



Open Access

Gulf Journal of Advance Business Research

FE Gulf Publishers.<https://fegulf.com>

CONFLICT MANAGEMENT STRATEGIES AND PERFORMANCE OF SELECTED LOCAL GOVERNMENT AREAS (LGAS) IN DELTA STATE, NIGERIA

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Volume No: 1

Issue No:2

Page No: 119-131

Received:13/09/23

Accepted: 23/10/23

Published: 01/11/24

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Abstract

This research aimed at examining effect of conflict management strategies on the performance of selected LGAs. The study decomposed conflict management strategies into accommodation, conflict avoidance, compromise, and collaboration strategy. Out of the 950 workforce, 274 participants were sampled based on the Krejcie and Morgan (1970) tabular framework. However, 258 copies were returned. Four models were tested variables by variables using the univariate regression approach. The researchers reported that, accommodation, conflict avoidance, compromise, and collaboration strategy have high considerable effect on the performance of the selected LGAs. Therefore, the research suggests that the implementation of a conflict management plan is of utmost importance in order to get enhanced performance levels. Consequently, the local government administrators have to provide more education and training to their personnel about the effectiveness of accommodation measures in mitigating organizational conflict. In order to optimize performance within the local government, it is crucial to prioritize the enhancement of harmony, the cultivation of positive relationships, and the mitigation of organizational friction among personnel. Implementing this strategy would effectively limit the occurrence of indicators that suggest the presence of a potential conflict. Consequently, the local government administrators have to provide more education and training to their personnel about the effectiveness of accommodation measures in mitigating organizational conflict. In order to optimize performance within the local government, it is crucial to prioritize the enhancement of harmony, the cultivation of positive relationships, and the mitigation of organizational friction among personnel. Implementing this strategy would effectively limit the occurrence of indicators that suggest the presence of a potential conflict.

Keywords: Conflict Management Strategies, Performance, Local Government Areas, Delta State, Nigeria.

INTRODUCTION

Currently, there is an increasing acknowledgement of the impact that conflict management has on the functioning of organizations. In order for enterprises to endure over time, it is imperative that all stakeholders together address the challenge of workplace conflict. The prevalence of conflict in the workplace may be attributed to the inherent diversity among individuals in terms of their qualities, beliefs, value systems, and personalities. However, the crux of the matter is to the manner in which individuals in positions of authority handle conflict (Idemobi, Ngige, & Ofili, 2017). Therefore, conflict persists as the most enduring characteristic that convinces mankind of the need of conflicts for growth and development. According to available studies, it is apparent that managers allocate around 20% of their time towards the resolution of workplace conflicts. This highlights the fact that contemporary managers have included the notion of conflict management into the organizational setting. In the context of organizational dynamics, it is worth noting that ineffective conflict management practices have the potential to exacerbate conflicts, resulting in adverse consequences such as compromised organizational performance, reduced productivity, and employee unhappiness, among other related outcomes (John-Eke & Oluwarotimi, 2020).

According to Olielo (2017), inadequately handled disagreements may lead to employee attrition and a reluctance to participate in group activities or support other teams within the workplace. Therefore, conflict management has the capacity to effectively address and resolve conflicts. In essence, conflict management entails the resolution of conflicts rather than the mere reduction, elimination, or limitation of their durations. This implies that it is essential for every company to have a macro-level strategy that is specifically designed to mitigate the adverse effects of conflicts. Furthermore, the selection of a macro strategy should be contingent to the specific characteristics and underlying factors of the dispute at hand. However, performance is a widely used word that lacks a precise and universally agreed-upon definition. The construct of organizational performance is influenced by several aspects unique to each company. However, the absence of a universally accepted definition poses a challenge for professionals in reaching a consensus on the specific components that constitute organizational performance. Organizational performance refers to the tangible outcomes achieved by an organization, which are evaluated in relation to its intended objectives (John-eke & Gabriel, 2019).

