

## ENHANCING ECONOMIC DEVELOPMENT THROUGH ORGANIZATIONAL CONFLICT IN DELTA STATE CIVIL SERVICE

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### **Abstract**

*This research looked at organizational conflict as a panacea for economic development. The Delta State Civil Service was the subject of the research. A five-point Likert scale questionnaire was used to gather the respondents' replies. The study questions were assessed with the use of descriptive statistics and a correlation matrix, and the questionnaire was coded using an excel spreadsheet. The respondents' profiles were also examined using manual basic percentage analysis. With the help of SPSS version 23, the study's assumptions were put to the test utilising multiple regression statistical methods. The results showed that there is a significant positive relationship between the Economic Development (ED) of Delta State Civil Service Commission, and Gender Negotiation (NG) (0.001–0.005); there is also a significant positive relationship between Economic Development (ED) and collective bargaining (CB) (0.000–0.05); The p-value (0.0030.05) with Economic Development of Delta State Civil Service Commission shows that there is a significant positive relationship between interpersonal communication (IC) and Economic Development (ED) of Delta State Civil Service Commission (0.0170.05); According to the study's findings, organizational conflict significantly and favourably impacted the economic development of Delta State Civil Service Commission in Delta State, Nigeria. The study recommends that Delta State Civil Service Commission maintain and enhance its interpersonal communication, as this would act as the driving force behind increased economic development.*

**Keywords:** *Economic Development, Organizational Conflict, Civil Service, Delta State.*

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## **1. Introduction**

Human resource is the most valuable, recognized and important organizational asset blessed with managerial talents to facilitate the accomplishment of organizational goals, and growth/development, unfortunately, the psycho-analytic nature of man and behaviour of men (workers), their instinct drive, frustration and economic conditions of human societies result in negative behaviour, selfishness, wickedness, violence, aggressiveness and exploitation. Conflict among workers in an organization is inevitable. If it is managed properly, it will bring a catalyst for change and can have a positive impact on employee satisfaction and the performance of the organization. Unmanaged conflicts have negative impacts on both employee satisfaction and job performance. According to Awan and Anjum (2015), properly managed conflict promotes open communication, collaborative decision-making, regular feedback, and timely resolution of conflict. Open communication and collaboration enhance the flow of new ideas and strong work relationships, which can have positive effects on employee morale. Regular feedback and timely resolution of conflict have the potential of improving employee satisfaction and job performance. Awan and Anjum (2015) argue that a negative work environment that does not promote conflict resolution can result in employee unethical behaviour and low productivity. On the other hand, unmanaged conflict promotes dysfunctional communication and poor behaviour among staff. Poor behaviour on the part of one employee has the power to affect overall employee morale, which results in low productivity.

According to Dana (2000), "conflict is not just an annoyance. It costs money and those costs can be calculated, in terms of wasted time, poor decision, lost employees." In the healthcare industry, patient's health and even their lives can be affected by unmanaged conflict. The reactionary effect is due to the perceived incompatibilities resulting typically from some form of interference or opposition in term conflict. Azamosa (2004) observed that conflicts involve the total range of behaviours and attitudes that is in the opposition between owners/managers on the one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes. Irrespective of the factors resulting in conflict, it has been observed that industrial conflicts produce considerable effects on organisations and should be consciously managed as much as possible. For people to progress at work and another aspect of life, there must be cooperation which is essential to ensure task attainment and stability in life.

Growth, development and challenges go together, and in an attempt for any organization to grow, it must be faced with some challenges that may hinder or militate against stated goals and objectives. Challenges at times led to conflict among members, competitors, organizations, communities and other parties involved in the organization's mission. Conflict seems to be negative but at the same time, it has positive contributions to the organization's performance. Conflicts according to Jones, George & Hill, 2000 are an inevitable part of organizational life since the goals of different stakeholders such as managers and staff is often incompatible. Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security.

Conflict is inevitable especially when human factors are involved. Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to some extent, conformity within a group. People who seek power, therefore, struggle with others for position or status within the group. Conflict is a part of organizational life and may occur between individuals, between the individual and the group, and between groups. While conflict is generally perceived as dysfunctional, it can also be beneficial because it may cause an issue to be presented from different perspectives.

