



Effect of Dispute Resolution Strategies on Employee Performance in the Nigerian Banking Industry



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Abstract

This study examined the effect of dispute resolution strategies on employee performance in the Nigerian banking industry. Four variables were discussed; compromising strategy, dominating strategy, integrating strategy, and avoiding strategy as they affect employee performance in selected banks in Delta State. The sample size for the study was 162 respondents. A simple random sampling technique was adopted. Validated structured sets of questionnaires were used, the primary instruments for data collection. The study adopted descriptive statistics and frequency analysis. A test of hypotheses was done using regression analysis. The study found that there positive and significant effects of compromising Strategy, integrating strategy, dominating strategy, avoiding strategy, and employee performance. The study concluded that avoiding strategy has a major effect on employee performance in Nigeria's banking industry and Nigeria banks should improve on integrating strategy because it would go a long way in enhancing employee performance, that integrity in the banks could have been achieved through strong moral principles and moral uprightness in financial transactions. It is recommended that Efforts should be made by management to organize seminars/workshops on organizational dispute resolution strategy from time to time for the employees. This will enable employees to learn about disputes and how it can be effectively managed for organizational effectiveness and credible channels of communication and open discussions of disputes in work relations must be encouraged with an attempt to avoid confrontation, unhealthy competition and domination as dispute resolution strategies. The study contributed to knowledge by developing a model that explains the relationship between dispute resolution and employee performance in the banking sector and also provided a framework that explains the necessity of dispute resolution and how it relates to employee performance in an organized setting.

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1 Introduction

There has never been a corporation that has never had a conflict. Antagonisms, tensions, aggressions, stereotypes, unfavorable attitudes, and disappointments will always be present in every organization in which men must live and work together. People's lives are inextricably linked to conflict. In the organization, there are many different perspectives on conflict. Some people regard conflict as a negative experience that must be avoided at all costs. Others feel that conflict is a natural occurrence that must be dealt with (Eyjolfsson & Smith, 2019). From this perspective, a conflict is viewed as an opportunity for personal growth, and individuals try to take advantage of it. In companies, potential conflict may arise in almost every choice that a manager must make. One of the most crucial components of the manager's job is dealing with possible conflicts swiftly and effectively. Because conflict appears to be inevitable, managers must be able to detect the origins of conflict, assess its constructive as well as destructive potential, learn how to manage conflict, and put dispute resolution procedures into practice (Fleetwood, 2017).

Dispute is an unavoidable element of working life; we all have our own perspectives, ideas, and sets of beliefs. We all have our own perspectives on things and act in ways that we believe are appropriate. Some people may see conflict as a bad, undesirable condition that has to be avoided. At the other hand, some people may see it as a fact, that must involve management. Others think about as an opportunity for personal growth. Since disputes arise at all levels of the organization, in recent decades, their study has become a subject of interest to many practitioners and theorists. Because dispute is seemingly inevitable, evidently it is imperative for managers to be able to recognize the source of the dispute, to view it's constructive as well as destructive potential, to learn how to manage dispute and to apply dispute resolution technique in a practical way (Dumaine, 2014).

Until the '90s of the 19th century, the literature viewed dispute as a counterproductive phenomenon. Theorists have proposed that organizational dispute can be constructive, under certain circumstances. However, empirical studies have not confirmed the view of theorists. Over time, organizations have become less centralized and the workers were connected and dependent on the work of each other. Since then, workplace conflict has grown increasingly prominent in organizations. Workers become increasingly reliant as the business becomes more decentralized, and decision-making responsibility grows (Nohria, & Garcia-Pont, 1991). As a result of these developments, new sorts of labor disputes have emerged amongst diverse groups of employees. In addition, the workforce is growing increasingly diversified. More women, immigrants, and ethnic minorities, as well as persons from various educational and cultural backgrounds, worked in organizations. In comparison to the past when the organization's staff was mostly homogeneous, this variety has unavoidably resulted in the rise of various sorts of workplace disputes (Williams & O'Reilly, 2018).

One the other hand, employees is a major human resource hired by organizations to perform tasks, under certain conditions, to meet the various organizational goals. An employee as a person employed for wages or a salary, and includes an apprentice (Kenya Employment Act, 2007). Employees are the most important asset in an organization and without them the running of an organization becomes difficult because they support the smooth running and success of the organization through various tasks and activities in order to meet the organization's goals. Employee performance is the contribution of employees to meet organizational goals and how well an individual executes their duties and responsibilities within the organization (Thao & Hwang, 2010). Performance is a critical factor for the success of an organization and therefore management through its HR department should ensure that the policies and procedures used in the evaluation process impact positively on employees and drives them to perform effectively (Dobre, 2013). The identified practices that encourage effective employee performance include motivation, reward, and good industrial relations. Saeed, Anis-ul-Haq, Almas and Niazi (2014), stated that management has to look after the welfare of employees by encouraging them to perform effectively and without neglecting other resources at the disposal of the organization.

In organizations, employee performance is usually measured through employee evaluations which are done annually, quarterly, and semi-annually depending on the organization. Employee evaluation refers to the process of assessing the general performance of an individual employee and is normally carried out by immediate supervisors (Dobre, 2013). The study focused on the effect of dispute resolution strategies on employee performance in the Nigerian banking industry. The Nigerian workforce has a unique mentality and a very interesting organizational culture. Uncertainty avoidance is relatively low in Nigeria which is why risky situations occur in Nigerian firms. Nigerians have adapted to such circumstances and strive to have a positive outlook on life. Nigerians want to be optimistic and practical rather than realistic, therefore managers do not depend heavily on formal rules when making judgments. As a result, they are at ease in confusing circumstances. Most employees, it is claimed, lack self-discipline and are frequently late or pay attention to details (Park & Antonioni, 2007; Koza & Dant, 2007; Daniyan-Bagudu et

al., 2017). Managers are generally preoccupied with their own departments, ignoring what is going on in other sections of the organization, due to Nigerian society's disorganized and individualistic tendency. Collaboration with colleagues from different departments is strong, whereas collaboration with supervisors and their subordinates is low. Such cultural diversity makes Nigerian companies an excellent research subject for conflict resolution solutions. This research will be relevant for managers as they may identify the gaps in their dispute resolution strategy approach and work on improvements.

