OPTIMISING ORGANISATIONAL PERFORMANCE THROUGH DYNAMIC CONFLICT RESOLUTION STRATEGIES IN THE BANKING SECTOR

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Abstract

This study investigated the effect of conflict resolution and organizational performance in the Nigerian Banking Sector, in Asaba Delta State. This study identified how conflict resolution strategies are implored to improve organizational performance. The adopted measures included such measures as; Accommodating Strategy (AS) and Dominating Strategy (DS) on how they influence organizational performance which seeks to be the dependent variable. The primary data used in this study were collected with the aid of structured questions from respondents (customers of banks). A total of 65 questionnaires were administered to respondents and also retrieved. These data were coded using an Excel spreadsheet and entered in Statistical Package for Social Science (SPSS) for analysis using descriptive statistics, correlation, and multiple regression with the aid of SPSS version 23. The findings revealed that Accommodating Strategy (AC) and Dominating Strategy (DS) have a significant relationship with Organizational Performance (OP). This study therefore concluded that there is a significant Accommodating Strategy (AS) in particular has a good and significant impact on organizational performance (OP). As a result, Nigerian banks should keep and grow accommodating strategy channels since it has improved staff performance, which would help the banks function better. Hence, the researcher recommended that Management should try to offer seminars/workshops on organizational dispute resolution methods for workers regularly. Employees will be able to learn about conflicts and how to successfully handle them for the benefit of the business.

1. INTRODUCTION

Strife is unavoidable among people be it at domestic, church, or within the organization; particularly when there's an interaction between two or more people, bunches, or organizations; usually generally caused by contrasts in person discernment, objectives, interface, thoughts, sentiments, values, etc., that strife with each other. Agreeing with Shetach (2012), Strife is a portion of social and commerce life thus, it is found all over. Struggle can be seen as a reality of social life that exists at all levels of society; it can be said to be as ancient as man. Due to the colossal social interaction that takes put in an organization, strife is unavoidable be that as it may; its administration decides whether the result will be positive or negative. Researchers stated that numerous sorts of connections such as families, churches, relational unions, countries, ethnic bunches, and organizations involvement clashes (Deutsch, Coleman & Marcus 2006; Afful-Broni, 2012).

When the struggle is specified individuals tend to see it as negative and barely see at it from a positive point. We have functional and broken clashes; those clashes compel us to be inventive issue resolvers to preserve a solid work environment and come up with a structure that will empower the organization to advantage from broadened workers whereas making openings for redevelopment and obtaining new skills can be classified as utilitarian clashes. Those clashes that contrarily influence representatives both mentally and sincerely, conjointly leading to efficiency can be classified as broken clashes. It is basic to note that how clashes are overseen will decide their result either useful or broken in settling money-related commitments in a firm (Kifordu, Igweh & Aloamaka, 2020).

Whereas strife is for the most part seen as broken, it can also be utilitarian; the struggle has both positive and negative impacts. It can be positive when it improves inventiveness, clarification of focus of see, and the improvement of human capabilities to handle interpersonal divergences. There's no peculiarity in organizational strife since it produces or presents an opportunity for adjustment and settlement between the distressed parties for the well-being of both the workers and the organization (Osad & Osas, 2013). Struggle can be negative when it creates resistance to alter, sets up mayhem, interpersonal relations doubt, moo efficiency, and organizational ineffectualness (Kifordu, Ibegbulem & Odita, 2023). We'll examine briefly three sorts of organizational clashes, person, interpersonal, and inter-group struggle.

Sheep as cited in Tabitha and Florence (2019), alluded to person strife as "man against self" strife, in which such a person's state of intellect is generally managed by circumstances inside or around him/her. Such as outrage, compulsion, misery, disappointment, and perplexity, which may result in hostility. It may be a strife of values or priorities in which man proceeds to fight or fight with his intellect and propensities driving to troubles in choosing on an objective. Wood et al., as cited in Tabitha and Florence (2019), set that interpersonal struggle could be a struggle that happens between two or more people working together in bunches or groups. From the organization, this may moreover be referred to as worker-to-worker or lateral conflict since it happens generally among workers on the same chain of command; this conflict is a portion of life and it is displayed in each organization (Cloke & Goldsmith, 2011). Nistorescu as cited in Tabitha and Florence (2019), moreover sees this kind of struggle as a through which a person or a sector avoids another from accomplishing the required objective; he states that in case not checkmated early seems to lead to perilous situations within the future that will influence organizational viability. In some cases, strife can be clandestine, not all struggle closes in a physical trade of blows or the utilization of weapons.

