

CONFLICT MANAGEMENT AND ORGANIZATIONAL EFFECTIVENESS OF MANUFACTURING FIRMS IN RIVERS STATE, NIGERIA

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ABSTRACT:

The nexus between conflict management and organizational effectiveness in manufacturing companies in Rivers state was analyzed critically in this study. The study used a cross sectional survey-a form of quasi experimental design. The study surveyed a total of 139 workers from 12 randomly chosen companies. The research employed a systematic sampling method and drew a cumulative sample of 103 workers from the workforce. The study's main data collection instrument was a well-structured questionnaire. The data were analyzed using the Spearman rank order correlation coefficient. The study showed a substantial link between the elements of conflict management (compromising and accommodating) and organizational effectiveness metrics (adaptability and job satisfaction). Thus, it was concluded that a well-managed conflict policy within the company would contribute to the firm's increased effectiveness. As such, the study suggested, among other recommendations, that management of manufacturing companies employ a compromising approach when they face the possibility of losing something important, such as a highly skilled employee, as this would further maximize the firm's rate of effectiveness.

Keywords: Accommodating, Adaptability, Compromising, Conflict Management, Organizational Effectiveness.

INTRODUCTION:

Effectiveness is a goal that businesses aspire for in order to reach and retain a strategic edge in their market. Many manufacturing companies have been plagued by a high degree of ineffectiveness which has resulted in decreased production, market share depletion, and eventually the closure of the majority of businesses. Any company that have survived a decade and remain industry leaders do so solely due to their degree of productivity. Organizations are transparent systems, and as such, ineffectiveness in one unit of the company may have a detrimental effect on the firm's overall results. Cameron (1978) asserted that firm effectiveness is described as the firm's ability to obtain necessary resources. Although there has been no agreement about what constitutes corporate success, mission fulfillment, satisfaction, and interaction with the external world are all critical for companies that must withstand the test of time. How a business can outperform its competitors is determined by its level of effectiveness. However, since workers are an organization's primary resource, they are saddled with the responsibility of ensuring the organization's effectiveness. From the above, it is critical to ensure that employees channel their efforts into increasing the firm's effectiveness.

Regardless, conflict is unavoidable in the workplace because man is a special entity with distinct characteristics from his/her equivalent. Thus, the organization's ability to handle disagreement efficiently would increase staff synergy, thereby increasing the organization's

efficacy. Recognizing that tension exists in all businesses, Mintzberg (1975) proposed that one of the manager's positions should be that of disruption controller. A boss who is unable to successfully handle the multiple conflicts that arise in the workplace will inevitably suffer a decline in his or her level of effectiveness. Awan and Anjum (2015) noted that when conflict is not handled effectively, it has a detrimental effect on worker satisfaction and employee morale.

Effectiveness is a non-negotiable goal for any company that wishes to escape the tumultuous times. As such, several researchers have explored how different constructs can be used to increase efficacy. They found that employee participation increases a firm's productivity. Yen and Niehoff (2006) examined the connection between organizational citizenship behaviors and effectiveness. Additionally, Odita and Egbule (2015) explored the relationship between corporate success and employee diversity. Anyakie (2018) conducted a related analysis on the relationship between conflict management and company effectiveness. However, his research was conducted in the service sector. Despite extensive research on how to improve manufacturing firms' effectiveness, there is a dearth of scholarly study examining the relationship between conflict management and organizational effectiveness in manufacturing firms in Rivers State, Nigeria. This hiatus served as the impetus for this study. This study is distinct from prior academic studies in that it explores how organizational effectiveness can be improved from a conflict management perspective.

Statement of Problem:

Historically, manufacturing companies in Nigeria were the primary lifeline of the economy. Manufacturing companies' input to the economy's GDP has steadily decreased over

the last few years. Again, the manufacturing sector has seen a high death rate, which has had a negative impact on Nigeria's economic well-being. The phenomenon of ineffectiveness in manufacturing companies has culminated in a high rate of sectoral retrenchment, which has exacerbated poverty, malnutrition, and social misbehavior. From the aforementioned problem, Umoh and Harcourt (2012) noted that stable American and European states have industries that allow people to be productively engaged, thus lowering the rate of hunger, poverty, desire, and social misbehavior, but the same cannot be said of Nigeria.

