

ORGANIZATIONAL CONFLICT AND PERFORMANCE OF BANKS: A STUDY OF FIRST BANK OF NIGERIA, PLC, PORT HARCOURT

EKWOCHI, Eucharia Adaeze

Department of Business Administration,
Faculty of Management Sciences

Enugu State University of Science and
Technology, Enugu, Nigeria

E-mail: eucharia.ekwochi@esut.edu.ng

IGWE, Nicholas Ngozi

Department of Business Management,
Faculty of Management and Social
Sciences

Godfrey Okoye University, Enugu,
Nigeria

E-mail: nickigwe@gouni.edu.ng

AGBAJI, Benjamin Chukwuma

Department of Insurance, Faculty of
Management Sciences

Enugu State University of Science and
Technology, Enugu, Nigeria

E-mail: gbajiben@gmail.com

Abstract

The study examined the effect of organizational conflict on the performance of First bank of Nigeria, Plc, Port Harcourt. The objectives were to: examine the effect of relationship conflict on service delivery; and effect of Task conflict on Productivity; on customer satisfaction of First Bank of Nigeria Plc, Port Harcourt. The population of the study was five hundred, and eighty-three-seven (583). A sample size of two hundred and thirty-seven (237) was drawn from the population using Taro Yamane (1968) formula. The data generated was analyzed using the simple percentages. The hypotheses were tested using the sample proportion test (Z test). It was found out that there was a significant effect of relationship conflict on service delivery of First Bank of Nigeria Plc, Port Harcourt ($Z = 4.59$);

also, there was significant effect of task conflict on Productivity of First Bank of Nigeria Plc, Port Harcourt ($Z = 5.13$). Conclusively, it revealed that disagreements and incompatibilities among group members about personal issues that are not task related between members of an organization occurs because of differences in their goal and values. The study recommends among others that managers should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level.

Keywords: Organizational, Conflict, Performance, Banks, Service Delivery.

Introduction

The nature of today's firms, whether in the service or manufacturing industry and whether public or private, inevitably generates conflicts which result from the perceived scarcity of freedom, positions and resources, structurally challenges such as communication and leadership problems as well as differences in the personality, attitudes, feelings, needs and perceptions between and/or among the staff (Saranya, 2016). Longe (2015) explains workplace conflict as the lack of good rapport that happens because the actual or perceived needs, goals, interests or values of the different members of the staff do not agree and there is frustration as each of them tries to bring their own contribution to the achievement of the firm's goals. Organizational conflicts are bound to occur especially because the firm has different individuals and that of the daily relationship with others can lead to disagreements and discord in the firm (Awan & Saeed, 2015). Thus, conflict in the workplace is common and will always happen especially because there is competition for security, recognition, power and roles (Olang, 2017).

In the management of today's organizations, executives face difficult decisions relating to

the choice of conflict resolution mechanisms and choosing the best means to resolve conflict fairly while still motivating the employees to do their best so that they can deliver organizational goals and objectives. Indeed, if properly handled, conflicts can improve the performance of an individual (Awan & Saeed, 2015). However, their effects can lead to negative consequences especially if they result to hate among the employees or teams in the workplace with attendant negative consequences such as missed deadlines, delayed decisions, depression, reduced teamwork spirit and opting to solve problems alone rather than as a team, distrust, poor customer service, disruptions while doing tasks, diversion of employees' time and energy from the main issues, among others (Awan & Saeed, 2015). Conflict can be constructive, but it has always been seen as evil, but the constructive one that is conflict management is a high point for any working environment. Conflict management in an organization can create a very good and conducive workplace environment which can be free from violence, resentment, incivility and can be prevented from financial, psychological or physical loss of employees and employer. Second, the organization's very performance is also threatened if conflict is too low.

Organizational conflict management (OCM) reduces the negative elements of conflict and increases the positive conflict elements by use of various styles and techniques in managing the conflict(s) between and/or among individuals or groups (Prause & Mujtaba, 2015). According to Ajike, Akinlabi, Magaji and Sonubi (2015) organizational conflict management involves the firm identifying the root of the conflict and coming up with ways to minimize or stop the conflict. Similarly, Rahim (2017) expressed the view that organizational conflict management is characterized by coming up with effective methods to control conflict and to improve the positive effects of conflict so as to allow the workers to learn and

be effective in completing their responsibilities. This therefore shows that organizational conflict management techniques refer to methods that the management uses to resolve workplace disputes Currie, Gormley, Roche and Teagu. (2017).

