Employee Engagement Strategies and Organizational Conflict Management. A Study of Hospitality Industry in Delta State, Nigeria

Robert Kemepade Moruku

Department of Marketing and Entrepreneurship, Faculty of Management Sciences,
Delta State University, Abraka

Philo Onome Oluwafemi

Department of Business Administration, Faculty of Management Sciences,
Delta State University, Abraka

ABSTRACT: *The study was conducted to examine the effect of employee engagement practices on organizational conflict management. The study, anchored on the stakeholders' theory, adopted the survey research design hence data were collected from primary sources through the use of a structured questionnaire. The population of the study consists employees of hospitality firms in Delta State, Nigeria. Findings of the study show that internal mediation, collective bargaining and alternative dispute resolution strategies have a significant positive effect on organizational conflict management. The study also finds that employee task definition has a positive but not a significant impact on organizational conflict management and concludes that workforce conflict engagement practices influence the implementation of conflict management in hospitality companies in Delta State, Nigeria. The study recommends amongst others that managers should adopt collective bargaining and alternative dispute resolution strategies since they are found to be effective in managing conflicts in organizations.*

KEYWORDS: employee engagement; collective bargaining; mediation; task definition; alternative dispute resolution; conflict management.

INTRODUCTION

The Human Resources department perform several roles in the organizations, but chief amongst these is managing workplace conflict. Disagreement and conflict within the organization are considered almost inevitable as employees' interests are diverse and seen as only occasionally aligning with those of management (Akkerman & Torenvlied, 2021). Organizational conflict is described as the presence of dissonance that occurs when goals, interests or values of different

individuals or groups are incompatible and frustrate each other's 'attempt to achieve objectives in an organization. It is a communication process and an inevitable consequence of transactional relationship manifesting in disagreement and discord with and between individuals and groups in the work-environment. In this context, workplace conflict is a fact of life in any organization as long as people will compete for jobs, power, recognition and security (Gomathy et al., 2022). According to Akkerman and Torenvlied (2021), workplace conflict is inevitable but how it is managed is the bone of contention. While conflict is generally perceived as dysfunctional, Abdul and Sehar (2015) argues that it can also be beneficial because it may cause an issue to be presented in different perspectives. Dhiaulhaq et al. (2018) state that organisational conflict can be positive when it encourages creativity, new looks at old conditions, the clarification of points of view, and the development of human capabilities to handle interpersonal differences. Currie et al. (2017) on the other hand, argue that workplace conflict can be negative when it creates resistance to change, establishes turmoil in organization or interpersonal relations, fosters distrust, builds a feeling of defeat, or widens the chasm of misunderstanding.

Employees' engagement strategies in an organization has been considered to play an important role in human resources planning, design, control, monitoring and evaluation of responsibilities of various employees in order to reach or meet the organizational goals and objectives (Darling & Walker, 2021; Ebe & Osibanjo, 2014; Enofe et. al. 2013). Implementing an effective employee engagement scheme, corporate managers are expected to use human resources management skills to avert conflict in task assignment, duties control, defining span of responsibilities and authorities. This is suggestive that a well-managed employee engagement policy aims at the improvement of organizations for the purpose of stimulating performance in the work-situation. Through employee engagement strategies, weaknesses in the organizational decision-making are exposed which may prompt the establishment to effect changes and search for positive solutions (Adilo, 2019; Gomathy et al., 2022; Teague et al., 2015).

Prior studies have not given adequate attention to employees' engagement practices as they impact workplace conflict resolution. However, there is a general consensus that corporate organisations will encounter challenges and pay high price if issues relating to workplace conflicts are not addressed and managed properly (Adilo, 2019; Gomathy et al., 2022; Oseremen & Osemeke, 2015; Otuya & Akporien, 2020; Teague et al., 2015). For example, industrial strike actions could cause loss of production, man hours, and jeopardize management and employee relations. Long absence from work, will lead to idle machine and labour hours necessitating break in flow of supplies to customers and clients. These in turn can cause loss of customer goodwill which has long term consequences on liquidity, profitability and survival of the firm. Disharmony at the workplace may even impede organizations from creating adaptable structures to succeed in today's challenging business environment. Although there is broad consensus regarding the potentially negative impacts of conflict, there is no universally accepted definition of what makes a good conflict

management system. In view of the foregoing problems, the study seeks to provide answers to the following research questions:

i. To what extend does informal mediation practices impact on organisational conflict management?
ii. What effect does collective bargaining have on organizational conflict management?
iii. How does employee task definition influence organizational conflict management?
iv. To what extent does alternative dispute resolution strategy impact on organizational conflict management?

