0^2 - (\sum H_0)^2} \sqrt{N\sum H_e^2 - (\sum H_e)^2}}$$

$$r = \frac{75(1438) - (233)(318)}{\sqrt{75(1091) - (233)^2} \sqrt{75(2052) - (318)^2}}$$

$$r = \frac{33756}{38121.377}$$

$$r = 0.885$$

Denotations: Let odd half be denoted as H_0 Let even half be denoted as H_e Therefore; the split half correlation (PXX') = 0.885 Hence: $PXX'' = \frac{2(0.885)}{1+0.885} = \frac{1.770}{1.885} = 0.939$ Since the Spearman-Brown Prophecy correlation value is 0.939 the instrument is certified reliable as Spearman-Brown Prophecy correlation value of between 0.5 and 1 is considered reliable.

Method of Data Analysis

The study's respondent profile was examined using descriptive statistics and a simple linear regression analysis. The level of significance of the relationship between conflict management styles and workplace harmony was also assessed. The entire analysis was carried out with SPSS to unbiasedly test the hypothesis that was formulated. Given that the tests involve models with just one dependent variable and one independent variable, it is appropriate to use simple

regression analysis for the purposes of this article. The Simple Regression used (Bi-variate Analysis): The simple linear regression equation is expressed mathematically thus:

$$Y = f(X) \dots \dots \dots \text{Model 1}$$

Where:

Y= Workplace Harmony, and
 X= Conflict Management Styles.

Reducing conflict management style into measurable form (predictor), model becomes:

X= Integrating,
 e = Stochastic error terms.

Similarly, breaking Workplace Harmony into indicator, it yielded the following variable:

Y = Employee Bonding.

Interpretation of the Simple Regression Model:

$$Y = b_0 + b_1X + e \dots \dots \dots \text{Equation 1}$$

Where:

b_1 = the slope of the regression line.

Thus, this is the amount that the Y variable (dependent) which is the sustainability of family business, will respond to X variable (independent) which, is conflict management style.

b_0 = the intercept of the regression line with the Y axis.

The sample coefficient of determination, or "r square," reflects the percentage of the total variation in the dependent variable (workplace harmony) that can be explained by the regression line. For instance, a r square (r^2) of 0.70 indicates that conflict management style accounts for 70% of the overall variation in workplace harmony. The F-test examines the causes of variance in the sampled data. The test is equal to the t-test, which is used to draw conclusions about the population of the regression coefficients. To determine if the estimated regression equation adequately accounts for the variation in the independent variable, the F-ratio or test was used (conflict management style).

Decision Rule:

The F-critical table value for an ANOVA is the difference between a model with and without significant error bars at 0.05 levels of significance and at 1 degree of freedom. Reject H_0 and accept the alternative if the estimated F-ratio is higher than the F- critical table value.

RESULTS AND DISCUSSIONS

Test of Hypothesis

With the use of F-test analyses and sample Coefficient of Determination, the proposed hypothesis was evaluated (r). The sample coefficient of determination, or r square (r), calculates the percentage of the dependent variable's total variation (workplace harmony) that can be explained by the regression line (independent variable; conflict management style). For instance, a r square (r) of 0.70 indicates that conflict management style accounts for 70% of the overall variation in workplace harmony.

The F-test also examines the causes of variance in the sampled data. The test is demonstrated to be equal to the t-test, which is used to draw conclusions about the population of the regression coefficients, for the simple regression model. To determine if the estimated regression equation adequately accounts for the variation in the independent variable, the F-ratio or test was used

(conflict management style).

Decision Rule:

The ANOVA table was used to conduct the entire simple regression analysis. In this case, reject H_0 and accept the alternative if the estimated F-ratio exceeds the F-critical table value at 0.05 levels of significance and at 1 degree of freedom.

Hypothesis

In organisations in the Niger Delta, there is a strong positive correlation between integrating as a conflict management strategy and employee bonding.

Table 1

Model Summary Result for Hypothesis

Model	R	R Square	Adjusted R Square	STD. Error of the Estimate
1	.841 ^a	.688	.7291	.479

Source: Researcher's computation, 2022.

The model summary above demonstrates how much of the variation in employee bonding in Niger Delta firms can be attributed to integrating as a dispute resolution method. According to this test's computed r (.841), integrating as a conflict management strategy accounts for 84.1% of the variation in employee bonding in Niger Delta firms.

