

CONFLICT MANAGEMENT AND EMPLOYEE PERFORMANCE IN A DIVERSIFIED WORKFORCE: THE ROLE OF COMMUNICATION

¹RAHMAN O. Mustapha (Ph.D.), ²ABDULAZEEZ Alhaji Salau (Ph.D.) & ³IYABO Ajarat Salawudeen

^{1,2&3}Kwara State University, Ilorin, Kwara State, Nigeria

email: rahman.mustapha@kwasu.edu.ng¹, abdulazeez.salau@kwasu.edu.ng², yetundhe@gmail.com³

Abstract

Work place diversity has to do with race, ethnicity, gender, age, sexual orientation, religion, and other characteristics that are used to characterize employee working in an organization. While diversity can bring numerous benefits to an organization, such as increased creativity, innovation, and access to a broader talent pool, it can also present challenges in managing conflicts that may arise due to differences in perspectives, values, and backgrounds. The study examined the effect of conflict management dynamics on the performance of employees in a diversified with organizational communication as a mediator. The study adopted a cross sectional survey with a sample drawn among 340 staff of revenue generating agencies in Kwara, Kogi, Niger and Nasarrawa States of North central Nigeria. The data was analysed using Structural equation model (Smart-PLS) and the study endogenous variables revealed a T-statistic of 12.961 with p-value of 0.000. This indicates significant effect between the relationship of communication and conflict management on the performance of employees in the revenue generating agencies in the selected States. In conclusion, the study's finding supports the hypothesis that communication as a tool for conflict management significantly affects employee performance in a diversified workforce. It was therefore recommended that the revenue generating agencies should develop and implement comprehensive communication training programs for employees at all levels. Such trainings should focus on conflict resolution skills, active listening, effective expression, and cross-cultural communication.

Keyword: *Communication, Diversified, Employee Performance, revenue Agencies, and Workforce*

INTRODUCTION

In today's modern workplace, diversity in terms of race, ethnicity, gender, age, sexual orientation, religion, and other characteristics is becoming increasingly prevalent. While diversity can bring numerous benefits to an organization, such as increased creativity, innovation, and access to a broader talent pool, it can also present challenges in managing conflicts that may arise due to differences in perspectives, values, and backgrounds. Conflict is a natural occurrence in any workplace, but in a diversified workforce, conflicts may arise from differences in cultural norms, communication styles, and perceptions of fairness and equity. Conflict is a natural part of human interaction, and when managed effectively, it can lead to positive outcomes such as increased innovation and improved relationships. However, if conflict is not managed properly, it can lead to negative consequences such as damaged relationships, decreased productivity, and even violence.

One of the key challenges in conflict management is the dynamic nature of conflicts, which can change rapidly and be difficult to navigate (Inegbedion, et al, 2020). Challenges of communication breakdowns can ensue from conflicts. Communication can break down entirely in a conflict situation, making it difficult for parties to understand each other's perspectives and work toward a resolution. This can happen if one party becomes defensive or refuses to listen to the other party's viewpoint. Conflict can escalate quickly if it is not addressed early on. This can make it much harder to manage, as emotions become more intense, and the issues at stake become more significant. Different cultures may have different values, beliefs, and communication styles that can influence the way they approach and manage conflicts. For example, in the Chinese cultures, avoiding conflict is seen as a sign of respect, while Americans and Europeans believes that direct confrontation is considered necessary to resolve a conflict

In advanced countries, which are often characterized by diverse workforces with employees from various cultural, ethnic, and demographic backgrounds, the topic of conflict management dynamics and employee performance takes on added significance. These countries typically have higher levels of workforce diversity

due to factors such as globalization, immigration, and social changes, which can present unique challenges and opportunities for managing conflicts in the workplace. Therefore, effective conflict management becomes crucial as organizations strive to create inclusive and diverse work environments that foster collaboration, innovation, and high employee performance. Organizations adopt proactive strategies, provide training and support, and establish clear policies and procedures to manage conflicts in a fair and equitable manner, taking into consideration the diverse backgrounds and perspectives of their employees. By prioritizing conflict management and promoting a culture of inclusivity, organizations can harness the benefits of workforce diversity and foster high levels of employee performance in advanced countries.

