

EFFECT OF CONFLICT MANAGEMENT STRATEGIES ON EMPLOYEES' PERFORMANCE OF DEPOSIT MONEY BANKS IN NASARAWA STATE

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Abstract

In recent years, banks have implemented various strategies aimed at enhancing employee performance, including training programs, performance incentives, and improved workplace facilities. Despite these efforts, there remains a notable deficiency in overall performance levels, which may be attributed to inadequate conflict management practices within these institutions. The objective of this study was to examine the effect of conflict management strategies on employees' performance of deposit money banks in Nasarawa State. This study adopted a survey research design with a sample size of 381 from the population of 1,102 which was determined using Taro Yamane sample size formula and stratified random sampling technique was used to select the respondents. The study employed questionnaires as the instrument for data collection. Partial least square structural equation modeling was employed to analyze the data obtained. The study found that avoidance strategy has negative and insignificant effect on employees' performance of deposit money banks in Nasarawa State, Nigeria. While compromising has positive and significant effect on employees' performance of deposit money banks in Nasarawa State. The study therefore recommended that Banks should foster a culture that values proactive problem-solving. Encourage employees to address issues directly rather than avoiding them, which can lead to improved performance and collaboration. Also, they should create an environment where feedback is welcomed and encouraged. This can reduce the tendency to avoid difficult conversations and improve overall performance.

Keywords: *Conflict management strategy, avoidance strategy, compromising strategy and employee's performance*

INTRODUCTION

Globally, the success of organizations heavily depends on the performance of their employees. High employee performance is crucial for achieving the strategic goals and competitive advantage of an organization. Within the dynamic environment of the Nigerian banking sector, the influence of conflict management on employee performance has emerged as a critical area of management concern. As a major economic hub in Nigeria, Nasarawa State serves as a vital location for studying the interplay between conflict management and employee performance within commercial banks (Elzinga, et al., 2019),

Employee's performance stands as the ultimate benchmark for success. Achieving and sustaining optimal organisational performance is a complex endeavour influenced by various internal and external factors. From leadership strategies to organisational operational efficiency, a well performing organisation is a testament to effective management across diverse front (Wonah 2020). However, within the pursuit of excellence, conflict inevitably arise, presenting both challenges and opportunities (Shabani, et al. 2022). The manner in which organizations manage and navigate these conflicts plays a pivotal role in determining their overall performance and success (Obereke & Ahamefula 2019). Conflict is an inevitable reality in the ever-evolving landscape of contemporary organizations (Martins, et al. 2020). Whether arising from differences in opinions, competition for resources, or clashes of personalities, conflict can either be a destructive force that disrupts productivity or a catalyst for positive change and growth (Min, et al., 2020). The determinant of the outcome lies in the organisation's handling of the conflict situation (Chaudhary & Arora 2022).

Conflict is a situation between at least two interdependent parties that is characterized by perceived differences and that the parties evaluate as negative. This often results in negative emotional states and behaviors intended to prevail. Conflict is an inevitable and all-pervasive element in our society and in the world. Although conflicts may end up in destruction and even death, conflicts may also result in increased

effectiveness, enhanced relationships, and further goal attainment. Indeed, in human terms conflict is one of the “engines of evolution” that allows us to learn, progress, and grow. Our goal is not to attempt to do away with conflict but rather to skillfully manage conflict to farther away its constructive potential, (Graham et al.2019).

Conflict management depends on the kind of strategies that suit the organization and have an added advantage to the organization in the long run. Conflict management is also seen from a wider perspective which involves conflict management styles, process and skills to mitigate conflicts in a workplace (Tumwebaze et al. 2020). The conflict management strategies include dominating, compromising, integrating, avoidance, obliging accommodating, collaborating and competing as cited by (Rahim, et al. 2019) who studied the five different styles of conflict management. In preference for one or another conflict management style, all depends on certain factors which include the kind of conflict, position of the parties and the kind of the relationship (Rodriguez, et al. 2022). Also, Dual concern model narrated six styles to manage conflicts which include accommodating, collaborating, competing, compromising, dominating, and avoiding. Among these, three conflict handling styles namely integrating, obliging and compromising styles were perceived as peaceful styles (Knapp, et al. 2018). However, this study adopts two dimensions of conflict management strategy such as avoidance and compromising strategies.