Ineffectiveness in a business results in a loss of market share in the sector and thus a loss of competitive advantage, which causes the business to fail within a short period of time, thus reducing economic activity in the region. Conflict in the workplace has a negative impact on employee morale, which can result in uncivil behavior that is detrimental to the organization's effectiveness. Additionally, the infectiousness of manufacturing companies has resulted in the Nigerian economy being overly reliant on imports over time, which is detrimental to the economy's welfare. Employee stability and corporate adaptability are critical for any firm who wishes to survive the test of time. Nevertheless, an enterprise will be unable to perform efficiently in terms of employee adaptability and cohesiveness if it is marked by unresolved conflict. Despite the many efforts made to address the issue of effectiveness, the dilemma persists. This study would investigate the connection amongst conflict management and organizational effectiveness in manufacturing companies in Rivers state, Nigeria.

OBJECTIVES OF THE STUDY:

The specific objectives of this study is to examine the relationship between;

1. Accommodating and adaptability of manufacturing firms in Rivers State, Nigeria.
2. Accommodating and job satisfaction of manufacturing firms in Rivers State, Nigeria.
3. Compromising and adaptability of manufacturing firms in Rivers State, Nigeria.
4. Compromising and job satisfaction of manufacturing firms in Rivers State, Nigeria.

RESEARCH QUESTIONS:

The following research questions served as a guide in this study.

1. What is the relationship between accommodating and adaptability of manufacturing firms in Rivers State, Nigeria?
2. What is the relationship between accommodating and job satisfaction of manufacturing firms in Rivers State, Nigeria?
3. What is the relationship between compromising and adaptability of manufacturing firms in Rivers State, Nigeria?
4. What is the relationship between compromising and job satisfaction of manufacturing firms in Rivers State, Nigeria?

RESEARCH HYPOTHESES:

The null hypotheses below served as a guide in this study;

- Ho1: There is no significant relationship between accommodating and adaptability of manufacturing firms in Rivers State, Nigeria.
- Ho2: There is no significant relationship between accommodating and job satisfaction of manufacturing firms in Rivers State, Nigeria.
- Ho3: There is no significant relationship between compromising and adaptability of manufacturing firms in Rivers State, Nigeria.

Ho4: There is no significant relationship between compromising and job satisfaction of manufacturing firms in Rivers State, Nigeria.

REVIEW OF RELATED LITERATURE:

The study is based on Dahrendorf's, Talcott Parson (1960) structural-functional theory and conflict-theory model, developed after World War II. The structural functionalist asserted/projected that workers would conform to a given framework within a corporation, institution, or community, and that any alteration to the structure of the company, institution, or society will result in conflict and shake the organization. Conflict is an unstable, irregular, and potentially inherent to an ecosystem in this theory. It focuses on the factors that contribute to the organization's equilibrium and cooperation. Then, Conflict should be managed to ensure stability for both the employee and the business. Dahrendorf (1958) discusses conflict analysis from the perspective of positive and active conflict. Dahrendorf views conflict as important for pursuing a social objective or achieving social objectives. He maintains that social conflict results in necessary and beneficial systemic change. Dahrendorf sought to provide a formal locus and a distinct context for a conflict theory in sociological research.

Operational Framework:

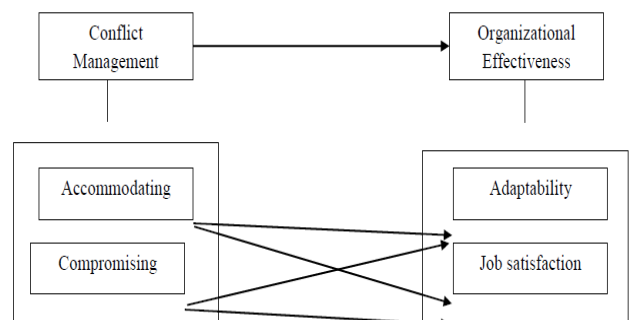


Figure1: An operational framework showing the link between conflict management, and organizational effectiveness

Source: Adapted from Henning (2003); Campbell, Bownas, Peterson and Dunnette (1974).

