

## **Employee Conflict and Organizational Productivity: The Banking Sector Experience in Nigeria**

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### **Abstract**

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The purpose of this study was to investigate the relationship between employee conflict management and organisational productivity in the banking sector in Rivers State, Nigeria. The study accepted the cross-sectional survey design. The study population comprised of all senior staff selected from all twenty-two (22) banks in Rivers State, Nigeria; and the sample size of 120 senior staff were sampled using the Krejcie and Morgan sample determination table. Data collections were done using the structured closed-ended questionnaire based on the sample of the study and retrieved for analysis. Analysis of collected data were done using the Pearson Product Moment Correlation Coefficient and presented using the Statistical Package for Social Sciences (SPSS) version 20. The findings show a significant relationship between the four dimensions of employee conflict management. (Conflict identification, regulatory control, conflict displacement and mediation) and two measures of criterion variable organisational productivity – profit and market patronage. Therefore, the study recommended that, management of the sector should ensure the application of the dimensions stated in this study as it enhances effective organisational productivity.

**Keywords:** *Employee conflict, Organizational productivity and Banking sector*

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### **Background to the Study**

Employee conflict management refers to techniques and ideas designed to reduce the negative effects of conflict and enhance the positive outcomes for all parties involved within the organization. Conflict resolution is a daily occurrence at work that can either propel or disrupt the momentum for a leader, a team or the entire organization. The workplace can become a toxic environment when leaders allow conflict to fester rather than confront it head-on. Managing conflict can be a tricky thing – especially when you are not familiar with the larger ecosystem in which the particular individual or department creating the conflict operates, and how efforts to resolve conflict will reverberate throughout that ecosystem. The workplace is designed with so many agendas such that you never know which ones may be affected when you resolve conflict solely to benefit and advance your own. However, the establishment and continuous existence of an organization through the realization of set goals and objectives requires the continuous and effective functioning of its material input with the human element being indispensable. However, the human elements required to facilitate goals attainment often engage in disagreement and variance over factors such as interest, views, style of management among others. The reactionary effect is due to the perceived incompatibilities resulting typically from some form of interference or opposition known as conflict.

Azamosa (2004) observed that conflicts involve the total range of behaviours and attitudes that is in opposition between owners/managers on the one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes. Irrespective of the factors resulting in conflict among employees, it has been observed that industrial conflicts produce considerable effects on organisations and should be consciously managed as much as possible.

For people to progress at work and other aspect of life, there must be cooperation which is essential to ensure task attainment and stability in life. However, it would be wrong to reach the conclusion that cooperation is good while conflict is bad, this is because both concepts are pervasive and co-exist in our social life. Conflict is inevitable given the wide range of goals for the different stakeholders in the organization and its absence signifies management emphasizes conformity and stifles innovation. Rahim (2001) opined that conflict may be interpersonal or inter group with Interpersonal conflicts occurring between a supervisor and his subordinate or between two individuals at the same level of the organizational hierarchy. Inter group conflicts often occur between two trade unions, between two departments or between management and workers while attempting to implement the policies and programme of the organization.

Ways of managing employee conflict are as varied as its causes, origins and contexts. The purpose of conflict management, whether undertaken by the parties in conflict or whether involving the intervention of an outside party, is to affect the entire structure of a conflict situation so as to contain the destructive components in the conflict process (e.g. hostility, use of violence) and help the parties post settling incompatible goals to find some solution to their conflict. Effective conflict management succeeds in minimizing disruption stemming from the existence of a conflict, and providing a solution that is satisfactory and acceptable. We

describe efforts directed towards containing or limiting some aspects of behaviour as strategies of conflict settlement and efforts directed towards the parties' attitudes, situations as well as behaviour as strategies of conflict resolution.

Managers are aware of these methods and techniques and know how to utilize them effectively. All organizations, however simple or complex, possess a range of mechanisms or procedures for managing conflict. These are built into the organizational structure and are consciously employed by administrators to influence the course and development of a conflict. The success or effectiveness of such procedures can be gauged by the extent to which they limit conflict behaviour and the extent to which they help to achieve a satisfactory solution. It is the contention of this article that strategies of conflict avoidance, conflict prevention or institutionalization of conflict will change or replace coercive behaviour, but that only the injection of a behavioural social scientist, acting in a facilitative, non-directive and non-evaluative fashion, will achieve a resolution with respect to the basic issues, attitudes and structure of interaction. If managers care for optimal methods of conflict management, they should give their strongest support to a strategy that can end a conflict in a satisfactory and self-perpetuating manner. All this is not to contend, however, that conflict resolution is the immediate outcome of any intervention.

