

PLURALIST MANAGERIAL ORIENTATION, CONFLICT INTENSITY, CONFLICT MANAGEMENT STYLE AND WORKERS PERFORMANCE

*¹AKINTUNDE, S. O. & ²OBA-ABIMBOLA, A. D.

^{1,2}Department of Business Administration and Management.

Moshood Abiola Polytechnic, Abeokuta

*Correspondence: akintunde.oyebanji@yahoo.com; 08067986133.

Abstract

Would a particular conflict management style lead to the predictable performance outcome despite managerial orientation? This study explored this question with a descriptive survey research design to investigate the moderating effect of pluralist managerial orientation and conflict intensity on the relationship between conflict management style and workers' performance in the haulage industry of the South Western States of Nigeria. Convenient sampling technique was used to select 780 employees from the three depots of Nigeria National Petroleum Corporation (NNPC) in the South Western State of Nigeria. Data for the study were obtained through the administration of structured questionnaire on the respondents. Regression statistical technique was used to analyze the data and test the hypotheses. The analysis shows that not only is there a significant positive relationship between conflict management style and workers' performance, but more importantly, managerial orientation and conflict intensity moderate the extent to which this is so. This suggests that the choice and effectiveness of conflict management approach are dependent on complementary orientation of the managers using it and the intensity of the conflict. It was therefore recommended that organizations should encourage managers to adopt managerial orientation which is consistent with their conflict management approach as well as avoid the escalation of conflict through timely, proactive and scientific diagnoses and responses to grievance and conflict manifestations.

Keywords: Managerial orientation, Conflict management style, organization performance, level of conflict, Conflict.

1. Introduction

Conflict has become a major and prevalent feature of modern organizations. According to Yi, (2019) most managers spend about 20% of their work hours in managing conflict. Conflict management is increasingly being seen as critical to the effectiveness of managers (Ojo, and Abolade, 2008). It has both positive and negative impact on organizations performance, depending on the way it is managed (Longe, 2015). This effect is even more pronounced in critical sectors of the economy like education, health and especially the oil

and gas which is the back bone of the Nigeria economy (Fajana.2005). Longe (2015) contended that high performing organizations are the ones that can deplore appropriate strategies for managing their conflict. How conflicts are being managed has therefore attracted the attention of researchers in the field of human resource management. While the role of managers in determining how it is managed is evident, the factors that influence his choice and the effect of this on performance are least researched. While some advocated one best method, based on personal characteristics, others preached contingency approach which stress each approach equally, depending on the situation and nature of conflict, rather than the personal characteristics of the actor. This made the role of moderating factors even more critical in resolving the debate on the actual relationship between conflict management styles and workers' performance.

2. Statement of Research Problem

Conflict, has not only become a pervasive phenomenon in organizational life, it could contribute to or detract from workers and hence organizational performance if the conflict management methods adopted is not considered constructive. Many empirical studies have concluded that the conflict management style influence workers and organization performance. Specifically, the use of integrative or collaboratory conflict management styles yield positive results, while avoidance or competitive strategies yield negative results in terms of organizational performance (Longe, 2015; Kaimoto, 2013; Akanji, 2013; Obasan, 2011; Henry, 2009). There are however instances where public sector organisations, where collabouratory behaviours such as the recognition of trade unions and practice of collective bargaining, report more industrial conflict and low performance, compared with private sector institutions which practice avoidance behaviors such as practice of union-free status and unilateral determination of the terms of employment. A case in point is the negative perception of workers' performance in the health and education industries of the public, compared to the private sectors in Nigeria (Odusanya, Akinyinka, Oluwole, Odugbemi, Bakare, Adeniran, 2018; and Berendes, Heywood, Oliver, Garner, 2011). Murerwa and Guantai (2019) contend that there are discrepancies as to the key factors influencing manager's conflict management styles and their effect on performance. Nwuche and Amah (2016) study is of the view that the resolution of this discrepancy is beyond conflict management style on its own. In connection with this, Bartranm Timothew, Stanton Pauline and Fraser Benjamine (2018), postulated that the nature and impact of conflict management style depends, not only on the situation, but also on the personal philosophies or orientations of the key actors involved. Specifically, a pluralist oriented manager is likely to embrace collabouratory approach to conflict management leading to workers effectiveness. However, explanations supporting this relationship is still largely at the level of theoretical

postulations (Cullinane and Dundon, 2012; Müller-Entsch, 2004). There is thus the need to establish empirical validation for this postulation. Would a particular conflict management style lead to the predicted performance outcome despite managerial orientation, as predicted in literatures cited above? For example, what is the role of pluralist managerial philosophy of manager in influencing the relationship between conflict management styles on workers' performance? Would situational factor like the intensity or level of conflict affect this influence?