Conflict Management:

Conflict management is essentially the method or action of minimizing or removing the negative effects of conflict while maximizing the constructive ones. Conflict management aims to improve employee cohesiveness, organizational effectiveness, and optimal success. Campbell, Bownas, Peterson, and Dunnette (1974) described organizational effectiveness as the combination of cohesion, goal congruence, job satisfaction, adaptability, productivity and employee morale.

The success of an organization is contingent upon how a conflict is resolved (Turkalj, Fosic & Dujak, 2008). They contended that conflict management entails the application of all aspects that may lead to conflict avoidance or resolution. Although conflict is an unavoidable part of the workplace, early identification of its signs will go a long way toward overcoming it and thereby avoiding the detrimental effect on the company. Conversely, Longe (2015) identifies five primary aspects of conflict management: compromising, accommodating, competing, avoidance, and cooperation.

Conflict between workers is regarded as common and inevitable in an enterprise. Throughout culture, conflict has been considered as undesirable, as a clash or as something to be prevented (Esquivel 1997). In the early 1900's, conflict was seen as a sign of poor organizational management that needed to be avoided; by the mid 1950's, it had become passively accepted and seen as normal and expected; managers focused on resolving conflict; by the 1970's, conflict was viewed as necessary, not necessarily good or bad, but capable of promoting growth; and by the 1990's,

managers needed to confront and manage conflict (Algert & Watson, 2002).

Conflict is endemic to all social life; it is an unavoidable aspect of nature due to resource scarcity, purpose segregation, political dynamics, and position distinction (Azamosa, 2004). Wall and Callister (1995) described conflict as a mechanism in which one party perceives that another party is against or adversely affecting its interests. Dana (2000) asserts that conflict is not just an inconvenience. It costs capital, which can be quantified in terms of squandered hours, poor decisions, and missing employees." Conflict is described as "a situation in which interdependent individuals express (manifest or latent) disagreements over how to meet their individual needs or desires and encounter intervention from one another in accomplishing these objectives" (Rose et al., 2006).

Rahim (1992) and Antonioni (1999) emphasized conflict as an interpersonal mechanism characterized by incompatibility, discord, or dissonance within or between social people. Domenici and Littlejohn (2001) opined conflict to be conceptually based on only a few key components, including expressed struggle, interdependence, perceived incompatibility of expectations, perceived scarcity of incentives, and intervention. Conflict can be detrimental, causing profound schisms within the institutions' framework; it can also be used to catapult the organisation from stagnation to a new degree of effectiveness. What distinguishes them is their approach to conflict management (Holton, 1998). Conflict management entails adopting techniques to mitigate the negative effects of conflict while increasing the positive aspects to a degree equal to or greater than the level at which the conflict occurs. Conflict management's objective is to improve learning and corporate outcomes (effectiveness or success in an organizational setting) (Rahim, 2002).

Conflict management should strive to mitigate affective conflict at all times, to acquire and sustain a moderate amount of constructive conflict (Rahim, 2002). According to Awan and Anjum (2015), effectively organized conflict fosters open dialogue, collective decision-making, daily reviews, and conflict resolution in a timely manner. Conflict, in its broadest sense, may be characterized as a challenge experienced by a person or a group while deciding on an alternative, resulting in a disturbance of decision-making processes (Can, 2005). Wherever the human element is present as a social input, disagreements and clashes in individuals are unavoidable as a result of interpersonal differences, even more so in today's world of extreme competitiveness and globalization (Sims, 2002).

Accommodating:

An accommodating form of conflict resolution entails putting one's own interests down in order to address the needs of others (Thomas & Kilmann, 1974). The Accommodating Style is about putting others' needs ahead of your own. This style is characterized by a lack of assertiveness and a high degree of cooperation; the objective is to yield (Bonnie, 2001). The aim of accommodating is to achieve the result "I lose, you win." Individuals that adopt the accommodating model exhibit passive conduct (Verderber & Sellnow, 2012). Accommodating style is described by a person's lack of regard for his own interests and excessive concern for the interests of the other party (Madiha & Shazia, 2015).