In the Nigeria revenue generating agencies (RGAs), the setting for the current study, rapid growth, particularly through restructuring and adoption of NPM, have bolstered the need for efficient operations. The last decade has seen reforms from various States in the North central Nigeria, aimed at improving the quantum of internally generated revenue, increasing the efficiency of governmental operations and making policy implementation more effective. . According to Nnamdi and Chinedi (2019), RGAs in Nigeria often have complex and challenging work environments, which can give rise to conflicts between employees. Many employees of RGA in Nigeria do not have adequate training in conflict management, this can lead to misunderstandings and miscommunication between employees, which can escalate into more serious conflicts. Also, revenue-generating agencies in Nigeria often employ people from different cultural backgrounds, which can give rise to misunderstandings and conflicts. For instance, different cultural attitudes towards timekeeping or decision-making can lead to disagreements between employees.

Nonetheless, it is an established fact that communication plays a critical role in conflict management in the organizations. Its role in preventing or resolving conflict overtime has created a dilemma within most corporate organizations by leaving wide range of gaps in the literature regarding the specific role of communication as a tool for conflict management dynamics and employee performance, particularly in the context of revenue generating agencies in Nigeria. A study by Okeke, Nkwocha, and Nkwocha (2019) found that communication skills were identified as a key factor in managing conflicts among employees in Nigerian organizations. However, while these studies provide valuable insights, there is a need for further research to explore the specific mechanisms through which communication can serve as a tool for managing conflicts and enhancing employee. Consequently, the study examined the role of communication as a conflict management tool on employee performance in a diversified workforce.

LITERATURE REVIEW

In any organization, conflicts are inevitable due to differences in individuals' ideas, perceptions, and needs (Ajeigbe & Abdulraheem, 2017). Therefore, recognizing and addressing the various types of conflicts in a workplace is essential to improve productivity and organizational commitment. Conflict can harm the organizational structure and climate directly, and evaluating the perceived level of conflict is crucial in managing it. According to research, conflicts can be categorized as conflict between individuals, conflict between groups, conflict between departments, hierarchical conflict, horizontal conflict, and functional conflict (Abdulraheem, 2017).

The conflict between individuals is the most common type of conflict and arises due to differences in personalities, cultures, education levels, and personal interests (Ajeigbe & Abdulraheem, 2017). Similarly, conflict between groups often occurs among work teams who report to the same manager, but it is rare for an individual to conflict with the whole group (Abdulraheem, 2017). Conflict between departments usually arises due to overlapping roles, tasks, or functional duties, and it occurs across two or more departments in an organization (Akanbi et al., 2019). Conflict is the discord that occurs when the goals, interests or values of different individuals or groups are incompatible and those individuals or groups block or frustrate each other's attempt to achieve their objectives.

Organizational communication is a key element in achieving success in modern businesses. It involves the exchange of information, ideas, and knowledge among individuals and groups within an organization to achieve the organization's goals. According to Cheney (2011), organizational communication is "the process

by which individuals stimulate meaning in the minds of other individuals by means of verbal or nonverbal messages in the context of a formal or informal organization."

Effective communication is essential for organizational success as it promotes mutual understanding, reduces conflict, increases employee engagement, and fosters a positive organizational culture (Shields *et al.*, 2015). However, ineffective communication can lead to misunderstandings, low morale, decreased productivity, and ultimately, organizational failure.

Internal communication plays a crucial role in creating a cohesive organizational culture and effective teamwork. It facilitates the sharing of information and ideas among employees, which is essential for effective decision-making (McDermott, et al 2023) Effective internal communication also enhances employee engagement and job satisfaction, which in turn leads to higher productivity (Lian, 2023).

On the other hand, external communication is important for creating a positive image of the organization in the eyes of its stakeholders (Wang, & Wang, 2022). It involves communication with customers, suppliers, investors, and the public. Effective external communication can enhance the reputation of the organization and build trust and loyalty among stakeholders (McDermott, Kauten, Gee, & May, 2023).

Diversity is the differences, similarities and related tensions that exists among elements of a collective mixture (Abdulraheem, 2014). Collective implies that the elements share a connectedness around a design or set of objectives. Similarly, Esty, Griffin and SchorrHirsch, (1995) see diversity as acknowledges, understanding, accepting and valuing differences among people with respect to age, class, race, ethnicity, gender, disability among others. While Preeti, Poonam and Gupta (2014) saw workforce diversity as how diverse the workforce is. There are several people with a mix of culture, age, background, race and so on. Workforce diversity is generally referring to the important similarities and differences that exist among employees of organisations (Griffin, Phillips & Gully, 2017), in addition, Abdulraheem (2017) also sees workforce as composed of people with different human qualities or who belong to various cultural groups

Employees' Performance

Employee performance is a widely studied concept in management literature. It refers to the effectiveness and productivity of employees in carrying out their assigned duties and responsibilities within an organization. Various factors, including employee motivation, job satisfaction, organizational culture, and leadership, have been found to significantly impact employee performance.