The general objective of this study is to determine the relationship between Management's conflict management style, level of conflict and employees' performance. The specific objectives however include determining:

- i. If pluralist management orientation can moderate the relationship between Management's conflict management style and employees' performance
- ii. How the level of conflict would moderate the relationship between Management's conflict management style and employees' performance.
- iii. To achieve the above stated objectives answers are to be provided to the following questions at the end of this study:
- iv. What is the relationship between Management's conflict management style and employees' performance?
- v. How pluralist management orientation and the level of conflict would moderate the relationship between conflict management style and employees' performance?

Hypotheses

The under listed hypotheses were tested in this study at 0.05 degree of significance:

1. There would be no significant relationship between conflict management style and Workers performance.
2. Pluralist Management orientation would not have any significant moderating influence on the relationship between conflict management style and Workers performance.
3. Intensity of conflict would not have any significant moderating influence on the relationship between conflict management style and Workers performance.

3. Review of Literature

Conflict is disagreement between two parties (Amusan, 1996). Esquivel and Kleiner, (1992) in Henry, (2009) stress that this disagreement may be in respect of interest, or ideas. Hence, it may be described as the discord that occurs when the interest, values and goals of different individuals or groups are incompatible with those of other individuals or group or block or frustrates

each other in an attempt to achieve their respective objectives. Ndum and Stella (2013), describe organizational conflict as behavior that is intended to obstruct the achievement of some other persons' goals. It is thus a result of human interactions in the context of incompatible ends where one's ability to satisfy needs depend on the choice, decision and behavior of others whose values and goal differ. Henry (2009) therefore contend that organizational conflict will continue to be a fact of life as long as people have a need to compete for jobs, resources, power, recognition, and security. Conflict is a double-edged sword. Well managed, it can it can enhance productivity, and when improperly managed, can hinders organization performance (Ebhote and Monday, 2015). Conflict could be at a low level of the organization and narrow in coverage and complexity or at a high level and widespread and complex. At each level it could be mild, with minimal impact on organization performance. It may, when not attended to on time, also escalate and become severe in intensity, with serious effect on organization performance. Hence, whenever conflict arises, it need to be managed with speed to ensure that the organization survives, perform and grow. Deciding the method of managing conflict in ways which maximizes organization performance and the factors influencing this outcome is therefore a top managerial task.

Scholars have used many parameters to typify conflicts such as source of causes, motive and relationship. As such, there are conflicts that are from the nature of the individuals, inside the organization or those from outside of it. Katz (1965) identifies three motive-determined types of conflict: economic, value, and power. According to him, economic conflicts are those involving opposing drives for limited resources, with individual focusing emotions and behaviors on their gains. This characterizes typical union/management negotiations. Value conflict are those involving mismatch in the ideological preferences, philosophies and practices that individuals believe in. Power conflict on the other hand, arises when each person or group wants to maximize the extent of influence that they exercise over others. According to Murerwa and Guantai (2019), relationship-based classification of conflicts are intrapersonal, interpersonal, intraorganisation and inter-organisation. According to Lamb (2008), intrapersonal conflicts is one in which one endures or fight with their cognizance and behaviors due to conflicting values, priorities or goals. Wood et al., (2003) describes interpersonal conflict as one that occurs between two or more persons working together in clusters or bands. This manifests when someone is perceived as preventing another from achieving his or her objectives arising from dissimilarities in personality, values, opinions, approaches and behaviors, among others (Elsayed Elkhoully, 1996). Nistorescu (2006) noted that if such conflicts are not prevented at early stages, they can get into ugly scenarios thus affecting employees' productivity. Most conflicts involve a combination of each type of conflict. For example, most union-management conflicts involve, not only struggle for

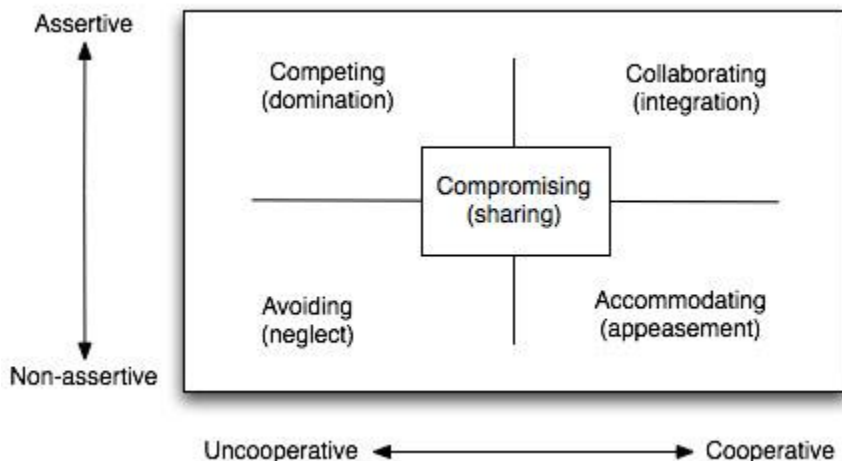
economic resources, but also different philosophical orientations, relationship and sources which needed to be understood for effective diagnoses and management.