The conflict has both positive and negative effects. It is positive when cooperation was built when individuals develop as a result of conflict when organizational innovativeness and productivity were increased. Conflict can be negative when it creates resistance to change, establishes turmoil in an organization or interpersonal relations fosters distrust, builds a feeling of defeat, or widens the chasm of misunderstanding and confrontation.

### **The problem**

Organizations need more conflict to survive. The absence of conflict may indicate autocracy, uniformity, stagnation, and mental fixity; the presence of conflict may be indicative of democracy, diversity, growth, and self-actualization. Based on the negative notion of conflict to people, this study sought to investigate the causes, organizational innovativeness and productivity, and profound ways by which conflict can be resolved in multinational corporations in Nigeria. Organizations are social institutions established to accomplish set goals. Conflicts exist in all social systems. When it occurs, conflict tends to block managerial activities. It frustrates organizational and individual/group goals and objectives. The effect of

conflict is mostly seen in low productivity. Conflict leads to striking actions, absenteeism, lateness, and insecurity of life and property. Traditional workplace practices and systems with their hierarchical structures, tight divisions of labour, narrowly defined jobs, detailed rules, limited employee involvement, and managerial decision-making, authority, and control are no longer adequate since they foster conflict. The high-performance workplace emphasizes conflict management as a cornerstone of the effective high-performance workplace. Due to frequent organizational conflict, performance in most organizations has taken a comparatively negative result. The frequent agitation by workers for improved working conditions and other interests has led to a down toll (strike action) which eventually affects the organization's performance. Key indicators such as sales return on investment and profit margins have been reduced due to poor conflict management. This shows that organizational performance is enhanced through effective conflict management

### **Objectives of the study**

- i. the effects of negotiation on economic development
- ii. influence of collective bargaining on economic development
- iii. determine the influence of interpersonal relationships on economic development

### **Research Question**

The study was guided by the following questions

- i. How does negotiation influence economic development
- ii. What are the effects of collective bargaining on economic development
- iii. To what extent do international relationships influence economic development?

## **2. Review of Related Literature**

### **Conceptual Framework**

Organizational Conflict or otherwise known as workplace conflict is described as the state of disagreement or misunderstanding, resulting from the actual or perceived dissent of needs, beliefs, resources and relationships between the members of the organization. At the workplace, whenever, two or more persons interact, conflict occurs when opinions concerning any task or decision are in contradiction. Business Jargon (2022)

In simple terms, organizational conflict alludes to the result of human interaction that starts when one member of the organization discerns that his /her goals, values or attitude are incompatible, with those of other members of the organization. The incompatibility in opinions can come into being, within a member, between two members, or between groups of the organization, Businessjargons (2022)

### **Factors Influencing Organizational Conflict**

**Unclear Responsibility:** If there is a lack of clarity, regarding who is responsible for which section of a task or project, conflict takes place. And, to avoid this situation, the roles and responsibilities of the team members should be stated clearly and also agreed upon by all.

**Interpersonal Relationship:** Every member of an organization possesses a different personality, which plays a crucial role in resolving conflict in an organization. Conflicts at the workplace are often caused by interpersonal issues between the members of the organization.

**Scarcity of Resources:** One of the main reasons for the occurrence of conflict in an organization is the inadequacy of resources like time, money, materials etc. due to which members of the organization compete with each other, leading to conflict between them.

**Conflict of Interest:** When there is a disorientation between the personal goals of the individual and the goals of the organization, a conflict of interest arises, as the individual may fight for his personal goals, which hinders the overall success of the project.

Conflicts alleviate at the workplace due to individual and inter-individual factors. Individual-related causes entail attitudes, beliefs, personality orientation and human frailties. Inter-individual conflicts arise when a manager breaches the norms of the organization.