The Problem

Several research studies have been carried out on different concepts of dispute resolution and determining their relationship with different dependent variables such as employee performance, job satisfaction, motivation and others. Dispute resolution strategies are seen to have various ways on how to suppress disputes either permanently or temporarily. Some studies had found out that adopting the right strategy to manage disputes in the workplace increases the performance of the employees. Dispute is seen to be inevitable and presently continues to be an issue in almost all organizations, thus, organizations, managers or leaders with visions use compromising strategy to manage disputes. Such managers try as much as possible to eradicate the effects of disputes that may be a problem in achieving the organizational goals and objectives in the long run.

Organization as of late has been seen to be a center of tension in society on a number of occasions, they are a manifestation of disputes in communities, firms and society at large; this is to know the positive and negative impact it will have on the organization and employee performance in the long run, and to find a way on how to manage disputes and to apply dispute management strategies and follow the proper steps. Dispute is not seen as old or new in organizations since they are unavoidable in societal organizations; thus, employees still put up issues such as those regarding the increase in their reward and compensation for the services they offer to the organization. Once these issues are not handled, they may create other issues such as industrial action which can mean to be disastrous in the long run. For example; the employees end up on strike which may take a long and may have a negative impact on those who need their services especially if their issues are not settled immediately (Chai et al., 2016; Van Der Merwe, 2002; Dess et al., 1995; Lestariasih & Dewi, 2021).

Also, with disputes on the rise and taking time when solving, management end up using a different approach to managing dispute which yield results to mitigate the disputes that arise and ensure employees continue performing to the standards of the organization. However, irrespective of the dispute resolution approach adopted, the organizations still face challenges like demand for an increase in wages, better working conditions or security. These factors have to be managed by using the most suitable strategies or approaches in regard to the situation at hand. Therefore, it's important for management to employ different dispute resolution strategies, use them appropriately and encourage the continuous performance of employees to perform according to the standards of the organization. Therefore, this study seeks to examine the effects of dispute resolution strategies on employee performance, in the banking industry?.

Research Objectives

The general objective of the study is to examine the effects of dispute resolution strategies on employee performance in the Nigerian Banking Industry; the specific objectives are to:

- 1) examine the effects of compromising strategy on employee performance in selected Banks in Delta State
- 2) examine the effects of dominating strategy on employee performance in selected Banks in Delta State
- 3) assess the effects of integrating strategy on employee performance in selected Banks in Delta State

Research Hypotheses

The following hypotheses were developed to guide the study.

H01: compromising strategy has no significance effects on employee performance in selected Banks in Delta State

H02: dominating strategy has no significance effects on employee performance in selected Banks in Delta State

H03: integrating strategy has no significance effects on employee performance in selected Banks in Delta State

Scope of the Study

The research examines dispute resolution procedures and employee performance in the banking business in Delta State, namely at First Bank Abraka, Zenith Bank Asaba, UBA Bank Ughelli, Fidelity Bank Warri, and Polaris Bank Asaba. As a result, the study focused on the independent variables of compromising, dominating, integrating, and avoiding conflict resolution tactics, as well as how they affect employee performance, which is the dependent variable. The banking industry in Delta State was the subject of this case study.

Review of Related Literature

Conceptual Review

Concept of Dispute Resolution

Dispute resolution refers to the method and process involved in facilitating the peaceful ending of dispute and retribution (Fisher, 2010), (Tumwebaze et al., 2020). Conflict resolution strategy, according to Behfar et al. (2018), is the practice of decreasing the unfavorable parts of a dispute while raising the good ones. Ishak & Ballard (2012), on the other hand, feel that a dispute resolution approach should aim to reduce, eliminate, or terminate all forms and types of conflict. Lang (2009), defines conflict resolution strategy as "the process of identifying and dealing with problems in a reasonable, balanced, and successful manner," according to Tumwebaze et al. (2020). Swanstom & Weissmann (2015), describe conflict resolution as a prerequisite for initiating preventative steps in disagreements. The author went on to say that dealing with a conflict necessitated putting in place suitable steps to avoid the problem from recurring.

In a corporate setting, Donkor (2016), dispute resolution generally includes great communication, problem-solving ability, and solid negotiation skills to return attention to the company's ultimate goals. According to Bankovskaya (2017), dispute resolution aims to improve learning in an organization by minimizing the negative effects of conflict and promoting good outcomes of conflict. According to De Moyer & Desmidt (2015), appropriately managed conflict motivates employees to challenge the status quo and enhances organizational learning by increasing the number of questions posed. Omayo (2016), defines conflict resolution as "the reduction, elimination, or termination of a dispute," and much research on negotiation, bargaining, mediation, and arbitration comes under this category.

According to Hotepo (2010), conflicts may be handled in a variety of ways, with some concentrating on human connections and others on structural improvements. Butler (2009), referenced in Tumwebaze et al. (2020), previously examined negotiating techniques and discovered that those who employ integrating (collaborating), obliging (accommodating), or avoiding strategies are more effective than those who use dominating (competing) strategies. Individuals who use an integrative (collaborative strategy) dispute-handling strategy experience a lower level of work dispute and stress at the job, but people using an avoiding or dominating (competing) strategy were facing more disputes and work stress (Tumwebaze et al., 2020).

Overall dispute resolution should aim at minimizing effective disputes at all levels, attain and maintain a moderate amount of substantive disputes, and use the appropriate dispute resolution strategy to effectively bring about the first two goals, and also to match the status and concerns of the two parties in dispute (Rahim, 2012). Thus dispute resolution strategies should satisfy certain criteria. These criteria are particularly useful for not only dispute resolution but also decision-making in management. The first criteria are organizational learning and effectiveness. In order to attain this objective, (MacDonald, 2016), advises that dispute resolution strategies should be designed to enhance critical and innovative thinking to learn the process of diagnosis and intervention in the right problems. The second criterion is the needs of stakeholders. Sometimes multiple parties are involved in a dispute in an organization and the challenge of dispute resolution would be to involve these parties in a problem-solving process that will lead to collective learning and organizational effectiveness.