Organization Performance

Organizational performance is often confused with productivity which only a ratio describing the volume of work completed within a given amount of time or other resources. According to Ebhote and Monday (2015), performance is a broader term that include productivity as well as quality, consistency and other factors. Richardo and Wade (2010) stress that the measure of performance could be result-oriented behaviour (criterion-based) and relative (normative), among others. What is central to each of these is the effectiveness and efficiency of the organisation's actors' (workers) behavior and normative measures (Richardo and Wade, 2010) which enhance the ability of an organization to achieve its objective. Hence, in this study, measures of effectiveness and efficiency of employees would be used as proxy for organization performance. Performance, as ability of an organization to achieve its objectives as discussed here, is a major indicator which informs stakeholders in any business that the organization is doing well. Based on this, it is considered that it is the managers' responsibility to identify the best method of resolving conflict but also factors that can hinder or facilitate their effectiveness as a way of optimizing performance.

Conflict Management Methods

Conflict management method is the way that management decide to view and resolve conflict. Rahim (2002), stressed that conflict management is the process of limiting the negative aspects of conflict and increasing the positive conflict. It is aimed at enhancing learning and group outcomes such as effectiveness and performance of organization. The classification of conflict management methods has been made broadly, based on managerial grid developed by Blake and Mouton (1968). This classification is rooted on two dual concerns for people and concern for the Task respectively. From this, Dontigney (2013) and McNamara (2013) each, identified five conflict management strategies. However, Aw, Ayoko(2017) (9) Please check citation, building on this, adopted a three prong classification: Problem solving, facing up to and informal behavior. It should be noted that while problem solving stands out, facing up to and informal behavior are closely related. This, again tend towards a two-prong classification which approximates the earlier two-concerns classification model from the Blake and Mouton (1968) model. Thomas-Killman, in Aw, Ayoko(2017), conflict management model, also building on this, broadly classify how people deal with conflict into two: assertiveness and cooperation; along two key parameters for assessing how people prefer to deal with conflict as shown below:

Figure 1: Conflict Intention

Source: Aw, Ayoko (2017).

Managerial Philosophy/Orientation

Writers in industrial relations have projected two alternative theoretical managerial philosophies for explaining the attitude and managerial actions in organisations: unitary and pluralist perspectives respectively. The unitarists' perspective is credited to Fox (1966) and held that organisation is a single authority and loyalty structure. Based on this, they believe that organisation is held together by common values and objectives as a team or family unit. It is therefore seefactionalisation and conflict in industry as irrational phenomena to be avoided. Those who subscribe to this view tend to see interest groups like trade union as agent of anarchy which should be outlawed or suppressed. Under these perspectives, trade union are seen as intrusion into the organization team and irrationally competing with management for loyalty of employees (Rose, 2008). They therefore tend to be authoritarian, paternalistic and emphasizes industrial peace by managerial control. Conceptually, managers having this managerial orientation are therefore likely to prefer competitive and avoidance approach to conflict management.

The alternative managerial philosophy is the pluralism. Unlike the Unitary school, pluralists view organization as a coalescence of different groups with diverse values, interests and objectives. They accept that employees have and have right to different values and aspirations from that of the Management. They also accept that these values may conflict. Conflict is therefore seen as not only logical and inevitable, but may also be functional. In the light of this, they tend to resolve conflict through collective bargaining, compromises and collaboration with the Blake and Mouton (1968) model. To them, trade union are legitimate representatives and constitute desirable challenge to managerial prerogatives. They therefore tend to emphasize that conflict resolution through

collaboration and cooperative approach. Rose (2008) is of the position that pluralist frame of reference is more realistic, relevant and performance inducing than the unitary perspective in the analysis of industrial relations and congruent with developments in contemporary societies. Conflict management styles may easily be confused with managerial orientation. Managerial orientation is the philosophy, value, believe concerning the place and role of itself and other actors in industrial relationship. This role could be pluralistic or unitary in orientation. However, conflict management style refer to the process, methods or specified activities adopted for resolving conflict. This, within the Blake and Mouton (1968) grid, is characterized by assertive and cooperative behaviours such as the pursuit of all concerns of both parties through a solution that satisfy both parties. This is in contrast with the avoiding style characterized by unassertive and uncooperative behaviors such as neglect of the conflict or aggressive response to it. While managerial orientation is the personal philosophy and believe system of the manager, while conflict management system is the approach or method by which he attempt to resolve conflict. Theoretically, a collaboratory conflict management style would enhance positive workers' performance. Would this be influence by managerial philosophy or level of conflict?

4. Empirical Review

The studies on the factors which influence the relationship between conflict management styles and performance are scanty. Shaheryar (2016) examined the general preference of managers among the different conflict management styles identified by Moulton and others. He found that the preference was diverse. He however did not examine why they prefer the different styles and the effect of this on the relationship between the styles on performance.