Avoidance strategy of conflict is a situation of discouraging or allowing chronic unhealthy conflict to remain unresolved can be disastrous to organizational health, Roger and Weber (2017). Avoidance is characterized by behavior that either ignores or refuses to engage in the conflict. While avoidance is considered as a negative strategy that shows low concern for both parties’ interests. Avoiding conflict is sometimes a strategic reason especially when the relationship is short-term and the issue is not important or when the situation has a potential to escalate to violence. Avoidance may include saying the issue isn't important enough to spend time on or saying there isn't enough time to do the topic justice (Sule, 2021). The goal of using avoidance is to delay. It is appropriate to use this style when there are issues of low importance, to reduce tensions, or to buy time. Avoidance is also appropriate when you are in a low power position and have little control over the situation, when you need to allow others to deal with the conflict, or when the problem is symptomatic of a much larger issue and you need to work on the core issue. Overuse of the avoidance style can result to a low level of input, decision-making, and allowing issues to fester, which can produce a breakdown in communication between team members (Agbo, 2020).

Compromising conflict is where there is an intermediate between concern for self and others (moderate assertiveness and moderate cooperativeness). This is a kind of “give and take” and here, both parties give something in order to get something in return Humphries, (2019). The goals of the two parties should be mutually exclusive for this style to be effective. Protracted conflicts could be handled effectively using this style. Compromise conflict is a traditional way of dealing with conflict which is agreeing partially with the other person’s view or demand. This strategy prevails most often in conflicts where the parties hold approximately equivalent power, though ego clash and stated positions can hinder the ability to reach a compromise. However, according to (Echaaobari, et al. 2018), compromising conflict is not suitable for handling complex problems that require problem solving. But some managers still use it and they end up getting the wrong results. This style also, may not be appropriate in situations where one party is more powerful than the other. This style is most appropriate were integrating or dominating style cannot be used. Managing conflicts in general come along with some challenges that institutions face and the institutions should learn to deal with these challenges effectively (Lelebici, 2020).

Conflict is inevitable in organization where individuals and groups interact to produce complex output or achieve their goals. Although conflict can often be destructive, at other time, it may stimulate creativity, encourage flexibility and even be satisfying because it provides an interesting environment to work in (Skeran, 2019).

In recent years, banks in Nigeria (Nasarawa State branches) have implemented various strategies aimed at enhancing employee performance, including training programs, performance incentives, and improved workplace facilities. Despite these efforts, there remains a notable deficiency in overall performance levels, which may be attributed to inadequate conflict management practices within these institutions. Employees often encounter unresolved conflicts stemming from interpersonal disagreements and differing work styles, which can lead to increased stress and job dissatisfaction. This lack of effective conflict resolution not only hampers collaboration but also detracts employee motivation and productivity. Consequently, the inability to address conflicts adequately raises concerns about the effectiveness of current management strategies, highlighting the critical need for tailor made conflict management practices that align with the specific socio-cultural context of Nasarawa State.

Conflict management styles are often seen to have various ways on how to suppress conflicts either permanently or temporarily. Therefore, it's important for banks management to understand conflict management styles and how they can affect employee's performance. Several studies such as Isidore (2022); Alasin (2022); Agbo (2020); Ojo and Adesubomi (2019); and Umar et al. (2020) have been carried out on conflict management styles and determining their relationship with different dependent variables such as employee performance, job satisfaction, motivation etc; but not in the area of banking sectors in Nasarawa. In addition, this study is methodologically different from previous studies in that, it adopts a more advanced technique of Partial Least Squares Structural Equation Modelling (PLS-SEM) against the popular Ordinary Least Squares (OLS) approach which was the most employed in the previous studies in the area. The PLS-SEM is more advanced in that it accommodates lags associated with distributional assumptions which must be fulfilled when using the OLS technique. Based on these identified knowledge gaps, there is a need to examine the effect of conflict management strategy on employees' performance of deposit money banks in Nasarawa State.

The specific objectives of the study are to:

- i. assess the effect of avoidance strategy on employee's performance of deposit money banks in Nasarawa State.
- ii. determine the effect of compromising strategy on employee's performance of deposit money banks in Nasarawa State

LITERATURE REVIEW

Employees Performance

According to Amegayibor (2021) employee performance can be viewed as a record of outcomes achieved for each job function over a specific time period. Employee performance is typically measured in terms of outcomes; however, it can also be measured in terms of conduct. performance is a universal concept regarding the operational effectiveness of an administration, part of the organization, and its employees based on predetermined standards and criteria, because the organization is basically run by humans, then performance is actually human behavior in playing a role they do in an organization to meet the standards of behavior that have been set in order to produce the desired action and results (Mohammad, et al., 2021). Stavros, et al. (2021) employees' performance is interpreted as standards for employee behavior at work. Employees are assessed and rated on the level of commitment or productivity on a particular job as compared to the needs and goals of the employer or the organization.