One side is able to put the conflicting party's interests ahead of their own. When one party to a conflict prioritizes the interests of the other party and tries to assist their adversary in meeting certain needs, this is referred to as accommodating. Maintaining the relationship is more important to the self-sacrificing party in this conflict scenario than pursuing the conflict

to accomplish a personal or collective goal." (2007) (Commonwealth Youth Programme).

The obliging/accommodating approach to conflict resolution satisfies the other person's needs while ignoring one's own (Whetton & Cameron, 2008). Ozkalp et al. (2009) discovered that the accommodating form of conflict management varies according to the manager's position.

Compromising:

This approach is a balance flanked-by assertiveness and cooperation; the objective is to reach a middle ground. When two sides are evenly matched and equally committed to opposing viewpoints, the compromising tactic is used. This technique is often used where a person needs temporary findings or needs to resolve disputes easily and without engaging in a critical power struggle (Schyns & Hansbrough, 2010). Compromise is another method of resolving conflict in which the person resolves the conflict by making a sacrifice (Madiha and Shazia, 2015).

A compromising conflict resolution technique entails attempting to reach a "common ground" that suits both sides in part (Bonnie, 2001). All sides accept a partial satisfaction of their desires in exchange for anything of worth. When parties reach an agreement, no one side emerges victorious. All sides are willing to make a satisfaction and consider a solution that only partially meets their needs (Commonwealth Youth Programme, 2007). Compromise attempts to satisfy all bosses with such a satisfaction that both are asked to make sacrifices for a shared purpose (Whetton & Cameron, 2000). Presidents with experience and presidents of major organizations often demonstrate a restricted willingness to use the consensus (split the difference) approach to resolve disputes (Dee et al., 2004). When used to resolve interpersonal problems, compromise was found favorably

associated with team cohesiveness and firm efficiency (Liu et al., 2009). Compromise, according to Whetton and Cameron (2000), is an effort to achieve partial satisfaction for all sides, in the sense that each receives the proverbial "half loaf." According to Rahim (2002) a compromising style entails give-and-take, in which the two parties to the conflict vigorously concede and comment on a mutually acceptable option. There is no champion or loss in this case. Spaho (2013) proposed that "compromise" entails achieving balance flanked-by individual and common interests.

Organizational Effectiveness:

Generally, Oghojafor, Muo, and Aduloju (2012) characterized organizational effectiveness as a firm's capacity to accomplish its objectives. Historically, organizational effectiveness has been described as how objectives are attained. Organizational effectiveness, in 1980s, gained popularity and evolved from forming an entity to a philosophy (Henry, 2011). Barnard (1964) explained that effectiveness is described as the accomplishment of the partnership intent, which is social and non-personal in nature, stressing that businesses cannot cope without effectiveness and that this effectiveness can be easily determined. Only executive effectiveness enables our society to balance its two needs: the organization's need to achieve the commitment it requires from individuals and the individual's need to have organization act as his instrument for accomplishing his purposes (Drucker, 1967). Barnard (1938) defines effectiveness as the achievement of known cooperative activity goals, emphasizing that the degree of achievement determines the degree of effectiveness. Friedlander and Pickle (2) argue that organizations must consider their viability, how they satisfy their members, and how they provide value to the broader community to which they are a part. Effectiveness is

determined by how desired results are attained (Etzioni 1960). While effectiveness ties a wide variety of artifacts to a wide variety of connections, one can conclude that it implies survival and a centered advantage in the twenty-first century (Mihaicz, 2012).