### **Collective Bargaining**

Alimba (2008) opined that collective bargaining is a term that has been used by Sydney and Beatrice Web to describe negotiations on conditions of service and terms of employment between employers and workers or between employers' associations and trade unions. It covers all arrangements in which workers do not negotiate with employers by themselves but do so collectively through their representatives. The issues covered by such collective bargaining are always very extensive and they include wages hours of work, increments, promotions, job grading and classification, annual leave etc. In fact in the present dispensation, any matter

which is capable of causing a trade dispute is negotiable. It has also been extended to sociopolitical matters like the election tribunal (Sydney and Beatrice, 52)

It has been argued that the terms which trade unions seek to get through collective bargaining, the process by which they are negotiated and the enforcement of the agreement, all depend on the size and strength of the bargaining unit. In the public sector, collective bargaining takes place at the national level. If the issues involved pertain to the whole nation, but if they concern a particular state only, bargaining takes the procedure adopted in the private sector. (Sydney and Beatrice, 2015) More so issues affecting the whole country that is those which involve both the federal and state governments are discussed between representatives of the federal and state governments and those of the Nigerian Labour Congress (NLC) or agency. Decisions reached such as negotiations are usually implemented by the parties involved.

In Nigeria, the issue of collective bargaining was provided for under the labour Act Cap 198

Laws of the Federation 1990. Collective bargaining was defined by the Act as the process of arriving or attempting to arrive at a collective agreement while collective agreement means, —an agreement in writing regarding working conditions and terms of employment concluded between;

- a. An organization of workers or an organization representing workers (or an association of such organization of the one part and b. An organization of employers or an organization representing workers (or an association of such organizations) of the other part (S.91, Labour Act 1990).

Fasoyin (1992) cited in Fajana (2000) asserted that collective bargaining requires patience by the parties bargaining because it is usually long and tortuous and results are normally unpredictable. Decisions are reached after discussions. Such decisions are arrived at by unanimity and parties usually agree that while negotiations are in progress, there should be no strikes or lockouts and that participants on the union side should not be victimized for their part in the negotiations. The government rarely intervenes in collective bargaining and if voluntary negotiations break down, parties are expected to follow the requirement of the trade disputes Decree No 7 of 1990 provides for voluntary collective bargaining and parties are required by the decree to exhaust their grievance procedures where they exist before resorting to other methods of dispute resolution. From the above facts, collective bargaining to a certain degree

does not work in Nigeria. It is seen as a national alternative to strike and lockouts amid collective bargaining (Fajana, 2000).

### **Concept of Negotiations**

Organizational conflict occurs, as actors engage in activities that are incompatible with those of colleagues within their network, members of other organizations, or unaffiliated individuals who utilize the services or products of the organization (Rahim, 2002). This often leads to disagreements and the buildup of tensions that require intervention through conflict resolution (Akanji, 2005). The conflict resolution process encompasses a wide range of activities including negotiation, problem-solving, dealing with emotion, and understanding positions (Brett, 2001). According to Dawson (2016), negotiation is a process by which two parties, each with their viewpoint and objectives, attempt to reach a mutually satisfactory result on a matter of common concern. Negotiation can also be defined as the interaction between two or more parties with divergent interests to reach an agreement (De Dreu & VanVianen, 2001). Negotiation is used to minimize conflict affecting individuals to maximize cooperation and keep conflict to acceptable levels. This in turn drives performance (Wall & Callister, 1995).

According to Olang (2017), several negotiation tactics can be applied. These include Face-to-face tactic whereby confidence as a foundation for negotiation can be established, Persuading tactic which assumes using different methods and manners to win over partners and to reach a better negotiating position, Deceitfulness tactic which assumes presenting false data and arguments, Threat tactic is based on deterrence from the side which holds a better position or has more power. The promise tactic is based on having a better position and more power, with the stronger side persuading the weaker that it will keep its promises and the Concession tactic which is the most important tactic in the negotiation strategy. All actors in the conflict count on both sides conceding since negotiation increasingly gains importance as a popular and constructive way to manage conflict. De Dreu and Weingart (2003) asserts that negotiators can help adversaries communicate with each other in many ways.

