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IMPACT OF CONFLICT MANAGEMENT ON ORGANIZATIONAL EFFICIENCY IN **FIRST BANK OF NIGERIA PLC, AWKA, ANAMBRA STATE**

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ABSTRACT

This study investigated the impact of conflict management on organizational efficiency in first bank of Nigeria PLC, Awka, Anambra State. Three research objectives, questions and hypotheses were raised to guide the study. The study adopted a descriptive research survey design in order to conduct the study. The population of the study comprised all the staff of the 3 First Banks in Awka, Anambra State, with the population size of (102) staff. Using 'Taro Yamane formula', a sample size of 51 respondents were randomly selected, out of 102 staff (Directors and Staff) in the 3 First bank branches in Awka, Anambra State. A questionnaire titled: Conflict Management and Organizational Efficiency Survey Questionnaire (CMOESQ), which was constructed for the respondents, containing 12 items and design on a Likert scale, was used for data collection in the study. The research instrument was validated by three experts from Bank Management, Policy Department (Measurement and Evaluation Experts) in Awka, Anambra State. Reliability of the instrument was established through a pilot test and as a result, average coefficient reliability of 0.80 was obtained. Data collected were presented on tables, analyzed using frequency counts and simple percentages. The hypotheses were tested using Pearson product Moment Correlation Coefficient statistics at level of 0.05significance. The finding of the study showed that the various strategies for managing conflict were not enough to completely improve the organizational efficiency of First Bank of Nigeria PLC, Awka, Anambra State. The study recommended that he bank management should be able to utilize the various styles of conflict management capable of addressing the causes and effects, as well as fashion out strategies of resolving conflicts, to manage time and energy for more productivity in the organization.

Keywords: Conflict, Management, Organizational efficiency, Bank staff, Policy department, Strategies.

Introduction

Conflicts are inevitable in human life. It is also inevitable in organizations or even between nations. It is an inseparable aspect of people, as well as organizations' life. Conflicts occur in organizations as a result of competition for supremacy, leadership style, scarcity of common resources, etc. If a conflict is not well and timely managed, it can lead to low productivity or service delivery. According Igbuzor (2019), conflict can sometimes produce positive result, if well managed. For him, not all conflict situations are bad. The concept of conflict, because of its ubiquity and pervasive nature, has acquired a multitude of meanings and connotations, presenting us with nothing short of semantic jungle. Like other terms, conflict generates considerable ambivalence and leaves many scholars' and administrators quite uncertain about; (i) its meaning and relevance and (ii) how best to cope with it. This could be why Ikechi (2021) on his part observes that conflict situations are inevitable in one's personal life, in organizations or even between nations. Conflict is a process in which one party suggests that its interests are being opposed by another party. As a rule, people see only the observable aspect of conflict – angry words, actions of opposition, etc. But this is only a small part of the conflict process (Mashanne and Glinow, 2008).

Conflict is an inseparable part of people's life. It is a perpetual gift of life, although varying views of it may be held. Some may view conflict as a negative situation which must be avoided at any cost. Others may see it as a phenomenon which necessitates management. Still, others may consider conflict as an exciting opportunity for personal growth and so try to use it to their best advantage (Alugbuo & Akanabia, 2013). Wherever one may fall on this continuum of view point concerning conflict, seldom would one expect to be in a continual state of conflict as the basis for employment (Garba, 2016). Conflict theory is significant to the role of the administrator, but it emanates primarily from fields such as business, sociology, psychology, etc. According to Agwu (2019), conflict is a struggle over values and claims to scarce status, power and resources in which the aims of the opponents are to neutralize, injure or eliminate the rivals. It is also defined from communication perspective as "an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce rewards and interference from other parties in achieving their goals (Sen, 2017).

Organizational conflict is a state of discord caused by the actual or perceived opposition of needs, values and interests between formal authority/power and those individuals and groups affected. There are disputes over how revenues should be divided, and how long and hard people should work. According to Chukwu (2012), there are jurisdictional disagreements among individual departments and between unions and management. For him, there are subtle forms of conflict involving rivalries, jealousies, personality clashes, role-definitions and struggles for

power and favour. However, in the last 25 years, many scholars have changed their views concerning conflict. Conflict is now seen as having the potential for positive growth. Deetz and Stevenson (1986) list three assumptions that indicate that conflict can be positive. Their belief is that management of conflict serves as a more useful conception of the process of conflict resolution. Their assumptions are as follows: (a) conflict is natural; (b) conflict is good and necessary; and (c) most conflicts are based on real differences. Conflict is good and necessary is suggested because conflict can stimulate innovative thinking when properly managed. Lacking conflicts, thought and action are performed because they are habitual. Conflicts allow an examination of necessity of these thoughts and actions.