Conflict Management

Conflict management as involving the implementation of certain strategies to eliminate the negative aspects of conflict, (disagreement), increase the positive benefits of conflict and to enhance performance and effectiveness in an organized setting. Rather than eliminating or avoiding disagreements, the purpose of conflict management is to teach groups conflict resolution skills, such as managing conflict, finding self-awareness about the types of conflict and effectively communicating while in conflict with a team member. These skills assist teams in establishing a positive outcome from conflict. The practice of recognizing and dealing with disputes in a rational balanced and effective way, (Rosefaith, 2022)

Riad and Mohammed (2020) refers to conflict management as it involving effective communication, problem solving abilities and good negotiating skills to restore the focus to the benefits of the company's overall goals. Conflict arises between individuals due to different styles of communication, cultural backgrounds and political and social views. Conflict arises within groups due to disagreements between subgroups, and conflict arises between groups due to competition or rivalry. Every business that employs people regardless of size and industry experiences interpersonal and organizational conflict. This conflict is caused by multiple inter-related variables and circumstances.

Avoidance Strategy

According to Kristin and Behfar (2018) avoidance conflict refers to a situation where an employee recognizes a conflict that exists and wants to withdraw from or suppress it. Avoiding includes trying to ignore a conflict and avoiding others with whom one disagrees. This is when a person simply avoids the issue. It isn't helping the other party reach their goals, and also isn't assertively pursuing own goal. This works when the issue is trivial or when there is no chance of winning. Cistone, et al. (2024) avoidance conflict is all about withdrawing from and leaving the conflict. Avoidance is being either uncooperative or unassertive and used by people who are affected emotionally because of the stress brought by the conflict upon them. This style is commonly used when the parties involved do not have a solution to their issue and each party is not being helped, and the issue is trivial too.

Compromising Strategy

According to Ahmadian, (2012) compromising is associated with an intermediate level of concern for both self and others. This style typically involves "give and take" where both parties involved relinquish some aspect in order to arrive at a mutually-acceptable decision. This style is often used when the goals of the conflicting parties are mutually exclusive or when both parties, who are equally powerful, such as a labor union and management, have reached an impasse. Almost, (2016) compromising refers to splitting the difference, exchanging concessions or seeking a quick middle-ground position. It requires a moderate level of assertiveness and cooperation. It may be appropriate for scenarios where a temporary solution is needed, or where both sides have equally important goals. The trap is to fall into compromising as an easy way out, when collaborating would produce a better solution. This style intermediates between concern for self and others. It involves „give and take“ situation where both parties give up something to make a mutually acceptable decision. This can be win-lose or lose-win situation.

Slabbert, (2014) view compromising conflict as the willingness to contained conflict and accept a solution that provides incomplete satisfaction of both conflicting concerns. The distinguishing characteristic of compromising, therefore, is that each employee engaged in conflicts intends to give up something.

Avoidance Strategy and Employees Performance

Isidore (2022), conducted a study on organizational conflict avoidance and employee job Performance: A case study of Akwa Ibom State University. Survey research design was adopted for the study. Participants comprised 226 employees selected through the use of random sampling technique. Data were generated through the use of validated structured questionnaire. Descriptive and Pearson Product Moment Correlation Statistics were employed to analyze data collected from the respondents. The study showed a significantly positive relationship between organizational conflict avoidance and employee job performance. The study recommend that management of Akwa Ibom State University should ensure a credible channel of communication and open discussion of conflict in work relation, must be encouraged with an attempt to avoid and reduce conflict in the University. The study was conducted in a public sector while the current study is on private sector which the finding may not be applicable.

Alasin (2022), examined conflict management strategies and employee performance: an empirical study of federal and state ministries in River state. A survey research design was used. The study used a sample size of 200 employees which was randomly selected from the ministries. Questionnaire was used for data collection and data were analyzed using the descriptive statistics, correlation statistics and inferential

statistics. The study revealed negative and significant impact of conflict avoidance on employee's performance. The study thus recommends that there should be strategies of meeting employees' needs to avoid conflict from employees. The study was conducted in River state hence its conclusions might not be applicable in Nasarawa State, Nigeria.