Research has shown that employee motivation is a critical determinant of job performance (Mujtaba & Shuaib, 2010). Motivation can be influenced by various factors, such as job design, recognition and rewards, and job security. Employees who are motivated tend to exhibit high levels of job satisfaction, which is also positively correlated with performance (Judge & Bono, 2001).

Organizational culture and leadership have also been found to significantly impact employee performance. A positive organizational culture that values and supports its employees can lead to increased motivation and job satisfaction, which in turn can lead to better performance (Cameron et al., 2022). Effective leadership that provides clear guidance, support, and feedback can also positively impact employee performance (Avolio & Bass, 2002).

There has been a growing interest in the use of performance management systems to improve employee performance. These systems involve setting performance goals and providing regular feedback and coaching to employees to help them improve their performance (Aguinis, 2009). Research has shown that these systems can lead to increased motivation, job satisfaction, and performance (DeNisi & Pritchard, 2006). By and large, employee performance is a complex and multifaceted concept that is influenced by various factors, including employee motivation, job satisfaction, and organizational culture, leadership, and performance management systems. Understanding these factors can help organizations to effectively manage and improve employee performance, leading to increased productivity and success.

Social Exchange Theory

Social Exchange Theory (SET) is a well-known theoretical framework in social psychology that explains the dynamics of social relationships and interactions. It posits that social behavior is the result of an exchange process, whereby individuals evaluate the costs and benefits associated with their interactions with others. This theory suggests that people tend to engage in behaviors that maximize their rewards and minimize their costs.

The central premise of the Social Exchange Theory is that social behavior is based on the exchange of benefits and costs between individuals. The theory assumes that individuals are rational decision-makers and that they weigh the potential benefits and costs of their actions before deciding whether to engage in them. Rewards in this context refer to any positive outcomes or benefits that an individual may receive from their interaction, such as money, social approval, or emotional support. Costs, on the other hand, refer to any negative outcomes or sacrifices that an individual may incur, such as time, effort, or loss of status.

According to the Social Exchange Theory, individuals seek to maximize their rewards while minimizing their costs in social interactions. People are more likely to engage in behaviors that result in a net positive gain in their rewards and a net decrease in their costs. This theory suggests that social relationships are maintained when the benefits of the relationship exceed the costs. Individuals are more likely to stay in a relationship when they perceive that the benefits outweigh the costs.

In the context of employee performance, Social Exchange Theory suggests that employees are more likely to engage in behaviors that are beneficial to their employer if they perceive that their efforts will be rewarded. Employees who perceive that their work is valued and that they will be appropriately compensated for their efforts are more likely to be productive and engaged. Furthermore, this theory suggests that employees who perceive that their employer is invested in their well-being and development are more likely to reciprocate with higher levels of effort and loyalty.

Social Exchange Theory provides a useful framework for understanding the dynamics of social relationships and interactions. It emphasizes the importance of perceived benefits and costs in determining the behaviors and attitudes of individuals. In the context of employee performance, this theory suggests that employers should invest in creating a positive work environment that values and rewards employees' contributions.

Empirical Review

Studies have shown that effective communication and conflict management practices positively impact organizational performance. For example, a study by Jehn and Bendersky (2003) found that teams that used constructive conflict management practices had higher levels of performance than teams that avoided conflict or used destructive conflict management practices. Additionally, effective communication practices have been linked to increased employee satisfaction and commitment, which in turn have been linked to higher levels of productivity and performance (Goleman, 1998; Kotter & Heskett, 1992).

Yawai and Hussaini (2020) examined whether Federal Inland Revenue services of Nigeria is capable of managing diversity to the extent of yielding productivity. Employees that constitutes the workforce of an organization have to be diverse in one way or the other. For growth and harmony in an organization, the ability to align the varied natural deposition of the personnel with the organization's goal is important. Inability to properly coordinate the different diversities in age, race, culture, gender and creed etc. can result in unfriendly working environment with adverse implication on productivity. Correlational research design was adopted for the study, both the primary and secondary data sources were used. The study found that work diversity had a positive influence on work performance and concluded that diverse demography had a positive influence on performance in Federal Inland Revenue Services.