It has been noted that several Local Government Areas (LGAs) in Nigeria have experienced a multitude of challenges over the course of several decades. These challenges include various issues such as conflicts among union members, insufficient financing, effective administration of limited resources, as well as prevailing mistrust and antagonism between unionists and non-unionists, among others. Furthermore, it is noteworthy that despite the many interventions implemented by the federal government, a significant number of strike activities persist. From the perspective of unionists, it is evident that a significant portion of their membership has a negative disposition towards engaging in strike activities.

Moreover, it has been noted that a contributing element to conflicts in the workplace is the workers' failure to effectively accommodate one another. Additionally, the incapacity of individuals to effectively navigate conflict, engage in compromise, and engage in collaborative efforts with one another is another set of elements that might contribute to the occurrence of conflict. Therefore, it is necessary to conduct tests in order to determine the validity of these

statements, since they may be simple inferences without sufficient empirical evidence to support them. Furthermore, there is an actual issue pertaining to the need of implementing an efficient conflict management system in order to mitigate the difficulties arising from conflicts and support Local Government Authorities (LGAs) in their endeavor to achieve organizational goals. Another perturbing issue which led countless cases of conflicts in the Nigerian local government councils lies on the way the three (3) major stakeholders in the Local Government (i.e. the Chairman, the head of Personnel Management, and the Treasurer) manages cash budgeting and other finance related issues. This is because, these three (3) major stakeholders may willfully deny their fellow colleagues of their rights and entitlements should they refuse to extend financial gratifications to them. Again, efforts made by the Nigerian union of local government employees (NULGE) to resolve the aforementioned conflict of interest remains a total fiasco even till date. The question here is: which of the conflict management strategies can best be used to address the aforementioned issue. This therefore informed the study.

Based on available empirical evidence, there seems to be a limited number of empirical researches conducted on the topic matter within the Nigerian environment. The limited number of research available provides conflicting and equivocal results. The reason why some empiricists hold the belief that conflict presents a significant risk to organizational performance (Alajekwu & Alajekwu, 2017) is contrasted by the perspective of others who argue that it has the potential to enhance organizational performance (Alajekwu & Alajekwu, 2017). According to Ramseh (2019) and Abdur and Sehar (2015), the impact of conflict on organizational performance, whether bad or good, is contingent upon the manner in which it is managed.

Building upon the aforementioned concerns, this research is driven by the motivation to investigate the impact of conflict management strategies on the performance of specifically chosen LGAs in Delta State, Nigeria. The primary aim of this research is to investigate the impact of conflict management tactics on the performance of specifically chosen LGAs in Delta State, Nigeria. The primary goals of this study are to:

- i. examine the extent which accommodation strategy affect the performance of selected LGAs in Delta State, Nigeria.
- ii. Evaluate the magnitude which conflict avoidance strategy affect the performance of chosen LGAs in Delta State, Nigeria.
- iii. investigate the degree which compromise strategy affect the performance of chosen LGAs in Delta State, Nigeria.
- iv. Assess the extent which collaborative strategy affects the performance outcomes of chosen LGAs in Delta State, Nigeria.

LITERATURE REVIEW

There is a commonly held view that in a workplace characterized by a varied workforce with varying levels of expertise and backgrounds, the occurrence of conflicts seems to be unavoidable. Although the primary objective of any organization is to achieve a state of harmonic collaboration, the realization of this objective is not always effectively accomplished in practical implementation. This phenomenon occurs due to the fact that several departments, units, or groups within an organization must allocate limited resources or collaborate on work tasks, while simultaneously possessing distinct statuses, objectives, roles, values, and perspectives.

Abioro, Odunlami, and Ekpudu (2019) define conflict management methods as a set of measures aimed at mitigating conflict, and in some cases, fostering necessary conflict. Conflict resolution is a managerial process including the formulation of strategies and procedures aimed at efficiently resolving conflict situations. Neskertin and Porterfield (2016) argued that conflict management serves to enhance comprehension of the issue at hand, facilitate the attainment of resolutions, and foster a collective effort towards consensus-building and the cultivation of a sincere dedication to decision-making. The ability to channel this energy into constructive accomplishments for all parties engaged in the dispute may lead to the transformation of conflict into a collaborative discovery and problem-solving resolution.