The following sort of strife is inter-group, this might happen due to contrasts between two or more bunches such as offices or workgroups in an organization, communities, ethnic bunches, etc. Pandy was cited in Tabitha and Florence (2019). Other researchers Deutsch and Coleman as cited in Tabitha and Florence (2019), attests that this kind of struggle may happen from the need for shared understanding, contrasts in bunch objectives, constrained asset, destitute communication channel, covering duties, battle for acknowledgment, etc., thus, administration of struggle by supervisors will decide in case it'll lead to the useful or broken result. Supervisors in an organization ought to be able to recognize sorts of struggle that will empower them to apply a suitable procedure that will make positive comes about. I agree with the see of Ekundayo (2012) that directors ought to be more concerned with the assignment of effective conflict administration instead of maintaining a strategic distance from or disdaining it.

Organizational struggle crops up when there's a difference in how a work or errand ought to be executed; this may be a contradiction between people, interpersonal, or intergroup; how this strife is overseen will decide its result. Agreeing with Riaz and Junaid (2011), ineffectual overseen organizational strife leads to diminished certainty levels, push, and disappointment as well as produces uneasiness which might cause mortification and withdrawal. It moreover produces more struggle and damagingly influences the whole organization. Compelling

struggle administration upgrades organizational advancement through representative devotion, eagerness, and assimilation it also boosts resolve and invigorates people which is able in turn to organizational viability through Ability Administration.

Organizational viability is one of the measures of execution that's utilized to evaluate how yields are associated with the financial and social environment. Zheng, Yang, and McLean (2010), opined that viability by and large decides the approach goals of the organization or the degree to which organizational objectives are realized. Adequacy is now and then utilized to duplicate the all-inclusive execution of an organization since it is broader compared to other concepts of organizational execution. The capacity to execute work with ideal levels of input and yield decides the viability of any organization (Amin & Shila, 2015). The commerce environment is exceedingly energetic and ever-changing due to globalization, any organization that wants to be significant and pick up competitive advantage must upgrade their organizational adequacy. Strife is an unavoidable portion of living for the reason that it relates to circumstances where assets are rare, where there's a requirement for functions' division, part separation, and control relations (Azamosa, 2004). Numerous times, struggle comes about in push, which leads to less-than-optimal fulfillment for the representatives (Bashir, 2010). This diminished fulfillment may result in higher non-appearance rates and tall turnover rates. Strife may also dissolve belief in individual workers and indeed bosses and seniors, which can scratch or stop the extended execution advance. The collection of inside results that are negative, such as moderated advance and misplaced beliefs, seem to create a negative effect on the fulfillment of clients as a result of disappointment in meeting due dates for benefit-conveyance and benefit quality that's underneath the anticipated measures (Dontigney, 2012).

It is imperative that commerce pioneers recognize firm clashes and their presence and put in an open-the-door approach to draw in inventive arrangements. It may also energize a versatile firm that might proficiently adapt to the dynamism and visit changes that present-day businesses confront. The present-day utilitarian see sees organizational/firm strife in a positive light and as a beneficial constraint (Kumar & Hossain, 2012). The approach contains a conviction that clashes invigorate both representative and administration to make strides in their levels of aptitudes and information. The inspiration comes about in higher inventiveness, development, and execution that will deliver more commitment to the organization.

The procedure definition needs to consider the dynamic nature business environment and it has to be permitted for a window of readiness in case there's an altar. A key arrangement will at the same time make it conceivable for a firm to create an assessment through the resources it possesses, make a fitting budget allocation, and make exceptionally successful plans to maximize return on speculations (Thompson & Martin, 2010). Clashes may be experienced in an organization when there's no common understanding of the goals and objectives of the organization. They may moreover be experienced within the assignment of assets to diverse departments/divisions/sections of the organization. A few may feel they require more assets than others, a few may feel they are getting less than their reasonable share; hence clashes may emerge (Kifordu, 2021). These clashes tend to disturb the execution of the organization.

The Problem

Struggle in a working relationship has been an issue of proceeding and talk about. Managing clashes in organizations has over a long time been seen as the sole duty of the directors who frequently have an unbending stand on how to bargain with it; organizations that address clashes in this way fall flat to recognize that struggle is characteristic in organizational life and has its claim both benefits and costs (Ebe and Osibanjo, 2014). In numerous organizations in Nigeria nowadays, inner (intrapersonal) and interpersonal clashes are devouring so much organizational time and consideration that organizations are beginning to see even though the struggle is their essential trade (Ojielo, 2002). This improvement is to a great extent due to the failure of pioneers in Nigerian work organizations to see the administration of strife as methodically as they see data, human assets, and budgetary administration frameworks. Instep, the struggle is seen and dealt with piecemeal and is considered a neighborhood occasion. The failure to see and oversee working environment clashes efficiently has in this manner rendered struggle broken in a few organizations.