Furthermore, Kinnander (2011) discourses that organizations should institutionalize the positions of employee advocate, customer and supplier advocate, as well as environmental and stockholder advocates. Ethics is noted to be the third criterion for dispute resolution strategies to be effective. A wise leader must behave ethically, and to do so the leader should be open to new information and be willing to change his or her mind. By the same token subordinates and other stakeholders have an ethical duty to speak out against the decisions of supervisors when the consequences of these decisions are likely to be serious. Toku (2014), sums up that without an understanding of ethics, disputes cannot be handled.

Dispute Resolution Strategies and Employee Performance

A study of the impact of dispute resolution on employee performance in Kenyan SACCO enterprises. The study used a descriptive survey research approach. Personnel from all levels of management, operational employees, and casual employees made up the target group. Because the study employed the census method, the total sample size was 153 workers. The approach utilized to collect data based on the study topics was structured questionnaires. The nature of the influence of the independent factors on the dependent variable was determined using a linear regression model. Negotiation and organizational performance have a favorable link, according to the study's findings. In addition, the study discovered a link between third-party intervention and organizational performance. To improve organizational performance, the research advised that management focuses on expanding the use of dispute resolution procedures such as negotiation and third-party involvement. (Olang (2017).

Ajike et al. (2015), used Access Bank Plc as a case study to investigate the impact of dispute resolution on employee performance in Nigerian banks. In three branches of the bank in Lagos State, a sample size of eighty-one (81) of the bank's various workers was presented with questionnaires. The association between conflict settlements and employee performance at Access Bank Plc was investigated using descriptive and regression analysis with SPSS. The study indicated that there was a substantial positive link between employee performance and conflict resolution ($r= 0.715$; $p<0.05$). As a result, it is advised that management adopt a variety of techniques to handle and manage disagreements as they emerge, before they become unmanageable in the organization (Bhardwaj et al., 2021; Esteban-Sanchez et al., 2017; Acar et al., 2013).

A study was conducted on dispute resolution and employee performance in a commercial bank in Pakistan. The study used a formal questionnaire to collect data from a target group of respondents. The data was analyzed and interpreted using descriptive-analytical approaches such as frequency, percentage, mean, standard deviation, and variance, as well as factor analysis. The main findings show that education has little impact on respondents' views on dispute settlement strategies. Similarly, there is no discernible difference in male and female respondents' views on the causes of conflict. However, conflict has a considerable impact on organizational performance. According to the findings, management should use conflict resolution procedures that increase organizational performance, as well as provide a free flow of information between management and employees and build interpersonal ties among coworkers to raise morale (Awan & Saeed, 2015).

A study was conducted to explore dispute resolution in basic schools in Ashanti Region of Ghana. Face-to-face interviews were used to solicit responses from teachers alongside participant observation. The sampling technique used by the researcher which aided in the collection of data was the purposive sampling technique. Content analysis was used in analyzing the data collected. The study discovered that the integrating strategy of resolving dispute was the most widely used dispute resolution strategy in basic schools in the region. This strategy placed more emphasis on high concern for self and others as well. It was also observed that, of all the difficulties experienced in resolving disagreements, the lack of collaboration between the parties was seen as the most significant. Furthermore, it was determined that conflict settlement helped to build the link between management and employees. The study revealed that organizational culture was the most influential element in settling disputes in companies. The research also suggested that businesses develop training and educational programs for their employees in order to help them accept and cope successfully with workplace diversity (Toku, 2014). Mukolwe et al. (2014), looked at the impact of interpersonal conflict on employee performance in a few hotels in Kisii, Kenya. The study used descriptive survey and explanatory research techniques, and it focused on 368 employees from carefully chosen hotels. The data was examined with descriptive and inferential statistics, and the hypotheses were tested with multiple regression. The findings revealed that interpersonal dispute techniques, relationship disputes, and task disputes all have a substantial impact on employee performance, whereas interpersonal dispute outcomes had little impact on organizational performance.

Furthermore, in Cross River State, Nigeria, research was conducted to investigate the association between principals' conflict resolution and employee performance. To collect data, the writers used a questionnaire. The instrument consisted of 32 components on a four-point Likert scale. The data was analyzed using Pearson Product Moment Correlation Coefficient Analysis. The findings of the study demonstrated a link between principals' dispute resolution in terms of teacher-teacher conflict (TTC), teacher-student conflict (TSC), and principal-teacher conflict (PTC) and organizational effectiveness (Uchendu et al., 2018). In Nigeria, Hotepeo et al. (2010), evaluated the impact of organizational conflict on employee performance. The study utilized a descriptive research approach and a questionnaire to collect data from 96 managers at various airlines, transportation businesses, and insurance

organizations in Lagos. The study found that a lack of resources is the leading cause of conflict, and that conflicts have both bad and good consequences on organizations, with the positive benefits being utilized to stimulate organizational innovation and employee collaboration when handled effectively (Adebile Olukayode, 2012; Ross & Ward, 1995; Cheung & Yeung, 1998).

A study of the pattern of conflict resolution in Nigerian libraries was done. The researchers used a descriptive methodology and a questionnaire to collect data from three Nigerian university libraries' professional and para-professional employees. The majority of respondents saw conflict as a constructive thing that library management may encourage. The survey also discovered that interpersonal conflicts are the most common in Nigerian libraries, and that accommodation is the most effective method of resolving them (Adomi & Anie, 2006). According to Rahim (2002), a democratic management approach and organizational stability are linked. Democratic techniques, he said, would improve workers' identification with choices and dedication to the organization as a result of involvement in decision-making.

According to Schramm-Nielsen (2002), higher-performing organizations adopted a confrontation technique to deal with group conflict to a greater extent than lower-performing companies. Lang (2009), made a comment on the integrated technique for resolving disputes, claiming that it resulted in substantial shared advantages for the parties. The nature of leadership authority in a company, according to Rahim (2002), mediates the demands of conflict resolution solutions. Workers can demonstrate accepting behavior over the superior's attitude, expressing indifference and submission with minimal manifestation of animosity, therefore organizational stability can be maintained even when the leader is poor in conflict resolution.