- i. **Accommodation Strategy:** This is the strategies used to address the underlying causes of a dispute and to guarantee that all affected parties are appeased and aligned in their perspectives. Additionally, this technique is seen suitable in situations when there is a need for a temporary solution to be implemented or when the individuals involved have a collectively meaningful objective.
- ii. **Avoidance Strategy:** This is seen in some organizations within the system. This practice is often referred to as conflict avoidance. Oluwakemi (2016) noted that, organizations should employ avoidance strategies in situations where the issue at hand is trivial or when there are more pressing matters that require attention. Avoidance is also recommended when there is no possibility of satisfying one's concerns, when the potential disruption resulting from addressing the issue outweighs the benefits of resolving it, when others are better equipped to handle the conflict, when the issue appears to be symptomatic of underlying problems, when the time required to address the issue is excessive, when the timing or location is not conducive for discussing the matter, and when additional time is needed to gather information and prepare before addressing the issue.
- iii. **Compromise Strategy:** This strategy entails a willingness on participating parties to peacefully resolve the disagreement without attributing victory or defeat to any party. Oluwakemi (2016) stated that, it is advisable for organizations to employ compromise strategy but do not justify the potential disruption caused by more assertive strategies. Additionally, compromise can contribute to the enhancement of relationships between opposing parties.
- iv. **Collaborative Strategy:** The collaboration approach is designed to address all interested in conflict to resolve such disputes. This strategy further suggests the need consider all parties involved in conflict into a consensus. Furthermore, collaboration is advantageous when an individual seeks to share responsibility rather than assuming full accountability. Lastly, collaboration strategy is essential for cultivating long-term relationships that are necessary for sustained success (Oluwakemi, 2016).

Meanwhile, performance measurement refers to the systematic collection, analysis, and reporting of data pertaining to the performance of an organization. The tool serves as a means for local government entities to assess and gauge the caliber and efficacy of governmental services. Performance measurements include many components, including inputs, outputs, efficiency measures, and outcomes. Inputs refer to the resources used, while outputs pertain to the program activities undertaken. Efficiency measures is gauge the ratio between inputs and outputs. Lastly,

outcomes denote the tangible results achieved via programs and services. Numerous performance measurement methods exhibit limitations in their capacity to just assess program inputs and outcomes. Ideally, performance assessment endeavors should also provide data pertaining to program outputs and outcomes (Mfonobong, 2020).

The utilization of performance measures is motivated by heightened citizen expectations for government transparency and responsibility, amplified interest from local legislators in performance-related data to facilitate program evaluation and resource allocation determinations, and the endeavors of diverse organizations and professional associations to promote a results-oriented approach in governance.

Theoretically, the paper hinges on the Contingency Theory popularized by Fred Fiedler in the year 1964. This theory is sometimes referred to as the human relations movement, since it focuses on the examination of the human aspect of work. It involves the analysis of the factors that precede and follow an individual's work environment, as well as the acquired associations they have developed from past experiences. Moreover, proponents of behaviorism believed that enhancing comprehension of human behavior inside the workplace, including aspects such as motivation, industrial conflict expectancies, and group dynamics, might lead to improved employee performance (Pavlov, 1897).

According to Rahim (2002), conflict is a prevalent occurrence in business environments, often manifesting between management, workers, or other groups within an organization. The author asserts that, conflict is an inherent aspect of such settings. The underlying premise is that, no universally applicable or optimal approach to organizational management. Moreover, it suggests that an organizational or leadership style that proves beneficial in some circumstances may not provide same success in other contexts. In other words, managers use several strategies to effectively handle disputes inside a company. Alternatively, individuals may choose to use a range of tactics, including avoidance, compromise, adaptability, and teamwork, in order to effectively manage and resolve conflicts. In conflict situations, individuals tend to choose behavioral strategies that align with their specific identity type, which is manifested throughout the occurrence of the conflict. Conflict behavior is contingent upon the respective functions of workers within the organizational structure and their positioning within the conflict scenario.