Uncertain strife within the organization creates numerous genuine results including high monetary and human costs. Strife may lead to disappointment, pressure, moo resolve, lost assembly due dates, need for self-confidence, moo belief level, communication issues, non-appearance, and legitimate procedures (Buss, 2009). Fumbled struggle influences efficiency (Pack and McWilliams, 2009). Misused struggle influences representatives 'health and well-being, which in turn results in absenteeism. It may be a routine design of nonappearance from obligation or commitment (Jung, 2003). Fumbled and uncertain struggle causes stretch, diminishes certainty levels, and makes workers on edge, and baffled. All these lead to lesser

work fulfillment, mortification, humiliation, and push; these actuate mental and physical infections. Raised struggle leads parties to disregard contact, conclusion communication, withhold data or give off-base data (Pack and McWilliams, 2009)

Observationally, clashing discoveries proliferate on the relationship between struggle administration and organizational execution. Olukayode's (2015) observational tests showed a critical positive relationship between strife administration procedures (collective haggling, compromise, and settlement) and organizational execution. Abdul and Sehar (2015) and Mba (2013) found that strife administration encompasses a noteworthy impact on organizational execution. While Muhammad & Maria (2013) found that struggle administration harms organizational execution. Hotepo, Asokere, Abdul-Azeez1, and Ajemunigbohun (2010) found that clashes have both negative and positive impacts on organizations. These clashing discoveries appear that the relationship between conflict administration and organizational execution has not been settled, hence this study is hypothesized to illuminate this issue. The method of overseeing strife for an organization's ideal execution may be a complex and energetic assignment of standing up to organizations. The administration of organizations has numerous issues and challenges to hook with, happening on a day-by-day, month-to-month, and annual premise. A few of these challenges are inside created, whereas others are caused by outside variables.

Objectives

  i.   To establish the influence of accommodating strategy and Organizational performance

  ii.   To assess how dominating strategy affects conflict resolution in organization and performance.

Hypotheses

To answer the research questions, the following hypotheses were formulated for testing;

  1. There is no significant relationship between the effect of accommodating resolution strategy and organizational performance.
  2. There is no significant relationship between dominating conflict strategy and organizational performance.

2. LITERATURE REVIEW

Conflict in Perspective

Strife could be a handle where one party sees properly or wrongly, that another party is contradicting the primary party's intrigue and, so, around to cause harm to it. It is seen as a frame of difference or contention, or a contradiction within the sees, conclusions, standards, and so forward of two or more people (Nnabuife, 2009). Struggles and emergencies are lasting highlights of life that we have come to live and adapt to and resolve from time to time (Alabi, 2010). Their presence cannot be ended in life unless we need to end life itself. Struggle may be a handle of social interaction and a social circumstance, where the interface and exercises of members, go up against, square, and cripple the realization of one party's goals (Jambrek & Penic, 2008). Struggle is an ordinary wonder in organizations and it is incomprehensible to avoid. However, it is conceivable to oversee them on the off chance that we recognize the strife signs in time (Turkaji, Fosic, Durak & Stressmayer, 2013).

Struggle shows itself when there's a contrast between two or more people or bunches characterized by pressure, difference, feeling, or polarization, where holding is broken or missing (Kohlrieser, 2007). Strife could be a preparation that proceeds excessively or secretively which on the off chance that not settled on time, will ordinarily cause a part of distress to other or both parties (Nnabuife, 2009). Organizational strife happens, as performing artists lock in exercises that are incongruent with those of colleagues inside their organization, individuals of their organizations, or unaffiliated people who utilize the administrations or items of the organization (Rahim, 2012). Unless the strife seen is communicated by the activity of a few sorts, there cannot be an affirmation of its presence. Organizational strife happens, as performing artists lock in exercises that are incongruent with those of colleagues inside their organization, individuals of other organizations, or unaffiliated people who utilize the administrations or items of the organization (Rahim, 2002). Best (2006) characterizes strife as the interest in incongruent interfaces and objectives by diverse bunches. Issues of conflict are regularly related to disappointment among representatives which are related to working methods, working offices (Bean, 2004), perplexity on arrangements expressed within the company's arrangement (Ayadurai, 2006), and the infringement of arrangements in terms and conditions of representatives expressed within the collective understanding (Salamon, 2010).

Strife has been characterized as emerging from contrasts in objectives, differences, human variables, a prepare, extend of behavior, in inverse course, or interaction between bunches, due to pressure and the interest of contradictory interface. This appears that no one definition of strife will capture all of the human unusual behaviors. Struggle straightforwardly seems cruel and diverse things but with central subjects like battling, fighting, fighting, adversarial, inconsistent or conflicting, being in resistance, clash, sharp contradiction or resistance of interface, thoughts, etc (Igbinoba, 2011).