Sule (2021), assessed conflict avoidance and its impact on Performance in the Nigerian civil service. Survey research design was used for the study. The population of the study consists of 3000 out of which 302 was used as sample size. Data were collected using questionnaire and data collected were analyzed using SPSS. The study found that employees improve their performance when they avoid conflict in order to be more focus on their job in the organization. The study therefore recommends that Training of employees in conflicts management and resolution is so crucial. This will help to ensure that issues and conflicts are handled in a more professional and diplomatic way. The study used SPSS model to analyze the data while this study used partial least square of structural equation modeling (PLS-SEM) to analyze the data which is an improved and better tool of analysis.

Wabi (2021), examined effect of Conflicts avoidance on Employees Performance in serve trust Nigeria Ltd, Lagos state. The qualitative research method was adopted for the study. Primary data were collected from selected staff of the serve trust using questionnaire and interview techniques. Secondary data were collected from published works. Data generated from the study were organized and presented in tables and percentages and analyze using simple linear regression and Pearson's Product-Moment Correlation coefficient. The study found that conflict avoidance has a positive and significant effect on employee's performance. The study recommends that there should be effective management and avoidance of conflict for organization to achieve its goals and objectives. The study was conducted in Lagos State hence; its finding might not be applicable to Nasarawa State because of geographical differed.

Compromising Strategy and Employees Performance

Saidu (2021) examined effect of compromising strategy of conflict management on employees' Performance in Selected Institutions of Higher Learning in Adamawa State, Nigeria. Descriptive research design was adopted for the study. Both the primary and secondary source of data were used for the purpose of this research, primary data were collected using questionnaires convenience sampling technique was applied in selecting the staff of three institution, federal Polytechnic in Adamawa State University and College of Health and Technology Mubi respectively. A sample of 358 questionnaires was administered by the researcher with the help of research assistant. Smart-PLS software was used for the data analysis respectively. The study shows that compromising conflict strategy has a positive and significant effect on employee's performance. The study recommends that the management of the institutions should ensure compromising with the ways of promoting employees on merit and not on sentiments because it will not only encourage the hard-working ones but it will also reduce the waves of industrial disputes in the institutions. The study was conducted in a tertiary institution its findings might not be applicable to banking sector.

Alhamali (2019) investigated the impact of conflict compromise on team Performance on Supervisors of Teams in Universities. The study used survey research design. A sample size of 231 was used. Primary data was used as a source of data collection. Data collected was analyzed using SPSS and AMOS. The revealed a positive and insignificant impact of conflict compromise on team performance. The study recommends that conflict parties and conflict resolution in organizations should not be taken for granted so as to provide quick solution to conflict when it occurs. The study used SPSS model to analyze the data while this study used partial least square of structural equation modeling (PLS-SEM) to analyze the data which is an improved and better tool of analysis.

Esther, et al. (2021) examined effect of compromising on employee performance and employee engagement, with emphasis on the moderating role of salary satisfaction in the Ghanaian banking system. A quantitative research approach was employed in this study, whereby a sample of 455 respondents comprising employees of consolidated bank Ghana from Kumasi and Accra central were sampled using

a simple random sampling technique. Structural equation modeling SEM was used to analyze the collected data. Out of the four (4) main hypotheses of this study, three (3) were supported whilst one (1) was not. In particular, after controlling for four relevant demographic variables, namely educational level, tenure, employee level and income, the study revealed that employee recognition has a positive effect on salary satisfaction and negative effect on employee engagement; Salary satisfaction also has a positive influence on employee engagement and positively moderates the relationship between employee recognition and employee engagement. The study concludes that the impact of employee compromising on employee engagement is stronger in light of increased salary satisfaction. Several other implications from the study were further discussed. The study was conducted in Ghana its findings might not be applicable to Nigeria due to geographical differences.