The third assumption points out that people are frequently timid in facing the reality that legitimated differences may exist and instead blame conflict on poor or non-existent communication. It may seem easier to live with unresolved misunderstanding than to face the fact that real, fundamental differences do exist and so demand recognition and management (Deetz and Stevenson, 1986). However, conflict in organizations is a daily occurrence because a consensus of opinion concerning rules governing the organization seldom exists among staff and line employees. They see one another as adversaries, and not as partners working towards a common goal as the case should be in the organization. There are potentials for conflict in practically every decision that the manger must make. Coping efficiently and effectively with potential and bonafide conflicts is possibly one of the most important aspects of the manager's position (Akpanabia, 2016).

Conflict is very important for any manager. It is rooted primarily in the fields of business, sociology and psychology, but not in communication or education. It is complicated to define conflict as it is difficult to come to a consensus concerning the definition of this term (Igwe, 2020). The easiest way to understand the term "conflict" is to divide theories of conflict into functional, situational and interactive. According to Ugwu (2003), conflict served the function of pushing society and was leading to new institutions, technology and economic systems. The most important contribution of Coser to conflict resolution was determination of the functional and dysfunctional roles of conflict. A representative of the situationalist school, Oyeleye (2013), sees conflict as a "situation which generates incorruptible goals or values among different parties". For him, conflict depends on the situation. Conflict arises because of different conditions, such as the influence of a person and external factors. Concerning the interactive view, Okafor (2005) posits that conflict as "the interaction of interdependent people who perceive incompatible goals and interference from each other in achieving these goals". He adds that this approach introduces two important concepts: Interdependence and perception. According to him, interdependence is connected to

such situations where one party's future actions depend on another party's actions.

It is important to differentiate between sources and causes of organizational conflict. While the former explains the place or nature with which or from which conflict emanates; (it explains the reason why conflict is endemic and inevitable), the latter explains these conditions that may warrant conflict to spring up and become an issue of concern (Ogujiuba, 2014). This is because conflict at its source may not necessarily become an issue of controversy, confrontation and concern of all but conflict which is caused (either intentionally or not) will no doubt bring about controversies and confrontations which may not necessarily surface in conflict at its source. Fajana (2000), identifies two sources of conflict and they include:

(i) Internal Sources: This is so called because they refer to factors which are inherent within the framework of an organization. Fajana (2000:12) states that the major prime factor of internal sources of conflict is the "Opposing interests" of industrial actors. These "divergent interests" will bring about conflict in attempts by the two parties in organizations to try to share what Ajibade (2004) calls "industrial cake". Apart from the above, it is another statement of fact that there is usually "power relationship" between the two actors in an industry which no doubt produce conflict and make such inevitable.

(ii) The External Sources: These are so called because they are outside the four walls of an organization. It may occur when the third party intervention to industrial dispute becomes one sided or biased. A good example is where government as the third and regulatory party tries to formulate policy or enact laws that favour one party at the detriment of the other. Such may generate conflict. When it comes to conflict, there is no one solution that will work in all situations. Each situation will be different, from the trigger of the conflict to the parties involved. A manager skilled in conflict resolution should be able to take a birds-eye view of the conflict and apply the conflict management style that is called for in that specific situation, which include the following as examined by various scholars;

i. Accommodating: This style is about simply putting the other parties' needs before one's own. You allow them to 'win' and get their way. According to Ikechi (2021), accommodation is for situations where you do not care strongly about the issue as the other person involved, if prolonging the conflict is not worth your time, or if you think you might be wrong; the option is about keeping the peace, not putting in more effort than the issue is worth, and knowing when to pick battles. For him, while it might seem somewhat weak, accommodation can be the absolute best choice to resolve a small conflict and move on with more important issues. On the part of Igwe (2020), this style is highly cooperative on the part of the resolver but can lead to resentment. Pros: Small disagreements can be handled quickly and easily, with a minimum of effort. Managers can build a reputation as an easygoing person, and employees will know that they

can speak their mind about problems without reprisal (Ajibade, 2004).