Statement of the problem

Employee performance is an integral part of every organization and an organization's overall performance largely reflects the performance of its employees (Agusioma, 2018). In the process of achieving organizational objectives, disappointments, disputes and conflict will surely arise. This strongly suggests that the occurrence of bickering, backbiting, blames shifting, gossiping and undermining of others can never be completely eradicated from any human organization. Consequently, companies for some time now are faced with the problem of unionized and non-unionized agitations from employees at all levels. They are experiencing strikes actions of all kinds, unceremonious resignations, court actions and even the exchange of blows amongst co-workers. Co-worker's disputes, though common, are dangerous because they involve delicate interpersonal relations that can explode and disrupt an office and an entire company. Attaining high levels of work performance among employees has proved to be challenging for the firm's management in Nigeria. Negative work environment that does not promote conflict resolution can result in poor employee behavior and job performance. Conflict can have a devastating effect on the performance of an organization, especially if it consumes the energies of employees rather than focusing on other productive activities. Moreover, it can interfere with group process and create so much interpersonal hostility that group members may not be willing to cooperate with each other to achieve organizational objectives. Furthermore, unsolved conflicts can generate into bigger contentions which have the capacity

of engendering more controversies leading to high levels of absenteeism, high staff turnovers, low job satisfaction and even commitment that may result in low employee performance leading to ultimately low organizational performance.

On the other hand, properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of conflict. Open communication and collaboration enhance the flow of new ideas and strengthen work relationship, which can have a positive effect on employee morale. Regular feedback and timely resolution of conflict has the potential of improving employee satisfaction and job performance. With constructive and a prudent approach, conflicts can revolutionize new ideas which can take business organizations to unprecedented heights in their endeavours. Researchers have shown that conflicts in business organizations can enhance the quality of decisions and also catalyze participation in group discussion. The researcher's primary interest is banking sector which always trying to improve their services and offer very good products and innovations to the customers. Also, employees in organizations are required to excel in high performance and achieve their individual targets. If organizations are unable to resolve conflicts or manage poorly employee's productivity and their job performance are affected from it and organizational performance may be hampered. This study therefore was set to examine the effect of organizational conflict on the performance of First bank of Nigeria, Plc. in Port-Harcourt.

Objectives of the study

The main objective of the study was to examine the effect of organizational conflict on the performance of First bank of Nigeria, Plc, Port-Harcourt. The specific objectives were to:

- i. Examine the effect of relationship conflict on service delivery of First Bank of Nigeria Plc, Port Harcourt
- ii. Examine the effect of task conflict on Productivity of First Bank of Nigeria Plc, Port Harcourt

Research questions

The following research questions were raised:

- i. What is the effect of relationship conflict on service delivery of First Bank of Nigeria Plc, Port Harcourt?
- ii. What is the effect of task conflict on Productivity of First Bank of Nigeria Plc, Port Harcourt?

Statement of hypotheses

The following hypotheses were formulated for the study:

- i. There is no significant effect of relationship conflict on service delivery of First Bank of Nigeria Plc, Port Harcourt
- ii. There is no significant effect of task conflict on Productivity of First Bank of Nigeria Plc, Port Harcourt

Conceptual framework

Concept of Organizational Conflict

Conflict is a disagreement between individuals or groups in the organization stemming from the need to share scarce resources or engage in interdependent work activities or from differences in status or culture. It may be between individual members of the same organization arising out of differences in goals and values within a group, team or department, between groups or across the organization. Conflict is a situation of competition in which the parties are aware of the incomparability of potential future position in which each party

wishes to occupy a position that is incompatible with the wishes of the other and views organizational conflict as competition by individuals and groups for organizational resources and organizational rewards. Organizational conflict can be regarded as a dispute that occurs when interest, goals or values of different individuals or groups are incompatible with each other.