#### **Statement of the Problems**

The human element is one of the most critical and valuable factor for organizational productivity. This individual came into the organization from different background and carry along with them different character, behaviour, value and set standard. As such, there believe, interest, value, religion differs from one another leading to employee conflict. Because conflict is inevitable, and the productivity of the organization depends on this individual in conflict, management needs to divide means of managing these conflicting parties to achieve organizational productivity. When there is conflict among employee in the organization, its effect manifest in the form of poor communication, poor performance etc, and the consequences is poor productivity. And this conflict emanate from personality clash, value differences as well as cultural and religion differences. Therefore, for proper organizational productivity to be sustain in organization, management must ensure this conflict is managed to it bear-less minimum using conflict identification, regulatory control, conflict displacement and mediation. Absent of managing this conflict from manifestation, organizations are liable to crumble. Therefore, this study intends to investigate the relationship between employee conflict management and organizational productivity in the banking sector in Rivers State. The general purpose of this study is to examine the relationship between employee conflict management and organizational productivity in banking sector in Nigeria. The focus areas are as follows:

- i. To examine how regulatory control influences organizational productivity in the banking sector in Nigeria.
- ii. To examine how mediation influences organizational productivity in the banking sector in Nigeria.
- iii. To examine how leadership moderate employee conflict management and organizational productivity in the banking sector in Nigeria.

The following research questions will guide us in proffering solutions to the topic employee conflict management in banking sector in Rivers State, Nigeria

- i. To what extent does regulatory control enhance organizational productivity in the banking sector in Nigeria?
- ii. To what extent does mediation enhance organizational productivity in the banking sector in Nigeria?
- iii. To what extent does leadership moderate the relationship between employee conflict management and organisational productivity in the banking sector in, Nigeria?

## **Conceptual Review**

### **Employees Conflict Management**

Conflicts are inevitable part of an organizational life since the goals of different stakeholders such as managers and staff are often incompatible (Jones et al, 2000). Conflict is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security. Organizational conflict can be regarded as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other (Henry, 2009). This results into a situation whereby they frustrate each other in an attempt to achieve their objectives. Conflict arises in groups because of the scarcity of freedom, position, and resources. People who value independence tend to resist the need for interdependence and, to some extent, conformity within a group. People who seek power therefore, struggle with others for position or status within the group (Henry, 2009). Robbins and Judge (2009) defined conflict as a process that begins where one party perceives that another party has negatively affected or is about to negatively affects something that the first party cares about. This is a very apt definition, emphasizing that conflict is about perceptions, not necessarily real hard facts. It points to the emotional nature of conflict, by referring to a word like "care", it states that more than one party is involved and that there may be a future component attached to it. Shapiro (2006) in relation to the above, states that, conflict is a process of social interaction. It involves a struggle over claims to resources, power, status, beliefs, preferences and desires. Darling and Walker (2007) linked this idea to the organization by stating that, even when conflict is a natural phenomenon in social relations (as natural as harmony), it can nevertheless be managed within organizations. They add that conflict may have both positive as well as negative consequences within the organization, the submission above blend with the fact that, conflict can never be totally eliminated within organizations but can be efficiently managed in order to move organizations to greater height and performance level.

Duke (1999), observed that conflicts could arise between individuals or groups in an organization if the goals are not specified or when the management shift blame on all or a unit(s) involved in work process. However, not all conflicts are bad and not all conflicts are good. People tend to view conflict as a negative force operating against successful completion of group or common goals. Conflict can create negative impact to group but may also lead to positive effects depending on the nature of the conflict. Wilmot & Hocker propose that we carry our complicated interpersonal relationships into the workplace and therefore, by learning to effectively manage conflict in our personal life, we can reduce the incidence of conflict in the workplace. They further stress the importance of studying conflict to reduce