ii. Avoiding: This style aims to reduce conflict by ignoring it, removing the conflicted parties, or evading it in some manner. Team members in conflict can be removed from the project they are in conflict over, deadlines are pushed, or people are even reassigned to other departments (Sen, 2017). This can be an effective conflict resolution style if there is a chance that a cool-down period would be helpful or if you need more time to consider your stance on the conflict itself. Avoidance should not be a substitute for proper resolution, however; pushing back conflict indefinitely can and will lead to more (and bigger) conflicts down the line. Pros: Giving people time to calm down can solve a surprising amount of issues. Time and space can give a much-needed perspective to those in conflict, and some issues will resolve themselves. Managers show that they trust employees to act like adults and solve issues. Cons: If used in the wrong situations, this technique will make conflicts worse. Managers can seem incompetent if they overuse avoidance because employees will think that they are incapable of handling disagreements (Alugnuo & Akpanabia, 2013).

iii. Compromising: This style seeks to find the middle ground by asking both parties to concede some aspects of their desires so that a solution can be agreed upon (Garba, 2016). This style is sometimes known as **lose-lose,** in that both parties will have to give up a few things in order to agree on the larger issue. This is used when there is a time crunch, or when a solution simply needs to happen, rather than be perfect. Compromise can lead to resentment, especially if overused as a conflict resolution tactic, so use sparingly. Pros: Issues can be resolved quickly, and the parties in conflict will leave understanding more about the other person's perspective. Compromise can set the stage for collaboration down the road, and allows both parties to feel heard. Managers using this tactic are seen as facilitating agreement, being hands-on and finding solutions (Ajibade, 2004).

iv. Competing: This style rejects compromise and involves not giving in to others viewpoints or wants. One party stands firm in what they think is the correct handling of a situation, and does not back down until they get their way. This can be in situations where morals dictate that a specific course of action is taken, when there is no time to try and find a different solution or when there is an unpopular decision to be made (Etim, 2013). It can resolve disputes quickly, but there is a high chance of morale and productivity being lessened.

v. Collaboration: This style produces the best long-term results, at the same time it is often the most difficult and time-consuming to reach. Each party's needs and wants are considered, and a win-win solution is found so that everyone leaves satisfied. This often involves all parties sitting down together, talking through the conflict and negotiating a solution together (Ajibade, 2004). This is used when it is vital to preserve the relationship between all parties or when the solution itself will have a significant impact.

Conflict may occur between two individuals, as in the case of superior versus subordinate, between heads of department, etc. Groups may be drawn into conflict with each other on the basis of performance, importance to particular groups and, in general, union – management rivalries. Conflict can also occur within an individual as in situations of dilemma of choice, vividly characterized by phrases such as "between the devil and the deep blue sea" or caught on the horns of dilemma. For example, a personnel manager may be quite undecided about how to deal with a conflict (with workers, union) that is likely to result in work stoppage and loss of productivity. The general assumption is that conflict tends to have negative consequences for both the individual and the organization. Below is a summarized list of the effect of conflicts in an individual:

1. **Psychological Responses:** These include; inattentiveness to other things, lack of interest in work, job dissatisfaction, work anxiety, estrangement or alienation from others, frustration Igwe (2020).

2.**Behavioural Responses:** According to Alugnuo & Akpanabia (2013), behavioural responses include; excessive smoking, alcoholism, under eating or over eating, aggression towards others or work sabotage, decreased communication, resisting influence attempts, physiological Responses:- These are often ignored or unnoticed: more and more adrenalin is shot into the blood which increases the heart beat and blood pressure while more hydrochloric acid is secreted into the stomach, leading to: peptic ulcers, respiratory problems such as asthma, hypertension, headaches and coronary problems.

Hence, it may be understood that conflict not only affects an individual's performance, but also gives rise to psychosomatic disturbances, which undermine the health of the individual. The progress so far made in our civilization is due to conflict between nature and man. Conflict releases energy at every level of human activity, energy that can produce positive, constructive results. Conflicts tend to have motivational values; they drive or energize an individual to tackle a situation. To resolve a conflict, one might explore different avenues or alternatives of action, which make him/her more knowledgeable.