### **Concept of Economic Development**

Economic development could be viewed simply as implying increased output, greater efficiency in output generation and changes in the technical and institutional arrangements by which it is produced and distributed. According to Olajide (2004), Economic development is the process whereby the real per capita income increases over a long period. Also, Dudley

Seers (1982 cited in Olajide, 2004) however sees development from the standpoint of what has been happening to poverty, unemployment and inequality over time. Where there is a reduction in the three variables in an economy from a high level, then the country could be said to be experiencing development (Olajide, 2004). The consideration of economic development emphasised the sources of growth.

Economic development generally refers to the sustained, concerted actions of policymakers and communities that promote the standard of living and economic health of a specific area. Economic development can also be referred to as the quantitative and qualitative changes in the economy. The actions can involve the development of human capital, critical infrastructure, regional competitiveness, environmental sustainability, social inclusion, health, safety, literacy and other initiatives. Economic development differs from economic growth.

Growth in a general term could be confined to an increase in output (per unit of input) while development implies an increase in output together with a change in technical and institutional arrangement involved in production. Growth can take place without development but, a nation cannot achieve economic development without having achieved economic growth. Thus, economic growth is a subset of economic development as economic development is not purely an economic phenomenon.

According to Tejvan (2011), in economics, Economic growth is an increase in real GDP which means an increase in the value of goods and services produced in an economy. The rate of economic growth measures the annual percentage increase in real GDP. In the long run, economic growth is determined by factors which influence the growth of Long Run Aggregate Supply (LRAS) (the PPF of the economy). If there is no increase in LRAS, then a rise in Aggregate Demand will just be inflationary (Tejvan, 2011). LRAS can be influenced by: Levels of infrastructure: Investment in roads, transport and communication can help in reducing firms' costs and expand production. Without the needed infrastructure it may be difficult for firms competitiveness in the international markets. The lack of infrastructure is mostly a factor holding back some developing countries like Nigeria.

## **Human Capital**

Human capital refers to the productivity of workers which will be determined by levels of education, training and motivation. Increased labour productivity can assist the efficiency of firms and enable them to take on more sophisticated production (Tejvan, 2011).



**Development of Technology:** In the long run development of new technology is a key factor in enabling improved productivity and higher economic growth. Other Factors that Can Affect Growth in the Short Term (Tejvan, 2011) are: Commodity Prices- A rise in commodity prices such as a rise in oil prices can cause a shock to growth. It causes SRAS to reduce leading to higher inflation and lower growth; Political Instability which can provide a negative shock to growth; Weather the exceptionally cold weather can lead to a shock fall in GDP and Interest rates- while higher interest rates can hurt growth by reducing borrowing and the same effect as lower government spending (tight fiscal policy); High economic growth can be caused by relatively low real interest rates, Rising wages and rising consumer confidence (Tejvan,2011). Economic growth is an increase in real GDP. It means an increase in the value of goods and services; it is one aspect of the process of economic development. Development has to do with improving human welfare which essentially involves increasing the number of goods and services available to people. The more the output produced the more wealth and benefit.

Development is therefore basically about increasing the volume of business turnover, i.e. the volume of production for sale.

### **3. Theoretical Framework**

#### **Conflict Theory**

C. Wright Mills has been called the founder of modern conflict theory (Knapp, 1994). In Mill's view, social structures are created through conflict between people with differing interests and resources. Individuals and resources, in turn, are influenced by these structures and by the "unequal distribution of power and resources in the society". (Knapp, 1994). The power elites of the American society, (i.e., the military–industrial complex) "emerged from the fusion of the cooperate elite, the pentagon and the executive branch of government". Mills argues that the interests of these elites were opposed to those of the people. He theorized that the policies of the power elites would result in "increased escalation of conflict of weapons of mass destruction, and possibly the annihilation of human race" (Knapp, 1994).

A recent articulation of the conflict theory is found in Alan Sears's (Canadian Sociologist) book: "A Guide to Theoretical Thinking" (2008). According to Sears' (2008):

- i. Societies are defined by inequality that produces conflict, rather than order and consensus. This conflict based on inequality can only be overcome through a

fundamental transformation of the existing relations in society and is productive of new social relations.