In summary, this idea says that conflict is inherently negative and may be effectively mitigated. The selection of the most suitable strategy depends on various factors, including the parties involved in the conflict, the timeframe, and the organizational context. Hence, it is essential for managers to accurately recognize and comprehensively comprehend the prevailing circumstances prior to selecting the most suitable approach for conflict management. Based on the aforementioned information, the theoretical framework of the research is shown as follows:



Figure 1: Conflict Management Strategies and LGAs' Performance Model

Source: Researcher's Theoretical Model (2023)

Empirically, the study conducted by John-Eke and Akintokunbo (2020) analyzed the characteristics and importance of conflicts inside an organization, while also defining various degrees or categories of conflict. Subsequently, the proper approach is to get favorable results that enhance organizational performance. The research findings indicate that disputes do not consistently result in negative perceptions of the company. Instead, when conflicts are well handled, they may foster healthy rivalry, enhance team engagement, and facilitate improved communication.

The study conducted by Umana (2019) investigated the impact of conflict management tactics on the performance of firms. The research used an explanatory design. The researcher indicate that the implementation of an effective management-labor conflict strategy has a positive impact on decision outcomes and group productivity.

Abioro, Odunlami, and Ekpudu (2019) examined the effect of conflict management in promoting industrial peace of 296 respondents. The data were obtained by administering a standardized questionnaire. Both descriptive and inferential statistics were employed to examine the data. The study's findings indicate that there is a modest and substantial correlation between the collective bargaining technique & industrial harmony. Furthermore, no substantial correlation between the use of confrontation method and avoidance strategy and the achievement of industrial harmony. The research findings indicate that in order to foster industrial harmony, businesses should use collective bargaining strategy as a means of conflict resolution, among other integrative conflict management approaches such as accommodation, reconciliation, and negotiation.

The study conducted by Abu and Gomes (2018) investigates the correlations existing between conflict management strategies and the performance of organizations. One possible explanation for the inconsistent results is that previous research failed to examine the relevant elements that might enhance the associations between Conflict Management Style (CMS) and Organizational Performance (OP). In order to conduct a comprehensive analysis of conflict management, this

research used a model that included four components as antecedents (management facilitation, creativity and innovation, decent environment, and intrinsic incentives). These factors were anticipated to have a direct influence on the practices of conflict management strategies (CMS) and organizational performance (OP), which were considered as dependent variables. The present research aims to investigate the positive correlation between the elements that precede a phenomenon, namely the antecedents, and the variables of Content Management Systems (CMS) and Organizational Performance (OP). The findings of this research provide useful insights into the potential for cross-fertilization of ideas via the clash of differing perspectives, therefore facilitating the development of novel approaches to conflict resolution. The results of the study also provide support for the notion that managerial facilitation, creativity and innovation, a favorable work environment, and intrinsic incentives are crucial in developing an effective system for managing conflict and promoting a healthy organizational performance in the workplace.

In a study conducted by Olang (2017), the impact of conflict management strategies on organizational performance in the United States of America was investigated. The researcher used a census approach, surveying a total of 153 workers. The data collection strategy used in this study was the use of well-structured questionnaires, which were designed to address the research topics. The data was subjected to scientific and objective analysis using the statistical software package The findings indicate that both negotiation and third party interventions had statistical significance.

METHODOLOGY

The research used a survey methodology to provide a comprehensive overview of the data characteristics in the study. It should be noted that the study is cross-sectional in nature. The chosen design facilitated the elucidation of pertinent facets of the phenomena being examined and furnished comprehensive insights into each pertinent variable. The study population included both Oshimilli South and North regions, as shown in Table 1.