Objectives of Study

The broad objective of the research study is to examine the impact of employee engagement practices on organizational conflict management. The specific objectives are to:
i.   examine the effect of informal mediation practices on organisational conflict management;
ii.   examine the effect of collective bargaining on organisational conflict management;
iii.   examine the effect of employee tasks definition on organisational conflict management; and
iv.   examine the effect of alternative dispute resolution strategies on organisational conflict management.

Research Hypotheses

To achieve the research objectives and answer the research questions, the following hypotheses have been postulated in the null form:
Ho 1: Informal mediation channel does not have a significant effect on organisational conflict management.
Ho 2: Collective bargaining does not have a significant effect on organisational conflict management.
Ho 3: Employee tasks definition does not have a significant effect on organisational conflict management.
Ho 4: Alternative dispute resolution does not have a significant effect on organisational conflict management.

LITERATURE REVIEW

Organisational Conflict

Organizations are networks of interpersonal relationships designed to reach an objective and accomplish goals. They transform inputs into the desired end-goals by putting together technologies, procedures and people (Teague et al., 2015). The corporate management system has the responsibility for the coordination of these resources to achieve the organizational objectives. Conflict is built into organizational life because it entails different stakeholders with divergent interests. According to Adomi and Anie (2005), as long as people compete for jobs, positions,

promotions, perks, compensation, resources, power, recognition and security in an organized setting, there is bound to be conflict due to different stakes and interests.

Fuimano (2012) defines conflict as a disagreement, a battle or to be at odds with other persons, individual, institution or groups. It implies a differing of opinions, point of views or ideas. Conflict arises when two or more people see things from different perspectives, given their education, background, upbringing, knowledge of the issue, beliefs, time of day, mood, etc. (Fuimano,2012). According to Fajana (2000), organisational conflict is the result of stakeholding groups or parties being unable to come to an agreement regarding the subject of employer-employee interaction, whether or not this inability leads to strikes, lockouts, or other forms of protest.

Informal Mediation
Disputes affecting groups of employees are addressed, at least initially, at a first stage of procedure, by informal mediation between the immediate affected employees and management at the relevant level. Internal mediation is used to describe the process where immediate level supervisors, unit head or line managers attempt to handle dispute between or among staff or between an employee, a group of employees and management (Teague et al., 2015). According to Lewin (2001) internal unit mediation is undertaken at first instance before being escalated if unresolved. If the complaint or dispute is not settled at the first or middle stage of the procedure, successively higher levels of management get involved. The new strategic human resources management style, which aims to minimise conflicts and grievances by modifying the organisational social system to promote high levels of employee engagement that in turn lead to organisational citizenship behaviour, includes mediation as a first-instance conflict resolution method. (MacLeod & Clarke 2009; Truss et al. 2013).

According to Podsakoff et al. (2000), mediation as a strategy helps to create sportsmanship, promote individual initiative and civic virtue, entrenches organizational loyalty, organizational compliance, and self-development. Therefore, it calls for workers who are willing to lend a hand to one another, put up with minor inconveniences at work, support and, when necessary, defend the organization's mission, internalise organisational rules and procedures, "go above and beyond the call of duty" to improve organisational performance, and work to improve their own personal qualities and skills (Podsakoff et al., 2000).

The internal mediation policies are designed to create a belief system within the company that directs employees towards the mission of the company by outlining and defining its key components. To help employees comprehend the organisational values and behaviours they are required to respect, a number of interconnected practises and processes are pursued (Bowen & Ostroff, 2004). The present focus on coaching and mentoring at work fundamentally involves managers engaging with employees to encourage them to develop their own skills and work efforts so that the organisation can experience ongoing improvements(Anderson et al. 2009).