- ii. The disadvantaged have structural interests that run counter to the status quo, which, once they are assumed, will lead to social change. Thus, they are viewed as agents of change rather than objects one should feel sympathy.
- iii. Human potential (e.g., capacity for creativity) is suppressed by conditions of exploitation and oppression, which are necessary for any society with an equal division of labour. These and other qualities do not necessarily have to be stunted due to requirements of the so-called "civilizing process" or "functional necessity". Creativity is an engine for economic development and change.

The role of theory is in realizing human potential and transforming society, rather than maintain the power structure. The opposite aim of theory would be objectivity and detachment associated with positivism, where theory is a neutral, explanatory tool.

### **Empirical Review**

Adilo, (2019), examined conflict management and organizational performance: A Study of selected breweries in South East Nigeria. The study reviewed relevant theoretical and empirical literature. This study is anchored on unitarist, pluralist and radical theories. A survey research technique was adopted as the design of the study. The data used were sourced from primary sources. A total of five brewery companies were sampled. The data generated were analyzed using frequency tables and percentage analysis. Regression analysis was employed to test the hypotheses formulated. The study revealed that all the conflict management strategies studied namely negotiation, collective bargaining, joint consultation and alternative dispute resolution were found to have a significant positive relationship with organizational performance. The study concludes that conflict management has a significant positive relationship with organizational performance in selected brewery companies in South East Nigeria. The study recommends that Managers should adopt the conflict management strategies above since they are found to be effective in managing conflicts in the organization.

Osabiya (2015) examined conflict management and resolution in Nigeria's public sector. The study focused on the factors that informed an organization's decision to seek an alternative means of handling conflict to traditional discipline and grievance procedures; and also looked at the barriers and facilitators to integrating mediation into workplace practice and culture. Two

hypotheses were formulated to determine the source of conflict and conflict resolution in the Nigeria Public Service. The study makes use of descriptive statistics to analyze the data collected from a sample of 170 employees of the Nigeria Public Service. Percentages and frequencies were used to analyze the responses collected from the respondents. The findings of the experimental survey of conflict management and resolution in the public sector showed that conflict can be resolved through compromise between the employee and management. That leadership style can lead to conflict in the organization.

Okpu and Jaja (2014) examined joint consultation and workers' commitment in the Nigerian Banking industry. Using a Cross-Sectional Survey design, a sample size of 357 workers from the banks in the South-South zone of Nigeria was used as respondents. The results drawn from the use of Spearman Rank Order Correlation showed that Joint Consultation had a significant positive association with workers' affective commitment, but no significant association with workers' continuance and normative commitment. The study found that with the use of Joint Consultation, workers are emotionally attached to their organizations and exhibit little continuance and normative commitment.

Uwa (2014) examined conflict management strategies and employees' productivity in a Nigerian State Civil Service. Four conflict management strategies were considered which include collective bargaining, negotiation, avoidance and imposing. The descriptive survey design was adopted and a self-developed questionnaire tagged Conflict Management Strategies and Employees' Productivity Questionnaire was used in the data collection. The reliability of the instrument was tested and a Cronbach Alpha reliability coefficient of 0.92 was obtained for the whole instrument. Taro Yamane formula was used in determining sample size and a stratified random sampling technique was used in selecting 240 respondents from a cross-section of four ministries in Akwa Ibom State Civil Service, South-South, Nigeria. Pearson Product Moment Correlation and multiple regression were used to analyse the hypotheses. Collective bargaining and negotiation showed a significant positive contribution to employees' productivity while that obtained for avoidance and imposing were significantly negative. Also, collective bargaining and negotiation were significantly positively related to employees' productivity.

Daniel, Guyo, & Mike, (2019) examined the effect of negotiation strategy on the performance of Commercial Banks in Kenya. A negotiation strategy is intended to help the government's planners and banks deal with and adapt to their changing internal and external circumstances.