Table 1

Sampling Frame

S/N	LGAs	Staff Strength	Percentage
1	Oshimili South	538	56.63
2	Oshimili North	412	43.37
Total		950	100

Source: Field Survey (2023)

Out of the 950 workforce, 274 participants were sampled based on the Krejcie and Morgan (1970) tabular framework. The Cronbach Alpha for establishing the internal consistency reliability is: Excellent ($\alpha > 0.9$), Good ($0.7 < \alpha < 0.9$), Acceptable ($0.6 < \alpha < 0.7$), Poor ($0.5 < \alpha < 0.6$), Unacceptable ($\alpha < 0.5$).

Table 2

Reliability Test

S/N	Variables	Cronbach Alpha	Number of Items	Remark
1	Accommodation Strategy	.980	3	Excellent
2	Conflict Avoidance Strategy	.850	3	Good
3	Compromise Strategy	.952	3	Excellent
4	Collaborative Strategy	.949	3	Excellent
5	Local Government Areas' Performance	.835	3	Excellent
Overall		.913	15	Excellent

Source: SPSS Output (2023)

The provided table indicates that the Cronbach's alpha value for the entire measure is 0.933. This finding demonstrates that the data exhibit a high level of internal consistency, indicating strong dependability. The Accommodation Strategy has the highest Cronbach's alpha coefficient value, which is 0.980. This finding demonstrates the greatest level of internal consistency dependability among the three questions. The Compromise Strategy has a Cronbach's alpha score of .952, indicating a high level of reliability in the data. The subsequent step involves the implementation of a Conflict Avoidance Strategy, which has been assessed to possess a Cronbach Alpha value of 0.950. Finally, it is worth noting that the collaborative technique has the lowest Cronbach's alpha value of .949, indicating a high level of internal consistency and dependability in the data. In the study, the dependent variable was measured to have a value of .835, indicating its level of influence or impact. The study used a univariate model method in order to assess the impact of each independent variable, namely conflict management tactics, on the dependent variable, which is the performance of selected local government areas. Hence, the four models are stated thus:

Model 1:

$$LGAP_i = \beta_0 + \beta_1 ACOS_i + \epsilon_{it}$$

Model 2:

$$LGAP_i = \beta_0 + \beta_1 COAS_i + \epsilon_{it}$$

Model 3:

$$LGAP_i = \beta_0 + \beta_1 COMS_i + \epsilon_{it}$$

Model 4:

$$LGAP_i = \beta_0 + \beta_1 COLS_i + \epsilon_{it}$$

Where:

- LGAP = Local Government Area Performance
- ACOS = Accommodation Strategy
- COAS = Conflict Avoidance Strategy
- COMS = Compromise Strategy
- COLS = Collaborative Strategy
- β_0 = Intercept/Constant
- $\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients of the independent variables
- ϵ_{it} = Error term

Table 3 gives a clear description of the study variables

Table 3

Measurement of Variables

Variables	Constructs	Description	Adapted from
Conflict Management	Accommodation Strategy	Mean of responses for the four items testing the extent of accommodation strategy on the performance of Selected LGAs in Delta State, Nigeria	Ndulue and Ekechukwu (2016); Umana (2019); John-Eke and Akintokunbo (2020)
	Conflict Avoidance Strategy	Mean of responses for the four items testing the extent of conflict avoidance strategy on the performance of Selected LGAs in Delta State, Nigeria	Ndulue and Ekechukwu (2016); Umana (2019); John-Eke and Akintokunbo (2020)
	Compromise Strategy	Mean of responses for the four items testing	Ndulue and

		the extent of compromise strategy on the performance of Selected LGAs in Delta State, Nigeria	Ekechukwu (2016); Umana (2019); John-Eke and Akintokunbo (2020)
	Collaborative Strategy	Mean of responses for the four items testing the extent of collaborative strategy on the performance of	Ndulue and Ekechukwu (2016); Umana (2019); John-Eke and Akintokunbo (2020)
	Selected Government Performance	Local Area Mean of responses for the four items testing the extent of Local government area the performance	Ndulue and Ekechukwu (2016);

Source: Field work, 2023.