Collective Bargaining

Collective bargaining refers to negotiations on conditions of service and terms of employment between employers and workers or between employers' associations and trade unions (Alimba, 2008). It entails a process whereby workers do not negotiate with employers by themselves but do so collectively through their representatives. These collective bargaining agreements always cover a wide range of topics, including pay, hours worked, raises, promotions, job grading and classification, yearly leave, and many more. In reality, under the current system, negotiations can be had on any issue that could lead to a trade dispute. It has been suggested that the size and power of the bargaining unit affect all aspects of collective bargaining, including the terms that trade unions seek to obtain, the method by which they are bargained, and the enforcement of the agreement (Adilo, 2019).

In Nigeria, collective bargaining matters are covered under the labour Act Cap 198 Laws of the Federation 1990. It is defined by the Act as the process of arriving or attempting to arrive at a collective agreement. According to the Act, a collective agreement is a written contract describing the terms of employment that has been reached between (a) a union or other organisation that represents workers (or an association of such organisations) and (b) a union or other organisation that represents employers or workers (or an association of such organisations) (S.91, Labour Act, 1990). The end result of collective bargaining is an agreement. As an aspect of labour relations, collective bargaining provides the forum for a bargain or negotiation and leads eventually to decision making or agreement between the parties, thus creating some form of social order in the relationship (Adilo, 2019).

Employee Task Definition

Employee job description is defined as a written statement which clearly spells out the tasks, duties, responsibilities, required qualification, working hours, and reporting relationships of a particular job (Farahbod et al., 2013). It is premised on an objective information acquired from job analysis, as well as an understanding of the required competency and relevant skills to perform a given assignment (Mollel et al., 2017). Khan et al. (2013) emphasize the role of employee job description in mitigating conflicts in the workplace by stating that it offers the prospect of clear policy communication and direction of the company in meeting set targets and standards and ensuring goal congruence in operations. Khan et al. state further that an effective employee task definition helps to align the path of employees with corporate management in achieving the organizational goals, vision and mission.

According to Farahbod et al. (2013), employee task definition assists human resources managers in planning, job grading, task classification, career developments, and handling grievances relating to the duties and responsibilities at the work place. They maintain that job description of employees further outlines the limits to authority, development of performance standards, the establishment of good working relationships and conducive environments at the work place, thereby enhancing

a healthy communication relationship between employees and employers on one hand, and employees and customers on the other (Farahbod et al., 2013). In the opinion of Ishaq (2015), the data on an employee task definition enhances easy work assessment, redesign, and performance management. Effective deployment of task definition scheme helps to avoid job repetition and overlapping of duties, thereby minimizing the incidences of job role conflict in the organization. Mollel et al. (2017) clarify that job description should reflect; (i) job title (ii) purpose (iii) accountabilities (iv) scope of the job (v) production requirements and (vi) general activities.

Alternative Dispute Resolution
The employee engagement techniques (informal mediation, collective bargaining and task definition) discussed earlier tend address it basically familiarly to find ways to minimize or eliminate conflict out of the organization. However, the fourth approach – Alternative Dispute Resolution (ADR) – recognizes the inevitability of workplace conflict hence outlines innovative practices to address organizational conflict. Alternative Dispute Resolution is used to denote procedures and instruments for conflict resolution that provide alternatives either to litigation or resort to administrative tribunals established under statute in such areas as equal opportunities and employment discrimination (Rowe & Bendersky 2003). ADR is also associated with explicit sets of procedures and mechanisms in non-union organizations such as fact-finding, workplace mediation, arbitration, ombudsmen, and review panels comprising managers or peer employees. ADR is also now useful to innovations in conflict management and resolution involving collective conflict in the workplace; such as 'interest-based bargaining', 'collective mediation', fact-finding, brain-storming, related problem-solving techniques, mini-trials, arbitration proper and the proactive handling of change management (Marchington & Armstrong, 2001; Obasa, 2011).