negative conflict cycles that could cause irreparable damage in both our personal and professional lives. One way to help manage conflict in the workplace is by having a solid conflict resolution policy in place that is reviewed and updated regularly as needed. Many studies have been conducted to determine the impact that perception, culture, expectations and emotions have upon conflict and conflict management. In this paper, we will specifically examine eight scholarly articles relating to these various topics to assess how well these articles would contribute to the design of a conflict management/resolution policy, specifically in a workplace environment. From a Marxist point of view conflict among workers in an association is unavoidable, in truth it is ordinary. However, pioneers in an association sit and overlap their hands to disregard conflict in a work environment; they tell their subordinates that unseemly conduct is satisfactory. Conflict did not oversee appropriately influences work satisfaction and representative satisfaction (Abdul, 2015). "Conflict is the impression of contrasts of interests among individuals" (Thompson, 1998). Conflict can emerge between individuals from various gathering known as intergroup conflict and furthermore between individuals from a similar gathering known as intra-assembly conflict (Abdullah and Al-Shourah, 2015).

### **Organizational Productivity**

The main objective of a business firm is to provide value satisfaction to the consumers at a profit. Business firms always attempt to maximize profit. But in order to maximize profit a business firm has to be efficient. Efficiency is measured by the capacity of a business firm to raise the productivity of existing resources so that cost per unit is reduced. Since cost and productivity are reciprocal of each other, a raise in productivity implies a fall in cost of production which ends in higher profit. Organizational Productivity, as a common sense is the quantitative relation between what we produce and what we use as resources to produce them i.e., an arithmetic ratio between the amount produced (output) and the amount of resources used in course of production (input). It will be desirable to examine, in brief, the concept of productivity.

The international labour organization in its report summarizes the concept of productivity, thus some think of productivity as a measure of the economy as a whole. Others think of productivity in terms of individual industries or plants". Some businessmen in their public relations speak as though the whole matter of productivity had to do with the degree of application of the workers to their Jobs. At other times, the concept of productivity is used as though it were a measure of the degree of efficiency achieved in production. Productivity is commonly defined as a ratio between the output volume and the volume of inputs. In other words, it measures how efficiently production inputs, such as labour and capital, are being used in an economy to produce a given level of output. Productivity is considered a key source of economic growth and competitiveness and, as such, is basic statistical information for many international comparisons and country performance assessments. For example, productivity data are used to investigate the impact of product and labour market regulations on economic performance. Productivity growth constitutes an important element for modelling the productive capacity of economies. It also allows analysts to determine capacity utilization, which in turn allows one to gauge the position of economies in the business cycle and to forecast economic growth.



In addition, production capacity is used to assess demand and inflationary pressures. There are different measures of productivity and the choice between them depends either on the purpose of the productivity measurement and/or data availability. One of the most widely used measures of productivity is Gross Domestic Product (GDP) per hour worked. This measure captures the use of labour inputs better than just output per employee. Generally, the default source for total hours worked is the OECD Annual National Accounts database, though for a number of countries other sources have to be used. Despite the progress and efforts in this area, the measurement of hours worked still suffers from a number of statistical problems. Namely, different concepts and basic statistical sources are used across countries, which can hinder international comparability. In principle, the measurement of labour inputs should also take into account differences in workers' educational attainment, skills and experience.

Accordingly, the OECD has started to develop adjusted labour input measures. To take account of the role of capital inputs, an appropriate measure is the flow of productive services that can be drawn from the cumulative stock of past investments (such as machinery and equipment). These services are estimated by the OECD using the rate of change of the 'productive capital stock', which takes into account wear and tear, retirements and other sources of reduction in the productive capacity of fixed capital assets. The price of capital services per asset is measured as their rental price. In principle, the latter could be directly observed if markets existed for all capital services. In practice, however, rental prices have to be imputed for most assets, using the implicit rent that capital goods' owners 'pay' to themselves (or the 'user costs of capital'). After computing the contributions of labour and capital to output, the so-called multi-factor productivity (MFP) can be derived. It measures the residual growth that cannot be explained by the rate of change in the services of labour, capital and intermediate outputs, and is often interpreted as the contribution to economic growth made by factors such as technical and organizational innovation. Against this background, a broad overview of productivity indicators is presented in four areas. International comparisons of economy-wide indicators of productivity growth are first presented followed by international comparisons of income and productivity levels, including a measure of productivity heterogeneity by enterprise size classes. Thirdly, productivity growth indicators by industry and services are examined. Finally, the impact of labour productivity on unit labour costs is discussed. Unless noted otherwise, GDP refers to the total economy.