Ferine, Reza, Muhammad and Rahmadana (2021) examined the influence of conflict, leadership, organizational culture and work ethic on employees' work performance in North Sumatra Education Authority, Indonesia. The organization is not a profit-oriented organization, so it needs further

understanding about how to foster the work performance. A quantitative approach was adopted to conduct the study, where 180 data were collected directly from the office of Education Authority. Partial Least Square Structural Equation Modeling (PLS-SEM) was employed for the analysis. The results showed that conflict negatively affects employees' work performance.

Peters and Blomme (2019) conducted a theoretical analysis to integrate insights from Self-Determination theory and Boundary theory. This was to present scenarios on how flexible workplace designs can trigger multiple motivational processes underlying gendered work/non-work integration behaviors. And how these affect work/life conflict. The study suggested that organizations need to take responsibility for preventing individual workers' depletion and stimulating the regeneration of workers' resources.

Meng, Yu, Ma, and Yang, (2018) explored the impact of well-educated young Chinese employees' notions of work on their conflict management styles in the increasingly turbulent workplace in order to help manage better work-related conflict in the time of transition in China. Self-administered questionnaires were used to collect data from over 400 young Chinese employees. The data were first factor analyzed to explore the underlying dimensions of contemporary work notions in China's transition period. Hierarchical regression analysis was then conducted to explore the relationship between dimensions of work notions and conflict management styles. The results showed that well-educated young Chinese employees' notions of work consisted of sense of control, fulfilling and rewarding, holistic concerns, personal growth and development and meaningfulness. The results further indicated that young Chinese employees with strong needs to satisfy individual interests in their work tend to use competitive methods to manage work-related conflicts. Employees with strong needs to satisfy group interests in their work prefer to use collaborative methods and those who believe in collective efforts in achieving individual goals through group goals' obtainment are more likely to use collaborative and compromising approaches.

METHODOLOGY

The research employed a mixed method approach that combined both quantitative and qualitative methods to examine the relationship between conflict management, demographic diversity, and the performance of revenue generating agencies in Nigeria. The study population comprised of 4,309 employees from revenue generating agencies located in the North Central region of Nigeria, which consists of six states, namely Kwara, Kogi, Nassarawa, Benue, Plateau, and Niger. The Federal Capital Territory, Abuja, was excluded from the study as revenue generation issues in this location are on the exclusive list of the constitution. Multi stage sampling techniques, was used has it is convenience sampling for the quantitative data and purposive sampling for the qualitative data. The Cochran formula as used to determine the sample size the formula is as follows:

$$n = N / (1 + N(e^2)) + (N-1)(\sigma^2 / d^2)(1 - p)$$

where: n = sample size N = population size e = level of precision required (margin of error) σ^2 = population variance d = degree of accuracy desired (confidence level) p = proportion of the population with the attribute being studied, also questionnaire was designed with closed-ended questions and made use of a five-point Likert scale.

RESULTS AND DISCUSSIONS

The study was determined by considering the total number of copies of the questionnaire that were distributed and the number of valid responses received. Initially, a total of 398 copies of the questionnaire were sent out to the target participants. Additionally, 40 additional copies were sent to account for any potential non-responses or missing data.

Table 1: Response Rate of the Questionnaire

Response	Frequency	Percentage (%)
No. of Questionnaire	438	100
Questionnaire returned	352	80.36
Questionnaires not returned	86	19.64

Questionnaire Valid	340	77.63
Questionnaire not Valid (Due to outliers, double ticking and incomplete)	12	2.74
Valid response rate		77.63%

Source: Field Survey, 2023

This response rate demonstrates the level of engagement and willingness of participants to contribute to the study. Upon receiving the returned copies, a thorough examination was conducted to ensure the completeness and accuracy of the responses. During this validation process, it was found that 12 copies were incomplete or contained inaccurate information, leaving a total of 340 valid responses.