Ebe and Osibanjo (2014) highlighted the benefits of using alternative dispute resolution strategy to include (i) is cheaper than litigation as all the expenses are borne by the parties in ADR; (ii) less time-consuming unlike instituting a court action which can be time-consuming from factors such as adjournments, the unwillingness of parties and legal bottlenecks; (iii) less formal - ADR session is more of a business meeting where coffee can even be served, hence the layman is likely to prefer such an environment; (iv) preservation of the relationship between the parties; (v) preserves the privacy of the parties; and (vi) promotes friendliness as against litigation where most parties do not return as friends after court proceedings.

Theoretical Framework: The Stakeholders' Theory
This study is anchored on the stakeholders' theory. A theory that applies to all facets all stakeholders of the business including the employees and management. Stakeholders are people and groups with genuine claims against a company that contribute to its ability to create wealth in either a voluntary or involuntary manner (Ayuso et al., 2014; Otuya & Akpoyibo, 2022). The core of the theory is that apart from the shareholders of the company, other stakeholders should be taken

into consideration when making decisions that affect the overall performance and survival of the firm.

This study is anchored on the stakeholders' theory because employees are important stakeholders whose interest need to be protected for the overall goal congruence and survival of the firm. For the firm to achieve its goals, there is the need for harmonious working relationship between employees and management, employees and employees, employees and customers or/and suppliers (Enofe et al., 2013). In this regard, less organizational conflict will promote productivity which by extension enhance profitability and growth.

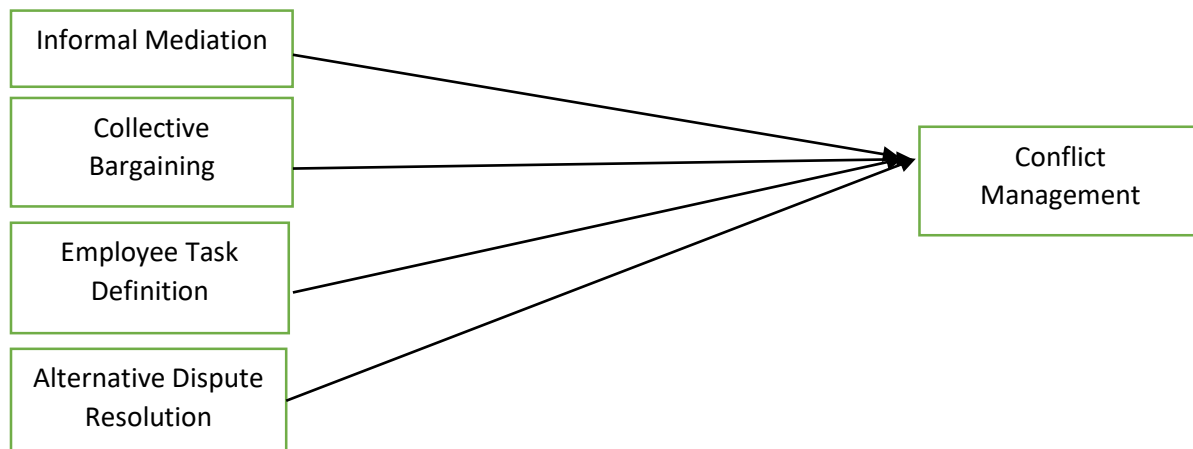Based on the above theoretical framework and the hypotheses, the following conceptual model is proposed:

Figure 1: Theoretical Framework
Source: Author (2023)

The above framework conceptualizes graphically the interaction between variables studied in this work. The study adopts four measures of employees' engagement namely: informal mediation, collective bargaining, employee task definition, and alternative dispute resolution as independent variables. Organistional conflict management is used as dependent variable for the study.