"Productivity is an attitude of mind. It is a mentality of a progress, of the constant improvement of that which exists. It is the certainty of being able to do better today than yesterday and continuously. It is the constant adaptation of economic and social life to changing conditions. It is the continual effort to apply new techniques and methods. It is the faith in human progress. One thing common to all these concepts of productivity is the desire to portray some one's ability to produce or the rate at which production is carried Professor Mehta defines productivity as the "ratio of output to the corresponding labour", He places the validity of this definition on its popularity. Salter accepts the measure of labour productivity as output per man hour because it has a perfectly respectable ancestry July 15, 1987. Kendrick also opined that "productivity" used to denote the ratio of output to any or all associated inputs

in real terms. But today there appears to be a consensus of opinion that productivity is the ratio of output to input. Here it may be desirable to mention the difference between the productivity of enterprise as a whole or industrial productivity and the labour productivity. Whereas the increase in the 'productivity of the enterprise as a whole' is a simple function of the factors like technological advancement, improved managerial or organizational skills better entrepreneurial ability, positive attitude of all concerned, good industrial relations and the like. The productivity of labour depends on the stimuli or incentives available to human effort. The international labour organization productivity mission in India also pointed out that productivity does not mean mechanisation.

In this study, the research involved the use of primary and secondary data sources. Because of the spread of the study elements, this study adopted a cross sectional survey design given the fact that the population of the study shares homogenous structural and operational characteristics. It is expedient to assume that results that are generated from a cross section of this population have capacity for generalization on the total study population.

The population of this study comprises of all senior staff of the twenty two banks in. The choice of the population is basically because of the objectives and nature of the study which emphasis is on employee conflict management about the banking sector operations so as to restore organizational productivity. Because of the finite nature of respondents in the sector, probability sampling technique was employed to assist in selecting from the finite population. Therefore, in selecting sample size of this study, 120 senior staff formed the study population as gathered from the personnel and administrative units of the selected twenty two banks using the payroll data sheet. However, the Krejcie and Morgan sample determination table was used in derived the target sample size of 92 respondents. The method through which study data was collected can be seen from the primary and secondary source. However, the secondary source was not necessary since data needed for the study are direct responses from the senior staff that are affected in the management of employee conflict management. Therefore, the primary source of data gathering was adopted. The research instruments used is the questionnaires which were designed in four sections. The first section was designed to generate the demographic data of the respondents, the second section was structured to obtain data on the dimensions of employee conflict management, third was to elicit response and generate data on the measures of organizational productivity and the last section was to generate data on the moderating variables. The questionnaire was the structured closed-ended that allows for easy interpretation of data and designed in the four points Likert scale format in the order of SA = Strongly Agreed; A = Agreed; DA = Disagree and Strongly Disagreed.

The instrument was validated by the project supervisors and other experts in the field of office and information management and modifications were made to enable the questionnaires stand the test of validity. Content and face validity were done to ensure the instrument is structured to attract the necessary data for the subject being investigated. The supervisor edited the questions items as entered and used in the designed questionnaire. Other lecturers in the Department were also consulted to ensure the relevance of the tested questions.

The reliability test of the structured questionnaires was ascertained through Test-re-test in which a pilot administration of the questionnaire was made on a portion of the chosen sample and administered after two months and relationship between the two results determined by correlation coefficient, through SPSS version 23. Our reliability test was also anchor on the Cronbach Alpha at 0.7. Ahiauzu (2006), has also reiterated that the Cronbach's Alpha is a good reliability coefficient that indicates how well items in a questionnaires set are positively correlated to one another. Basically, there are two major sources of data collection which are primary and secondary data; the primary sources consist of structure of copies of questionnaires. The secondary sources are obtained from textbooks, journal, magazines and seminar. In this research, we employed the use of questionnaire to aid our data collection.

Based on the nature of the study, which tends to find the relationship between two variables, (Employee Conflict Management and organizational productivity), the Pearson's product moment correlation co-efficient will be used to analysed the data. However, the analysis we be categorized under three headings: primary analysis, secondary analysis and tertiary analysis.