Longe (2015) investigated the impact of workplace conflict management styles on organizational performance in a Nigerian manufacturing firm. The result of the Spearman correlation analysis conducted showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Specifically, the study showed that non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Chan, Huang and Man (2007) study agrees with this. However, in contrast with this, Amusan (2016) study concluded that there is no one best strategy in managing conflict as the management of conflict depends on the behavioural intentions of the parties to conflict, the time frame and the situation the organisation finds itself.

Nwuche and Amah (2016) examined the relationship between organizational conflict management styles and industrial harmony which influences workers' performance in Nigerian Manufacturing Firms. They found that all conflict management styles are highly correlated with industrial harmony but

comparatively more so with respect to collaborating style. They however conclude that there is need to look beyond conflict management styles in explaining the control of conflict and the achievement of relative harmony and performance in the workplace. A search in this direction is one by Ka, and Xu (2008) who examined managers' conflict management styles and employee attitudinal outcomes: the mediating role of trust, found that trust mediates the link between Integrating conflict management style and subordinates attitudinal outcomes. Also, Anekwe (2013) revealed that history of violation of the previous agreements reached by both parties can water down the efficacy of conflict management and exacerbate industrial conflicts.

Of greater relevance to this is Onyeonoro (2001) in Adenugba and Omolawal (2014), who studied the same theme, but concluded that the industrial relations orientation and perspectives of those in authority significantly influence the way they respond to conflict and hence the level of conflict which ultimately affect performance. In the same line of thought, Ibietan, (2013) stress that managers inappropriate attitudinal tendencies and philosophy can circumscribe the potency of collaboratory behavior like collective bargaining. This point to the need to examine factors such as the philosophy which influence the choice and practice of conflict management styles and the role of the situation in which it is being implemented such as the intensity of the conflict itself.

From these studies it could be inferred that collaborator conflict management style tends to promote high performance, while competitive style tends to low performance. Collaboratory approach is however rooted in pluralist orientation, while competitive approach is rooted in unitary orientation as illustrated below:

Table 1: Managerial Orientation, Approach and Performance Level

SN	ORIENTATION	APPROACHES	PERFORMANCE LEVEL
1	Unitary	Competitive	Low
2	Pluralism	Collabouratory	High

The issue now is that some apparently pluralist public sector managers, who profess faith in and engage in collabouratory behaviours such as the recognition of trade unions and practice of collective bargaining, but still experience much industrial conflict complain about low performance, while some unitary oriented, often private sector, institutions such as faith-based which practice avoidance behavior such as being union-averse and unilateral determination of the terms and conditions of employment, but experience less industrial conflict and comparatively high performance level(Basu, Andrews,

Kishore, Panjabi, Stuckler; 2012).The case of the health and education establishments in the public and private sector, respectively, are examples of this. This is probably the reason why Amusan (2016) conclude that there is no one best strategy in managing conflict as the management of conflict depends on the behavioural intentions of the parties to conflict, the time frame and the situation the organisation finds itself. This is in line with Lipsky and Avgar (2010), who report that organization’s policies on conflict management hinge to a large extent on top Management’s attitude.

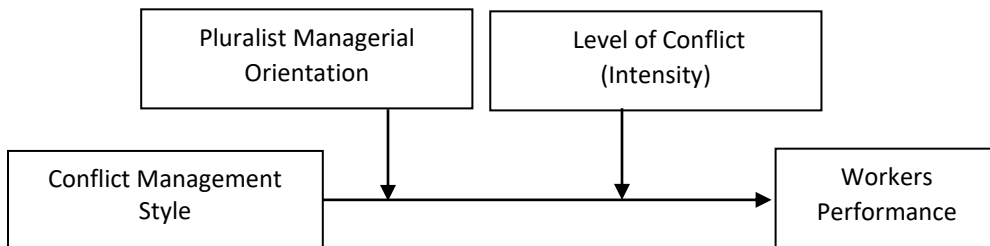
Nwuche and Amah (2016) study points to this dilemma. In contrast to many studies on this theme, they found that all conflict management styles are highly correlated with industrial harmony and performance and conclude that there is need to look beyond conflict management styles in explaining the achievement of relative harmony and performance in the workplace. This raises a number of questions. Does a particular style actually significantly influence the performance level? Do other factors such as pressure or nature of conflict or managerial orientation influence the relationship between conflict management styles and performance? For example, Ibietan (2013) found that narrow view and limited appreciation or orientation towards the role of the tools of integrative strategies like collective bargaining by public sector managers hampers its efficacy in labour conflict resolution in Nigeria’s public sector, with negative effect on performance. Thus this study intend to answer the question of whether or not performance level would follow the same direction where the managerial orientations behind the actors claiming to adopt the various approaches are reversed as shown below:

Table 2: Reversed Managerial Orientation, Approach and Performance Level

SN	ORIENTATION OF MANAGER	CONFLICT MANAGEMENT STYLE OF MANAGER	PERFORMANCE LEVEL
1	Pluralism	Competitive	?
2	Unitary	Collabouratory	?