Empirical Review
Studies on employee engagement strategies and workplace conflict management are diverse and varied. For instance, Gomathy et al. (2022) sought to establish the connections between conflict operation, communication and relations at work. Employing the cross-sectional approach, 132 employees were examined from two major manufacturing companies in Ghana. The Karl Pearson

Product moment correlation analysis was used to establish the associations among the study variables while the hierarchical retrogression analysis was used to find the causal and moderating effects of the independent variables on the dependent variable. The results provided evidence of a significant positive relationship between conflict operation and communication at the plant and significant positive relationship between conflict operation and relations at work. Similar to this, Adilo (2019) examined organisational performance and conflict management with particular reference to a few breweries in the South East of Nigeria. The survey research method was used in the study's design, which was based on unitarianism, pluralism, and radical theory. The study demonstrated a strong positive association between organisational performance and all of the conflict management techniques examined, including negotiation, collective bargaining, joint consultation, and alternative dispute resolution. Ekankumo and Koye (2014) carried out an empirical study on managing industrial dispute in the Nigerian teaching hospitals. Findings of the study showed that management will better achieve result if they foster partnership through creation of Labour Management Committee (LMC), to meet regularly to discuss and resolve issues or problems that may not be covered by collective bargaining. Also, Udoh et al. (2016) examined alternative dispute resolution and the performance of Shell Nigeria Plc Port Harcourt Branch. Point in time data were collected from primary sources. While the Ordinary Least Square was adopted. The study reveals that alternative disputes resolution in terms of conciliation, arbitration and mediation contributes significantly to the performance of shell Nigeria Plc, Port Harcourt branch. Okpu and Jaja (2014) used a cross-sectional survey design to investigate worker commitment and joint consultation in the Nigerian banking sector. 357 employees from banks in Nigeria's South-South region made up the sample size for the survey. Joint consultation demonstrated a strong positive link with employees' emotional commitment, according to the results of using Spearman rank order correlation, but no significant association with employees' continuance and normative commitment. According to the study, employees who participate in joint consultation show limited continuity and normative commitment but are emotionally engaged to their organisations.

METHODOLOGY

Design, Data and Sample

The research is based on an evaluation of the function of employee engagement practices in organizational conflict management in Nigeria's hospitality industry. Since data were gathered from primary sources by way of the distribution of structured questionnaires, the study uses a survey research design. The Delta State Chamber of Commerce, Industry, Mines and Agriculture estimates that there are 1201 registered hotels in Delta State (DECCIMA, 2023). Ten (10) employees each from among twenty (20) hotels that were randomly chosen from the state's three senatorial districts were chosen using a convenient and simple random sample technique. 200 questionnaires were therefore sent throughout these firms for employees to complete in order to achieve this goal. To evaluate the questionnaire's reliability, a pilot study was conducted. Ten respondents were included in the sample for the pilot study. Using the Cronbach Alpha test, this

reliability analysis produced a reliability co-efficient of 0.84, which is good. Further, the hypotheses formulated for this study were tested using the regression analysis at 5% level of significance.

Model Specification

To be able to empirically analyze the relationship between employee engagement practices and organizational conflict management, a regression analysis model was adapted as indicated below:

$OCM_t = f(EEP)$…………………………………………………….(i)

This can be stated in econometric form

$OCM_t = \beta_0 + \beta_1 MED_t + \beta_2 COL_t + \beta_3 DEF_t + \beta_1 ADR_t + U_t$…………… (ii)

Where:

OCM= Organisational conflict management; MED = Internal Mediation; COL = Collective bargaining; DEF = Employee task definition; ADR = Alternative dispute resolution; U = Error term; i = sampled hotels; β_0 = Constant; and β_1, to β_4= Coefficients of slope parameters

Data Presentation and Analysis

182 correctly filled questionnaires representing 91 percent were retrieved and used for analysis. The demographic distribution of the respondents shows the age range with age bracket 26 – 35 being the highest with 28.9 percent while age 56 and above being the lowest with 25.1 percent. It is further observed female gender constitutes 63 percent of the sex distribution.

Test of Hypotheses and Discussion

This section relates to the testing of hypotheses stated in this study.

Test of Hypotheses I

H_{O1}:   Informal mediation channel does not have a significant effect on organisational conflict management.