Adaptability:

Adaptability in an organisation is a mindset that must pervade the organization (Steven & Kenneth, 2017). Adaptability is a multifaceted concept that incorporates a variety of cognitive abilities and attitudes that leaders cultivate and instill in their institutions through knowledge, preparation, and practice (Steven & Kenneth, 2017). According to Denison (1990), the rate of adaptability is described as the cultural conditions that should allow a business to evolve and compete effectively. Hiefetz, Grashow, and Linsky (2009) take a different approach to adaptability by defining adaptive leadership as the process of mobilizing individuals to overcome difficult obstacles and succeed. Adaptability is a shift in behaviour that occurs as a result of new or imaginative interventions in preparation of or in response to environmental improvements that are necessary to solve problems. Adaptability is a constructive capability with a reactive quality (Steven & Kenneth, 2017). Adaptability is both a mental state and a perceptual capability. To maximize human adaptability, leaders must establish an organisation capable of adapting to a constantly evolving world. A flexible organization is one that can anticipate and react to changes in the climate (Klein & Pierce, 2001). Adaptability involves the ability to translate the requirements of the corporate world into reality (Amah, 2016).

Adaptability in an organisation may be constructive or reactive; however, to promote expected organizational reform, a process or mechanism for modifying an organization's functioning is necessary (Kotter, 2012; Lippitt,

1958). Adaptability is a company's or firm's capacity to modify its behavior, processes, and systems in response to environmental change (Denison, 2007). Denison (2007) emphasized three factors that contribute to an organization's effectiveness. This require, first and foremost, the capacity to perceive and respond to external stimuli. Successful businesses are obsessively focused on their clients and rivals. The willingness to adapt to internal customers, independent of their department or role, is the second requirement. Third is the capability to restructure and institutionalize a set of behaviors and processes that enable an organisation to respond to its context.

Job Satisfaction:

Job is the most critical feature of any individual's life because it consumes the most personal and professional hours than any other practice. Job satisfaction is how a person is content, at ease, or happy with his or her job (Wasif, 2016). Job satisfaction, as described by Locke (1976), is a pleasurable or optimistic emotional condition arising from one's assessment of one's job or job interactions. Several factors that affect satisfaction include management style and tradition, employee engagement, and empowerment, Workgroups for autonomy. Job satisfaction is a critical characteristic that organisations often assess (Kabir & Parveen, 2011). The construct of job satisfaction is described as any combination of psychological and environmental factors that lead an individual to declare, "I am pleased with my job." Job satisfaction is characterized as an individual's affective attitude toward the job positions they are currently occupying (Vroom, 1964). Job satisfaction is a composite of optimistic and negative emotions that employees have about their employment (Inziri, 2011). Job satisfaction is inextricably linked to an employee's performance on the job (Davis &

Nestrom 1985). Job satisfaction, as described by Locke (1976), is a favorable emotional condition arising from one's evaluation of one's job or job experiences. Additionally, Robins and Judge (2009) described job satisfaction as a favorable attitude toward one's job as a result of an assessment of its characteristics.

Job satisfaction is described as an employee's attitude toward their job. Positive attitudes toward employment, in addition to favorable attitudes toward work, emphasize job satisfaction. Negative attitudes toward employment, when combined with unfavorable attitudes toward work, indicate job discontentment (Armstrong, 2006). Job satisfaction may also be interpreted as how workers are satisfied with the benefits they receive from their work, especially with regard to intrinsic motivations (Statt, 2004). Job satisfaction varies over time and space, that is, across countries, geographical areas, and organizations (Cortese, 2007). Feldman and Arnold (1983) described job satisfaction as how individuals have an overall positive effect (or feelings) about their employers. Additionally, employees may have attitudes about different facets of their careers, including the type of work they do, their colleagues, bosses, or subordinates, and their pay (George & Jones, 2008).

In alignment with Davis and Newstrom (1989), Job satisfaction is a set of positive and negative emotions associated with workers' perceptions of their jobs. Satisfaction is distinct from inspiration. Work satisfaction is something like an emotion, a mental state. It may for example, be correlated with a subjective or quantitative sense of accomplishment (Mullins, 2005). Job satisfaction is a feeling that arises as a consequence of the belief that one's job satisfies one's material and psychological needs (Aziri, 2008). Kreitner and Kinicki (1995) provided an overview. Job satisfaction is an affective or emotional reaction to different

aspects of one's job. As a result of this idea, job satisfaction is not a monolithic term. Job satisfaction is a nuanced and multifaceted phenomenon that varies according to person. Job satisfaction is often associated with inspiration, but the essence of this association is unknown (Aziri, 2011).