- i. The primary analysis here involved the use of descriptive statistics.
- ii. The secondary analysis here is the results for the test on the hypotheses. The analysis on the relationship between the variables was carried out at a 95% confidence interval and a 0.05 level of significance.
- iii. The tertiary level of analysis involved the interpretation of the results of the secondary analysis which constitutes the findings with a view of making conclusions and recommendations.

Below is the Pearson's product moment correlation co-efficient formula.

$$r = \frac{n\sum xy - \sum x\sum y}{\sqrt{(n\sum x^2 - \sum x^2) (n\sum y^2 - (\sum y)^2)}}$$

### Discussion of Findings

This study uses descriptive and inferential statistical methods in presenting the demographic characteristics of the respondents and analysis of data collected in investigating the relationship between Employee Conflict Management and Organizational Productivity. The findings revealed a positive and significant relationship between the four dimensions of the predictor variable (Employee Conflict Management) and the two of measures of the criterion variable (Organizational productivity) using the Pearson Product Moment Correlation Coefficient tool at a 95% confidence interval with the help of SPSS version 23.0. This finding reinforces views of Azamosa (2004), who observed that conflicts involve the total range of behaviours and attitudes that is in opposition between owners/managers on the one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes. Irrespective of the factors resulting in conflict among employees, it has been observed that industrial conflicts produce considerable effects on organisations and should be consciously managed as much as possible for best organizational productivity.



The first and second hypothesis shows that there is a strong positive relationship between conflict identification and each of the measures of organizational productivity in the sample of selected banks in Port Harcourt, Rivers State. This finding supports the study conducted by McConnell, (2011), who asserted that, a person would thus interpret a situation very differently when a professional identity (and its accompanying goals and expectations) is salient compared with when a family identity is salient. Behavioural conflict emerges when the responses associated with different salient identities are incompatible with each other. As the number of salient social identities increases, so too does the chance of experiencing heightened behavioural conflict and uncertainty. Identifying this uncertainty enhances the possible outcome of managing the conflicting situations.

The third and fourth hypothesis shows that there is a strong positive relationship between regulatory control and each of the measures of organizational productivity in the sample of selected banks in Port Harcourt, Rivers State. This finding support previous studies that, conflict among people is human and is natural. A conflict-free situation is unimaginable. A conflict is an expressed struggle among interdependent persons with perceived incompatible goals or perceived scarce resources in presence of interference of one by the other. People with no common activities or interaction do not conflict, but people with common goals conflict. It is the responsibility of organizational leaders to regulate this goals incompatibility to enhance a workplace free conflict situation.

The fifth and sixth hypothesis shows that there is a strong positive relationship between conflict displacement and each of the measures of organizational productivity in the sample of selected banks in Port Harcourt, Rivers State. The seventh and eighth hypothesis shows that there is a strong positive relationship between mediation and each of the measures of organizational productivity in the sample of selected banks in Port Harcourt, Rivers State. The findings support the study conducted by Shonhotz, (1984) who opine that, people see the goal of mediation as promoting a just society in which power is more evenly distributed. Also, as a means for neighborhood residents to resolve their own disputes without recourse to states institutions. Mediation is claimed to be faster, less expensive, and better suited to tailoring outcomes to the needs of the parties. This in turn is said to lead to greater satisfaction with resolutions, higher levels of compliance than with adjudicated decisions, and improved capacity for resolving future disputes without external intervention.

The partial correlation coefficient result indicated that the leadership of organizations significantly moderate the relationship between employee conflict management and organizational productivity. The moderation support the study of Mullins (2004) when in his opinion asserted that, today's organizations need effective leaders who understand the complexities of the rapidly changing global environment. If the task is highly structured and the leader has good relationship with the employees, effectiveness will be high on the part of the employees. The study further revealed that democratic leaders take great care to involve all members of the team in discussion and can work with a small but highly motivated team.

These current findings support the study conducted by Barchiesi et al (2007) when they measured the leadership effectiveness and leadership role and its influence on performance, leadership behaviours, and attitudes. They found that high leadership indexes are not related to past performance records but associated both to higher potentiality of enhanced performance and to higher reputation of organizations, pointing in the direction of a meaningful influence of behavioural complexity and dynamics on the leadership perceived level.