Sorts of Clashes

Spaho (2013) notes the taking after sorts of clashes: vertical struggle, even strife, line, and staff strife, and part struggle. Vertical strife happens when the boss continuously tells representatives what to do; particularly when the organizational structure incorporates a tall degree of custom; flat strife happens between representatives inside the same division due to distinctive interface or thoughts related to the conveyance of assets; line-staff struggle happens between back staff and line representatives, inside a division or an organization and part strife can stem from an inadequate or something else misleading understanding of the task given to a representative at a particular minute in time.

The Causes of Strife

It is necessary to know the causes of strife. This is often important since it'll help the extended supervisor to know how to oversee it, that's, whether to energize it or not since the struggle is inescapable within the organization. Nnabuife (2009), Chiekeze, Nzewi, and Orogbu (2008) watch that people who don't have inward peace continuously struggle with themselves. They note that strife can be caused by rare assets, covering specialists, clashes in identity, interdependency, perceptual mistakes, setting preposterous benchmarks, disappointment to provide on secretly set targets, contrasts in values or discernments, organizational uncertainty, and communication issues.

Hotepo, Arokere, and Abdul-Azeez (2010) diagram six major sources of strife as the interpersonal disagreements that emerge when one individual encounters a person stretch; the issues emerging from part clashes; the control battles that put people and bunches against one another to attain their narrow-minded goals; the misconception from separation; the interdependency prerequisites for collaboration, which if not broad and adjusted between the parties, cause communication and interaction breakdown which, in turn, in case basic lead to

more seriously clashes and; the outside weights from forces outside the endeavor that bread inner weights as the framework looks for to adjust but not to disturb its inner arrange.

Organizational Performance

Purkayastha and Chaudhari (2011) state that the ought to way better organizational and worker execution has picked up conspicuousness as a portion of endeavors to move forward the accomplishment of organizational goals and objectives. So, to attain the specified execution, it is imperative the adjust the firm destinations with the employees' aptitudes, competency prerequisites, concurred measures, plans of improvement, and the comes about conveyance. Indeed, even though customarily organizational victory has been operationalized by utilizing money-related measures, a few analysts made propositions for the broader development of organizational execution.

Hotepo (2010) conducted an investigative think about whose reason was to find out how clashes in an organization can influence the execution of the organization. This was done through an examination of the causes, reasons, sorts, and approaches to struggle control and settlement in a few Nigerian benefit segment companies, to distinguish different implies pointed at accomplishing an advancement in efficiency and execution within the same companies. The consideration embraced the expressive inquiry about the plan and made utilize of a survey to assemble information from 96 officials in a few chosen street transports, companies, and carriers over the city of Lagos. The investigation distinguished confinement in assets as the major reason for struggle which clashes had both positive and negative impacts among companies, which in case overseen fittingly, the positive results may well be employed to bring out collaboration among staff and empower innovativeness within the company.

Miao et al.(2010) found that strife inside connections had a greater learning accomplishment effect as compared to strife concerning preparation. The researchers explored how broken struggle, with cognitive fashion as a directing variable, influenced learning execution within the Chinese social setting. The discoveries uncovered that there was a quadratics association between learning execution and process strife. It was revealed that struggle inside connections had a bigger learning accomplishment effect as compared to strife concerning preparation.

A consideration by Asokere et al. (2010) examined how organizational strife influences the performance of organizations. This was done by examining the igniters, sorts, reasons, and strategies of strife administration in particular benefit organizations inside Nigeria, to bring out ways of making strides in their efficiency and execution. The clear approach as well as surveys was connected as an information collection instrument among 96 administrators in chosen street transport, aircraft, and protection firms within the city of Lagos. The inquiry about consider found that impediment in assets was an enormous reason for strife which clashes driven to both positive and negative impacts in organizations, but in case legitimately overseen, the positive impacts may be utilized to empower innovativeness in organizations and construct organizational participation among distinctive staff.

The Impact of Struggle on Organization

Obasan (2011) states that struggle can hurt the bunch, but can also lead to positive impacts depending on the nature of the strife. He notes that the highlights of ineffectively taken care of strife are: acrid connections, hatred, sick wellbeing, moo efficiency, and uncertain and stewing issues. The highlights of viably, taking care of strife are moved-forward connections, a loose climate, moved-forward communication, strengthening, effective problem-solving, tall efficiency, a sense of accomplishment, and group cohesion (Mgbekem, 2004).