According to Andrew (1988), job satisfaction is the amount of all associated pleasures or contentments. Each human behavior is motivated by a primary motive, and the majority of acts are efforts to increase satisfaction by the fulfillment of various motives, some of which Maslow identifies (Maslow, 1943). Job satisfaction, according to Locke (1969), is a pleasurable or optimistic mental state arising from an evaluation of one's or job activities.

Empirical Review:

Several works exist on conflict management and effectiveness of firms Ukpabi, Ikaba, Enyindah, Orji and Idatoru (2014) examined how corporate social responsibility can be used to improve the effectiveness of oil and gas companies. Kataria, Garg, and Rastogi (2013) investigated the connection between organizational effectiveness and employee engagement. The study employs a descriptive research design and relies on questionnaires to gather data from 96 managers at selected airlines, road transport, and insurance firms in Lagos. To accomplish the study's objectives, the research instrument used was questionnaire with closed-ended questions that was developed through an analysis of the literature and previous studies. Pre-testing of the questionnaire was conducted with ten managers from the sample size to ensure that no unnecessary questions were used. His studies established that scarce resources are the primary source of conflict and that while disputes can have both positive and negative consequences on an enterprise, when handled

correctly, the positive effects can be used to foster organizational innovation and employee cooperation.

Anyakie (2018) examined the link between conflict resolution and organizational effectiveness. The results indicate that conflict management (collaboration and compromising) and organizational effectiveness (client/customer satisfaction and work-life quality) are inextricably linked. The researcher concluded that effective conflict management promotes proper development, which has a positive impact on organizational effectiveness, and they suggested that management should maintain effective cooperation with the staff, subordinates, and customers.

Olukayode (2015) emphasized the importance of conflict management in the workplace on organizational performance. His results were gathered through the use of a standardized formal questionnaire, and informative and inferential statistics were used to interpret the responses. The analytical experiments revealed a statistically important positive association between conflict management techniques (collective bargaining, agreement, and accommodation) and organizational success using Spearman correlation analysis. The study concluded that conflict is an inherent part of organizational existence and that it can either enhance or subtract from organizational success, based on how conflict is managed in the workplace.

Using Access Bank Plc as a case study, Emmanuel, Babatunde, Nanle, and Olalekan (2015) investigate the impact of conflict management on the organizational success of banks in Nigeria. The research discovered a strong correlation between conflict management and organizational success ($r=0.715$; $p<0.05$). Thus, management should cultivate a variety of effective methods for resolving and managing problems when they

occur and before they escalate to an unmanageable degree within the company.

Abdul and Sehar (2015) examined conflict situations and their underlying causes, with potential solutions for improving an organization's working climate. The main conclusion is that education has little impact on respondents' perceptions of conflict management strategies. However, conflict has a huge impact on organizational success. Suggestions that management should implement conflict management techniques that enhance the organization's efficiency, while still maintaining a free flow of contact between management and employees and fostering interpersonal connections among coworkers to raise morale.

Mahbub and Mohammad (2007) conducted a study on Interpersonal Conflict Management Strategies in Bangladesh's Private Universities. According to the report, these executives and top management take a collective approach to resolving conflict within the organisation. Their adaptive leadership style enables them to earn the confidence of their followers and deal with complex and unusual situations. From this vantage point, they can comfortably achieve a win-win situation in any conflict situation.

The Thomas-Kilmann Conflict Mode instrument (1974) was used to determine conflict types, and the negotiating process and results were evaluated using a number of approaches. English was used to create the initial questionnaires and negotiating situations. The findings indicate that compromising and fighting, rather than accommodating, are the two favoured strategies for resolving conflict in China. The essay ends with a discussion of managerial consequences.

Amjad, Muhammad, and Irfan (2011) examine the differences in how workers handle conflict at work across various age ranges and offices. There was no general disparity in

conflict management tactics between the upper and lower age groups or between support and professional personnel. However, younger workers are slightly more likely to take a compromising stance than older employees. Managers will use the results to influence the organization's practices and culture in order to best align them with the constantly evolving world. The study concluded that individuals use a variety of conflict resolution techniques in the workplace.