Kazimoto (2016), looked at the components of a dispute resolution process, as well as leadership organizational change and the advantages of managing conflict. The author finds that leadership styles are critical to successful dispute settlement. Managers in diverse firms should support open communication policies, according to the report, so that all employees receive the correct information at the right time. Relationship disagreement has a bigger influence on learning performance than process dispute, according to Miao et al. (2010). In a Chinese cultural setting, the impacts of dysfunctional conflict on learning performance were investigated using cognitive strategy as a moderator. According to their findings, the link between process disagreement and learning performance is quadratic. Furthermore, it was shown that interpersonal conflict had a bigger impact on learning outcomes than process dispute.

Compromising Strategies and Employee Performance

Compromise in conflict resolution is sometimes described as a lose-lose situation, in which some of the parties' requirements are met but not all of them are (Alzawahreh, 2011). The technique is a combination of assertiveness and cooperation, which is needed by all parties concerned. When parties require a temporary or interim solution, the technique is appropriate. It can also be utilized as a backup plan when other methods of resolving disputes have failed (Kinnander, 2011). This method has several advantages, including being more realistic than theoretical because it is based on time, gives a temporal solution to the problem, and is also quick. This method is stressful in the sense that it requires a lot of effort to succeed. According to Saiti (2015), a compromise approach encourages employees to attempt to be cooperative and forceful in order to resolve conflicts among themselves, and when this strategy is effective, employees are able to perform. The technique was also discovered to be applied based on the organizational position of managers and the scenario at hand (Alzawahreh, 2011).

Managerial status influences which strategy is most suited to the organizational conflict. When the goal being pursued can be shared equitably by the employees engaged (Iravo, 2011), and they are ready to give in to certain demands in exchange for concessions from the other, a compromising technique is adopted. If one side achieves its objectives, the other will make concessions in order to accomplish the objectives jointly, although not precisely what they desired. According to Ndulue (2016), the technique was viewed as one of the favored strategies for resolving organizational disagreements, albeit it was only partially effective because a temporal solution was sought. When opposed to the dominating approach, the compromise method offers more advantages and results in a temporary solution. Managers enjoy this method since it is aggressive while still being cooperative and involving concern for one another. According to Mbithe (2013), managers are more prepared to sacrifice their own ambitions in order to meet the requirements of their staff. This was because, in order to resolve a disagreement, one must occasionally give up something. As a result, some companies embraced this technique because of its benefits, while others utilized it as a last resort to resolve disagreements (Kinnander, 2011).

Dominating Strategy and Employee Performance

Dominating strategy entails a side being more concerned with oneself and less concerned with the interests of others, resulting in a scenario of winning and losing. The dominant approach is based on the utilization of a person's position of authority (Mbithe, 2013). When implemented, this method is forceful and uncooperative, and it is linked to poor levels of effectiveness in the end. Managers force staff to come up with solutions using this method without engaging other parties. Managers believe that the organization's aims are more important than its employees' problems. This has an impact on employee performance since managers have too much influence over their staff. As a result, a plan appears to be somewhat effective but not suited for the scenario (Longe, 2015).

Dominating strategy of dispute resolution is one that involves one party winning and the other losing or is well known as a competition, each party trying to achieve what they want over the other party (Simpao, 2013). The parties have got to be assertive to achieve their goals, without cooperating with the other party and have no concern for them (Chan et al., 2014). This strategy is most appropriate in case of an emergency that has to be made such as wages, policies, and procedures, and also when parties are comfortable with the strategy. According to Shaheryar (2016), the method may alter the connection between the people involved and may, in the long run, inspire another type of conflict, making it an unsuccessful DM strategy. According to Longe (2015), this method is less likely to be implemented in businesses, so when it is, it may have an influence on employee performance by instilling fear and rivalry among employees (Khan et al., 2016). When the conflict is perceived as an emergency, this method is more likely to be adopted (Tetteh & Obuobisa-darko, 2016). This method was also discovered to be unpopular or less likely to be employed in an organization due to potential long-term drawbacks (Kinnander, 2011). According to some experts, the dominating technique is productive and useful in the end, but it is not suitable and should be avoided at all costs since it harms interpersonal relationships (Shaheryar, 2016).

Integrating Strategy and Employee Performance

In a work context, the integrated method of dispute resolution entails a high level of care for oneself and others (Alzawahreh, 2011). To establish a successful solution for all parties concerned, the exchange of ideas is encouraged and discrepancies are ignored. The integrating strategy focuses on collaborative problem-solving (Montes et al., 2012). Managers or organizations that apply this method deal directly with issues and develop constructive and innovative solutions by prioritizing their own interests as well as the needs of their employees (Longe, 2015). Employees are happy and work well in the long term when the fundamental causes of the conflict are evaluated before remedies are attempted. The integrative approach for dispute resolution plays a critical role in resolving conflicts and promoting organizational performance. According to Agwu (2013), when an organization uses an integrating approach, there is less conflict because of the process involved. Because this approach focuses on collaborative issue-solving, it is regarded to be the most suited method for improving continuous performance among employees (Alzawahreh, 2011). Employees that employ this method deal directly with conflict and strive to come up with innovative and creative solutions to their problems by concentrating on both their own and others' needs. Sides that utilized an integrated method to resolve a conflict considered it more dependable than any other technique since both parties profit in the end, according to Agwu (2013). Both parties will be more dedicated and share in managing conflict in organizations if this strategy is used (Montes et al., 2012). When compared to other ways, integrated strategy dispute resolution is more likely to be settled since both sides are dedicated to finding a solution (Rahim, 2002), and satisfied that they are handled equally. When applied properly, the integrated technique of dispute resolution benefits both sides. Furthermore, implementing an integrated strategy improves employee performance since it fosters engagement and so increases employee comprehension. The integrating strategy offers workers a greater grasp of everything and broadens the scope of the conflict, making it easier to find answers (Longe, 2015).