The study population comprised the 43 commercial banks in Kenya which were in operation during the six years of the study that is from 2011 to 2016 chosen using the census method. The target population was 436 Bank employees from the commercial banks with a sample population of 272 bank employees of various cadres being selected using the method of stratified random sampling. A descriptive research design was adopted and a positivist paradigm guided the study. Primary data were collected with the use of structured questionnaires from employees of commercial banks. The data were analyzed using descriptive statistics of mode, median, mean, and standard deviation. The study findings revealed that negotiation strategy had a significant and positive influence on the performance of commercial banks in Kenya. These findings put forward that there is a need for researchers to adopt and implement appropriate negotiation strategies to improve the performance of commercial banks. The study recommends further research on other factors that may influence the performance of commercial banks.

#### **4. Methodology**

In this study, the design adopted descriptive research design requiring an analysis of the influence of organizational conflict on the Economic Development of Nigeria and the target population was the top-level management and the middle management employees of all selected civil servants in the civil service commission of Delta State for the period between 2018 to 2021. The target population of the study was the entire bank employees based at the head office comprising the: senior civil servant, middle civil servants and junior staff. A unit of analysis is considered the key entity that is being evaluated in the study whereas the unit of observation is that element described by the data one analyzes (Trochim, 2006). For this study, the unit of analysis was the civil service Commission of Delta State whereas the unit of observation was the top management team and middle-level civil servants of all the ministries in Delta State. This employee was preferred because they are the employees of the Delta State Government who lead change organizational conflict in the institution and are better placed to answer questions on their perceived influence of economic development at the civil service position also supported by (Ngari & Muiruri, 2014).

#### **5. Results and Discussions**

Data presented and analyzed in this study were dichotomized into three parts. First is the data presentation (which comprises the descriptive analysis of respondents' profiles using simple

weighted percentages) and using the descriptive statistics to any other data gotten from the questionnaire. Second is the data analysis which comprises the correlation and regression analysis of other research data. The third is the discussion of findings for the data analysis for the study.

**Description of Variables.**

This part aims to evaluate each research question, evaluate respondents' replies, and gather the study's results for suitable evaluation. Descriptive statistics were used to complete these. To properly and thoroughly describe the independent variables (Measures of organizational conflict), which are Negotiation (NG), Collective bargaining (CB), Interpersonal communication (IC), and Religion Diversity (RD), as well as the dependent variable (Economic development [OP]), descriptive statistics, which include the minimum, maximum, mean, and standard deviation, were used.

**Table 1: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
ND	249	12.00	20.00	16.8996	2.02055
CB	249	12.00	20.00	16.0643	2.12604
IC	249	12.00	20.00	16.3133	1.90454
ED	249	13.00	20.00	16.4578	2.02186
Valid N (listwise)	249				

**Source: SPSS Output, 2022.**

Table 1. above shows the descriptive statistics which comprises the minimum, maximum, mean and standard deviation values of different variables used in this study. The independent variables used in the study which serve as the measures of diversity management are; Negotiation (NG), Collective bargaining (CB), and Interpersonal communication (IC), and the dependent variable {Economic Development (ED)} in Delta State Civil Service Commission, were described using the descriptive statistics.

The descriptive statistics for Negotiation (NG) indicate a mean of 16.8996, a standard deviation of 2.0206 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in Negotiation (NG) is tremendous since the mean value is greater than the standard deviation, implication; the managements of the Delta State Civil Service Commission under study take cognizance of negotiation in their managerial plans.

Similarly, the descriptive statistics for the independent variable show that Collective bargaining (CB) has a minimum value of 12 and a maximum value of 20 leading to the mean and standard deviation of 16.0643 and 2.1260 respectively. This implies that Collective bargaining (CB) varies significantly and this is also reflected in the variation of the economic development since the mean value of 16.0643 is greater than the standard deviation of 2.1260.

Furthermore, the descriptive statistics for Interpersonal communication (IC) indicates a mean of 16.3133 and a standard deviation of 1.9045 with the difference in the maximum and minimum values which stood at 8. This implies that the variation in Interpersonal communication (IC) is tremendous since the mean value is greater than the standard deviation, implication; the managements of the Oil and Gas firms under study take cognizance of international communication in their managerial plans.