METHODOLOGY:

The cross-sectional survey, a type of the quasi-experimental was adopted in this work to arrive at new knowledge without deliberate influence of the variables of the research. The study focused on the thirty-four (34) registered manufacturing firms in Rivers State as given by the Manufacturing Association of Nigeria (MAN). Nevertheless, the accessible population of the study are the 151 upper cadre staff (supervisors and managers) of the 12 selected firms. The systematic sampling technique will be used on each of the 12 selected firms in this study. The choice of this technique is because it gives a sample that is a true characteristic of the whole population and reduces the tendency of bias of researcher in selecting the sample cases. The Taro Yamane (1968) formula was used in determining the sample size of 103. The Spearman's rank order correlation coefficient statistical analysis was used in analyzing the stated hypotheses using statistical package for social sciences (SPSS).

RESULT AND DISCUSSION:

From the total 103 questionnaire that was distributed, only 86 copies which represented (83%) questionnaire was returned and only 80 which was correctly filled was used for the analysis. The hypotheses test was carried out at a 95% confidence interval implying a 0.05 level of significance.

Decision Rule: Where $P < 0.05$ = Reject the null hypotheses. Where $P > 0.05$ = Accept the null hypotheses.

Ho₁: There is no significant relationship between accommodating and adaptability.

Table 1. Accommodating and Adaptability

		Correlations	
		Accommodating	Adaptability
Spearman's rho	Correlation Coefficient	1.000	.316
	Accommodating Sig. (2-tailed)	.	.004
	N	80	80
	Correlation Coefficient	.316	1.000
	Adaptability Sig. (2-tailed)	.004	.
	N	80	80

Data in table 1 reveal that there is a significant relationship between accommodating and adaptability ($\rho = .316$ and $p = 0.004$) therefore we find that accommodating is associated with adaptability and based on the decision rule of $p < 0.05$ for null rejection; we thus reject the null hypothesis.

Ho₂: There is no significant relationship between accommodating and job satisfaction.

Table 2: Accommodating and Job Satisfaction

		Correlations	
		Accommodating	Job Satisfaction
Spearman's rho	Correlation Coefficient	1.000	.269
	Accommodating Sig. (2-tailed)	.	.016
	N	80	80
	Correlation Coefficient	.269	1.000
	Job Satisfaction Sig. (2-tailed)	.016	.
	N	80	80

The data in Table 2 indicate that there is a significant relationship between accommodating and job satisfaction ($\rho = .269$ and $p = 0.016$); thus, we conclude that accommodating is associated with job

satisfaction and, using the 0.05 decision rule for null rejection, we reject the null hypothesis.

Ho₃: There is no significant relationship between compromising and adaptability.

Table 3: Compromising and Adaptability

		Correlations	
		Compromising	Adaptability
Spearman's rho	Correlation Coefficient	1.000	.518
	Compromising Sig. (2-tailed)	.	.000
	N	80	80
	Correlation Coefficient	.518	1.000
	Adaptability Sig. (2-tailed)	.000	.
	N	80	80

The data in Table 3 indicate that there is a significant relationship between compromising and adaptability ($\rho = .518$ and $p = 0.000$); thus, we conclude that compromising is associated with adaptability and, using the decision rule of $p < 0.05$ for null rejection, we reject the null hypothesis.

Ho₄: There is no significant relationship between compromising and job satisfaction.

Table 4: Compromising and Job Satisfaction

		Correlations	
		Compromising	Job Satisfaction
Spearman's rho	Correlation Coefficient	1.000	.555
	Compromising Sig. (2-tailed)	.	.021
	N	80	80
	Correlation Coefficient	.555	1.000
	Job Satisfaction Sig. (2-tailed)	.021	.
	N	80	80

According to the data in Table 4, there is a significant relationship between compromising and job satisfaction ($\rho = .555$

and $p = 0.021$); therefore, we conclude that compromising is associated with job satisfaction and, using the decision rule of $p < 0.05$ for null rejection, we reject the null hypothesis.