Employee Performance

Employee performance is defined as the results that employees generate, however some people define it as the behaviors that are displayed (Armstrong, 2014). Employee performance refers to an individual's ability to complete responsibilities as assigned by the organization (Thao & Hwang, 2010). Employee performance is determined by a variety of criteria, including the organization's efficiency, effectiveness, quality, and profitability. Managers are responsible for establishing organizational performance standards, such as defining goals and objectives to be met. In

his research, [Dobre \(2013\)](#), discovered that managers must be able to supply the required needs for workers to perform, such as incentives, recognition, motivation, and employee participation in decision-making. In order to achieve the required performance, certain HR practices such as performance management should be put in place like performance appraisals which can be done annually depending on the kind of organization to evaluate the performance of each employee and determine which areas need improvement.

[Armstrong \(2014\)](#), finds management practices as an enhancer for employee performance and some of these practices are what the managers want the employees to do in order to perform. Managers have to ensure that the organizations achieve high-performance levels through their employees. This is done by setting goals and objectives against which individual employee performance can be measured. Employee performance, according to [Arinanye \(2015\)](#), includes quality and amount of output, presence at work, accommodating and helpful character, and output timeliness. Organizations can implement direct incentives and prizes based on individual performance, according to [Sorsatakaro & Abera \(2014\)](#), if employee success is evident. Firms put in a lot of effort to satisfy customers, but they ignore employee satisfaction. Customers, on the other hand, will not be content unless and until the staff is satisfied. Because if staff are happy, they will perform more work, and consumers will be happy as well ([Ahmad et al., 2019](#)). Employee performance is impacted by motivation because motivated people will put up a greater effort in their work, resulting in improved performance ([Dukhan et al., 2017](#)).

As a result, businesses need to verify that their employees are contributing, which may be done through the employee performance management process. This HR function allows employees to participate in the whole process, resulting in increased incentives for great performance ([Armstrong, 2014](#)). Employee performance and processes are also addressed through performance management. Employees who are content with their work perform better than those who are dissatisfied with their jobs, according to research ([Kaufman et al., 2015](#)).

Conceptual Framework

This study is about dispute resolution strategies and employee performance. The conceptual framework focuses on the independent variable and its effect on the dependent variable. The sub-variables of the independent variable in the framework of compromising, dominating, integrating, and avoiding strategies. The dependent variable is employee performance in the banking industry. Thus, the performance of employees and dispute resolution depends on how well the independent and dependent variables interact as shown in the conceptual framework below;

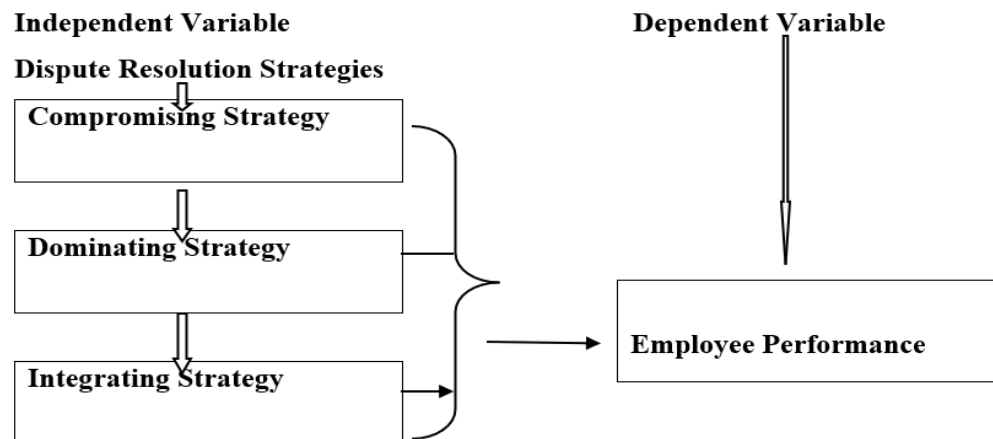


Figure 1. Conceptual framework

Researcher's Model 2022 Theoretical Review

The study reviewed three theories that are related to the area of study, they include, Expectancy Theory, Human Needs Theory and Dispute Resolution Theory.

Expectancy Theory

The expectancy theory was postulated by Victor Vroom in 1965. The expectancy theory is based on how employees perform their given jobs according to the organization's expectations. According to Vroom (2019), individual employees perform in a specific manner because they are driven by different factors thus a certain type of behavior among them. Employee performance goals should be linked to those of the organizational goals. When motivated, individuals behave in a certain way thus expectancy in terms of various outcomes. The expectancy is how they behave when performing their jobs in a given work environment. The expectancy theory was based on expectancy, valence, and instrumentality. The expectancy is determined by the individual employee's behavior and this can be determined through managers discovering the various needs of employees and ensuring that they are met. This helps individuals determine if they have the desired skills, and competence. Valence refers to what individuals expect for their performance whereas instrumentality refers to the qualifications and abilities of the employees to perform. Lee et al. (2014), see that for employees to perform, they should be rewarded, motivated, recognized, and mainly by the management and the organizations to encourage the employees to perform accordingly. When not encouraged to perform, their performance tends to decline thus low quality of work, reduced creativity and innovation, and others. Therefore employees should be seen as a major asset in the organization and should be provided with the necessary needs to perform according to yield good results for the organization thus avoiding any problem that may arise in time to come (Muldoon, 2017).

Human Needs Theory

John Burton created Human Needs View (HNT) as a general or comprehensive theory of human behavior in the 1970s and 1980s. It is founded on the idea that humans have fundamental wants that must be addressed in order for communities to be stable. We think that human actors in conflict situations are compelled to struggle in their various institutional surroundings at all social levels to satisfy primal and universal needs such as security, identity, acknowledgment, and growth, as described by John Burton. The Frustration-Aggression theory, which is based on the stimulus-response hypothesis, is conceptually tied to this conflict for primal wants. The frustration of not satisfying these needs leads to aggression and subsequently dispute. What distinguishes the Human Needs theory from the Frustration- Aggression theory is that the former is concerned only with absolute requirements (needs) while the latter is also concerned with wants and desires. Burton further states: now we know that there are fundamental universal values or human needs that must be met if societies are to be stable. That this so thereby provides a non-ideological basis for the establishment of institutions and policies. Unless identity needs are met in multi-ethnic societies, unless in every social system there is distributive justice, a sense of control, and prospects for the pursuit of all other human societal developmental needs, Instability and dispute are inevitable.