### **Conclusion and Recommendations**

The purpose of this study was to examine the relationship between employee conflict management and organizational productivity of banking sector in Port Harcourt, Rivers State. The study was operationalized with the dimensions of employee conflict management being conflict identification, regulatory control, conflict displacement and mediation. Organizational productivity was measured by profitability and market patronage. The study was guided by five research questions and ninth research hypotheses.

The study used a cross-sectional research design. The target population comprises of the 22 banks operating in Port Harcourt, Rivers State. Because the study tends to study only the banks managers who are responsible in managing the conflict between employee, 120 branch managers was selected from the 22 banks using the probability sampling techniques for the study population. For sampling purpose, the Krejcie and Morgan Determination table was used to derive the sample size of 92 branch managers of the 22 banks as the respondents. The content validity of our instrument was achieved using supervisor's vetting and approval while the internal consistency of instrument was achieved using the Cronbach's Alpha coefficient with all the items being above 0.70. Data collection was done using questionnaire with the aid of research assistant. Data analysis was done, and results presented using tables, mean and standard deviation. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient, through the help of Statistical Package for Social Science (SPSS) version 23.0. From the findings the study concludes that there is a strong significant positive relationship between the four dimensions of the predictor variable Employee Conflict Management of conflict identification, regulatory control, conflict displacement and mediation and the two measures of organizational productivity of profitability and market patronage. Leadership positively moderated the relationship between employee conflict management and organizational productivity. Based on the discussions and conclusions above, the following recommendations are hereby made:

- i. There is a significant relationship between conflict identification and the measures of organizational productivity of profitability and market patronage. Therefore, management of organization should ensure that they identify conflict within the organization in the early stage of conflict before its escalations it enhances organizational productivity.
- ii. There is a significant relationship between regulatory control and profitability and market share. Therefore, management of organization should ensure they regulate the conduct of employees within the organizations to avoid conflict of interest and goals incompatibility as it enhances effective workplace organizational productivity.

- iii. There is a significant relationship between conflict displacement and profitability and market share. Therefore, management of organization should ensure proper displacement of conflict. As this help the employee to get oriented towards each other by settling their differences without management involvement.
- iv. There is a significant relationship between mediation and the measures of organizational productivity of profitability and market patronage. Therefore, management of organization should ensure mediation process are followed when settling management and employee face-up within the organization as effective utilization of mediation enhances result-oriented conflict management with less expenses on the both parties.

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## APPENDIX I

### Presentation of Results on Testing of Hypotheses.

We had proposed nine hypotheses in chapters one of this study to seek explanation to the relationship between employee conflict management and organizational productivity. The Pearson Product Moment Correlation was calculated using the SPSS 23.0 version to establish the relationship among the empirical referents of the predictor variable and the measures of the criterion variable. We used this to answer research questions one to five. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while the value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation. In testing hypotheses one to nine, the following rules were upheld in accepting or rejecting our null hypotheses: all the coefficient values that indicate levels of significance (\* or \*\*) as calculated using SPSS were rejected and therefore our alternate hypotheses accepted; when no significance is indicated in the coefficient r value, we accept our null hypotheses. Our confidence interval was set at the 0.05 (two tailed) level of significance to test the statistical significance of the data in this study.

- H<sub>01</sub>: There is no relationship between conflict identification and profit in the banking sector in Rivers State, Nigeria.
- H<sub>02</sub>: There is no relationship between conflict identification and market patronage in the banking sector in Rivers State, Nigeria.



**Table 1:** Correlation Matrix for conflict identification and organizational productivity

		Conflict identification	Profitability	Market patronage
Conflict identification	Pearson Correlation	1	.750**	.832**
	Sig. (2-tailed)		.001	.000
	N	92	92	92
Profitability	Pearson Correlation	.750**	1	.976**
	Sig. (2-tailed)	.001		.000
	N	92	92	92
Market share	Pearson Correlation	.832**	.976**	1
	Sig. (2-tailed)	.000	.000	
	N	92	92	92

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The table 1 correlation of hypothesis one and two; the hypothesis one shows a significant correlation at  $r = .750^{**}$  where P-value = .000 ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence interval. We therefore reject the null hypothesis ( $H_0$ ), and restated, thus, there is a significance relationship between conflict identification and profitability.