Relationship Conflict

Relationship conflicts reflect disagreements and incompatibilities among group members about personal issues that are not task related, such as social event's gossip, and world news. Behavioural scientists sometime describe an organization as a system of position roles. This type of conflict is between members of an organization and occurs because of differences, in their goal and values. It may be between two managers who are competing for limited capital and manpower resources and may be worse still when the scarce resource cannot be shared and must be obtained therefore the two managers will begin to conflict over who will take the scarce resource.

Causes of Conflicts

Several factors have been identified as causes of conflicts in organizations. These include;

a. Poor Communication

Communication is the exchange of ideas, information or knowledge between individuals. Through communication, management information employees about decisions taken on the workers welfare and the workers inform management about their needs and problems. Thus, communication enhances interpersonal relationships in the organization and fosters understanding among everyone in the organization.

b. Organizational Policies and Objectives:

Organizational policies and objectives are always conflict prone areas in corporate organizations. Organizational goals are always

task-oriented and not always welfare-oriented. For instance, the policy of profit plough back leaves little fund for improvement of workers' welfare.

c. Individual Goals and Objectives:

Individual employees have personal goals while working in the organization. In fact, the essence of taking up a job in the organization is to have a means of attaining personal goals from the personal goal, you meet the organizational goals.

d. Nature of Assignments: The nature of tasks undertaken by workers could be a source of conflict. Some tasks are easy and do not stress the individuals to perform. Others are very difficult and stressful to perform. Stressful tasks are a serious factor that causes conflicts in organizations especially where the principle of job rotation dose not obtain, Such jobs give workers frustrations.

e. Management Style: This can also be referred to as leadership style or employer employee or superior-sub-ordinate relationship. Generally, workers resent dictatorial or autocratic management or leadership style. Conflicts lead to oppressive or master-slave relationship in corporate organizations. Feeling of resentment and anger associated with such relationship often leads to conflicts.

Conflict Management

Conflict management is seen as a broad concept including conflict resolution, the transforming of the nature of conflict to be good and the fostering of peaceful coexistence. It is a long term arrangement involving official organisation and institutions for stopping and preventing the conflict whenever it is about to arise. In other words, conflict management is the label for the variety of ways by which people handle grievances, standing up for what they consider to be right against what they

consider wrong. Conflict management requires a combination of analytical and human skills. It influences individual wellbeing, group performance and organisational effectiveness. Usoro, Ekpenyong and Effiong (2014) view that conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of nonproductive escalation. It involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in one's environment. Usoro *et al.* (2014) further explains that it is a process that embraces all articulated strategies, interventions and institutional mechanisms in controlling the escalation of conflict. Lazarus (2014) views conflict management strategies as the internal mechanisms used by various authorities in resolving conflict. Conflict researchers have identified a number of conflict management strategies that can be employed in the constructive management of conflict situations.

Concept of Organizational Performance

Organisational performance as a concept suffers from problems of conceptual clarifications. Performance itself cannot be said to be the outcome itself, consequences or the result of behaviors or action but rather performance can be said to be the action itself. Thus they argued that performance tends to be multidimensional, a situation whereby for any specific-type of job, there tends to be a number of substantive performance components that are distinguished in terms of their inter correlations and patterns on co-variation with other variables. However, there is no one definition of organisational performance. The primary reason for this is that researches from different fields of study such as psychology, human resource management, public administration and organizational behaviour have dealt with the concept based on their field

of study. Hence, it is no surprise that the literature accommodates a variety of different definitions related to organizational performance. Organizational performance is an important construct in leadership that determines how to manage organizations. Previous literature reviews reveal that organizational performance is a multidimensional concept that reflects the heterogeneous nature, circumstances and objectives of organizations at a given period. This compelled Awan and Saed (2005) to comment that the definition and meaning of organizational performance is an open subject for further inquiry. Once the workers are more productivity in an organization, and all understands each other both the top, middle and lower manager, conflict will disappear because job satisfaction will come because individually and organizational objectives are achieved.