Empirical Review

At the Kampala Capital City Authority, Tumwebaze et al. (2020), evaluated the impact of dispute resolution procedures on employee performance (KCCA). The study is confined to KCCA personnel, and it used a cross-sectional survey research approach to collect the necessary primary data. Using a basic random sample approach, it selected 498 technical staff members within the school. Means, standard deviations, and multiple regression were used to evaluate the data. The findings indicated that employee performance and dispute resolution procedures are both satisfied. It also found that conflict resolution procedures may account for 27.7% of the overall variance in employee performance (Adjusted R Square =0.277, p=0.000). It was also found that the strongest predictor of employee performance is compromised as a conflict resolution technique (Beta=0.374, p=0.00), followed by the third-party intervention ($\beta=0.185, p=0.012$), and bargaining ($\beta=0.083, p=0.022$). As a result, the study shows that at KCCA, conflict resolution procedures have a favorable impact on employee performance. Employee performance is constantly dependent on conflict resolution procedures, according to the guidelines. Furthermore, compromise and third-party interventions should be prioritized above talks, which may fail to provide the desired goal.

In the instance of Icelandic enterprises, Bankovskaya (2017), investigated the nature of the dispute, the dispute process, dispute resolution abilities, and dispute management approaches. The theoretical chapter examines forms of disputes, conflict resolution abilities, and dispute management approaches, as well as provides an overview of sources. The basic theoretical foundation for the analysis is provided by the literature review. According to the findings of this

study, Icelandic managers are well familiar with the conflict resolution procedure, and the majority of them use it. However, they continue to get reports about workplace problems. The primary forms of problems in Icelandic organizations were recognized as interpersonal and intragroup conflicts. Icelandic organizations, according to the dispute resolution model offered in the study project, have certain gaps in their dispute settlement method.

The structure of conflict resolution in Nigerian libraries is investigated by [Adomi & Anie \(2016\)](#). The researchers used a descriptive methodology and a questionnaire to collect data from three Nigerian university libraries' professional and para-professional employees. The majority of respondents saw the conflict as a constructive thing that library management may encourage. The survey also discovered that interpersonal conflicts are the most common in Nigerian libraries, with accommodation ranking first among dispute-resolution techniques.

[Olang \(2017\)](#), investigated the impact of conflict settlement on employee performance in Kenyan SACCO enterprises. The study used a descriptive survey research approach. Personnel from all levels of management, operational employees, and casual employees made up the target group. Because the study employed the census method, the total sample size was 153 workers. The approach utilized to collect data based on the study topics was structured questionnaires. The nature of the influence of the independent factors on the dependent variable was determined using a linear regression model. Negotiation and organizational performance have a favorable link, according to the study's findings. In addition, the study discovered a link between third-party intervention and organizational performance. Finally, the study found no link between enhanced communication and improved organizational performance. According to the findings, a good conflict resolution mechanism is in place. To improve organizational performance, the research advised that management focuses on expanding the use of dispute resolution procedures such as negotiation and third-party involvement.

[Kazimoto \(2016\)](#), analyzed the elements of a dispute resolution process and leadership organizational change and the benefits of managing the dispute. The author concludes that leadership approaches are the key important factors for dispute resolution. The study recommends that managers in various organizations should encourage an open communication policy so that all employees get the right information at the right time. [Miao et al. \(2010\)](#), examined that relationship dispute has a greater impact on learning performance than process dispute. The effects of dysfunctional disputes on learning performance in a Chinese cultural context were explored with cognitive strategy as a moderator. The results of their analysis show that the relationship between process dispute and learning performance is quadratic. In addition, it was discovered that relationship dispute has a greater effect on learning performance than process dispute.

[Irene \(2014\)](#), investigated the sampled organization's conflict resolution rules, procedures, and employee perceptions of these policies. The management and workers of the sampled International Organization in Accra, Ghana were asked to complete a self-administered questionnaire. The data were analyzed using descriptive statistics after a convenience sample approach was used to pick 55 respondents from the various sections of the organization. SPSS (21.0) was used to analyze the data. The outcomes of this study showed some significant sources of organizational conflict. The purpose of this study was to determine the organization's conflict resolution rules for managing and resolving disputes, as well as workers' perceptions of these policies.

2 Materials and Methods

Research Design

The arrangement of components for gathering and analyzing data that tries to integrate the research objective, therefore framework on how the study is to be carried out, is referred to as research design ([Kothari, 2004](#)). The study collected data from respondents on the influence of the dispute resolution approach on employee performance in the banking industry using a descriptive research design. The descriptive research design covers the different features of the groups as well as the results on who, what, where, when, and how the study is conducted. This study design is employed because it gives information about an activity and what actually happens, according to [Kothari \(2004\)](#). The research design also assesses the target population's strengths in terms of behavior and attitude in connection to the research topic, reducing bias in the data collected

Target population

A target population is a group of people who have similar traits and are being examined ([Walliman, 2011](#)). The study

focused on five banks in Delta State: First Bank Nigeria, Zenith Bank, UBA Bank, Fidelity Bank, and Polaris Bank. The target population refers to the population from which information was gathered. The study's population included 273 personnel from all five banks, the majority of whom were full-time employees of the institutions under investigation.

Table 1
Summary of target Population

Banks	NO	Target Population	Location
First	1	44	Abraka
Zenith	3	89	Agbor
UBA	1	31	Ughelli
Fidelity	2	61	Warri
Polaris	2	56	Asaba
TOTAL	9	280	

Source: Survey Data (2021)

Sample Size

The sample size for this study is a percentage of the population taken from the banking industry in Delta State (First Bank Nigeria, Zenith Bank, UBA Bank, Fidelity Bank, and Polaris Bank) to assess the influence of dispute resolution techniques on employee performance. The sample size determination table developed by Krejcie and Morgan (as referenced in Kenpro) was used to identify the subset of the population to be investigated instead of the complete population of 280 members. The approximate number of people who make up this subgroup is 122 (162). (see appendix A for clarification).

Data Collection Procedure

Permission from the appropriate authorities was sought before conducting research in the organizations under investigation. After receiving authorization from the directors in charge of bank management, the researcher moved on to request approval from the management of the institutions under investigation. The structured questionnaire was sent to the respondents along with a letter detailing the research project in detail. The respondents were then given a certain amount of time to complete the questionnaire by the researcher (one week). Though the researcher did not collect all of the copies of the questionnaire, the data was evaluated using the retrieved copies.