Thomas Kilmann Conflict Mode Instrument

Thomas and Kilmann (1976) postulated the conflict mode instrument and was designed to understand the various behaviours of particular individuals in a conflict scenario. The model views mainly two particular perspectives that is assertiveness which is satisfying individual needs and cooperativeness which involves cooperating with others and when combined, form a conflict management style (Tjosvold et al., 2014). The model looks at the five basic styles of conflict management; integrating, dominating, accommodating, compromising and avoiding and how the two perspectives are involved as shown in the figure below 2.1

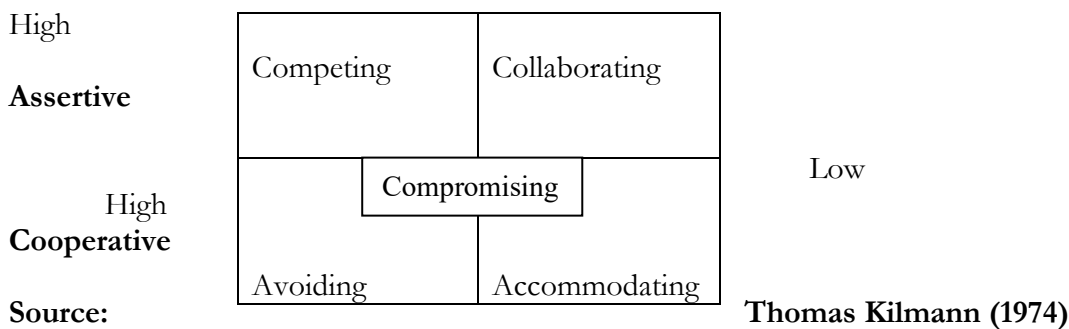


Figure 2.1 Thomas Kilmann conflict management styles

The figure 2.1 shows the five styles of CM and how assertiveness and cooperativeness are involved when managing conflicts in the organisation. For instance; dominating style is assertive and uncooperative, accommodating style is unassertive and cooperative, avoiding style is uncooperative and unassertive, compromising style is partially assertive and partially cooperative while the integrating style is assertive and cooperative according to Thomas and Kilmann (1976). Therefore, the model depicts personal behaviour in a conflict scenario based on how assertive and cooperative they are when using the various styles (Kaimenyi, 2014). The Thomas Kilmann conflict mode instrument was relevant to this study in that for conflicts to be solved, the managers should know the conflict management styles they use (Corn, 2013) and with this, they are then able to establish which style suits the organisation depending on the parties' behaviours of being assertive and cooperative of which in the end yield results. The managers can also select from a number of conflict management styles depending on which style suits the organisation and how it was to have an impact on the employees' performance. The management should also be able to recognise the conflicts and establish how employees deal with them (Graham, et al. 2009) and educate them on the various styles on how to mitigate the conflicts. According to Iravo (2011), a work environment based on trust, respect and free from conflicts leads to employee commitment and motivation with a result of high performance.

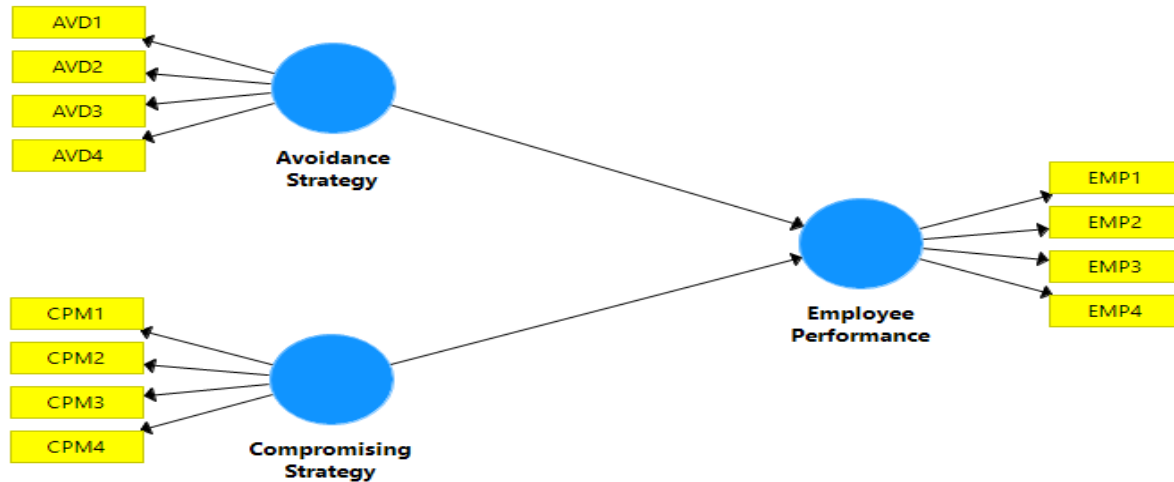
Methodology

This study adopted a survey research design. The population of the study consists of 1,102 employees of all deposit money banks in Nasarawa State, according to the human resource department of all the deposit money banks in Nasarawa State. Taro Yammane determination formula was used to obtain a sample size of 381 including the 30% attrition for unreturned questionnaire. Stratified random sampling