In other words, the study will examine the moderating influence of pluralistic managerial orientation and the level of conflict intensity on the relationship between conflict management and workers’ performance as shown in the conceptual model below:

Figure 2: Conceptual Model



Research Methodology

Research Design

This study adopts a descriptive survey research design to investigate the moderating effects of two moderating variables; conflict management orientation(CMO) and conflict intensity (LC) on the relationship between conflict management style(CMS) and employees’ performance(WP) which are independent and dependent variables respectively.

The Study Population

The target population for the study comprise of employees of Haulage Industry in the Oyo, Ogun and Lagos parts of Nigeria. However, besides stable office-based staff, large percentage of this population comprise of casual workers who come and go (as stand by) as they are being employed as needed by their respective independent marketer employers. As a result, the universe, in terms of the actual number, at any point in time could not be ascertained.

Sample Size and Sampling Techniques

It is known that, all things being equal, the larger the size of the sample, relative to the population, the greater the validity of the results based on the sample. Consequently, convenient sampling technique was used to select all the respondents available, across each location, at a point in time. 780 employees were therefore sampled from the three depots of Nigeria National Petroleum Corporation (NNPC) in the following locations:

Table 3: Distribution of Respondent by Location

SN	Location	Sample
1	Ogijo/Mosinmi (Ogun State)	275
2	Apapa Jetty (Lagos)	315
3	Apata (Ibadan)	190
	Total	780

Data Sources and Method of Data Collection

Data for the study was obtained through the administration of structured questionnaire on the respondents. The questionnaires were personally administered by the researchers and six trained assistants.

Description of Research Instrument

A self-developed structured was employed for this study. This was considered proper because of its precision, timeliness and certainty in data collection. The questionnaire contains two sections (A & B). Section A contains questions that relate to the relevant demographic characteristics of the respondents while Section B contains questions relating to the objectives of the study. These consist of items which indicate the existence of each of the variables (conflict management style, workers' performance, level of conflict and pluralist management orientation) under investigation. A cohort of five subject-matter experts examined the instrument to ensure logical link between the items, the variable and the objectives of the study. Their comments were incorporated into the final draft which was used to elicit information from the respondents. Test-retest reliability technique was used to check the degree of consistency of the instrument. The result of the test shows a correlation coefficient of .078 between the two instruments administered at an interval of two weeks between the first and the second test. The respondents responded to the final items by ticking appropriate answer-options indicating the extent of their agreement to the presence of these items. Extent of agreement are expressed as, No Extent (NE), Little Extent (LE), Some Extent (SE), Great Extent (GE), and Very Great Extent (VGE). These are weighted 1, 2, 3, 4, 5, respectively. This enables the researchers to apply statistical methods in analyzing data collected and testing of hypotheses. Descriptive analysis was done to present the data, while the hypotheses testing were conducted using Spearman's rho correlation coefficient and regression analysis which was achieved with the aid of Statistical Package for Social Science (SPSS) version 20.

Presentation of Results

A. Respondent characteristics

Table.4:RESPONDENTS LOCATION OF OPERATION/HAULAGE CENTERS

LOCATION	Frequency	Percent	Valid Percent	Cumulative Percent
MOSINMI	240	32.6	34.4	34.4
APATA	160	21.8	22.9	57.3
APAPA	298	40.5	42.7	100.0
Total	698	95.0	100.0	
Missing System	37	5.0		
Total	735	100.0		

The above table shows that 34.4% of the respondents are from Mosinmi haulage centre in Ogun State. 22.9% are from Apata haulage centre in Oyo State, while 42.7% are from Apapa haulage centre in Lagos State. It should be noted that 34.9% of the respondents are below age 35 years, 36.8% are 35 or below 45 years, 20.5% are 45 or below 55 years while 7.8% are 55 years and above. Also, 22.4% of the respondents have spent below 3 years in the haulage industry, 34.6% have spent 3 or less than 5% years, 28.9% have spent 5 or less than 10 years while 14.1% have spent 10 years and above.

Table 7: Correlation Coefficients between all Variable

			LC	CMS	WP	CMO
Spearman's Rho	LC	Correlation Coefficient	1.000	.352**	.107**	.267**
		Sig. (2-tailed)	.	.000	.004	.000
		N	735	735	735	735
	CMS	Correlation Coefficient	.352**	1.000	.587**	.469**
		Sig. (2-tailed)	.000	.	.000	.000
		N	735	735	735	735
	WP	Correlation Coefficient	.107**	.587**	1.000	.542**
		Sig. (2-tailed)	.004	.000	.	.000
		N	735	735	735	735
	PMO	Correlation Coefficient	.267**	.469**	.542**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	735	735	735	735
**. Correlation is significant at the 0.01 level (2-tailed).						