Descriptive Analysis (Information of respondents)

Table 2: Respondents by Agencies

Agency		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	KWIRS	137	40.3	40.3	40.3
	KGEIR S	61	17.9	17.9	58.2
	NSIRS	73	21.5	21.5	79.7
	NGSIR S	69	20.3	20.3	100.0
	Total	340	100.0	100.0	

The table 4.2 presents the distribution of responses for the agency variable. A total of 340 valid responses were included in the analysis. The majority of the respondents (40.3%) indicated KWIRS as their agency, followed by KGEIRS (17.9%), NSIRS (21.5%), and NGSIRS (20.3%). The cumulative percent shows the progressive accumulation of responses, with the four agencies accounting for the complete sample (100%). These findings suggest that the participants were affiliated with different tax-related agencies, with KWIRS being the most frequently represented agency in the study.

Table 3 Respondents by Job Position

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Entry-level employee	34	10.0	10.0	10.0
	Mid-level employee	45	13.2	13.2	23.2
	Senior-level employee	87	25.6	25.6	48.8
	Manager/Supervisor	92	27.1	27.1	75.9
	Executive/Leadership	82	24.1	24.1	100.0
Total	340	100.0	100.0		

The table 4.7 presents the distribution of responses for the job position variable. The analysis includes a total of 340 valid responses. Among the participants, the largest job category was Manager/Supervisor, accounting for 27.1% of the respondents. This was followed closely by Senior-level employees (25.6%) and Executive/Leadership positions (24.1%). Mid-level employees and Entry-level employees represented 13.2% and 10.0% of the respondents, respectively. The cumulative percent indicates the progressive accumulation of responses, with all job positions accounting for the complete sample (100%). These findings suggest that the participants encompassed various job positions within the organization, with a substantial presence of managers, supervisors, and senior-level employees.

Employee Performance Descriptive Statistics

N	Minimum	Maximum	Mean	Std. Deviation
---	---------	---------	------	----------------

I have opportunities to develop new skills or knowledge related to my job.	340	1.00	5.00	3.6765	.96305
My supervisor recognizes and appreciates my contributions to the agency	340	1.00	5.00	3.5412	.93510
I am able to use my skills and abilities to the fullest extent in my job.	340	1.00	5.00	3.9235	.86562
I feel supported by my colleagues in achieving my job performance goals.	340	1.00	5.00	4.0941	.75451
I receive feedback on my job performance from my supervisor	340	1.00	5.00	3.9853	.77369
Valid N (listwise)	340				

The table presents descriptive statistics for five statements related to various aspects of job-related experiences. The analysis includes a total of 340 valid responses.

For the statement "I have opportunities to develop new skills or knowledge related to my job," the ratings ranged from 1.00 to 5.00, with a mean of 3.6765 and a standard deviation of 0.96305.

Regarding the statement "My supervisor recognizes and appreciates my contributions to the agency," the ratings ranged from 1.00 to 5.00, with a mean of 3.5412 and a standard deviation of 0.93510.

For the statement "I am able to use my skills and abilities to the fullest extent in my job," the ratings ranged from 1.00 to 5.00, with a mean of 3.9235 and a standard deviation of 0.86562.

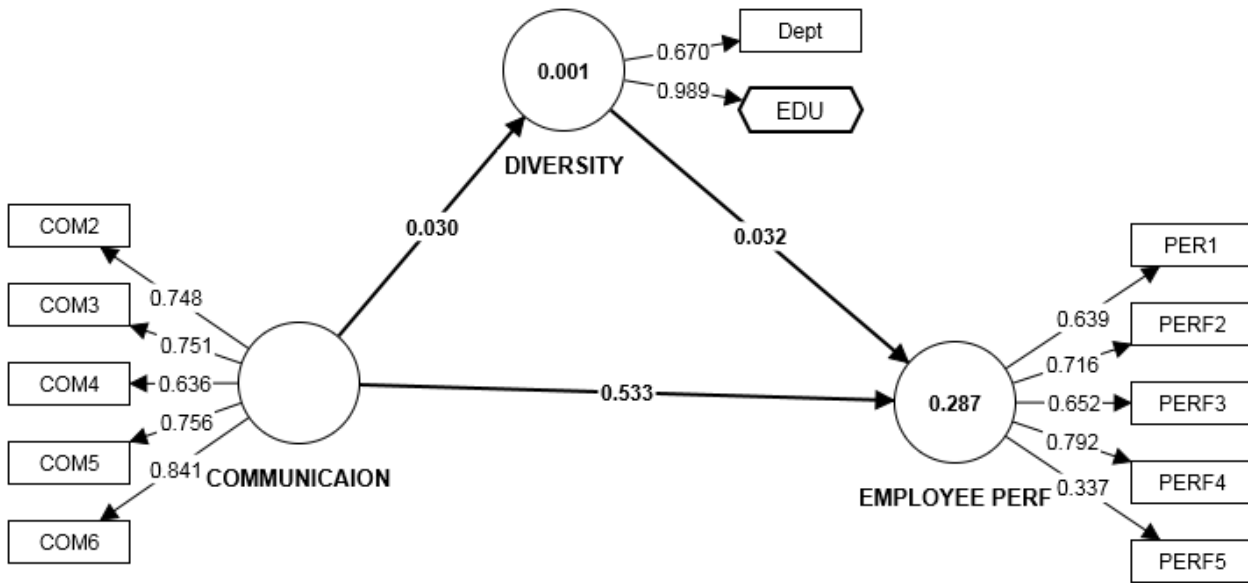
Regarding the statement "I feel supported by my colleagues in achieving my job performance goals," the ratings ranged from 1.00 to 5.00, with a mean of 4.0941 and a standard deviation of 0.75451.