3 Results and Discussions

Analysis of Research Questions One to Four for First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State, Nigeria

Table 2
Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
CS	158	12	20	16.89	1.967
DS	158	12	20	16.07	2.151
IS	158	12	20	16.28	1.889
AS	158	11	20	16.16	2.012
EP	158	13	20	16.73	1.995
Valid N (listwise)	158				

Source: SPSS Version 23 Output, 2022.

From the table, the descriptive statistics for Compromising Strategy (CS) indicate a mean of 16.89 and a standard deviation of 1.967 with the difference in the maximum and minimum values which stood at 8. This implies that the Compromise Strategy (CS) is one major strategy in handling disputes in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State since the mean value is greater than standard deviation value.

Similarly, the descriptive statistics for Dominating Strategy (DS) indicate a mean of 16.07 and a standard deviation of 2.151 with the difference in the maximum and minimum values which stood at 8. This implies that the Dominating Strategy (DS) is a major dispute management strategy adopted by First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State since the mean value is greater than the standard deviation value. More also, the descriptive statistics for Integrating Strategy (IS) indicate a mean of 16.28 and a standard deviation of 1.889 with the difference in the maximum and minimum values which stood at 8. This implies that the Integrating Strategy (IS) is a major dispute management tool in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State, since the mean value is greater than the standard deviation value.

From table 1 the descriptive statistics for Avoiding Strategy (AS) indicate a mean of 16.16 and a standard deviation of 2.012 with the difference in the maximum and minimum values which stood at 9. This implies that the Avoiding Strategy (AS) is one of the major strategies in handling disputes in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State since the mean value is greater than the standard deviation value. Employee Performance (EP) depicted the maximum and minimum values of 20 and 13 leading to the mean and standard deviation of 16.73 and 1.995. This implies that Employee Performance (EP) for First Bank, Zenith Bank, UBA Bank, Fidelity Bank, and Polaris Bank branches in Delta State varies tremendously because of the various measures of dispute management adopted by the branches of the banks.

Analysis of Data

Correlation Results

The section presents the correlation result of the explanatory variables and the explained variable. Table 3 below shows the correlation between the dependent variable which is Employee Performance (EP) and the independent variables, which are; Compromising Strategy (CS), Dominating Strategy (DS), and Integrating Strategy (IS)

Table 3
The Correlation Matrix for the Variables under Study

		EP	CS	DS	IS	AS
Pearson Correlation	EP	1.000				
	CS	.114	1.000			
	DS	.120	.437	1.000		
	IS	.220	.523	.519	1.000	
	AS	.489	.381	.326	.366	1.000

Source: SPSS Version 23 Output, 2022.

The correlation matrix in Table 3 indicates the various independent variables together with the dependent variable, their various correlation coefficients and the type of relationship that exist between the independent variables {Compromise Strategy (CS), Dominating Strategy (DS) and Integrating Strategy (IS)} and dependent variable {Employee Performance (EP)}.

Firstly, Compromising Strategy (CS) has a coefficient of ($r= 0.114 > 0.05$) which reveals that Compromising Strategy (CS) has a strong positive correlation with Employee Performance (EP). This implies that an increase in the use of Compromising Strategy (CS) would have strong positive effects on Employee Performance (EP) in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State, Nigeria.

Secondly, Dominating Strategy (DS) has a coefficient of ($r= 0.120 > 0.05$) which reveals that Dominating Strategy (DS) has a strong positive correlation with Employee Performance (EP). This implies that an increase in Dominating Strategy (DS) of handling disputes would have strong positive effects on Employee Performance (EP) in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State, Nigeria.

Thirdly, Integrating Strategy (IS) has a coefficient of ($r= 0.220 > 0.05$) which reveals that Integrating Strategy (IS) has strong positive correlation with Employee Performance (EP). This implies that an increase in the Integrating

Strategy (IS) of dispute management would have strong positive effects on Employee Performance (EP) in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State, Nigeria.

The study is focused on enhancing employee performance through a dispute resolution strategy. The results of the correlation analysis involving all the measures of dispute resolution strategy reported positive correlation coefficient values among the measures. This indicated that they are appropriate dimensions of dispute resolution strategy.

Summary of the Model

Table 4
Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.976 ^a	.953	.950	.441	1.883

a. Predictors: (Constant), DS, CS, IS

b. Dependent Variable: EP

Source: SPSS Version 23 Output, 2022.

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	159.138	4	39.785	13.071	.000 ^b
	Residual	465.697	153	3.044		
	Total	624.835	157			

a. Dependent Variable: EP

b. Predictors: (Constant), DS, CS, IS

Source: SPSS Version 23 Output, 2022.

Multiple Regression Analysis of Measures of Dispute Resolution Strategy and Employee Performance

Table 5
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.351	1.525		6.132	.000
	CS	.121	.057	.119	2.123	.003
	DS	.075	.026	.074	2.885	.002
	IS	.134	.065	.127	2.062	.006
	AS	.507	.077	.502	6.509	.001

a. Dependent Variable: EP

Source: SPSS Version 23 Output, 2022.

Table 5 above which is the Coefficient table, which shows the level of significance for the measures of dispute resolution strategy, namely; Compromising Strategy (CS), Dominating Strategy (DS), Integrating Strategy (IS) and Avoiding Strategy (AS) that will now serve as the basis for testing the hypotheses in order to ascertain if a significant relationship exist between all the independent variables [Compromising Strategy (CS), Dominating Strategy (DS), Integrating Strategy (IS) and Avoiding Strategy (AS)] and dependent variable [Employee Performance (EP)].