The hypothesis two shows a significant correlation at  $r = .832^{**}$  where P-value = .000 ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence interval. We therefore reject the null hypothesis ( $H_0$ ), and restated, thus, there is a significance relationship between conflict identification and market patronage.

$H_{03}$ : There is no relationship between regulatory control and profit of the banking sector in Rivers State, Nigeria.

$H_{04}$ : There is no relationship between regulatory control and market patronage of banking sector in Rivers State, Nigeria.

**Table 2:** Correlation Matrix for regulatory control and organizational productivity

		Regulatory Control	Profitability	Market Patronage
Regulatory Control	Pearson Correlation	1	.737**	.826**
	Sig. (2-tailed)		.001	.000
	N	92	92	92
Profitability	Pearson Correlation	.737**	1	.976**
	Sig. (2-tailed)	.001		.000
	N	92	92	92
Market patronage	Pearson Correlation	.826**	.976**	1
	Sig. (2-tailed)	.000	.000	
	N	92	92	92

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The table 2 correlation of hypothesis three and four; the hypothesis three shows a significant correlation at  $r = .737^{**}$  where P-value = .000 ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{0:3}$ ), and restated, thus, there is a significance relationship between regulatory control and profitability.

The hypothesis four shows a significant correlation at  $r = .826^{**}$  where P-value = .000 ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{0:4}$ ), and restated, thus, there is a significance relationship between regulatory control and market patronage.

$H_{05}$ : There is no relationship between conflict displacement and profit of the banking sector in Rivers State, Nigeria.

$H_{06}$ : There is no relationship between conflict displacement and market patronage of the banking sector in Rivers State, Nigeria.

**Table 3:** Correlation Matrix for conflict displacement and organizational productivity

		Conflict Displacement	Profitability	Market patronage
Conflict Displacement	Pearson Correlation	1	.874**	.928**
	Sig. (2-tailed)		.000	.000
	N	92	92	92
Profitability	Pearson Correlation	.874**	1	.976**
	Sig. (2-tailed)	.000		.000
	N	92	92	92
Market share	Pearson Correlation	.928**	.976**	1
	Sig. (2-tailed)	.000	.000	
	N	92	92	92

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The table 3 correlation of hypothesis five and six; the hypothesis five shows a significant correlation at  $r = .874^{**}$  where P-value = .000 ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{0:5}$ ), and restated, thus, there is a significance relationship between conflict displacement and profitability.

The hypothesis six shows a significant correlation at  $r = .928^{**}$  where P-value = .000 ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_{0:6}$ ), and restated, thus, there is a significance relationship between conflict displacement and market patronage.

$H_{07}$ : There is no relationship between mediation and profit of the banking sector in Rivers State, Nigeria.

$H_{08}$ : There is no relationship between mediation and market patronage of the banking sector in Rivers State, Nigeria.

**Table 4:** Correlation Matrix for mediation and organizational productivity

		Mediation	Profitability	Market patronage
Mediation	Pearson Correlation	1	.932**	.974**
	Sig. (2-tailed)		.000	.000
	N	92	92	92
	Pearson Correlation	.932**	1	.976**
Profitability	Sig. (2-tailed)	.000		.000
	N	92	92	92
	Pearson Correlation	.974**	.976**	1
	Sig. (2-tailed)	.000	.000	
Market patronage	N	92	92	92

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The table 4 correlation of hypothesis seventh and eighth; the hypothesis seven show a significant correlation at  $r = .932^{**}$  where P-value = .000 ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_0$ ), and restated, thus, there is a significance relationship between mediation and profitability.

The hypothesis eight shows a significant correlation at  $r = .974^{**}$  where P-value = .000 ( $P < 0.001$ ). This implies a strong and significant relationship between both variables at 95% level of confidence. We therefore reject the null hypothesis ( $H_0$ ), and restated, thus, there is a significance relationship between mediation and market patronage.

### Multivariate Analysis

For the multivariate analysis, the partial correlation technique was used in testing the moderating effects of leadership between employee conflict management and organizational productivity.