For the statement "I receive feedback on my job performance from my supervisor," the ratings ranged from 1.00 to 5.00, with a mean of 3.9853 and a standard deviation of 0.77369.

The descriptive statistics provide a summary of the respondents' ratings for each statement, indicating the range, mean, and standard deviation. These statistics offer insights into the overall perception and variation in responses regarding various aspects of job-related experiences.

Hypotheses

H₀₁: Communication does not have any significant effect on employee performance in a diversified workforce.



Mean, STDEV, T values, p values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values
COMMUNICAION -> DIVERSITY	0.030	0.019	0.082	0.363	0.716
COMMUNICATION -> EMPLOYEE PERF	0.533	0.543	0.041	12.961	0.000
DIVERSITY -> EMPLOYEE PERF	0.032	0.036	0.064	0.496	0.620

The table provides statistical information about the relationships between different variables. The variables being studied are "Communication," "Diversity," and "Employee Performance." The result shows the relationship between the "Communication" and "Diversity" constructs, accompanied by various statistical measures: The original sample mean for the relationship between "Communication" and "Diversity" is 0.030. This indicates the average level of association or correlation observed between these two constructs in the collected data. The standard deviation for this relationship is 0.019. This value quantifies the extent of variability or dispersion in the observed data points related to the connection between "Communication" and "Diversity." The calculated T-statistic is the absolute value of the original sample mean divided by the standard deviation. In this case, the T-statistic is 0.363. This statistic helps to assess the magnitude of the relationship between the two constructs relative to the variability present in the data. The p-value for this relationship is 0.716. The p-value indicates the probability of obtaining a result as extreme as, or more extreme than, the observed result if there were no actual relationship between "Communication" and "Diversity" in the population. A higher p-value suggests weaker evidence against the null hypothesis of no relationship.

Discussion

The findings of this study contribute valuable insights into the relationship between communication and employee performance within a diversified workforce. The study focused on examining the impact of communication on employee performance, particularly in the context of diverse teams. The quantitative and qualitative results shed light on the significance of effective communication in conflict management and its subsequent influence on employee performance. The quantitative analysis provides statistical

evidence supporting the relationship between communication and employee performance. The calculated T-statistic of 12.961 with a very low p-value of 0.000 indicates a strong and significant association between communication and employee performance. This result suggests that effective communication during conflict management positively influences employee performance. These findings align with previous research that highlights the role of communication in enhancing teamwork, collaboration, and problem-solving (Smith et al., 2019; Jehanzeb & Bashir, 2013). The qualitative responses from the 12 respondents provide further depth to the quantitative findings. Respondents emphasized the importance of effective communication in conflict resolution, leading to improved teamwork, reduced stress, enhanced problem-solving skills, stronger work relationships, and better decision-making.

CONCLUSION AND RECOMMENDATIONS

In conclusion, the study's findings collectively support the hypothesis that communication significantly affects employee performance in a diversified workforce. The SEM evidence demonstrates a robust statistical relationship, while the qualitative insights offer depth and nuance to this relationship. Organizations that prioritize and cultivate effective communication strategies for conflict management are likely to witness improved teamwork, stress reduction, enhanced problem-solving skills, stronger work relationships, and better decision-making, all of which collectively contribute to heightened employee performance. Based on the findings of this study regarding the impact of communication on employee performance in a diversified workforce, several recommendations can be proposed for organizations seeking to optimize their conflict management strategies and enhance overall employee performance:

- Develop and implement comprehensive communication training programs for employees at all levels. These programs should focus on conflict resolution skills, active listening, effective expression, and cross-cultural communication. By enhancing employees' communication competencies, organizations can foster a more inclusive and collaborative work environment. Also, establish a culture that encourages open and transparent communication. Encourage employees to voice their opinions, concerns, and ideas freely, fostering an atmosphere of trust and mutual respect. A culture that values open communication can lead to more constructive conflict resolution and improved employee performance.