Table 1: Model Summary for Informal Mediation

	Coeff.	Std.Err.	T	P>| t		Decision
MED	0.0987	0.109	0.102	0.000	
_CONS	1.178	0.011	0.128	0.000	
Obs.	182				**Reject**
F(1, 181)	8.85				
Prob > F	0.0000				
R-Squared (R^2)	0.441				
Adj. R^2	0.36				

Source: *Fieldwork, 2023.*

Hypothesis I of this study was tested by examining the relationship between informal mediation and organizational conflict management in the hospitality industry. As shown above, the co-

Publication of the European Centre for Research Training and Development -UK

efficient obtained for informal mediation (MED) is 0.0987 with a corresponding p-value of 0.000. This result indicates clearly that informal mediation practices has a significant positive effect on organizational conflict management within the selected hospitality firms. With an R^2 of 0.441, it is evident that the model is able to explain 44% of changes in organisationa conflict management procedures within the selected firms. Given this result, the null hypothesis of no significant effect is thereby rejected. This establishes that there is a significant positive effect of informal mediation channel on organizational conflict management in the selected hospitality firms. This result is consistent with previous studies such as Okpu and Jaja (2014) and Adilo (2019).

Test of Hypotheses II
H_{O1}:   Collective bargaining does not have a significant effect on organisational conflict management.

Table 2: Model Summary for Collective Bargaining

	Coeff.	Std.Err.	T	P>| t |	Decision
COL	4.351	0.107	1.19	0.002	
_CONS	1.218	0.201	2.76	0.000	
Obs.	182				Reject
F(1, 181)	2.78				
Prob > F	0.0000				
R-Squared (R^2)	0.231				
Adj. R^2	0.151				

Source: *Fieldwork, 2023.*

Table 2 presents the outcomes for the test of Hypothesis II for the association between collective bargaining and organizational conflict management. As presented in the above table, co-efficient obtained for Collective Bargaining (COL) is 4.351 with a corresponding *p-value of* 0.002. With the positive coefficient and probability value less than 0.05, we therefore have enough evidence to reject null hypothesis of no significant effect. This indicates that collective bargaining practices have a significant positive effect on organizational conflict management in the selected hospitality firms. This result meets our expectation and is consistent with prior studies such as Adilo (2019) and Alimba (2008).

Test of Hypotheses III
H_{O1}:   Employee tasks definition does not have a significant effect on organisational conflict management.

Table 3: Model Summary for Employee Task Definition

	Coeff.	Std.Err.	T	P>| t		Decision
DEF	0.514	0.108	0.110	0.413	
_CONS	2.4460	0.1269	4.96	0.000	**Accept**
Obs.	182				
F(1, 181)	5.39				
Prob > F	0.413				
R-Squared (R^2)	0.0816				
Adj. R^2	0.0621				

Source: *Fieldwork, 2023*

To test for the relationship between employee task definition and organization conflict management, data results from table 3 were subjected to empirical test. As established above, the coefficient obtained for employee task definition (DEF) regressed against organizational conflict management (OCM) is 0.514 with corresponding p-values of 0.413. The p-value is greater than 0.05 significant level hence we accept the hypothesis of no significant effect of employee task definition on organizational conflict management in the selected hospitality firms. The result did not meet our appriori expectation as we anticipated a significant effect of employee job description in reducing organizational conflict. Study by Ofiemunn et al. (2022) reveal that when employees' tasks are clearly defined, it reduces workplace conflict.

Test of Hypotheses IV
H$_{O1}$: Collective bargaining does not have a significant effect on organisational conflict management.

Table 4: Model Summary for Alternative Dispute Resolution

	Coeff.	Std.Err.	T	P>| t		Decision
ADR	0.089	2,97	2.86	0.000	
_CONS	0.211	1.65	1.09	0.000	
Obs.	182				**Reject**
F(1, 181)	0.135				
Prob > F	0.0000				
R-Squared (R^2)	0.091				
Adj. R^2	0.067				

Source: *Fieldwork, 2023.*

Table 4 presents the results for the test of Hypothesis IV for the association between alternative dispute resolution and organizational conflict management. As observed in the table, co-efficient obtained for Alternative Dispute Resolution (ADR) is 0.089 with a corresponding *p-value of 0.000.* With the positive coefficient and probability value less than 0.05, we therefore have enough

evidence to reject null hypothesis of no significant effect. This indicates that alternative dispute resolution strategies have a significant positive effect on organizational conflict management in the selected hospitality firms. This finding corroborates the position of earlier studies such as Ofiemun et al. (2022), Adilo (2019) and Gomathy et al. (2022).