The items formed the questions for the variables in the questionnaire. All questions were in close ended form and all responses were measured using five-point Likert scale ranging from “strongly agree” (1), “agree” (2), “undecided” (3), “disagree” (4) and “strongly disagree” (5). The use of Likert scale is often necessary because it is an interval scale that enables a researcher to analyse questionnaire responses using parametric tools.

RESULTS AND DISCUSSIONS

Questionnaire Retrieval Pattern

Table 4 gives a clear description of the questionnaire retrieval pattern:

Table 4

Questionnaire Administration and Retrieval

Approach	Frequency (F)	Percentage (%)
Numbers of Questionnaire Not Returned	33	11.34
Numbers of Questionnaire Returned and Used	258	88.66
Total numbers of Questionnaire Administered	280	100

Source: Field Survey (2023)

Table 4 reported that 291 copies of well-structured questionnaires were administered in the study area. Specifically, 258 copies were returned and used accounting to 88.66% while 33 copies were not returned amounting to 11.34%.

Respondents’ Bio-Data

Table 5 show the demographic profile of respondents:

Table 5

Respondents Socio-Demographic Profile

S/N	Variable	Metrics	Frequency	Percentage (%)
1	Gender	Male	146	56.59
		Female	112	43.41
		TOTAL	258	100.00
2	Age bracket	20-30 years	56	21.71
		31-40 years	113	43.80
		Over 40 years	89	34.50
		TOTAL	258	100.00
2	Marital Status	Single	83	32.17
		Married	99	38.37
		Divorced	76	29.46
		TOTAL	258	100.00
3	Educational Qualification	HND/B.Sc.	87	33.72
		MBA/M.Sc.	110	42.64
		Others	61	23.64

TOTAL		258	100
	0-1 Year	54	20.93
4	Working Experience:		
	2-5 years	67	25.97
	6-10 years	81	31.40
	11 Years and Above	56	21.71
TOTAL		258	100.00
5	Staff Category:		
	Junior Cadre	97	37.60
	Senior Cadre	161	62.40
TOTAL		258	100.00

Source: Field Survey, 2023

Table 5 reported that, 112 respondents (43.41%) are female and 146 represent males, or 56.59% of the total. This supports the assertion that males constitute the majority of the respondents. With regard to the age distribution of the participants, the findings indicate that 56 individuals, or 21.71%, belonged to the 20–30 age group, 113 individuals, or 43.80%, were between the ages of 31 and 40, and 89 individuals, or 34.50%, were over the age of 40. This implies that the company has a greater proportion of youthful individuals aged 31 to 40.

Also, 32.17% (n=83%) are unmarried, while 38.37% (n=99) are married. In contrast, 29.46% (n=76) are elderly widows. Thus, married individuals constitute the majority of the respondents. In relation to the educational attainment of the participants, 87 individuals (33.72%) held a diploma as their highest degree, 110 individuals (42.64 percent) held the same degree, 61 individuals (23.64%) held other certifications as their highest certificates, and none of the participants held a Primary School Leaving Certificate.

Summarily, (n=54) have been employed by the company for a period ranging from 0 to 1 year. 25.97% (n=67) of the respondents have been with the organization for two to five years, according to the findings. Furthermore, 31.40% (n=81) of the participants possess a tenure ranging from two to five years in the teaching profession. In contrast, 21.71 percent (n=56) of the respondents have worked as educators for at least eleven years. Finally, (62.40%) has experience in the teaching profession and hold senior cadre positions. The results suggest that 97 percent (n=37.60) of the participants hold senior cadre positions.