The result of the Spearman’s rho correlation coefficients results in the table above shows that there is a positive relationship between each of the variables with each other. The least (.107) which, as expected, is insignificant is that of between level of conflict and work performance. The strongest is between managerial orientation (.542), conflict management style (.587) and work performance respectively.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.612 ^a	.374	.373	.643	.374	438.228	1	733	.000	
2	.623 ^b	.388	.386	.636	.014	16.494	1	732	.000	
3	.685 ^c	.469	.467	.593	.081	111.711	1	731	.000	1.477

- a. Predictors: (Constant), CMS
- b. Predictors: (Constant), CMS, LC
- c. Predictors: (Constant), CMS, LC, PMO
- d. Dependent Variable: WP

Looking at the above model summary table, one can depict that R value (correlation coefficient) for the model 1, which does not involve the presence

of the moderating variables (level of conflict and conflict management orientation), is 0.612. The presence of level of conflict in model 2 changed the R value to 0.623 and the presence of conflict intensity and pluralist managerial orientation in model 3 changed the R value to 0.685. This indicates that the presence of the moderating variable has changed the magnitude of the relationship between conflict management style (CMS) and workers' performance (WP). Similar change can be observed in the value of adjusted R square in the three models. This can only prove that there is an influence but cannot prove whether such influence is significant or not. However, the "change statistics" column revealed such significance. The R square change indicates that there is 6.81% (0.0681) change in the variation explained by the addition of the moderating variables. It can be seen that this 6.81% change is statistically significant since $P < 0.05$. Therefore, in line with the stated hypothesis, we can conclude that conflict intensity and pluralist managerial orientation (PMO) have significant influence on the relationship between conflict management style and workers' performance.

Table 7: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	181.083	1	181.083	438.228	.000 ^b
	Residual	302.888	733	.413		
	Total	483.971	734			
2	Regression	187.758	2	93.879	231.993	.000 ^c
	Residual	296.213	732	.405		
	Total	483.971	734			
3	Regression	227.024	3	75.675	215.290	.000 ^d
	Residual	256.947	731	.352		
	Total	483.971	734			

a. Dependent Variable: WP

b. Predictors: (Constant), CMS

c. Predictors: (Constant), CMS, LC

d. Predictors: (Constant), CMS, LC, PMO

Further, in the model 1 of the above table, the F-statistics is 438.228 and the probability of error is 0.000 indicating that conflict management style is a significant predictor for workers performance. In the model 2, the F-statistics is 231.993 and the probability of error is 0.000 indicating that conflict management style and level of conflict are joint predictors of workers performance. In the model 3, which is the main model, the F-statistics of 438.228 and its probability of error 0.000 ($P < 0.05$) is an indication that conflict management style, level of conflict and conflict management orientation jointly and significantly influence workers' performance (14). You did not test the impact of unitaristic or pluralistic orientation, Competitive or collaborative strategies on performance. Where do get your findings and conclusions?

Table 8: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.745	.108		6.907	.000
	CMS	.755	.036	.612	20.934	.000
	(Constant)	.974	.121		8.068	.000
2	CMS	.818	.039	.662	21.035	.000
	LC	-.150	.037	-.128	-4.061	.000
	(Constant)	.557	.119		4.674	.000
3	CMS	.662	.039	.536	16.932	.000
	LC	-.190	.035	-.161	-5.464	.000
	CMO	.342	.032	.319	10.569	.000

a. Dependent Variable: WP

The column titled “B” in all the entire models indicates that all the independent variables (whether unitarily or jointly tested) have significant impact on the dependent variable. In fact, the level of conflict has significant negative impact on the workers performance, which implies that if the conflict intensity is high, the performance of the workers will be low. Apart from the level of conflict, all other variables positively and significantly impact on the workers performance.

Discussions of Findings

The analysis above shows three pattern of results. First, it was clear from table 7 that conflict management style predict workers performance. That is to say that the more collaborative the style is, the more higher the level of workers’ performance. This conforms with the findings of a large number of studies such as Chan, Huang and Man (2007), Ibietan (2013), Agwu (2013)Longe, (2015) and Nwokocha (2015), among others. Both Agwu (2013) and Nwokocha (2015), confirm that there is no differences exist in the perception of both managerial and non-managerial employees on this relationship.

The second pattern of finding is that managerial orientation of pluralism significantly influence the relationship between Managements’ conflict management style and workers’ performance. In line with this finding, Onyeonoro (2001) in Adenugba and Omolawal (2014), asserts that the orientation of those in authority significantly influence their management and industrial relations perspectives and the way they respond to conflict. This support Nwuche and Amah (2016) who examined the relationship between organizational conflict management styles and industrial harmony which influences workers’ performance in Nigerian Manufacturing Firms. They found that all conflict management styles are highly correlated with industrial harmony but comparatively more so with respect to collaborating style and concludes that there is need to look beyond conflict management styles in

explaining the control of conflict and the achievement of relative harmony in the workplace. They therefore recommend a greater involvement of employees in decisions when conflictual situations are confronted as well as an extension of the tenets of the collaborating styles to include a more integrative problem-solving which are in line with the pluralist orientation in conflict management. This is in line with Lipsky and Avgar (2010), who concluded that organization's policies on conflict management hinge to a large extent on top Management 's attitude. This suggest that for integrative conflict management to lead to high performance, the basic philosophy, values and believe system of the manager implementing should be consistent with it. This give an insight into why some managers who might be using integrative approach may not experience high performance as predicted in literatures. This however, does not mean that other factors like industrial relations skills for implementing the approach, technology or motivation may not have the same effect.