CONCLUSION AND RECOMMENDATIONS

The aim of the study was to empirically examine the effect of employee engagement practices on organizational conflict management. In achieving this aim, the study obtained data through survey on variables that have relationship with employee engagement strategies in sampled hospitality firms in Delta state. The factors this study focused on internal mediation, collective bargaining, employee task definition, and alternative dispute resolution strategies.

The study as part of its findings discovered a significant positive effect of internal mediation, collective bargaining and alternative dispute resolution strategies on organizational conflict management. The study also finds that employee task definition has a positive but not a significant impact on organizational conflict management and concludes that workforce engagement practices influences the level of success of organizational conflict management in the hospitality companies in Delta State, Nigeria.

In line with the findings of this study, it is hereby recommended that:
1. Managers should adopt the employees' engagement strategies studied since they are found to be effective in managing conflicts in organization.
2. Management in the hospitality industry must try to adopt internal mediation at the first instance as strategy before being officially escalated.
3. Since collective bargaining is found to be an effective tool in promoting harmony and addressing organizational conflict, it is also recommended that management must put concerted effort in its implementation to achieve the desired results.
4. It is also suggested, in view of the positive effect of its application, that management should take cognizance of alternative dispute resolution strategies in their policy formulation as that will ensure that conflicts that may occur within the organization are quickly resolved without resorting to litigations.

REFERENCES

Abdul, G. A. & Sehar, S. (2015). Conflict management and organizational performance: a case study of Askari Bank Ltd. *Research Journal of Finance and Accounting, 6*(11), 88 – 102.

Adilo, J.N. (2019). Conflict management and organizational performance: a study of selected breweries in the South East Nigeria. *International Journal of Management and Entrepreneurship (IJME) 1*(1), 111-132.

Akkerman, A., & Torenvlied, R. (2021). Effects of industrial grievance between and within organizations: Contagion in collective bargaining and the deterioration of work relations. Being a Paper Presented at the Annual Meeting of the Dutch and Flemish Political Science Associations, Leuven, May 27-28.

Cahn, D. & Abigail, R. (2017). *Managing conflict through communication*. Boston M. A. Pearson.

Chien, M.H. (2004). A study to improve organizational performance: a view from SHRM. *Academic Business Journal Cambridge. 4*(1/2), 289-294.

Colvin, A.J.S. (2012), American workplace dispute resolution in the individual rights era, *International Journal of Human Resource Management, 23*(4), 459–475.

Currie, D., Gormley, T., Roche, B., & Teague, P. (2017). The management of workplace conflict: contrasting pathways in the HRM Literature. *International Journal of Management Reviews, 19*(4), 492–509.

Darling, J. R. & Walker, W. E. (2021). Effective conflict management: Use of the behavioural style model*, Leadership & Organization Development Journal, 22*(5), 230-242.

Dhiaulhaq, A. McCarthy, J. F., & Yasmi, Y. (2018). Resolving industrial plantation conflicts in Indonesia: Can mediation deliver? *Journal of Forest Policy and Economy, 9*(1), 64-72.

Ebe O. O. O. & Osibanjo, A. O. (2014). Managing Workplace Conflicts in Business Environment: The Role of Alternative Dispute Resolution (ADR). *European Journal of Business and Management, 6*(36) 74 – 82.

Ekankumo, B. & Koye, F.I. (2014). Managing industrial disputes in the Nigeria teaching hospitals: An empirical analysis. *European Journal of Business Management, 6*(19). 1-13

Elenkov, D.S. (2022). Effects of leadership on organizational performance in Russian companies. *of Business Resources, 55*(6), 467-480

Enofe, A. O., Mgbame, C., Otuya, S., & Ovie, C. (2013). Human resources accounting disclosures in Nigeria quoted firms. *Research Journal of Finance and Account, 4 (13), 7 - 12*

Etim, C. & Okey, P. (2013). *Social science research: principles, method and application*. Enugu: EL Demark Publishers.

Folger, J., Scott, A., Poole, S. M. & Stutman, R. (2005) Working through conflict. Boston, M. A. Pearson.