Strife isn't a fiendish marvel per se, its impact whether helpful or damaging depends on how it's being overseen. Utilitarian strife is said to have happened when the results lead to moving forward organizational exhibitions or viability. Rahim (2002) declares that the useful impacts of utilitarian struggle incorporate the taking after strife increments inside cohesiveness as individuals frequently increment their distinguishing proof and devotion to the bunch, strife can highlight imperative issues in an organization, and the difference between bunches. It tends to bring issues to the surface to take note of the administration; strife between divergent sees within the organization frequently comes about in higher quality choices or arrangements to the issue, since it causes the prevailing perspective or favor of a bunch to be addressed; strife persuades the gather to classify their goals and this increment the bunch mindfulness of its purpose, struggle energizes individuals. It tends to create organizational life more curiously as contradiction stimulates organizational individuals to test thoughts and gives opportunity and strife may be an instructive involvement since members may end up more mindful and more understanding of their opponents' work and the issue that they must adapt with (Rahim, 2002).
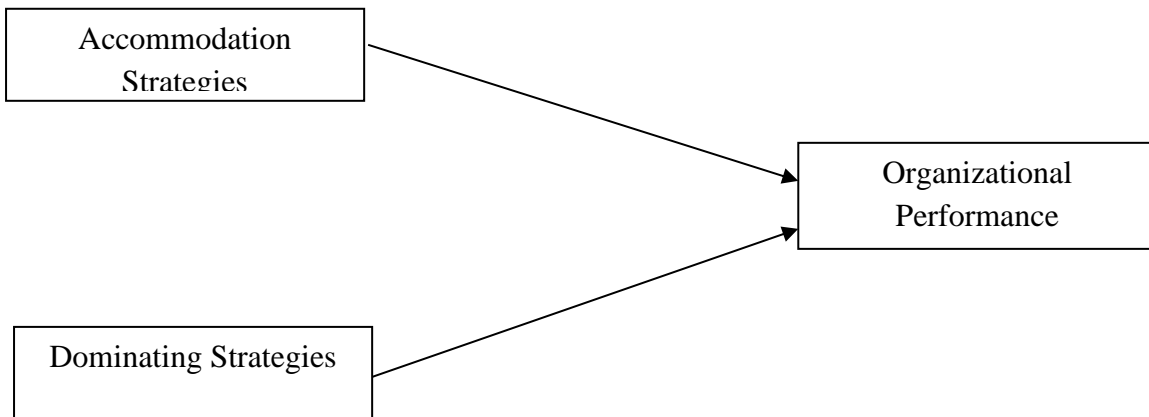
Conceptual Model

Independent Variables   **Dependent Variables**

Conflict Resolution Strategies   **Organizational   Performance**

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┌─────────────────────┐
│   Accommodation     │ ─────────┐
│    Strategies       │          └──────┐
└─────────────────────┘                 ▼
                               ┌─────────────────────┐
                               │   Organizational    │
                               │    Performance      │
                               └─────────────────────┘
┌─────────────────────┐          ┌──────▲
│ Dominating Strategies│ ─────────┘
└─────────────────────┘
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Source: Researchers fieldwork, 2023.

Obliging Methodology and Organizational Execution

Obliging incorporates lessening to the uncovered least or squeezing down any contrasts, whether seen or genuine while paying consideration to the contradicting party's angles around the same issue. An official who utilizes the pleasing strategy of struggle control and settlement pays consideration to the restricting parties' predicament as compared to them possess. Concurring to Schermerhorn (2000), a person who utilizes the obliging strategy in struggle control, and settlement shows up self-assured but agreeable. The person gives in to the other party's wants, ignoring or smoothing over the contrasts so that they can 20 keep up concordance. Convenience leads to setting up a great affiliation between parties and a lose-win arrangement. Concurring to Eisenhardt et al. (2012), the relationship is made when clashing parties appeal to participate and endeavor to reduce push and pressure by giving bolster and consolation to the contradicting party's angle, Kifordu, Eneh, Effiong & Etuk (2022).

A think about by Adomi and Anie (2006) uncovered that most of the respondents felt that strife was positive which it may be enthused by executives of libraries. Clashes of an interpersonal nature were uncovered as the foremost common clashes happening among libraries in Nigeria, and as a strife evasion strategy, the settlement technique was positioned best. Ajike et al. (2015)

inquired about consider that inspected how among banks in Nigeria, concerning Get to Bank Open Constrained companies, organizational execution is influenced by struggle administration. A add up to of 81 people were inspected for the ponder. SPSS was utilized to do graphic and relapse examination to survey the affiliation between bank execution and struggle control and settlement. The discoveries revealed a positive and noteworthy affiliation between strife control and settlement and organizational execution. They made suggestions that the administration come up with diverse but fitting methodologies that will bring resolutions and administration of clashes at the time of their event before they develop higher inside the bank. A hole exists in that the ponder was exhausted Nigeria and commercial banks. This investigation think about will fill the hole by being wiped out in Nigeria and considering microfinance.