technique was used to select the respondents. Primary source of data collection was used to collect data from the respondents. A structured five-point likert scale questionnaire was used. Data collected were analyzed using partial least square structural equation modelling SmartPLM-SEM.

Model specification

The model of the regression analysis is specified thus:



structural model for direct relationship between conflict management strategy and employee performance of deposit money banks in Nasarawa State

Result and discussion

Table 1: Descriptive Statistics

	Mean	Median	Min	Max	Standard Deviation	Excess Kurtosis	Skewness
AVD	2.30	2.53	1	5	0.66	1.41	-1.38
CPM	4.47	4.64	1	5	0.65	-0.17	-0.87
EMP	2.42	2.66	1	5	0.61	-0.01	-0.79

Source: SMART PLS Output, 2025

Table1 provided statistical description of the variables as expressed in the data collected in terms of the mean, minimum, maximum, standard deviation, skewness and kurtosis values, Avoidance (AVD) showed minimum and maximum values of 1 and 5 respectively with an average value of 2.3 and a standard deviation value of 0.66. Compromising (CPM) had minimum and maximum values of 1 and 5 respectively however, it showed an average of 4.4 along with a standard deviation of 0.65. Employee Performance (EMP) had a mean value of 2.4 along with a standard deviation value 0.61.

Indicator Reliability

When evaluating the measurement model, we initiate the process by examining the item outer loadings. Generally, it is recommended to consider loadings above 0.708, as they signify that the construct accounts for more than 50 percent of the variance in the indicator, ensuring acceptable item reliability (Hair et al., 2019). However, Hair et al. (2019) also suggest that low but statistically significant indicator loadings (below 0.50) may be included. Conversely, outer loadings below 0.4 should be eliminated, and in exploratory research, loadings between 0.4 and 0.7 may be retained if the average variance extracted is satisfactory (Hair et al., 2014). This justifies the decision not to exclude indicators with loadings below 0.70 and above 0.40 from the model.

Assessment of Measurement Model

In assessing the measurement model, the researcher began by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator’s variance, thus providing acceptable item reliability (Hair, et al., 2019). However,

Hair, et al., (2019) posited that low but significant indicator loading of 0.50 can be included hence justifying why indicators with loadings less than 0.708 and above 0.50 were not deleted from the model as seen in figure 2 below.