**Correlation Matrix**

Correlation analysis was used to examine the relationship between dependent and independent variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables that are perfectly related while -1 indicates a negative linear sense between two variables. This tells the degree of correlation between the independent and dependent variables, whether there is a moderate or low degree of correlation.

**Table 2. Correlations**

		ED	NG	CB	IC
Pearson Correlation	ED	1.000			
	NG	.227	1.000		
	CB	.591	.382	1.000	
	IC	.454	.498	.526	1.000

**Source: SPSS Output, 2022.**

The Pearson correlation in table 2, showed the coefficient of the type of relationship that exists between the independent variables {Negotiation (NG), collective bargaining (CB) and interpersonal communication (IC)} and dependent variable {Economic Development (ED)} among Delta State Civil Service Commission.

The Negotiation (NG) has a coefficient of ( $r=0.227 > 0.05$ ) which reveals that Negotiation (NG) has a strong positive correlation with Economic development (ED), this implies that an increase

in Negotiation (NG) would have positive effects on Economic Development (ED) in Delta State Civil Service Commission.

Collective bargaining (CB) has a coefficient of ( $r=0.591>0.05$ ) which reveals that Collective bargaining (CB) has a strong positive correlation with Economic development (ED), this implies that an increase in Collective bargaining (CB) would have positive effects on Economic Development (ED) in Delta State Civil Service Commission.

Interpersonal communication (IC) has a coefficient of ( $r=0.454>0.05$ ) which reveals that Interpersonal communication (IC) has a strong positive correlation with Economic development (ED), this implies that an increase in Interpersonal communication (IC) would have positive effects on Economic Development (ED) in Delta State Civil Service Commission.

The study is focused on enhancing economic development through organizational conflict. The results of the correlation analysis involving all the indicators of diversity management {Negotiation (NG), Collective bargaining (CB), and Interpersonal communication (IC), reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of organizational conflict.

**Table 3: Multiple Regression Analysis of Measures of Diversity Management and Economic Development**

**Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.827	1.644		4.153	.000
	GD	.774	.183	.772	4.230	.001
	AD	.515	.098	.509	5.255	.000
	ED	.225	.093	.234	2.419	.017
	RD	.203	.054	.196	3.759	.003

a. Dependent Variable: OP

**Source: SPSS Output, 2022.**

**Negotiation (NG) and Economic Development (ED)**

The result provided support for the H<sub>1</sub> test result which indicated that there is a significant positive relationship between Negotiation (NG) and Economic Development (ED) ( $\beta=0.772$ ;

$P=0.001<0.05$ ). 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 ( $H_{01}$ ), which states that there is no significant relationship between Negotiation (NG) and Economic Development (ED) in selected Oil and Gas firms in Delta State, Nigeria. This implies that a 1% increase in Negotiation (NG) would lead to a 77.2 % increase in Economic development (ED), this is evident with a regression coefficient of 0.772. This finding is supported by similarity/attraction theory; which posited that people like and are attracted to others who are similar, rather than dissimilar to themselves; "birds of the same feather," the adage goes, "flock together." This implies that the man gender tends to be closer to themselves in an organizational setting, the same applied to men in the bid to enhance economic development. This is in line with the study of Daniel, Guyo, & Mike, (2019) that negotiation strategy had a significant and positive influence on economic development.

### **Collective bargaining (CB) and Economic Development (ED)**

Similarly, the findings indicated that Collective bargaining (CB) activities are found to have a significant positive relationship with Economic Development (ED) ( $\beta=0.509$ ;  $P<0.000$ ). The findings provided support for the result of  $H_2$  which showed that there is a significant positive relationship between Collective bargaining (CB) and Economic Development (ED) ( $0.001<0.05$ ). The calculated p-value of 0.000 is significant because it is lesser than 0.05 (5%). It also means that the level of confidence (confidence interval) is 100% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null hypothesis ( $H_{02}$ ), which states that there is a significant relationship between Collective bargaining (CB) and Economic Development (ED) in selected Oil and Gas firms in Delta State, Nigeria. This implies that a 1% increase in Collective bargaining (CB) would lead to a 50.9% movement in Economic Development (ED) this is evident with a regression coefficient of 0.509.