As stated earlier, conflicts are inevitable in life, in organizations or even between nations. It however does have some noteworthy advantages, if handled correctly, as it brings problems out into the open and compels interested parties to find solutions that are acceptable to all. Unfortunately, conflicts that escalate out of control are detrimental to everybody in the equation. Thus, conflict management becomes a necessity, having the basic skills and knowledge, will go a long way in handling conflict admirably. Managing a conflict involves:

i. **Respect for all:** From a conflict resolution perspective, conflicts can and must be resolved by taking into account the needs of the people affected by the conflict. In other words, for a solution to be lasting, it must meet the needs of all those

involved in the conflict. A solution in which one party's needs are met at the expense of the needs of the other party, is neither just nor likely to last for a long time (Bodtker & Jameson, 2001; Kazan & Ergin, 1999). Participation and Empowerment: Conflict resolution is based on the view that people have a right and an obligation to participate in decisions that affect their lives. As such conflict resolution stresses that people are most likely to achieve their own goals and have rewarding relationships when they co-operate. In the same vein, society will be more productive. This means that when in conflict, people should consider each other as allies in helping to create a solution to a common problem rather than enemies who are to be defeated (Hughes, 1993).

ii. Respect for Diversity in Views and Perspective: One of the fundamental tenets of conflict resolution is that the parties in the conflict need to respect and understand each other's needs and perspectives. This is not only understanding and respecting people that you agree with, but also attempting to understand and respect people that you disagree with, and respecting their right to disagree (Kazan & Ergin, 1999; Bodtker & Jameson, 2001). Justice: Most people practicing and writing about conflict resolution agree that it is necessary that solutions are just and fair. In conflict justice can be of two kinds: procedural and substantive. Procedural justice means that the procedure for dealing with conflict is fair. Conflict resolution techniques are very useful in ensuring procedure justice, such as ensuring that all the parties affected by the conflict are present. Substantive justice amounts to ensuring that the solutions produced are fair. This, however, is more theoretical than practical. For instance, if parties in mediation agree to what the mediator believes is an unjust solution, there is very little the mediator can do to facilitate a more just outcome (Cambodia – World Bank, 2005). Rahim, et all (2000) argue that justice is one of the most important concerns for employees in organizations. Justice and fairness encourages positive attitudes and facilitates conflict management. Rahim, et al (2000), therefore, present the following hypothesis that was supported in the research: Employees' perception of organizational justice will be positively associated with their use of the more cooperative (integrating, obliging and compromising) styles of managing conflict with their supervisors (Rahim, et al, 2000).

Non-Violence: Conflict resolution promotes the use of non-violence techniques wherever possible. Based on the argument that violence is generally unethical and ineffective, conflict resolution techniques seek to highlight and create non-violent options for dealing with conflict. While acknowledging that the use of force cannot always be avoided, it is argued from a conflict resolution perspective that by increasing the acceptance of non-violent methods for dealing with conflict and training people in these skills, a great proportion of conflict can be more effectively addressed without violence (Galturg, 1996). Transformation of Individuals and their Communities:

Changing the way we deal with conflict helps us live a more rewarding and responsible life. Changing oneself is also an essential part of creating community change, as one is providing positive role models for others, and taking responsibility of the role one plays as part of one's own community. However, for community change, we also need to be proactive and consider other ways to influence the communities such as through conflict resolution training and direct intervention (Bodtker & Jameson, 2001). According to Rubin & Sung (1994), once conflict escalates, it often reaches a stalemate, a situation in which neither side can win but neither side wants to back out or accept loss either. There is a difference between resolving a conflict and managing conflict. Resolving a conflict ends the dispute by satisfying the interests of both parties.

Conceptual Framework

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).

Statement of the Problem

Conflicts are inevitable in human life. It is also inevitable in organizations or even between nations. Conflict is an inseparable aspect of people as well as organizations' life. Studies carried out by Ndume (2018) and Otiko (2021) discovered that conflicts occur in organizations as a result of competition for supremacy, leadership style, scarcity of common resources, etc. Thus, if a conflict is not well and timely managed, it can lead to low productivity or service delivery. According to Obiajuru (2022), conflict often produce negative result, if poorly managed. Conflict not only affects an individual's performance, but also gives rise to psychosomatic disturbances, which undermine the health of the individual. The setback so far made in organizations is due to conflict between environment and man. Conflict releases hatred at every level of human activity, hatred that can produce negative constructive results. Conflicts tend to have destructive effects and counterproductive in organizations.

Purpose of the Study

The broad objective of this study is to examine the impact of conflict management on organizational efficiency in first bank of

Nigeria PLC, Awka, Anambra State. The specific objectives include:

1. To find out the styles of conflict management which can enhance the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State.
2. To examine the effects of poor conflict management on the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State.
3. To examine the various strategies for managing conflict to improve the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State.

Research Questions

Based on the objective of the study, the following research questions were posed for the study.