Regression Analysis and Discussions

For ease of reference, the models were tested variables by variables using the univariate regression approach. The result outputs are presented in table 6:

Table 6
Summary of Univariate Analysis Model One to Four

Models	Beta value	Sig.	R-Squared	Durbin Watson	Result
Model One: $LGAP_i = \beta_0 + \beta_1 ACOS_i + \epsilon_{it}$.991	.000	.909	1.519	Rejected
Model 2: $LGAP_i = \beta_0 + \beta_1 COAS_i + \epsilon_{it}$.791	.000	.865	2.010	Rejected
Model 3: $LGAP_i = \beta_0 + \beta_1 COMS_i + \epsilon_{it}$.651	.000	.865	1.691	Rejected
Model 4: $LGAP_i = \beta_0 + \beta_1 COLS_i + \epsilon_{it}$.532	.000	.564	2.122	Rejected

Source: Researcher’s Compilation Based on SPSS Output (2023)

From table 6, R-squared value from model one to model four revealed that, the model is suitable for prediction. Meanwhile, the Durbin Watson statistic suggesting that, the model is free from serial correlation. Also, this empirical research aimed to examine the influence of conflict administrators on the performance of selected LGAs.

The four null hypotheses were suggested in this study. The first null hypothesis posits that the implementation of an accommodation approach does not provide a statistically significant

beneficial impact on the performance of the selected LGAs. The regression analysis conducted on the univariate model revealed a coefficient of .991 for the compromise strategy variable, with a corresponding probability value of 0.000. This implies that there is sufficient information to support the conclusion that there exists a substantial linear correlation between the accommodation method and the performance of the selected LGAs in Delta State, Nigeria. The findings also indicate that the use of an accommodation method is suitable for developing regulatory policies that may enhance the performance of selected LGAs in Delta State, Nigeria. Additionally, the study reported a coefficient of 0.791 and a probability value of 0.000. The conclusion of the good outcome is that 1% increase in conflict avoidance technique would boost performance of Sampled LGAs by a significant value of 799.1%. This implies that there exists sufficient information to support the conclusion that there is a substantial linear correlation between the use of conflict avoidance strategies and the performance outcomes of the chosen LGAs in Delta State, Nigeria.

Furthermore, the study affirmed that, compromise strategy has a substantial effect on the performance of the selected LGAs. The findings further indicate that the use of compromise strategies is a very effective approach. This observation further underscores the need for local government administrators in Nigeria to exert significant effort in the process of reaching compromises, since the prevailing tendency of delaying justice might have detrimental effects.

Lastly, the study confirmed that, collaborative strategy has a substantial effect on the performance of the selected LGAs. The findings further indicate that the use of a collaborative method is widely recognized as an effective approach employed by local government administrators in Nigeria to effectively manage and mitigate disputes. This finding provides more evidence supporting the need of local government administrators adopting a collaborative approach when confronted with conflicts of interest. This outcome aligns with the research conducted by John-Eke and Akintokunbo (2020), Abioro, Odunlami, and Ekpudu (2019), Umana (2019), Abu and Gomes (2018), and Olang (2017). However, it significantly diverges from the results reported by Abioro, Odunlami, and Ekpudu (2019).

CONCLUDING REMARKS AND RECOMMENDATIONS

This research aimed at examining effect of conflict management tactics on the performance of selected LGAs. The findings of the research indicate a substantial linear association among accommodation, conflict avoidance, compromise, and collaboration strategy on the performance of the selected LGAs. Therefore, the research suggests that the implementation of a conflict management plan is of utmost importance in order to get enhanced performance levels. The study's results have led to the formulation of the following policy suggestions:

1. The local government administrators have to provide more education and training to their personnel about the effectiveness of accommodation measures in mitigating organizational conflict.
2. In order to optimize performance within the local government, it is crucial to prioritize the enhancement of harmony, the cultivation of positive relationships, and the mitigation of organizational friction among personnel. Implementing this strategy would effectively limit the occurrence of indicators that suggest the presence of a potential conflict.
3. Efforts should be undertaken to ascertain the rationale and specific circumstances under which an employee should engage in compromise.

4. Local government managers have to embrace a participative approach to administration as opposed to an authoritarian one.
5. The federal government should give the Nigerian union of local government employees (NULGE) the exclusive right to resolve conflict and other related issues within the local government.

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