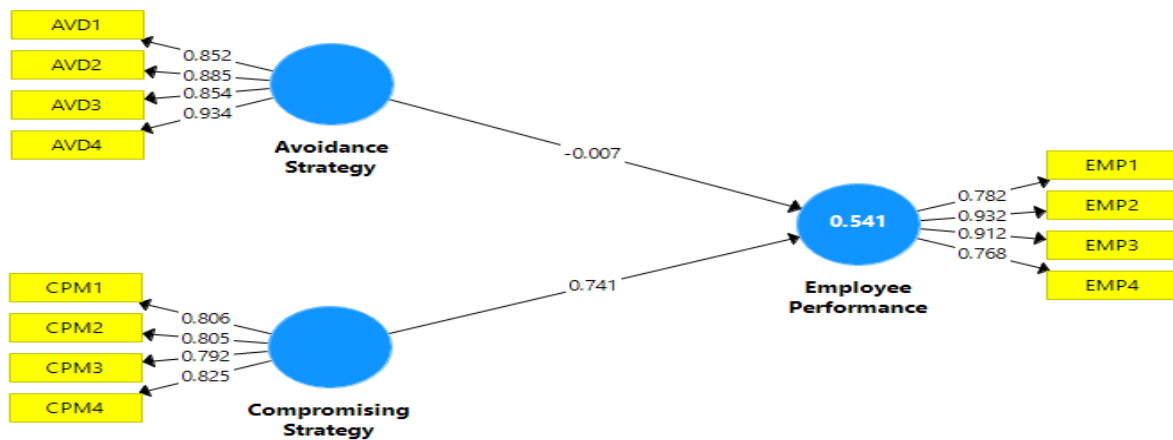


Fig 2: Indicator Loadings.
Source: SMART, PLS Output, 2025

Table 2: Reliability of study scale

S/N	Variables	Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)	No of Items
1	Avoidance (AVD)	AVD1	0.852	0.905	0.933	0.778
		AVD2	0.885			
		AVD3	0.854			
		AVD4	0.934			
2	Compromising Strategy (CPM)	CPM1	0.806	0.823	0.882	0.651
		CPM2	0.805			
		CPM3	0.792			
		CPM4	0.825			
3	Employee Performance (EMP)	EMP1	0.782	0.872	0.913	0.726
		EMP2	0.932			
		EMP3	0.912			
		EMP4	0.768			

Source: SmartPLS Output, 2025

Composite reliability of Jöreskog’s (1971) was applied to test for internal consistency of the study. All the values fall within the Hair, et al., (2019) rating of good consistency. The Cronbach alpha value was above 0.60 which is the minimum threshold as recommended by Sekaran (2010). To test for the convergent validity, the average variance extracted (AVE) was used. All the latent variables showed values greater than 0.50 which indicates that the constructs explain at least 50 percent of the variance of its items. According to Henseler, et al., (2015) the Fornell-Larcker criterion does not perform well when explaining discriminant validity, particularly when the indicator loadings on a construct differ only slightly. As a replacement, they proposed the Heterotrait-Monotrait (HTMT) ratio of the correlations which is the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct (Voorhees et al., 2016). Discriminant validity problems are present when HTMT values are high than 0.90 for structural models (Henseler, et al., 2015).

Table 3: Heterotrait-Monotrait Ratio (HTMT)

	Avoidance Strategy	Compromising Strategy	Employee Performance
Avoidance Strategy	1.000		
Compromising Strategy	0.524	1.000	
Employee Performance	0.732	0.598	1.000

Source: SmartPLS Output, 2025

The variance inflation factor (VIF) was used to evaluate collinearity of the formative indicators. All the VIF values were less than 5 indicate the absence of critical collinearity issues among the indicators of formatively measured constructs (Hair, et al., 2019).

Model Goodness of Fit (GoF)

Sequel to the need to validate the PLS model, there is a need to assess the goodness of fit of the model as Hair, et al. (2017) suggested. This study used the standardised root mean square residual’s (SRMR). The choice of this index was based on the fact that the SRMR provides the absolute fit measure where a value of zero indicates a perfect fit. The study adopted Hu & Bentler (1998) suggestion that a value of less than 0.08 represents a good fit while applying SRMR for model goodness of fit. The study result indicates an SRMR value of 0.030. This indicates the model is fit.

Assessing the Structural Model

Having satisfied the measurement model assessment, the next step in evaluating PLS-SEM results is to assess the structural model. Standard assessment criteria, which was considered include the path coefficient, t-values, p-values and coefficient of determination (R^2). The bootstrapping procedure was conducted using a resample of 5000.

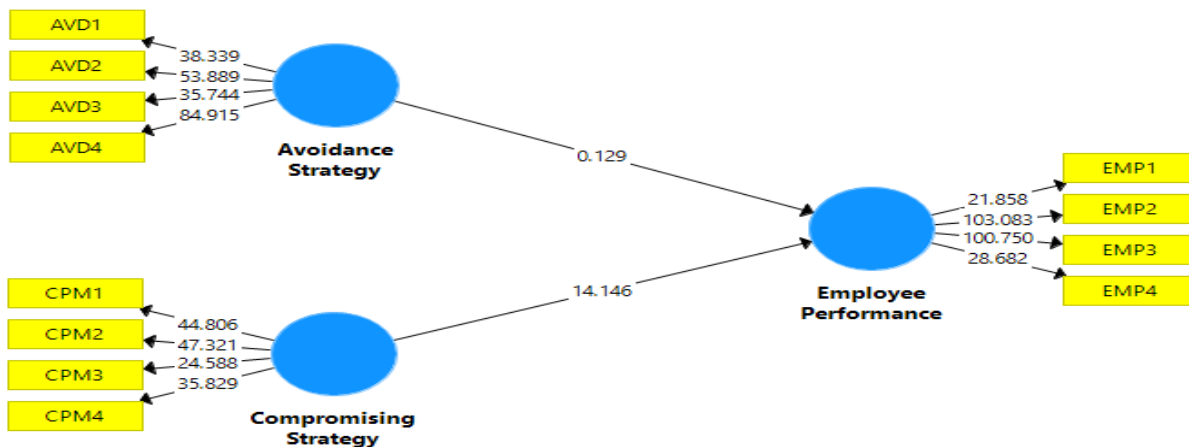


Fig. 3: Path Coefficients of the Regression Model.