$H_0$ : Leadership does not significantly moderate the relationship between employee conflict management and organizational productivity of banking sector in Port Harcourt, Rivers State.

**Table 5:** Partial Correlation testing for Leadership

Control Variables			Employee Conflict Management	Organizationa l productivity	Leadership
-none <sup>a</sup>	Employee Conflict Management	Correlation	1.000	.711	.713
		Significance (2-tailed)	.	.000	.000
		Df	0	90	90
	Organizationa l productivity	Correlation	.711	1.000	.658
		Significance (2-tailed)	.000	.	.000
		Df	90	0	90
	Leadership	Correlation	.713	.658	1.000
		Significance (2-tailed)	.000	.000	.
		Df	90	90	0
Leaders hip	Employee Conflict Management	Correlation	1.000	.459	
		Significance (2-tailed)	.	.000	
		Df	0	89	
	Organizationa l Productivity	Correlation	.459	1.000	
		Significance (2-tailed)	.000	.	
		Df	89	0	

a. Cells contain zero-order (Pearson) correlations.

**Source:** Research Data , 2019 (SPSS output, version 23.0)

In table 5 the zero-order partial correlation between Employee Conflict Management and Organizational Productivity shows the correlation coefficient where leadership is not moderating the relationship; and this is, indeed, both high (0.711) and statistically significant (p-value (=0.000) < 0.05). The partial correlation controlling for organizational productivity, however is (0.459) and statistically significant (p-value (= 0.000) < 0.05.).

The observed positive "relationship" between Employee Conflict Management and Organizational Productivity is due to underlying relationships between each of those variables and leadership. Looking at the zero correlation, we find that both Employee Conflict Management and Organizational Productivity are highly positively correlated with leadership, the control variable. Removing the effect of this control variable reduces the correlation between the other two variables to be 0.459 and it is significant at  $\alpha = 0.05$ , therefore we reject the null hypothesis and conclude that: leadership significantly moderates the influence of Employee Conflict Management and Organizational Productivity.



**Table 6:** Decision summary

<b>Hypotheses</b>	<b>Decision</b>	<b>Basis for decision</b>	<b>Remark</b>
<b>Ho<sub>1</sub>:</b> There is no significant relationship between conflict identification and profitability.	The null hypothesis was rejected	Relationship was significant based on rho=0.750; p= 0.000 <0.05.	Relationship was Strong.
<b>Ho<sub>2</sub>:</b> There is no significant relationship between conflict identification and market patronage.	The null hypothesis was rejected	Relationship was significant based on rho=0.832; p= 0.000 <0.05.	Relationship was Strong.
<b>Ho<sub>3</sub>:</b> There is no significant relationship between regulatory control and profitability.	The null hypothesis was rejected	Relationship was significant based on rho=0.737; p= 0.000 <0.05.	Relationship was Strong.
<b>Ho<sub>4</sub>:</b> There is no significant relationship between regulatory control and market patronage.	The null hypothesis was rejected	Relationship was significant based on rho=0.826; p= 0.000 <0.05.	Relationship was Strong
<b>Ho<sub>5</sub>:</b> There is no significant relationship between conflict displacement and profitability.	The null hypothesis was rejected	Relationship was significant based on rho=0.874; p= 0.000 <0.05.	Relationship was Strong
<b>Ho<sub>6</sub>:</b> There is no significant relationship between conflict displacement and market patronage.	The null hypothesis was rejected	Relationship was significant based on rho=0.928; p= 0.000 <0.05.	Relationship was High.
<b>Ho<sub>7</sub>:</b> There is no significant relationship between mediation and profitability.	The null hypothesis was rejected	Relationship was significant based on rho=0.932; p= 0.000 <0.05.	Relationship was High.
<b>Ho<sub>8</sub>:</b> There is no significant relationship between mediation and market share.	The null hypothesis was rejected	Relationship was significant based on rho=0.974; p= 0.000 <0.05.	Relationship was High.
<b>Ho<sub>9</sub>:</b> Leadership does not significantly moderate the relationship between employee conflict management and organizational productivity.	The null hypothesis was rejected	Moderation was considered significant based on a comparison of associations before and after the control for moderating effect ( $r_1 > r_2$ )	Moderation was significant

**Source:** Research data summary, 2019 (SPSS result output version 23.0)