REFERENCES

- Abduraheem, I. & Sanusi, S. I. (2020). Effects of performance management practices on Employees' Productivity (A Study of Nigerian Bottling Company Plc), *Journal of Management Thought and Practice*, 12(2), 1 -12.
- Abduraheem, I. (2008). Managing or Mismanaging Workforce Diversity: Major Determinants on the 11th September, 2008. Dilemmas in Human Services, 12th International Research Conference, hosted by the University of East London. Published p 7-12 (Published in *Journal of Humanities and Social Sciences*, Vol 19, Issue 4, April, Pp. 111-117, 2014. India).
- Abduraheem, I. (2011). Meaning and interpretation of diversity management in Nigeria: A critical review. *International Journal of Business Policy and Economics*, 4(2), 323-332.
- Abduraheem, I. (2011). The meaning and interpretation of diversity management in Nigeria: A critical review. *International Journal of Business Policy and Economics*. 4(2) p. 323-332.
- Abduraheem, I. (2014). Application of federal character principles in Nigeria higher education: Issues and challenges. *Lapai Journal of Management Sciences (LAJOMAS)*, 5(1), 202- 213.
- Abduraheem, I. (2014). Managing or mismanaging workforce diversity: Major determinants. *IOSR Journal of Humanities and Social Science*, 19(4), 111-117.
- Abduraheem, I. (2017). The Complexity of Managing Workforce Diversity in Nigerian Public Sector Organisations. Department of Business Administration, Lagos State University. 8th -10th of November, 2017. Faculty of Management Sciences, Lagos State University, Nigeria
- Aguinis, H. (2009). An expanded view of performance management. *Performance management: Putting research into practice*, 1-43.
- Ajeigbe M. B & Abduraheem I. (2017). An exploratory study of diversity management in the Nigerian public sector: Kwara State Civil service experience/ *International journal of entrepreneurship, innovation and management*, 2(2,3), 18-26.