Thirdly, the level or intensity of conflict moderate the relationship between conflict management style and workers performance. This is logical as increase in the intensity of conflict, arising from, for example, delay in attending to it, may affect the level of trust and hostility and lead to negative perception of parties in industry relations parties as enemies and hence a re-definition of their respective roles in unitary, rather than pluralist perspectives as contended by Ndum, and Stella-Maris (2013). This may affect the choice of style and hence workers motivation and performances. The implication of the above is that managerial orientation and level of conflict not only influence the choice of conflict management style, but also influence the extent to which it (the style) will lead to workers' performance. This suggests that the choice and effectiveness of collaboratory, as against competitive approach often claimed in literatures, are dependent on complementary orientation of the managers using it and the intensity of the conflict. This require to be incorporated into professional practice and academic discourse of conflict management strategies and validated through repeated studies in many contexts.

6. Conclusions

This study has established the fact that conflict management style significantly predicts workers' performance and that the level of conflict and managerial orientation moderate this relationship in the haulage industry of the South Western States of Nigeria. This underscores the importance of managerial orientation and the level of conflict in the management of conflict and the explanation of the relationship between conflict management style and workers' performance. It may therefore be concluded that collaborative conflict management practices can facilitate improved workers' performance. More importantly, the study suggest the orientation of manager practicing

collaboratory approach to conflict management is as important as conflict management approach itself, in achieving workers and consequently, organizational performance. Equally important is the need to avoid escalation of conflict which increases its intensity and hence the temptation to adopt strategies which may hinder workers' and organizational performance as shown in this study. It is therefore recommended that organizations should encourage managers to adopt pluralist managerial orientation and attitude which is consistent with collaborative approach and avoid the escalation of conflict through proactive and timely diagnoses and responses to grievance and conflict manifestations. This study thus contributes to the study of conflict management by providing insight into the role of philosophy of the manager and conflict intensity in determining the extent to which collaborative management style would lead to workers' performance as predicted in literatures. This thus provides a possible explanation of the apparent low performance of workers in the public health and education sector, which formally embrace elements of collaborative conflict management style like union recognition and collective bargaining, compared to their counterparts in the private sector which do not. This has potential for theoretical and policy development in the field of industrial relations and the management of conflict in the workplace.

References

- Adenugba, A. A and Omolawal, S. A (2014). Dislocated tripartite relationship in Nigeria industrial relations. *Mediterranean Journal of Social Science*,5 (10), 704-709
- Akanji, I. (2005). Perspectives in Workplace Conflict Management and New Approaches for the Twenty first Century. In Albert I.O (Ed.), *Perspective on Peace and Conflict in Africa: Essays in Honour of Gen. Abdusalam Abubakar*, Ibadan: John Arches Publishers.
- Amason A. C.(1996) Distinguishing the effects of functional and dysfunctional conflict on strategic decision making: Resolving a paradox for top management teams. *Academy of Management Journal*. 39:123-148
- Amusan, O. R (2016).Effect of conflict management on the performance of Sunseed Nigeria Limited, Zaria; A dissertation submitted to the school of postgraduate studies, Ahmadu Bello University, Zaria in partial fulfillment of the requirements for the award of a master of science (M.sc.) degree in business administration department of business administration, faculty of administration, Ahmadu Bello University, Zaria, Nigeria. August.
- Anekwe J.K (2013). Management of Industrial Conflicts in Nigeria Tertiary Institutions (A Study Of Federal PolytechnicalOko 2004-2012), Being Project Submitted In Partial Fulfillment Of The Requirements for The Award Of Master Degree in Public Administration and Local Government in the Department of Public Administration and Local Government, University of Nigeria, Nsukka.
- Aw, V. K. J., and Ayoko, O. B. (2017). The impact of followers' conflict behaviors on teams' transformational leadership, team member exchange and engagement. *International Journal of Conflict Management*, 28(4), 509–532.
- Basu S, Andrews J, Kishore S, Panjabi R, Stuckler D (2012) Comparative Performance of Private and Public Healthcare Systems in Low- and Middle-Income Countries: A Systematic Review. *PLoS Med* 9(6): e1001244. <https://doi.org/10.1371/journal.pmed.1001244>
- Bartram, T, Stanton, P, Bamber, GJ, Leggat, Sandra G, Ballardie, R and Gough, R (2018) *Engaging Professionals in Sustainable Workplace Innovation: Medical Doctors and Institutional Work*. *British Journal of Management*.(00), 1–14. ISSN 1045-3172
- Berendes S, Heywood P, Oliver S, Garner P (2011) Quality of private and public ambulatory health care in low and middle income countries: systematic review of comparative studies. *PLoS Med*. 8. <https://doi.org/10.1371/journal.pmed.1000433>