Organizational Conflict and Organizational Performance

Conflict in the banking industry can affect employees' performance and banks' profitability. Conflict sometimes has a destructive effect on the individuals and groups involvement within the organization. At other times, however, conflict can increase the capacity of those affected to deal with problems, and therefore it can be used as a motivating force toward innovation and change. Conflict is not always destructive, it may be a motivator. When it is destructive, however, senior management or executives need to understand and do something about it; a rational process for dealing with the conflict should be planned. This process includes a planned action response on the part of the manager or the organization, rather than relying on a simple reaction or a change that occurs without specific action by management.

Process Conflict and Employee Performance

Unresolved procedural conflicts can prevent work on collaborative projects from even getting started. On the other hand discussion of different procedural approaches can lead to a compromise that is mutually acceptable to the collaborators and productive for their decision-making. Ogaga, (2017) found a correlation between process conflicts and organizational performance.

Theoretical framework

Theory that formed the basis of this study was human relations theory and contingency theory.

Human Relations Theory

Human relations theory is attributed to Mayo who was hailed for its development in 1933. Mayo examined the impact of motivation, social relations and satisfaction levels of workers on the productivity of the employees. Mayo stressed on the power that is in natural teams where he explained that social relations are always more important than the structure of the organizations. According to him, communication which is a two-way process between the employee and the manager and vice versa is important. Additionally, leaders should effectively communicate to the employees their work objectives to allow them to make the right decisions (Currie et al., 2017). The theory emphasizes conflict resolution and its effect on employee performance making it relevant to the current research study.

Empirical studies

Mwaniki, and Muathe (2021) examined Organizational Conflict Management: The All-Important Public Universities Performance Strategy Under Neglect in Kenya. This study sought to determine the effect of organizational conflict management techniques, namely negotiation, mediation, collaboration and avoidance, on employees' performance in selected public universities in Kenya. The study was based on the human relations, human

capital and contingency theories. The study adopted a positivist quantitative approach - a methodological approach that seeks to quantify data and generalize results from a sample of a target population in an objective manner using statistical means. The study adopted descriptive research design. The study population was employees of the selected public universities in Kenya. A sample of 160 participants was chosen using stratified and simple random sampling methods. Gathered data was analyzed using descriptive and inferential statistics with the help of the Statistical Package for Social Sciences. Both ANOVA and regression analysis were utilized in analysis of the data. The study established that there was a strong positive and significant relationship between negotiation, mediation as well as collaboration and employees' performance in the selected public universities in Kenya as the three variables had positive beta coefficients and p-values less than the set significance level threshold. However, avoidance was found to have a negative and significant relationship with employees' performance in the selected public universities in Kenya as denoted by its negative beta coefficient value and a p-value less than the set significance level threshold. The study concluded that negotiation, mediation and collaboration positively influenced employees' performance while avoidance adversely affected employees' performance. Consequently, the study recommends that the management of public universities in Kenya may apply a mix of these organizational conflict management techniques to achieve optimal outcomes in resolution of organizational conflicts.

Akif Al-Khasawneh and Bassam Abu Khadar (2021) investigated Organizational conflicts in hospitals and their impact on employee turnover: A case study of Jordan hospital. The research aims to investigate the most common types of organizational conflicts among

employees in private hospitals and discover the impact of organizational conflicts on employee turnover. The research outlined the relationship between the variables to present the idea of organizational conflicts and employee turnover. The hypotheses were tested using a survey data of 340 copies of questionnaire distributed randomly to employees working in four private hospitals in Jordan. Random selection of private hospitals was made among eight hospitals in the northern governorates of Jordan (Irbid, Jerash, Mafraq, and Ajlun), which are considered the largest districts in the country. The collected data were analyzed using the SPSS programme, and initial statistical techniques were applied. The results showed that the highest level of impact of organizational conflicts on the internal turnover of employees was related to the conflict between employees and direct supervisors. However, the highest level of the impact of organizational conflicts on the external turnover of employees was related to the conflict between employees and top management. The low-level job conflicts of employees were those with owners and middle management. Thus, to create stability, prevent work pressure, and retain employees, managers of private hospitals necessarily need to provide an appropriate work environment, develop high level of well-being, and decrease the workload.