Source: SMART, PLS Output, 2025

Table 4: R Square Table

	R Square	R Square Adjusted
Employee Performance	0.541	0.531

Source: SmartPLS Output, 2025

The R-square value stood at 54% indicating that conflict management strategy proxied by avoidance strategy and compromising strategy are responsible for 54% variation of employee performance of deposit money banks in Nasarawa State. The remaining 46% variation could be explained by other factors not included in the study. Based on Hair, et al., (2019), the r-square is considered substantial. The result of the path analysis is presented in the table below:

Table 5: Path Coefficients

Variables	Beta	T Statistics (O/STDEV)	P Values	Decision	f ² Values
Avoidance Strategy -> Employee Performance	-0.007	0.129	0.897	Accepted	0.000
Compromising Strategy -> Employee Performance	0.741	14.146	0.000	Rejected	0.656

Source: SmartPLS Output, 2025

The result from the first hypothesis revealed that avoidance strategy has negative and insignificant effect on employee’s performance of deposit money banks in Nasarawa State. The decision was reached based on the t-value of 0.127 which is less than 1.964 and a beta value of -0.007 with a p-value of 0.899. This implies that avoidance strategy, which typically involves evading challenges or responsibilities, may hinder employee performance. Instead of addressing issues directly, employees may become disengaged or less proactive in their roles. This finding is in agreement with that of Alasin (2022) who found that avoidance strategy has positive and insignificant effect on employee performance of federal and state ministries in Rivers state.

The result from the second hypothesis revealed that compromising strategy has positive and significant effect on employee’s performance of deposit money banks in Nasarawa State. The decision was reached based on the t-value of 14.010 which is greater than 1.964 and a beta value of 0.741 with a p-value of 0.000. This implies that that fostering an environment where compromise is valued may lead to improved performance outcomes, ultimately benefiting the bank's overall effectiveness and customer service. This finding agrees with that of Saidu (2021) who made similar findings about compromising strategy and employees’ Performance in Selected Institutions of Higher Learning in Adamawa State, Nigeria.

CONCLUSION AND RECOMMENDATIONS

The study concluded that conflict management strategy has significant effect on employee’s performance of deposit money banks in Nasarawa State. Based on the study's findings and conclusion the study recommended that

- iii. Banks should foster a culture that values proactive problem-solving. Encourage employees to address issues directly rather than avoiding them, which can lead to improved performance and collaboration. Also, they should create an environment where feedback is welcomed and encouraged. This can reduce the tendency to avoid difficult conversations and improve overall performance.
- iv. Banks should implement training programs that focus on compromise and collaboration techniques among employees. This can help foster a culture of teamwork and mutual respect. They should also Create channels for open dialogue where employees feel comfortable discussing issues and negotiating solutions. This can enhance relationships and improve overall morale.

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Key: SA = Strongly Agree, A = Agree, U = Undecided, D = Disagree, SD = Strongly Disagree

S/N	Avoidance	SA	A	U	D	SD
AVD1	I often engage in less important activities to avoid more critical work.					
AVD2	I struggle to complete tasks that require sustained effort or concentration.					
AVD3	I tend to put off difficult or unpleasant tasks until the last minute.					
AVD4	I sometimes avoid taking on new responsibilities that I perceive as challenging.					
	Compromising					
CPM1	I believe it's important for both sides to make concessions to resolve workplace disputes.					
CPM2	I actively look for common ground when my goals conflict with others'.					
CPM3	I believe compromising reduces tension and stress during conflicts.					
CPM4	I am comfortable with solutions where neither party gets exactly what they initially wanted.					
CPM5	I use negotiation tactics that involve trading off some of my interests for others'.					
	Employee Performance					
EP1	My avoidance behaviors sometimes lead to missed deadlines.					
EP2	As a result of my avoidance, the quality of my work sometimes suffers.					
EP3	My avoidance tendencies negatively impact my productivity.					
EP4	I believe my avoidance strategies hinder my career growth.					