- Chan K.W, Huang X and NG P.M. (2008) Managers' conflict management styles and employee attitudinal outcomes: The mediating role of trust. *Asia Pacific Journal of Management*, (2008) 25:277–295.
- Cullinane, N and Dundon, T. (2012). Unitarism and employer resistance to trade unionism. *The International Journal of Human Resource Management* 25(18):1-18
- Ebhote, O. and Monday, O (2015). Conflict Management: Managerial Approach towards Improving Organizational Performance. *International Review of Social Sciences and Humanities*. 9 (1), 51-60
- Esquivel, M.A and Kleiner, B.H. (1997).The importance of conflict in team effectiveness. *Team Performance Manage.*, 3; 89-96
- Fajana. S. (2005). Sectoral Activities Programme: Working Paper on Industrial relations in the oil industry in Nigeria. International Labour Office Geneva 2005 WP.237
- Fox, A. (1966), *Industrial Sociology and Industrial Relations*.UK, Donovan
- Henry, O. (2009). Organisational Conflict and its Effects on Organizational Performance. *Research Journal of Business Management*, 2(1), 16-24. <http://dx.doi.org/10.3923/rjbm.2009.16.24> .
- Ibietan, J, (2013).Collective Bargaining and Conflict Resolution in Nigeria's Public Sector. *Ife Psychologia*, 21(2), 220-231
- Ka, W. A. C and Xu. H (2008). Managers' conflict management styles and employee attitudinal outcomes: The mediating role of trust. *Asia Pacific Journal of Management* 25(2):277-295.
- Kazimoto, P. (2013). Analysis of Conflict Management and Leadership for Organizational Change. *International Journal of Research in Social Sciences*, 3(1), 16-25.
- Lipsky and Avgar (2010),The conflict over conflict management. *Dispute Resolution Journal*, 65 (2-3), 38-43
- Longe. O (2015).Impact of Workplace Conflict Management on Organizational Performance: A Case of Nigerian Manufacturing Firm. *Journal of Management and Strategy*. 65, (2), 83-92
- Ndum, V. E and Stella-Maris O (2013) Conflict Management in the Nigerian University System. *Journal of Educational and Social Research*, 3 (8), 17-23.
- Nwokocha, I (2015) Employers and the Enhancement of Industrial Harmony in Private Sector Organizations in Nigeria, *IOSR Journal of Humanities And Social Science (IOSR-JHSS)* 20(5), 28-35.
- Nwuche C.A. and Amah. E (2016). Organizational Conflict Management Styles And Industrial Harmony In Nigerian Manufacturing Firms *IOSR Journal of Business and Management*. 18(8), 24-31.
- McNamara. C.(2013). Types of managerial actions that cause workplace conflicts.
FreeManagement.Library,Authenticity.Consulting,LLC.http://www.authenticityconsulting.com/free_management_library.

- Müller-Jentsch, W (2004). Theoretical Approaches to Industrial Relations. Theoretical Perspectives on Work and the Employment Relationship”, ed: B. Kaufmann. IRRA Series.
- Murerwa, T and Guantai, F (2019). Conflicts and Conflict Management in Modern Organisations-A Pre –Conflict Resolution Environment Approach. *International Journal of Scientific and Research Publications*. 9. (8), 749-757.
- Odusanya O. O, Akinyinka M.R, Oluwole E.O, Odugbemi BA, Bakare OQ, Adeniran A(2018). How does the public perceive healthcare workers in Lagos? A comparison of health workers in public and private health facilities. *Niger Postgrad Med J* ;(25):177-85
- Ojo, O and Abolade D. A (2014)."Impact Of Conflict Management On Employees' Performance In A Public Sector Organisation In Nigeria," *Studies in Business and Economics*, 9(1), 125-133.
- Onyeonoru, I (2001).A theoretical diagnosis of system contradictions in industrial relations. *Ife Social Science Review*, 19 (1), 1-13
- Rahim, M. A.(2002) "Toward a theory of managing organization conflict” ,*International Journal of Conflict Management*, 13 (3), 206-235.
- Rose. (2008). *Employment Relations*. Edinburgh: Pearson Education Ltd.
- Shaheryar (2016) General Preference of Conflict Management Styles of NADRA Employees. *International Journal of Economics & Management Sciences*. 5(3): 338. doi:10.4172/2162-6359.1000338
- Yi, Y (2019).Analysis on the Current Situation of Conflict Management and Future Prospects. *Open Journal of Business and Management*, 7, 1053-1062.
- Grant for this study was graciously provided by the Tertiary Institution Trust Fund (TETFUND), Nigeria.