Ruling Procedure and Organizational Execution

An overwhelming approach is connected with tall self-concern and moo concern for the other party, whereby one restricting side of the strife sets out to succeed in its objective and, thus, continuously falls flat to consider the expectations and predicament of the moment side (Mooney et al., 2007). Here each party endeavors to pick up at the other's cost. In extraordinary cases, one party achieves its want to be elite of the other party's needs. This technique ought to be executed in an organization when the relationship among representatives isn't critical he assist said that when representatives are not on great terms with one another they tend to concentrate on what they are doing, and never spend much time in chatter or talking, as a result, clashes are decreased and strikes caused by affectations are difficult off, as a result, worker execution gets to be impressive with tall development within the organization. Rahim (2011) concluded that this methodology has patronizing trepidation for self and small trepidation for others.

Agreeing with Schermerhorn (2000), this competing approach (moreover alluded to as overwhelming strategy) incorporates the application of different sorts of control counting constraints to control and/or direct the contradicting party or people to put weight on the party to concur to a town angle. It incorporates denying to co-operate but being confident, pointing at nullifying the other party's wants being included in win/lose competitions, and/or coercing by way of hone of control. Competitors, in common, have moo or small dread toward their plight. Competitors are regularly fascinated by forcing their wants and are continuously exceptionally hesitant to coordinate. Overwhelming tends to be a fashion arranged towards

power. For one to utilize it with victory, they have to possess satisfactory specialists and power to coerce their determination on the restricting party or people. A person like that will have specialists since they rank profoundly in the chain of command of the authoritative and subsequently they have more noteworthy control compared to others. They may have an imperative domain over key capital counting budgets, critical information, faculty, or associations to effective people (Clerkin & Jones, 2013).

3. THEORETICAL FRAMEWORK

Foe Framework Hypothesis

The Foe Framework Hypothesis was created to assist in clarifying recalcitrant strife and was utilized to explain the Cold War in the early 1990s before the collapse of the Soviet Union. It could be a combination of developmental brain research and the universal relations hypothesis. This hypothesis presents a few critical conceptualizations that aid in making a modern illustrative show of strife. It has been utilized to explain terrorism in Northern Ireland, but it has not been broadly received to clarify the totality of the struggle. It could be a key suspicion of this ponder that the utilization of concepts from the Adversary Framework Hypothesis and the Human Needs Hypothesis offers a comprehensive and adjusted hypothetical clarification of the struggle in Northern Ireland. It is trusted that this will assist the improvement of a worldview move absent from the current wrangle about internal-external clarifications, and cultivate the improvement of a more comprehensive approach based on the combination of smaller-scale and large-scale approaches to strife hypothesis as a clarification of the struggle.

The Foe Framework Hypothesis (EST) was created in the late 1980s by a bunch of therapists and worldwide relations specialists (previous individuals of the American National Security Committee and the U.S. State Office), as a demonstration to clarify the complexities of gather behavior, especially almost adversarial bunch connections. The gist of the Foe Framework Hypothesis is the theory that people have a deep-rooted mentality to dichotomize and build up foes and partners. This marvel happens on the person and gathers levels. This is often an oblivious requirement that nourishes cognizant connections, particularly in our bunch lives. This can be particularly critical within the arrangement of ethnic or national characters and behavior.

Recognizable proof with these ethnic or national bunches generally decides how we relate to individuals inside our ingroups and with those of our outgroups. How the masses inside each gather see themselves and their connections with bunches that they are related with makes a difference in determining whether their relationship will be based on participation, competition, or strife. This is often decided by authentic relations between these bunches. Subsequently, the theory combines concepts from the person and gathers brain research, as well as the universal relations hypothesis. As Vamik Volkan clarifies: This specific approach requires an entering examination of how the human intellect is reflected within the preparation of decision-making by a huge gather. It investigates the taking after wonder: the mental got to have foes and partners (Volkan 1988); the interweaving of the individual's sense of self which of the group's character with the concepts of ethnicity and nationality; and how wars, with all their calculated arranging, are associated to man's primitive and oblivious driving forces. In terms of large-group interaction, most of these forms are automatic.

In this way, the hypothesis is pertinent to this consideration and is predicated on the connections between intrapersonal concerns, the person inside their environment, as well as the interaction of people inside bunches, and the activities between those bunches.

4. METHODOLOGY

To set up an association between struggle resolutions on organizational execution among buyers within the Managing an Account Division, a case ponder plan with a solid accentuation on graphic investigation was used in this ponder. The study's target populace definition could be a significant and regularly challenging step. The study's target gathering of people is thought to be 189 clients. A measurable strategy with three key components—level of certainty (Z), standard deviation, and populace estimate (N)—was utilized to calculate the test estimate for this examination. With a 90% certainty level and a 10% edge of mistake, the test estimate was calculated at 65 respondents. As a gauge, the anticipated 189 managing account clients in Asaba Delta State demonstrate a bigger test estimate, guaranteeing genuine representativeness of the populace beneath ponder-on columns like accuracy and exactness of the anticipated results. To select a test measure of 65 respondents for this ponder, a likelihood inspecting plan employing a stratified determination approach was utilized. Accomplishing representativeness, or the degree to which the test measures precisely and speaks to the populace at hand, is one of the reasons why the stratified examining approach was chosen for likelihood inspecting. An efficient survey was utilized to assemble the data. With a Likert scale of 1 to 5, Emphatically

Concur (SA-5), Concur (A-4), Undecided (U-3), Oppose this idea (D-2) and Unequivocally Oppose this idea (SD-1), the larger part of the questions was open-ended.