Discussion of Findings:

Based on the above findings, the study realized

Hypothesis One: There is no significant relationship between accommodating and adaptability.

According to the data in Table 1, there is a significant association between accommodating and adaptability ($\rho = .316$ and $p = 0.004$, respectively). The obliging/accommodating approach to conflict resolution satisfies the other person's needs while ignoring one's own (Whetton & Cameron, 2008). Adaptability is a shift in behaviour that occurs as a result of new or imaginative interventions in preparation of or in response to environmental improvements that are necessary to solve problems. Adaptability is a constructive with a reactive quality (Steven & Kenneth, 2017). Increasing the accommodating approach for conflict mediation would contribute to the organization's adaptive ability.

Hypothesis two: There is no significant relationship between accommodating and job satisfaction.

According to the data in Table 2, there is a statistically important association between accommodating and job satisfaction ($\rho = .269$ and $p = 0.016$). Olukayode ((2015) noted that conflict is an inescapable part of organizational life and that it can either enhance or distract from organizational success, based on the conflict management approaches used in the workplace. Several factors that contribute to employee satisfaction include management style and community, employee engagement, empowerment, and independent workgroups (Kabir & Parveen, 2011). Increased

accommodating approach improves the firm's effectiveness in terms of job satisfaction.

Hypothesis three: There is no significant relationship between compromising and adaptability.

According to the data in Table 3, there is a statistically important association between compromising and adaptability ($\rho = .518$ and $p = 0.000$). Anyakie (2018) conducted research that established a strong link between compromising and organizational effectiveness. Successful conflict management promotes effective learning, and has a positive impact on organizational effectiveness (Anyakie, 2018). A flexible organization is one that can anticipate and react to changes in the climate (Klein & Pierce, 2001). Adaptability involves the ability to translate the requirements of the corporate world into reality (Amah, 2016). Increased compromising strategies for conflict management would contribute to the organization's adaptability.

Hypothesis four: There is no significant relationship between compromising and job satisfaction.

According to the data in Table 4, there is a statistically important association between compromising and job satisfaction ($\rho = .555$ and $p = 0.021$). Compromise attempts to satisfy all bosses with such a satisfaction that both are asked to make sacrifices for a shared purpose (Whetton & Cameron, 2000). Conflict results from incompatibility of goals and interests, and if it persists, the Organization will perish (Abdul & Sehar, 2015). Job satisfaction is a composite of optimistic and negative emotions about one's job Aziri (2011). Job satisfaction is inextricably tied to an employee's performance on the job (Davis & Nestrom 1985). This means that when a compromising method of conflict resolution is implemented, the organisation can be marked by job satisfaction.

CONCLUSION AND RECOMMENDATION:

Conflict management within an organization is critical for eradicating inefficiency and ineffectiveness. Although conflict is an inherent part of any organization, managing it effectively increases adaptability and job satisfaction; compromising has a direct correlation with an organization's effectiveness. Again, adaptability and accommodating had a moderate partnership. This means that when an organization's accommodating approach for conflict management improves, adaptability still improves moderately. Additionally, compromising has a stronger interaction of adaptability than accommodating did. On the basis of the above facts, this study concludes that an organization's management having a vested interest in maintaining successful conflict management would result in increased firm effectiveness. Though conflict will still occur in an organization at some point, how management is willing to resolve it will determine the firm's effectiveness. Thus, effective conflict management has increased adaptability and job satisfaction within the organization. Additionally, the understanding of organizational resources can help reinforce the connection between conflict management and organizational effectiveness. The following recommendations are preferred from the results and inference:

1. Manufacturing company management should ensure that issues are settled as quickly as possible to maximize the firm's effectiveness.
2. Manufacturing firms' management should ensure that workers' well-being is weighed when handling conflict in order to increase job satisfaction and the firm's effectiveness.
3. Manufacturing company management should employ a compromising approach when faced with the prospect of losing something important, such as a highly

skilled employee, as this would further maximize the firm's rate of effectiveness.

4. Management of manufacturing companies should use accommodating strategies to increase employee job satisfaction.

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