Agbo (2020) examined the effect of conflict management on organizational performance with reference to Broadcasting Corporation of Abia state. Descriptive survey research design was adopted. Simple random sampling technique was adopted in analyzing eighty-five (85) copies of questionnaire distributed with the help of SPSS package. Findings indicated that conflict management had a positive and significant relationship with organizational performance. Motivational packages adopted by the organization had the potential to positively influence the organization's workforce when given the adequate attention it

deserves. The study therefore concluded that organizational performance was enhanced when the organization maintained an acceptable level of conflict resolution in the work environment that help to coordinate and control the activities of the organization. The study thus recommended among others that; i) Adequate conflict resolution mechanism is recommended to be set up and maintained in order to serve as a catalyst to reduce accumulated grievances and trigger employees to better performance. ii) Strategic considerations on personnel competency is recommended as the benchmark for selecting conflict management parties. Finally, there is a need to continuously educate the workforce on the best way to channel their grievances. This is to ensure that the employees do not take laws into their hands

Ogaga, (2017) studied impact of Organizational Conflict on Employees Performance: Evidence from Dangote Cement Plc, Gboko Plant Nigerian. This study aims at exploring the effect of the three types of organizational conflict, namely the relationship, task, and process conflict, on the output of employees in the cement manufacturing sector in Nigeria using Dangote Cement Company, Gboko Plant as a case study. The study employed two estimation procedures; the Pearson correlation and the logit estimation method. The marginal effect extracted from the logit estimation exhibited that of the three types of conflict – only relationship conflict has a significant effect on the performance of employees. The Pearson correlation also revealed that whilst relationship conflict adversely affects performance, both task and process conflicts have a positive influence on output of workers. The association between process conflict and performance was however, unanticipated. Lastly, the Pearson correlation method brought to view that there is a very weak linkage between all the three types of organizational

conflict and the performance of workers in Dangote Cement Plc. The study therefore, suggest that the policy makers and the management of organizations should efficiently and effectively set up conflict resolution mechanism by eliminating all friction that may arise from the three types of organizational conflict if they want to achieve rapid growth in the enterprise. Those conflicts that affect performance positively should be encouraged.

Methodology

Research design

The study employed survey research design. Survey research design is used when collecting information about people’s attitude, habit or any other variety of education or social issues and the design reports the way things are at present. The survey method is appropriate for this study as it facilitated the collection of data from a large population.

Population of the study

A population refers to the combination of elements that have similar characteristics or behavior. The population of this study was all graduate staff of 15 branches of First Bank Plc in Port Harcourt Metropolis. The number 583.

Table 1: Distribution of First bank branches in Port Harcourt

SN	NAME	NO. OF STAFF	%
1	Agip Round About Branch.	43	7
2	Onne Branch.	35	6
3	Oyigbo Branch.	38	6
4	Wimpey Branch.	32	5
5	Diobu Branch.	45	8
6	Harbour Road Branch.	33	6
7	Rumomasi Branch.	42	7
8	Rumokoro Branch.	36	6
9	Shell Branch	34	6
10	Abuloma Branch.	28	4
11	Artillary Branch.	48	9
12	Church Hill Branch.	35	6
13	Garrison Branch.	48	9
14	Olu Obasanjo Road Branch.	50	9
15	Choba Branch.	36	6
	TOTAL	583	100

Source: Organizations under study, 2023

Determination of sample size

Since the population is finite, the Taro Yamane formula for sample size determination was employed to determine the sample size. The formula is thus:

$$n = \frac{N}{1 + N(e^2)}$$

Where

n = required sample size

N = population of the study

1 = statistical constant

e = maximum level of error

Therefore:

$$n = \frac{583}{1 + 583 \times (0.05)^2}$$

$$n = \frac{583}{1 + 1.4575}$$

$$n = \frac{583}{2.4575}$$

$$n = 237$$

Instrument for the study

This study used primary data which were collected using self-administered structured copies of questionnaire accompanied by introduction letter informing the respondents who the researchers are and the purpose of conducting the research. Respondents were told to select their answers guided by a five-point Likert scale. The Likert scale is a psychometric response scale primarily used in questionnaire administration to obtain participants’ preferences or degree of agreement with a statement or set of statements. The questionnaire was in two sections. Section A elicited information on the biographic data of the respondents while section B elicited information based on the research questions.