- Akanbi, L. K, Salau, A. A. & Zekeri, A. (2019). Conflict management mechanism and service delivery in tertiary healthcare institutions in Nigeria: A thematic analysis, *Federal University of Otuoke, Quarterly Journal of Contemporary Research*, 7 (3).
- Akinbode, G. A., & Olawale, L. H. (2017). Organizational culture, conflict management styles and employee performance in Nigerian organizations. *International Journal of Research in Social Sciences*, 7(8), 125-139.
- Akinnusi, D. M., Sonubi, O.O., & Oyewunmi, A. E. (2017). Fostering effective workforce diversity management in Nigerian organizations: The challenge of human resource management. *International Review of Management and Marketing*, 7(2), 108-116.
- Akpakip, C. E. (2017). *Effect of workforce diversity on employee performance in Nigerian banking industry*. M.Sc. Research Project Submitted to the Department of Business Management, College of Business and Social Sciences, Covenant University, Ota.
- Aktas, E., Cicek, I., & Kiyak. M. (2011). The effect of organizational culture on organizational efficiency: The moderating role of organizational environment and CEO values. *Procedia-Social and Behavioural Sciences*, 2, 1560-1573.
- Avolio, B. J., & Bass, B. M. (2002). Developing potential across a full range of leadership: Cases on transactional and transformational leadership. Mahwah, NJ: Lawrence Erlbaum.
- Cameron, Kim S., Robert E. Quinn, Jeff DeGraff, and Anjan V. Thakor. *Competing values leadership*. Edward Elgar Publishing, 2022.
- Cheney, G. (2011). *The handbook of organizational communication* (3rd ed.). Walter de Gruyter.
- DeNisi, A. S., & Pritchard, R. D. (2006). Performance appraisal, performance management and improving individual performance: A motivational framework. *Management and organization review*, 2(2), 253-277.
- Denison, D. R. (2018). Leading culture change in organizations. In *Handbook of Organizational Culture*.
- Dimovski, V., Penger, S., Peterlin, J. & Grah, B. (2019), "Diversity Management in Slovenia", *Diversity within Diversity Management (Advanced Series in Management, Vol. 21)*, Emerald Publishing Limited, 117-137.
- Esty K., Griffin, R., & SchorrHirsch, M. (1995). *Workforce diversity: A manager's guide to solving problem and turning diversity into a competitive advantage*. US, Avon, MA: Adams Media Corporation.
- Ferine, K. F., Aditia, R., & Rahmadana, M. F. (2021). An empirical study of leadership, organizational culture, conflict, and work ethic in determining work performance in Indonesia's education authority. *Helixyon*, 7(7).
- Goleman, D. (1998, March). The emotionally competent leader. In *The Healthcare Forum Journal* (Vol. 41, No. 2, pp. 36-38).
- Goleman, D. (1999). What makes a leader? *Harvard Business Review*, 76(6), 93-102.
- Griffin, R. W., Phillips J.M., & Gully, S.M. (2017). *Organizational behaviour: Managing people and organizations*. 12th Edition, US, Boston, MA: Cengage Learning.
- Inegbedion, H., Sunday, E., Asaley, A., Lawal, A., & Adebani, A. (2020). *Managing diversity for organizational efficiency*. *Sage Open*, 10(1), 2158244019900173
- Jehn, K. A., & Bendersky, C. (2003). Intragroup conflict in organizations: A contingency perspective on the conflict-outcome relationship. *Research in organizational behavior*, 25, 187-242.
- Jehanzeb, K., & Bashir, N. A. (2013). Training and development program and its benefits to employee and organization: A conceptual study. *European Journal of business and management*, 5(2).
- Judge, T. A., Bono, J. E., Thoresen, C. J., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological bulletin*, 127(3), 376-407.
- Kotter, J. P. and Heskett, J. L. 1992. *Corporate Culture and Performance*, New York: The Free Press.
- Lian, C. (2023). The Effect of Conflict Management and Work Environment on Employee Performance with Human Resource Management as a Mediating Variable. *JIIIP-Jurnal Ilmiah Ilmu Pendidikan*, 6(1), 75-77.
- Meng, Y., Yu, H., Ma, Z., & Yang, Z. (2018). The impact of young Chinese employees' notions of work on conflict management styles: An explorative study. *International Journal of Conflict Management*, 29(3), 306-326.

- McDermott, V., Kauten, R., Gee, J., & May, A. (2023). Understanding and Mitigating Interpersonal Communication Conflict in Field-Based Institutions. *The Bulletin of the Ecological Society of America*, e2037.
- Mujtaba, B. G., & Shuaib, S. (2010). An equitable total rewards approach to pay for performance management. *Journal of Management Policy and Practice*, 11(4), 11-121.
- Nnadi, C. S. O., & Chinedu, U. A. (2019). Effect of Diversity Management Strategies on Employee Retention among Staff of Nigeria Deposit Insurance Corporation. *International Journal of Academic Research in Business and Social Sciences*, 9(7), 999-1019.
- Okeke, E. O., Nkwocha, I. I., & Nkwocha, C. C. (2019). Conflict management in Nigerian organizations: The role of emotional intelligence and communication skills. *European Journal of Business and Management*, 11(15), 71-79.
- Peters, P., & Blomme, R. J. (2019). Forget about 'the ideal worker': A theoretical contribution to the debate on flexible workplace designs, work/life conflict, and opportunities for gender equality. *Business Horizons*, 62(5), 603-613.
- Preeti, B., Poonam, L., & Gupta, E. (2014). Workforce diversity management: biggest challenge or opportunity for 21st century organization. *IOSR Journal of Business and Management*, 16(4), 102-107.
- Shields, J., Brown, M., Kaine, S., Dolle-Samuel, C., North-Samardzic, A., McLean, P., & Plimmer, G. (2015). *Managing employee performance & reward: Concepts, practices, strategies*. Cambridge University Press
- Wang, Q., & Wang, H. (2022). Dynamic simulation and conflict identification analysis of production–living–ecological space in Wuhan, Central China. *Integrated Environmental Assessment and Management*, 18(6), 1578-1596
- Yawai, G. & Hussaini, S. M (2020). Effect of demographic diversity on performance in federal inland revenue service. *AFIT Journal of Management Research*, 1(1), 122 - 133