1. What are the styles of conflict management which enhances the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State?
2. What are the effects of poor disagreement management on the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State?
3. What are the various strategies for managing conflict to improve the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State?

Research Hypotheses

Based on the objectives of the study and research questions, the following research hypotheses guided the study.

Ho_1: There is no relationship between the styles of conflict management and organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State.

Ho_2: There is no relationship between the effects of poor conflict management and organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State.

Ho_3: There is no relationship between the various strategies of managing conflict and the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State.

Research Method

The study adopted a survey research design. The population of the study comprised all the staff of the 3 First banks in Awka, Anambra State, with the population size of (102) staff. Using 'Taro Yamane formula', a sample size of 51 respondents were randomly selected, out of 102 staff (Directors and Staff) in the 3 First bank branches in Awka, Anambra State. A questionnaire titled: Conflict Management and Organizational Efficiency Survey Questionnaire (CMOESQ), which was constructed for the respondents, containing 12 items and design on a 5-point Likert scale, was used for data collection in the study. The questionnaire was divided into two parts. Part A is an introductory section which comprised personal details and open ended statements that elicited from the participants designation. Part B of the research instrument was based on this study on the impact of conflict management on organizational efficiency in first bank of Nigeria PLC, Awka, Anambra State and were arranged in four clusters in order to answer

questions relating to each of the research questions. The items on the PPIIQAPSEAQ was structured on a 5-point Likert scale weighted as follows: a) Outstnding (O) – 5, b) Good (G) -4, c) (F) – 3, d) Poor (P) – 2, e) Very poor (VP)-1 for answering all the research questions. The research instrument was validated by three experts from Bank Management, Policy Foundations Department (Measurement and Evaluation Experts) in Awka, Anambra State. Reliability of the questionnaire was established through a pilot test thereafter, the coefficient value was measured using the Cronbach Alpha formula to appraise the reliability of the research instrument. The score gave average coefficient reliability of 0.79, 0.81, 0.79 and 81 respectively; which was added up to give an overall internal consistency reliability test of 0.80 showing that the questionnaire was reliable. Data collected were presented on tables, were analyzed using frequency counts and simple percentages. However, the hypotheses were tested using Pearson Product Moment Correlation Coefficient Statistics at the level 0.5 significance. The decision rule for interpretation of the results of the data analysis was based on the degree of the percentages in first bank of Nigeria PLC, Awka. The 5-point Likert scales for grading the impact of conflict management on Bank efficiency policy standard indicators was adopted from the National Banking Policy (NBP, 2019) which indicated that as follows:

Table 1: Grade of Principals' performance

Grade	Descriptors	Percentages %	Description of Each Aspects the Grades
A	Outstanding	70-100	Quality is very effective, efficient and inclusive.
B	Good	60-69	Quality is very effective in many aspects but there is room for improvement.
C	Fair	50-59	Quality is adequate. Steps have been taken to improve but they have not always been effective.
D	Poor	40-49	Quality is below that expected and little improvement have been made.
E	Very Poor	30-39	Quality is very poor and steps have not taken to improve it.

Source: National Banking Policy (NBP, 2019).

AJEMATES
African Journal of Educational Management, Teaching and Entrepreneurship Studies
VOL.13 (1), September-December, 2024 https://ajemates.org

Presentation of Results

Research Question 1: What are the styles of conflict management which enhances the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State?

Table 1: Percentage Rating on the Styles of Conflict Management and Organizational Efficiency of First Bank of Nigeria PLC, Awka, Anambra State **N = 51**

S/N	STATEMENTS	O f(%)	G f(%)	F f(%)	P f(%)	VP f(%)
1.	When there is an argument, I will leave the situation as quickly as possible	4(7.84%)	3(5.88%)	40(78.43%)	2(3.92%)	1(1.92)
2.	In conflicts, I discuss the situation with all parties to try and find the best solution	4(7.84%)	35(68.63%)	6(11.76%)	3(5.88%)	3(5.88%)
3.	I use negotiation often to try and find a middle ground between the conflicted parties.	10(19.61%	30(58.82%)	5(9.80%)	3(5.88%)	3(5.88%)
4.	I prefer to keep the peace, rather than argue to get my way	5(9.80%)	10(19.61%)	25(49.02%)	6(11.76%)	5(9.80%)
5.	Conflict does not engage me, I prefer to fix the problem and move on to other work	20(39.22%)	10(19.61%)	8(15.67%)	8(15.67%)	5(9.80%)
	Total	15.24	34.51	32.94	7.84	5.07

Source: Survey Data, 2024.