Validity of research instrument

Validity refers to how accurately the data obtained captures what it was purported to measure. The indicator was developed to

measure a concept of genuine measures, which also means, that is the correct data and methods of research, but also reflects the real problem or not. To ensure content validity, the collection instrument was given to the experts who were associates of the researchers in Enugu State University of Science and Technology, Enugu to check for any weaknesses in design and development of the questionnaire and then the final questionnaire constructed.

Reliability of research instrument

Reliability focuses on the correctness and exactness of the testing methods and design while assessing the coefficients of stability, equivalence, and internal consistency. Measurement of reliability coefficients occurs numerically through correlation formulas. Determination of internal reliability occurred by calculating Cronbach’s Alpha for all combinations of the variables tested. Cronbach’s alpha determines the internal consistency or average correlation of items in a survey instrument to gauge its reliability.

Data analysis

Table 2: The effect of relationship conflict on service delivery of First Bank of Nigeria Plc, Port Harcourt

OPTIONS /Questions	Q 5	%	Q 6	%	Q 7	%	Q 9	%	Mean Response	Mean %
Strongly Agree	50	28	55	31	60	33	40	21	51	28
Agree	65	36	70	39	75	42	55	32	66	37
Undecided	25	14	30	17	20	11	40	21	29	16
Disagree	25	14	20	11	15	8	30	14	23	13
Strongly Disagree	15	8	5	3	10	6	15	11	11	6
	180		180		180		180		180	100

Source: Field Survey, 2023

Table 2 showed that the average of 51 respondents (28%) strongly agreed that relationship conflict has effect on service delivery in First Bank Plc Port Harcourt, average of 66 (37%) agreed; average of 29

(16%) were undecided; average of 23 (13%) disagreed; while average of 11 (6%) strongly disagreed. Since more than 50 percent agreed, it showed that relationship conflict has effect on service delivery in First Bank Plc Port Harcourt

Table 3: The effect of Task conflict on Productivity of First Bank of Nigeria Plc, Port Harcourt

OPTIONS /Questions	Q 10	%	Q 11	%	Q 12	%	Q 13	%	Mean Response	Mean %
Strongly Agree	55	31	60	34	65	36	60	33	60	33
Agree	65	36	65	36	70	39	60	33	65	36
Undecided	20	11	20	11	15	8	25	15	20	11
Disagree	25	14	20	11	20	11	20	11	21	12
Strongly Disagree	15	8	15	8	10	6	15	8	14	8
	180		180		180		180		180	100

Source: Field Survey, 2023

Table 3 showed that the average of 60 respondents (33%) strongly agreed that Task conflict has effect on Productivity in First Bank Plc Port Harcourt, average of 65 (36%) agreed; average of 20 (11%) were undecided; average of 21(12%) disagreed; while average of 14 (8%) strongly disagreed. Since more than 50 percent agreed, it showed that Task conflict has effect on Productivity

Test of hypotheses

Ho1: There is no significant effect of relationship conflict on service delivery of First Bank of Nigeria Plc, Port Harcourt

Using sample proportion statistics:

$$Z = \frac{P - P_o}{\sqrt{P_o (1 - P_o)}} \cdot N$$

Where P = Proportion of respondents who responded positively to the Variable of interest

Po = probability of rejecting null hypothesis (0.5)

1 = A constant

N = Total number of respondents

Using table 2

$$P = 33\% + 34\% = 67\% = 0.67$$

$$N = 180$$

$$Z = \frac{P - P_o}{\sqrt{\frac{P_o(1 - P_o)}{N}}}$$

$$Z = \frac{0.67 - 0.5}{\sqrt{\frac{0.5(1 - 0.5)}{180}}}$$

$$Z = \frac{0.17}{\sqrt{\frac{0.5 \times 0.5}{180}}}$$

$$Z = \frac{0.17}{\sqrt{0.25}}$$

$$Z = \frac{0.17}{\sqrt{0.00137}}$$

$$Z = \frac{0.17}{0.0370}$$

$$Z = 4.59$$

$$Z = 4.59$$

Since the computed value of 4.59 is more than the critical value of 1.96, we reject the null hypothesis (Ho) and accept the alternate hypothesis (H1) indicating that there is a significant effect of relationship conflict on service delivery of First Bank of Nigeria Plc, Port Harcourt