### **Interpersonal communication (IC) and Economic Development (ED)**

More also, Interpersonal communication (IC) has a positive effect on Economic Development (ED) ( $\beta =0.039$ ;  $P<0.234$ ). The calculated p-value of 0.017 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 98.3% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null



hypothesis (H<sub>03</sub>), which states that there is no significant relationship between Interpersonal communication (IC) and Economic Development (ED) in selected Oil and Gas firms in Delta State, Nigeria. This implies that a 1% increase in Interpersonal communication (IC) would lead to a 23.4% increase in Economic Development (ED) this is evident with a regression coefficient of 0.234. This is in line with the theory of social identity, when an individual introduces himself to a certain social group, they likely prefer others who belong to the same social group.

**Model Summary**

**Table 4: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.926 <sup>a</sup>	.857	.863	1.609	1.445

a. Predictors: (Constant), EBD, AD, GD, ED, RD

b. Dependent Variable: OP

**Source: SPSS Output, 2022.**

**Table 5: ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	176.994	5	35.399	13.666	.000 <sup>b</sup>
	Residual	274.569	106	2.590		
	Total	451.563	111			

a. Dependent Variable: OP

b. Predictors: (Constant), AD, GD, ED, RD

**Source: SPSS Output, 2022.**

Also, Table 5. which is the model summary table shows the correlation coefficient (R) of the regression is 0.926 (93%) which indicates a very strong positive relationship between the dependent variable [Economic development (ED)] in selected Oil and Gas firms in Delta State, Nigeria and the independent variables [Negotiation (NG), Collective bargaining (CB), Interpersonal communication (IC) and Religion Diversity (RD)]. The coefficient of determination (R<sup>2</sup>) is 86% (0.857) showing that 86% of the variation in the dependent variable [Economic development (ED)] in Delta State Civil Service Commission has been explained by the independent variables [Negotiation (NG), Collective bargaining (CB), Interpersonal communication (IC) and Religion Diversity (RD) while the 14% remain unexplained in the model. An R<sup>2</sup> value of 86% showed that the strong positive relationship is further confirmed. The adjusted R<sup>2</sup> measures the goodness or fit of the model. This shows the goodness of fit of the model and also explains the dependent variable about the independent variables in 86 ways.

The 14% 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 1.445 is less than "2".

Lastly, the Anova table 4.5.1 above, shows the overall significance of the model, which has  $F(13.666)$  with a p-value estimated at 0.000. This indicates that all the independent variables [Negotiation (NG), Collective bargaining (CB), Interpersonal communication (IC) and Religion Diversity (RD)] jointly affect the dependent variable [Economic development (ED)] Delta State Civil Service Commission, Nigeria showing that it is a sound model.

## **6. Conclusion**

Based on the findings, the study concludes that organizational conflict had a positive and significant effect on economic development in Delta State, Nigeria. Specifically;

Economic development (ED) is positively and significantly impacted by Negotiation (NG). Thus, to continue enhancing its organisational efficiency, Delta State Civil Service Commission need to keep up with and enhance its negotiation plans effectively.

Economic development is positively and significantly impacted by collective bargaining (CB) (OP). Based on the results, it was determined that combining multiple economic developments within the workforce of the Delta State Civil Service can significantly boost organisational productivity.

Delta State Civil Service Commission should maintain and continue to improve on its conflict resolution since it would significantly increase economic development. Interpersonal communication (IC) has positive and substantial effects on Economic Development (ED). Economic development (ED) significantly and favourably affected conflict resolution.

## **Recommendations**

Based on the findings, the study recommended the following;

- i. The report advises Delta State Civil Service Commission to keep up with and enhance their negotiation, as this will significantly increase economic development.

- ii. The study advises Delta State Civil Service Commission to keep up with and implement new policies that value collective bargaining as doing so will significantly increase their economic development.
- iii. The report also advises Delta State Civil Service Commission to maintain and enhance their interpersonal communication, as this would act as the driving force behind increased economic development.

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