Table 1 revealed that the percentage scores of the types of conflict management which enhances the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State as rated by the respondents were as follow: 15.24% for outstanding rating of the types of conflict management which enhances the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State, 34.51% for good rating, 32.94% for fair rating, 7.84% for poor rating and 5.07% for very poor rating. The result further showed that the types of conflict management which enhances the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State fell mostly higher on a good and fair performance levels, than the rating level of outstanding rating. Besides, the types of conflict management which enhances the organizational efficiency for both the outstanding rating was very low at 15.24%. However, the result further revealed that the types of conflict management which enhances the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State was outstanding.

Research Question 2: What are the effects of conflict on organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State?

AJEMATES
African Journal of Educational Management, Teaching and Entrepreneurship Studies
VOL.13 (1), September-December, 2024 https://ajemates.org

Table 2: Percentage Rating on the effects of poor conflict management on efficiency of first bank of Nigeria PLC, Awka, Anambra State. **N = 51**

S/N	STATEMENTS	O f(%)	G f(%)	F f(%)	P f(%)	VP f(%)
1.	Management ensures that conflicts do not affect individual and organizational performance	6(11.76%)	5(9.80%)	25(49.02%)	10(19.61%)	5(9.80%)
2.	Management try to resolve conflict, manage time and energy to be more productively.	8(15.67%)	10(19.61%)	20(39.22%)	8(15.67%)	5(9.80%)
3.	In a conflict situation, staff may promote their self-interests or personal gains at the cost of others or the organization.	30(58.82%)	3(5.88%)	3(5.88%)	5(9.80%)	10(19.61%
4.	Management try to reduce intense conflicts over a prolonged period affect individuals emotionally and physically, which could give rise to psychosomatic disorders	2(3.92%)	3(5.88%)	4(7.84%)	38(74.51%)	1(1.92)
5.	Conflict leads to work sabotage, employee morale problems, decline in the market share of product/service and consequent loss of productivity	3(5.88%)	6(11.76%)	4(7.84%)	3(5.88%)	35(68.63%)
	Total	19.21	10.59	21.96	25.09	21.95

Source: Survey Data, 2024.

Table 2 revealed that the percentage scores of the effects of conflict on the efficiency of first bank of Nigeria PLC, Awka, Anambra State as rated by the respondents were as follow: 19.21% for outstanding rating on the effects of conflict on the efficiency of first bank of Nigeria PLC, Awka, Anambra State, 10.59% for good rating, 21.96% for fair rating, 25.95% for poor rating and 21.95% for very poor rating. The result further indicated that the effects of conflict on the efficiency of first bank of Nigeria PLC, Awka, Anambra State fell mostly higher on a fair, poor and very poor rating levels, than the rating level of outstanding and good rating. In addition, the effects of conflict on the efficiency which negatively affects the organizational efficiency because both the outstanding and good rating were very low at 19.21% and 10.59% respectively. However, the result further showed that the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State had poor effects as result of conflict.

Research Question 3: What are the various strategies for managing conflict to improve the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State?

AJEMATES
African Journal of Educational Management, Teaching and Entrepreneurship Studies
VOL.13 (1), September-December, 2024 https://ajemates.org

Table 3: Percentage Rating on the Various Strategies for Managing Conflict to Improve the Organizational Efficiency of First bank of Nigeria PLC, Awka, Anambra State.

N = 51

S/N	STATEMENTS	O f(%)	G f(%)	F f(%)	P f(%)	VP f(%)
1.	Accommodation strategy is simply putting the other parties' needs before one's own. You allow them to 'win' and get their way	7(13.73%)	12(23.53%)	14(27.45%)	10(19.61%)	8(15.67%)
2.	Avoidance is strategy aimed at reducing conflict by ignoring it, removing the conflicted parties, or evading it in some manner.	14(27.45%)	8(15.67%)	13(25.49%)	11(21.57%)	7(13.73%)
3.	Compromising strategy seeks to find the middle ground by asking both parties to concede some aspects of their desires so that a solution can be agreed upon.	5(9.80%)	9(17.65%)	4(7.84%)	11(21.57%)	22(43.14%)
4.	Competing strategy rejects compromise and involves not giving in to others viewpoints or wants	13(3.92%)	8(15.67%)	5(9.80%)	14(27.45%)	11(21.57%)
5.	You allow them to 'win' and get their way.	6(11.76%)	3(5.88%)	4(7.84%)	35(68.63%)	3(5.88%)
	Total	13.33	15.64	15.68	31.77	20.00

Source: Survey Data, 2024.