Gomathy, C.K., Lalitha, B., Sowjanya, C.H.L., Jahnavi, C.H. (2022). The effect of human relation in solving conflicts in an organization. *International Journal of Scientific Research in Engineering and Management (IJSREM), 6*(2), 21-43

Gomathy, C.K., & Hemalatha, C K. (2021). A study on employee safety and health management International. *Research Journal Of Engineering And Technology*, 8(4), 202- 231

Harwati, L.N. (2013). Crisis management: determining specific strategies and leadership style for effective outcomes. *Asian Journal of Management Sciences and Education, 2*(2), 119-125

Iyamu, E. O. S. & Salami, L. I. (2011). *Peace studies and conflict resolution*. Benin City: The Guide Press

Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). An aspirational framework for strategic human resource management. *The Academy of Management Annals*, *8*(1), 1-56.

Lewin, D. (2001), IR and HR Perspectives on Workplace Conflict: What Can Each Learn From the Other? *Human Resource Management Review, 11*(3), 453–485.

Marchington, M., Wilkinson, A., Donnelly, R., & Kynighou, A. (2016). *Human resource management at work* (6th ed.). Philadelphia, PA: Kogan Page.

Nnabuife, E. (2009). *Organisational behaviour and management theory*. Rex Charles and Patrick Limited, Nigeria.

Obasan, K. A. (2011). Impact of conflict management on corporate productivity: an evaluative study. *Australian Journal of Business and Management Research 1*(5) 44-49.

Ofiemun, O.G., Akpoyibo, G., & Egware, O. N. (2022). Human Relations and Organizational Conflict Resolution. A Study of Manufacturing Firms in Nigeria. *International Journal of Economics and Business Management, 8*(6), 1-13

Olukayode, L. (2015). Impact of workplace conflict management on organizational performance: a case of Nigerian manufacturing firm. *Journal of Management and Strategy, 6*(2) 83 – 92.

Oseremen, E. & Osemeke, M. (2015). Conflict management: management approach towards improving organizations performance. *Journal Review of Social Sciences and Humanities, 9*(1), 51-60

Otuya, S., & Akporien, F. (2020). Do corporate social responsibility activities influence Employees' job performance?. *Journal of Contemporary Research in Social Sciences*, *2*(2), 26-34.

Otuya, S. & Akpoyibo, G. (2022). Corporate sustainable growth in a pandemic period: the role of growth opportunities. *Journal of Finance and Accounting, 10*(1), 58-63

Podsakoff, P.M., MacKenzie, S.B., Paine, J.B. & Bachrach, D.G. (2000), Organizational citizenship behaviors: a critical review of the theoretical and empirical literature and suggestions for future research, *Journal of Management, 26*(3), 513–563.

Rowe, M., & Bendersky, C. (2003), Workplace justice, zero tolerance and zero barriers, in T.A.

Kochan and D. Lipsky (eds), Negotiations and change: from the Workplace to Society, Ithaca: Cornell University Press.

Schramm-Nielsen, J. (2022). *Grievance management in Scandinavia* Dept. of International Communication and Management, Copenhangan Business School, Denmark.

Shmueli D.F. (2014). Approaches to grievance resolution. *Grievance Resolution*, 11, 1-6

Stone, D. L., & Deadrick, D. L. (2015). Challenges and opportunities affecting the future of humaresource management. *Human Resource Management Review*, *25*(2), 139-145.

Teague, P., Roche, W. & Hahn, D. (2012), The diffusion of alternative dispute resolution practices in Ireland. *Economic and Industrial Democracy, 33*(4), 581–604.

Truss, C., Shantz, A., Soane, E., Alfes, K. & R. Delbridge (2013), Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The International Journal of Human Resource Management, 24*(14), 2657–2669.

Turkalj, Z., Forcic I., Dujak & Strossmayer, J.J. (2013). Grievance management in organization. *Journal of Regional University*, 2(1), 505-515.

Uchendu, C., Anijaobi, F., & Odigwe, F. (2013). Conflict management and organizational performance in secondary schools in Cross Rivers State. *Nigeria Research Journal in Organisational Psychology and Educational Studies, 2*(2), 67-71.