5. DATA ANALYSIS AND DISCUSSION OF FINDINGS

Descriptive statistics

To provide a detailed description of the questionnaire responses about the independent variables under study—Accommodating Strategy and Dominating Strategy which consists of the minimum, maximum, mean, and standard deviation values—descriptive statistics were used in this study.

Table 1: **Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
AS	65	13	20	16.80	1.931
DS	65	13	20	15.86	2.046
OP	65	11	20	15.91	2.071
Valid N (listwise)	65				

Source: SPSS Version 23 Output, 2023

Accommodating Strategy (AS)

According to Accommodating Strategy (AS) descriptive statistics, the average value was 16.80, the standard deviation was 1.931, and the difference between the highest and minimum values was 7. The fact that the mean value is higher than the standard deviation value suggests that the Accommodating Strategy (AS) has expanded significantly over time.

Dominating strategy (DS)

Similarly, the descriptive statistics for Dominating Strategy indicate a mean of 15.86 and a standard deviation of 2.046 with the difference in the maximum and minimum values standing at 7. This implies that the Dominating Strategy has grown tremendously over the years since the mean value is greater than the standard deviation value.

Organizational Performance (OP)

Finally, the descriptive statistics show that Organizational Performance (OP) has a minimum value of 11 and a maximum value of 20 leading to the mean and standard deviation of 15.91 and 2.071 respectively. This implies that Organizational Performance (OP) varies tremendously over the period under study.

Correlation Matrix

Correlation analysis is used to examine the relationship between dependent and independent variables. It measures the linear association between two variables. Its values lie between -1 and +1. +1 indicates that there is a positive linear sense between two variables and are perfectly related while -1 indicates a negative linear sense between two variables. The correlation matrix shows the relation between independent and dependent variables. This tells the degree of correlation between the independent Accommodating Strategy (AS) Dominating Strategy (DS) and dependent [Organizational Performance (OP)] variables, whether there is a moderate or low degree of correlation.

Table 2: Correlation output of the Independent and Dependent Variables
Correlations

		OP	AS	DS
Pearson Correlation	OP	1.000		
	AS	.366	1.000	
	DS	.333	.496	1.000

Source: SPSS Version 23 Output.

Accommodating Strategy and Organizational Performance (OP)

The Accommodating Strategy (AS) is strongly positively correlated with Organizational Performance (OP) with a coefficient of correlation of 0.366. The correlation coefficient (r) of 0.366 for Accommodating Strategy (AS), indicates a strong positive correlation with

Organizational Performance (OP) because the correlation coefficient (r) of 0.366 is greater than 0.05.

Dominating Strategy (DS) and Organizational Performance (OP)

The Dominating Strategy (DS) is strongly positively correlated with Organizational Performance (OP) with a coefficient of correlation of 0.294. The correlation coefficient (r) of 0.333 for Dominating Strategy, indicates a strong positive correlation with Organizational Performance (OP) because the correlation coefficient (r) of 0.333 is greater than 0.05.

Test of Hypotheses

*Decision Rule***:** Accept the Null hypothesis (H_0) if the t-value calculated is lesser than table statistics at a 5% level of significance or 95% degree of confidence. Reject H_0 when the t-calculated is greater than the t-table value at 0.05 significant levels. The significance of the relationship is based on the P-value. When the associated P-value is less than 5%, then the relationship between the independent variable and dependent variable would be said to be significant but when it is greater than 5%, then it would be insignificant.

Test of Hypotheses One to two (Regression Result)

Table 3: Coefficients^a

Model	Unstandardized Coefficients B	Unstandardized Coefficients Std. Error	Standardized Coefficients Beta	T	Sig.
1 (Constant)	.310	.154		.154	.033
AS	.028	.012	.026	2.333	.008
DS	.050	.025	.049	2.000	.018

Source: SPSS Version 23 Output

Table 3 above shows the level of significance of Accommodating Strategy (AS) and Dominating Strategy (DS) on Organizational Performance which served as the basis for testing the hypotheses.

Hypothesis One

H0₁: There is no significant relationship between the effect of accommodating resolution strategy and organization performance.