Ho2: There is no significant effect of Task conflict on Productivity of First Bank of Nigeria Plc, Port Harcourt

Using sample proportion statistics:

$$Z = \frac{P - P_o}{\sqrt{\frac{P_o(1 - P_o)}{N}}}$$

Where P = Proportion of respondents who responded positively to the Variable of interest

Po = probability of rejecting null hypothesis (0.5)

1 = A constant

N = Total number of respondents

Using table 3

$$P = 33\% + 36\% = 69\% = 0.69$$

$$N = 180$$

$$Z = \frac{P - P_o}{\sqrt{\frac{P_o(1 - P_o)}{N}}}$$

$$Z = \frac{P - P_o}{\sqrt{\frac{P_o(1 - P_o)}{N}}}$$

$$Z = \frac{0.69 - 0.5}{\sqrt{\frac{0.5(1 - 0.5)}{180}}}$$

$$Z = \frac{0.19}{\sqrt{\frac{0.5 \times 0.5}{180}}}$$

$$Z = \frac{0.19}{\sqrt{0.25}}$$

$$Z = \frac{0.19}{\sqrt{0.00137}}$$

$$Z = \frac{0.17}{0.0370}$$

$$Z = 5.13$$

Since the computed value of 5.13 is more than the critical value of 1.96, we reject the null hypothesis (Ho) and accept the alternate hypothesis (H1) indicating that there is a significant effect of Task conflict on Productivity of First Bank of Nigeria Plc, Port Harcourt

Summary of findings

The findings can be summarized as follows

- i. There is significant effect of relationship conflict on service delivery of First Bank of Nigeria Plc, Port Harcourt (Z = 4.59)
- ii. There is significant effect of Task conflict on Productivity of First Bank of Nigeria Plc, Port Harcourt (Z = 5.13)

Conclusion

The research focused on the effect of organizational conflict on performance of First Bank of Nigeria, Port Harcourt. The study examined the two types of organizational conflict namely relationship, task and process

conflict and their effect on three proxies of organizational performance namely service delivery, productivity and customer satisfaction. The result showed significant of the three types of conflict on organizational performance as measured by service delivery, productivity and customer satisfaction. This showed that disagreements and incompatibilities among group members about personal issues that are not task related between members of an organization and occurs because of differences, in their goal and values between two managers who are competing for limited capital and manpower resources can have significant effect on service delivery. For instance, when interdependent workers, perceive positions or action as irreconcilable, with the consequence that at least one of the parties perceive that disagreement emotionally upsetting, causing a problem at work can lead to poor service delivery. Also, task conflict is consequence of disagreement about allocation of funds, implementation of policies, decisions about procedure, modalities of assignments and interpretation of facts. Task conflict may coincide with animated discussions and personal excitement but, by definition, are void of the intense interpersonal negative emotions that are more commonly associated with relationship conflict. This form of conflict can enhance productivity by improving quality of thinking and decision-making processes. Finally, process conflict is controversies about aspects of how task accomplishment will proceed, issues of duty and resource delegation, such as who should do what and how much responsibility different people get. It can include disagreements about factors such as meeting dates and times, individual task assignments, group organization and leadership, and, curiously, methods of resolving disagreements. While unresolved procedural conflicts can prevent work on collaborative projects from even getting started, discussion of different procedural approaches can lead to a compromise that is

mutually acceptable to the collaborators and productive for their decision-making
Recommendations

From the findings and conclusion, the following recommendations were made:

- i. Managers should develop diverse but appropriate strategies to resolve and manage conflicts as they arise before escalating to unmanageable level.
- ii. Efforts should be made by the managers to occasionally stimulate conflict by encouraging divergent views and rewarding staff and unit/department for outstanding performance.

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