Table 3 showed that the percentage scores of the various strategies for managing conflict to improve the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State as rated by the respondents were as follow: 13.33% for outstanding rating on the various strategies for managing conflict to improve the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State, 15.64% for good rating, 15.68% for fair rating, 31.77% for poor rating and 20.% for very poor rating. The result further indicated that the various strategies for managing conflict to improve the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State fell mostly higher on a fair, poor and very poor rating levels, than the rating level of outstanding and good rating. In addition, the various strategies for managing conflict to improve the organizational efficiency on both the outstanding and good rating were relatively low at 13.33% and 15.64% respectively. However, the result further showed that there were various poor strategies for managing conflict which unenthusiastically did not improve the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State.

Discussion of Findings

The analysis of question one revealed that there was significant relationship between the style of conflict management and organizational efficiency of first bank of

Nigeria PLC, Awka, Anambra State, which is in line with the alternative hypothesis earlier postulated. This finding is in consonant with Ikechi (2021) who submitted that, According to Ikechi (2021), accommodation style of conflict management is simply putting the other parties' needs before one's own. To him, the style is for situations where you do not care strongly about the issue as the other person involved, if prolonging the conflict is not worth your time, or if you think you might be wrong; the option is about keeping the peace, not putting in more effort than the issue is worth, and knowing when to pick battles. According to him, while it might seem somewhat weak, accommodation can be the absolute best choice to resolve a small conflict and move on with more important issues. On the part of Igwe (2020), this style is highly cooperative on the resolver but can lead to resentment. Ajibade (2004) pointed out that using this technique with larger or more important issues will not solve any issues in a meaningful way and should absolutely be avoided. Supporting this, Sen (2017) stated that avoiding style of conflict management aims to reduce conflict by ignoring it, removing the conflicted parties, or evading it in some manner. Corroborating this position, Garba (2016) advocated that compromising style of conflict management seeks to find the middle ground by asking both parties to concede some aspects of their desires so that a solution can be agreed upon.

The analysis of question two revealed that there is relationship between the impact of poor conflict management and organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State, which is in tandem with the alternative hypothesis earlier postulated. Further assessment indicated that the management failure to reduce intense conflicts over a prolonged period affected individuals emotionally and physically, which led to psychosomatic disorders, work sabotage, employee morale problems, decline in the market share of product/service and consequent loss of productivity. This finding is in conformity with the discovering of Igwe (2020), who held that psychological responses include; inattentiveness to other things, lack of interest in work, job dissatisfaction, work anxiety, estrangement or alienation from others, frustration. Behavioural Responses: This position has been supported by Alugnuo & Akpanabia (2013), when he observed that behavioural responses include; excessive smoking, alcoholism, under eating or over eating, aggression towards others or work sabotage, decreased communication, resisting influence attempts, physiological Responses. Corroborating the result, Okere (2013), stated that there dysfunctional effects of conflicts which affect individual and organizational performance, noting that resolving conflicts take a toll on managerial time and energy which could be more productively spent.

The analysis of question three revealed that there were significant relationship between the various steps of managing conflict and the organizational efficiency of first bank of Nigeria PLC, Awka, Anambra State. For example, Bodtker & Jameson, 2001; Kazan & Ergin, (1999) stated that "respect for all" from a conflict resolution perspective; conflicts can and must be resolved by taking into account the needs of the people affected by the conflict. In other words, for a solution to be lasting, it must meet the needs of all those involved in

the conflict. A solution in which one party's needs are met at the expense of the needs of the other party, is neither just nor likely to last for a long time participation and empowerment: Conflict resolution is based on the view that people have a right and an obligation to participate in decisions that affect their lives. As such conflict resolution stresses that people are most likely to achieve their own goals and have rewarding relationships when they co-operate. This result is supported by Kazan & Ergin, 1999; Bodtker & Jameson (2001) argued that "respect for diversity in view and perspective" is one of the fundamental tenets of conflict resolution is that the parties in the conflict need to respect and understand each other's needs and perspectives. For him, this is not only understanding and respecting people that you agree with, but also attempting to understand and respect people that you disagree with, and respecting their right to disagree. According to Galturg (1996), non-violence conflict resolution promotes the use of non-violence techniques wherever possible. Based on the argument that violence is generally unethical and ineffective, conflict resolution techniques seek to highlight and create non-violent options for dealing with conflict. While acknowledging that the use of force cannot always be avoided, it is argued from a conflict resolution perspective that by increasing the acceptance of non-violent methods for dealing with conflict and training people in these skills, a great proportion of conflict can be more effectively addressed without violence.