In Table 3 of the Multiple Regression results, the Accommodating Strategy (AC) has a coefficient of 0.026, a t-value of 2.333, and a corresponding p-value (sig. value) of 0.008. This implies that the Accommodating Strategy has a favorable impact on Organizational Performance (OP) in the Banking Sector. Given that the p-value of 0.008 is less than 0.05 (5%) level significance, this suggests that the impact is significant. The correlation between Accommodating Strategy (AS) and Organizational Performance (OP) in the Banking Sector is positive, according to the coefficient of 0.026 for Accommodating Strategy (AS). A 1% change in Accommodating Strategy (AS) will result in a 2.6% rise in Organizational Performance (OP) among Nigerian bank customers. Accommodating Strategy (AS) has a significant influence on Organizational Performance (OP) among customers in the Banking Sector. This is in line with the findings of Ajike, Akinlabi, Magaji, and Sonubi (2015) and Awan and Anjum (2015), who established a significant relationship between accommodating strategy and organizational performance.

Hypothesis Two

H0₂: There is no significant relationship between dominating strategy and organizational performance.

The coefficient of Dominating Strategy (DS) is 0.049 with a t-value of 2.000 and an associated p-value (sig. value) of 0.018 in the Multiple Regression result in Table 3 above. This implies that the Organizational Performance (OP) of consumers in the Banking Industry is positively impacted by the Dominating Strategy (DS) Given that the p-value of 0.018 is smaller than the 0.05 (5%) level of significance, this suggests that the impact is significant. The correlation between Dominating Strategy (DS) and Organizational Performance (OP) in the Banking Industry is 0.049, which suggests that there is a positive trend. A 1% change in Dominating Strategy (DS) will result in a 5% rise in Organizational Performance (OP) among Banking customers. Organizational performance is significantly influenced by Dominating Strategy (DS). This is in line with the findings of Ajike, Akinlabi, Magaji, and Sonubi (2015) and Awan and Anjum (2015), who established a significant relationship between dominating Strategy and employee performance.

Table 4: **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.978[a]	.957	.955	.442	1.894

a. Predictors: (Constant), AS, DS
b. Dependent Variable: OP

Table 5: ANOVAa

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	357.082	4	89.270	457.624	.000[b]
	Residual	16.191	83	.195		
	Total	373.273	87			

a. Dependent Variable: OP
b. Predictors: (Constant), AS, DS

Source: SPSS Version 23 Output

The correlation coefficient (R) of the regression, which is 0.978 (98%) in Table 4's summary of the model, shows that there is a very strong positive correlation between the dependent variable (Organizational Performance) and the independent variables (Accommodating Strategy (AS) and Dominating Strategy (DS)). The coefficient of determination (R^2) is 96% (0.957), indicating that the independent variables [Accommodating Strategy (AS) and Dominating Strategy (DS)] account for 96% of the variation in the dependent variable [Organizational Performance (OP)]. 4% of the data are unaccounted for by the model. The substantial positive association is further verified by an R^2 value of 96%. The adjusted R^2 evaluates how well the model fits the data. This demonstrates the model's goodness of fit and explains the dependent variable's relationship to the independent variables in 95 different ways. The error term and additional factors outside the model make up the 5% remaining. From the aforementioned, it may be inferred with certainty that there is serial or autocorrelation because the Durbin Watson computed value of 1.894 is less than "2". Finally, the assessed significant F-change value is 0.000. This shows that the model fits the data. This is not significant at the usually accepted level of 5%.

6. CONCLUSION

The accepted measurements for Conflict Resolution namely; Accommodating Strategy (AS) and Dominating Strategy (DS) on how it influences Organizational Performance (OP) as the dependent variable of the study, were recognized as one way that conflict resolution flourishes

towards enhancing the performance of an organization. The researcher consequently concluded that conflict resolution procedures in the banking industry had a considerable impact on performance. Accommodating Strategy (AS) in particular has a good and significant impact on organizational performance (OP). As a result, Nigerian banks should keep and grow accommodating strategy channels since it has improved staff performance, which would help the banks function better.

Organizational Performance is positively influenced by Dominating Strategy (DS). According to the data, the dominant approach has made a significant contribution to improving staff performance in the Nigerian banking industry.

Recommendations

1. Management should try to offer seminars/workshops on organizational dispute resolution methods for workers. Employees will be able to learn about conflicts and how to successfully handle them for the benefit of the business.

2. Employees should be taught how to handle their superiors and subordinates to improve organizational harmony and boost employee productivity.

3. Both management and employees must commit to working together by devising effective tactics and maintaining accepted policies as effective mechanisms for resolving conflicts regularly in businesses.

4. To prevent confrontation, competitiveness, and dominance as dispute resolution tactics, trustworthy avenues of communication and open discussions of workplace disputes should be promoted.

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