Table 2

ANOVA Table for Simple Regression Result for Hypothesis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	10.145	1	10.145	640.5	.000 ^b
Residual	868.042	.4962	.240		
Total	870.187	.497			

Source: Researcher's computation, 2022.

The finding from Table 2 shows a strong correlation between employee bonding and integrating as a conflict management strategy in Niger Delta firms ($F = 640.530$; $p = .000$ 0.05). As a result, the null hypothesis is rejected and the alternative hypothesis, according to which there is a strong positive association between integrating as a conflict management style and employee bonding in organisations in the Niger Delta, is accepted.

Table 3

Coefficients Result for Hypothesis

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	3.267	.145		22.598	.000
During conflict, Managers in my organization are open and, they exchange information with subordinates in order to solve the problem in a manner that is acceptable to both Parties	.741	.054	.518	2.128	.000

Source: Researcher's computation, 2022.

The relationship between employee bonding and integrating as a conflict management strategy is demonstrated in coefficient Table 3 for firms in the Niger Delta. Because compromising, as a conflict management style, contributes a significant value of 74.1% for every 100% increase in employee bonding, it follows from this table that integrating, as a conflict management style, has a substantial relationship to employee bonding in organisations in the Niger Delta.

Interpretation of Results

According to the findings from the three tables above, there is a substantial positive link between employee bonding in Niger Delta firms and integrating as a conflict management technique ($F = 640.530$; $t = 2.128$; $p < 0.000$; $r = 0.841$). As a result, the null hypothesis is rejected and the alternative hypothesis, according to which there is a strong positive association between integrating as a conflict management style and employee bonding in organisations in the Niger Delta, is accepted. This complements Okwuise, and Ukwandi (2019); Young, Ediri, and Daniel (2017); Obiora, and Okwuise (2016) views

The test's findings show a significant positive association between employee bonding in Niger Delta organisations and integrating as a conflict management strategy. This result is consistent with Rahim (1983) Five Conflict Handling Styles, which served as the theoretical foundation for this study. According to theory the problem-solving, or integrative conflict management, style demonstrates a high level of concern for oneself and others. It entails cooperation between the parties who are eager to find a mutually agreeable solution through candour, information exchange, inquiry, and exploration of differences in order to reach a useful resolution that transcends individual and constrained views of the issue. Rahim identifies the two defining characteristics of this fashion as follows:

- (i) Open dialogue, clarification of misunderstandings, investigation of the root causes of conflicts, and problem-solving are characteristics of confrontation.
- (ii) Confrontation is regarded as a necessary step in the problem-solving process because it involves the identification of appropriate solutions that attempt to fully and equally allay the concerns of the people involved. Rahim came to the conclusion that this kind of attitude fosters and maintains workplace harmony and employee ties.

By stating that the cooperating style is when the goal is to satisfy both parties, Ling, Fang & Fu (2005) supports this conclusion. Finding a "win/win" solution is the main objective; it is very forceful and very cooperative. The collaboration method is appropriate for integrating solutions, learning, fusing viewpoints, establishing commitment, and enhancing relationships. The use of this approach can promote open discussion of problems, task competency, and equitable task distribution among team members, improved brainstorming, and the growth of creative problem solving. In a team setting, it is appropriate to regularly employ this style. Active or effective listening, dealing with circumstances in a non-threatening manner, input analysis, and the capacity to spot underlying issues is all examples of collaborative skills. Overusing the collaborative method can result in wasting time on unimportant tasks, delegating too much authority, being exploited, and being overburdened with work. Quick fixes, lack of commitment from other team members, disempowerment, and the loss of innovation can all arise from underuse.

CONCLUSION AND RECOMMENDATIONS

Employee bonding is hampered by the dominant conflict management approach used by managers in Nigerian organisations. Managers put everything on the line to achieve

organisational goals at the expense of employee expectations and interests, which almost always results in industrial action. Employee camaraderie develops in organisations as a result of adopting conflict management practices.

This is the case because this approach entails collaboration between staff members and managers to find a mutually acceptable solution through openness, information sharing, and the exploration of differences in order to find a useful solution that goes well beyond individual and constrained visions of the issue.

Following a thorough discussion of the data and the implications drawn from them, the following suggestion is made: In order to promote and maintain staff bonding, support open discussion of concerns, task competency, improve brainstorming, and foster the growth of creative problem solutions, managers should embrace the usage of the integrating conflict management style.

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