Conclusion

Organizational conflict is a state of discord caused by the actual or perceived opposition of needs, values and interests between formal authority/power and those individuals and groups affected. Efforts should always be made to ensure that the causes of conflicts are addressed as soon as they are noticed. The work concludes that early recognition and paying attention to the conflicting parties and negotiation between parties involved in the conflict should be adopted in resolving conflicts while force or intimidation should never be used to resolve conflicting parties. Force and intimidation can only be counter-productive in every organization.

Recommendations

1. The bank management should utilize the various styles of conflict management capable of addressing the causes of conflict as soon as they are noticed.
2. Staff of the bank should be meant to realize the negative impact of poor conflict management on the organizational efficiency.
3. The bank management should fashion out strategies of resolving conflicts, to manage time and energy for more productivity.

Contribution to Knowledge

This study has contributed to knowledge by examining the impact of conflict management on organizational efficiency in first bank of Nigeria PLC, Awka,

Anambra State, which includes the the styles of conflict management, impact of poor conflict management and various strategies for managing conflict to improve the organizational efficiency. This study has contributed to knowledge by focusing on the impact of conflict management on organizational efficiency. It also used the first bank of Nigeria PLC, Awka, Anambra State focal point, which is a contribution to knowledge. This study has contributed to knowledge by utilizing distinct research methodology from what has not been used by past researches. Here, survey research design was used and data were collected through primary source (questionnaire). The data was analyzed using frequency counts and simple percentage and PMCS. The final contribution to knowledge is presented in the model below:

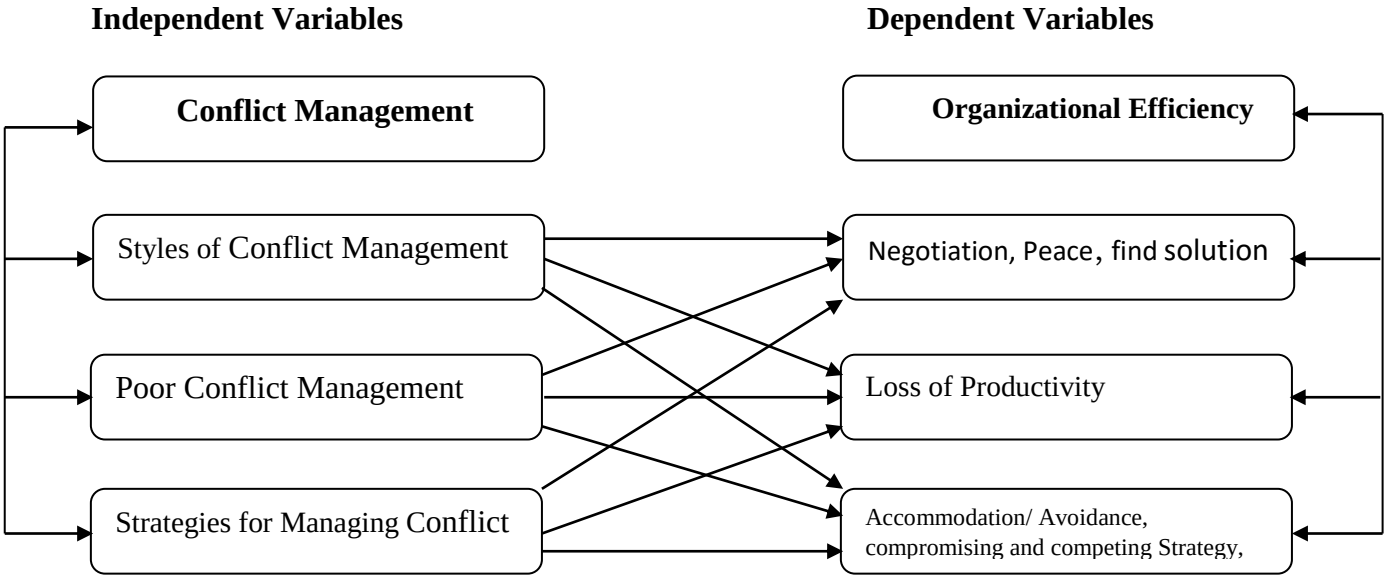


Fig. 5.1: Heuristic model
Source: The Researcher, 2023

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