Discussion of Findings

From the Table, the calculated p-value of 0.003 for the Compromising Strategy (CS) is significant because it is less than 0.05(5%). It also means that the level of confidence (confidence interval) is 99.7% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null hypothesis (H_{01}), which states that there is no significant relationship between Compromising Strategy (CS) and Employee Performance (EP) in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State, Nigeria. This implies that 1% increase in Compromising Strategy (CS) would leads to 11.9% increase in Employee Performance (EP); this is evident with a regression coefficient value (r) of 0.119. This finding is supported by the Human Needs Theory (HNT), which opined that the human participants in dispute situations are compulsively struggling in their respective institutional environments at all social levels to satisfy primordial and universal needs -needs such as security, identity, recognition, and development. The theory believes that struggle cannot be curbed instability and dispute is inevitable", these are contentious statements with far-reaching implications. If the hypotheses of this theory are correct, if there are certain human needs that are required for human development and social stability, then the solution to the dispute must be the ability to create an environment in which these needs can be met by all segments of society. This is line with the findings of [Ajike et al. \(2015\)](#); [Awan & Anjum \(2015\)](#), they established a significant relationship between compromising strategy and employee performance.

Table 2, also revealed the calculated p-value of 0.002 for Dominating Strategy (DS) is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 99.8% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null hypothesis (H_{02}), which states that there is no significant relationship between Dominating Strategy (DS) and Employee Performance (EP) in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State, Nigeria. This implies that 1% increase in Dominating Strategy (DS) would leads to 7.4% movement in Employee Performance (EP); this is evident with a regression coefficient value (r) of 0.074. This is line with the findings of [Ajike et al. \(2015\)](#); [Awan & Anjum \(2015\)](#), they established a significant relationship between dominating Strategy and employee performance.

The calculated p-value of 0.006 for Integrating Strategy (IS) is significant because it is lesser than 0.05 (5%). It also means that the level of confidence (confidence interval) is 99.4% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null hypothesis (H_{03}), which states that there is a significant relationship between Integrating Strategy (IS) and Employee Performance (EP) in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State, Nigeria. This implies that 1% increase in Integrating Strategy (IS) would leads to 12.7% movement in Employee Performance (EP); this is evident with a regression coefficient value (r) of 0.127. The dispute resolution theory supported this finding by opining that individuals, as members of their identity groups, will strive for their needs within their environment. If they are prevented from this pursuit by elites, other identity groups, institutions and other forms of authority, there will inevitably be a dispute. The only solution is for the groups to work out their problems in an analytical way, supported by third parties who act as facilitators and not authorities. This is particularly relevant when the dispute is over needs that cannot be bargained and not material interests, which can be negotiated and compromised. This is line with the finding of [Olang \(2017\)](#); [Ajike et al. \(2015\)](#), they established a significant relationship between integrating strategy and employee performance.

The calculated p-value of 0.001 is significant because it is less than 0.05 (5%). It also means that the level of confidence (confidence interval) is 99.9% more than the acceptable level of 95%. We, therefore, accept the alternate hypothesis and reject the null hypothesis (H_{04}), which states that there is no significant relationship between Avoiding Strategy (AS) and Employee Performance (EP) in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State, Nigeria.

Also, table 3 which is the model summary table show the correlation coefficient (R) of the regression is 0.976 (98%) which indicates a very strong positive relationship between the dependent variable [Employee Performance (EP) in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State] and the independent variables [Compromising Strategy (CS), Dominating Strategy (DS) and Integrating Strategy (IS)]. The coefficient of determination (R^2) is 95% (0.953) showing that 95% of the variation in the dependent variable [Employee Performance (EP)] in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches has been explained by the independent variables [Dominating Strategy (CS), Compromising Strategy (CS) and Integrating Strategy (AS)] while the 5% remain unexplained in the model. With an R^2 value of 95% showed that the strong positive relationship is further confirmed. The adjusted R^2 measures the goodness or fit of the model. This shows the goodness of fit of the model and also explains the dependent variable in relation to the independent variables in 95ways. The 5%

left is known as the error term and other variables outside the model. From the above, there is conclusive evidence of serial or autocorrelation since the Durbin Watson calculated value of 1.883 is less than “2”.

Lastly, the Anova table 4 above, shows the overall significance of the model, has $F(13.071)$ with a p-value is estimated at 0.000. This indicates that all the independent variables [Compromising Strategy (CS), Dominating Strategy (DS) and Integrating Strategy (IS)] jointly impact on the dependent variable (Employee Performance (EP) in First Bank, Zenith Bank, UBA Bank, Fidelity Bank and Polaris Bank branches in Delta State) showing that it is a sound model.

4 Conclusion

According to the study's findings, dispute resolution procedures in the banking industry had a considerable impact on employee performance. Compromising Strategy (CS) in particular has a good and significant impact on employee performance (EP). As a result, Nigerian banks should keep and grow compromised strategy channels since it has improved staff performance, which would help the banks function better. Employee Performance is positively influenced by Dominating Strategy (DS) (EP). According to the data, the dominant approach has made a significant contribution to improving staff performance in the Nigerian banking industry.

Because integrating strategy (IS) has a good and significant impact on employee performance (EP), Nigerian banks are continuing to strengthen their integrating mechanism because it would help them boost employee performance. Employee Performance is positively impacted by the Avoiding Strategy (AS) (EP). According to the data, the avoidance technique has a significant impact on staff performance in the Nigerian banking business. However, findings indicated that for enterprises to fully control their work environments, they must use the appropriate conflict resolution procedures to properly handle and manage the issue in order to maintain a peaceful workplace. To attain its corporate objectives of a decent workplace, the research suggests that a corporation must learn to deplore the techniques of compromise, dominating, integrating, and avoiding.

Recommendations

Based on the findings, the study recommends the following;

- 1) Management should make an effort to offer seminars/workshops on organizational dispute resolution methods for workers on a regular basis. Employees will be able to learn about conflicts and how to successfully handle them for the benefit of the business.
- 2) Employees should be taught how to handle their superiors and subordinates in order to improve organizational harmony and boost employee productivity.
- 3) Both management and employees must commit to work together by devising effective tactics and maintaining accepted policies as effective mechanisms for resolving disputes on a regular basis in businesses..
- 4) In order to prevent confrontation, competitiveness, and dominance as dispute resolution tactics, trustworthy avenues of communication and open discussions of workplace disputes should be promoted.

Conflict of interest statement

The authors declared that they have no competing interests.

Statement of authorship

The authors have a responsibility for the conception and design of the study. The authors have approved the final article.

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