

Dispute and Performance of Employees' in the Southeast Branches of Central Bank of Nigeria

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ABSTRACT: This study assesses the impact of dispute on employee performance with emphasis on the branches of Central Bank of Nigeria in Southeast states of Nigeria. The study was guided by five research questions and one null hypothesis. The design of the study was descriptive survey. The population of the study was 578 respondents. Considering the population size, the research studied the population (578). The instrument for data collection was a questionnaire. The research questions were answered using mean and standard deviation while t-test was used to test the null hypotheses at 0.05 level of significance. Findings of the study were that interpersonal and intrapersonal disputes, interdependence disputes, breakdown in communication, subordinate disputes and breakdown of collective bargaining, among others are the nature of disputes experienced in the Central Bank of Nigeria. It was also found that breach of communication, poor human relationship, unequal attention to staff welfare, differences in staff perception, inadequate representation of staff in decision making, competition for scarce resources and their allocations, were among the sources of disputes. The study revealed that dispute increases disunity, communication gap, bitterness, helps staff to voice out their dissatisfactions, reduces motivation, decreases productivity. The responses of senior and junior staff did not differ significantly ($p < 0.05$) with regard to the strategies suitable for managing disputes in Central Bank of Nigeria. Among the recommendations were that CBN management should adopt the identified management strategies of dispute which, among others, include mediation, negotiation, dialogue, and effective communication that will tackle dispute between staff in branches of CBN so as to enable them work together in peace and harmony for the effective and efficient achievement of the CBN goals. CBN management should organize conferences, workshops and

seminars to create awareness on the adverse effects of disputes in the branches of CBN and on their staff and clients. This will encourage peaceful co-existence and team spirit for smooth running of the branches of CBN. Also, CBN management should constitute dispute management committee who would be trained and guided on management strategies of dispute. This will help prevent and check any form of biased tendencies and will create synergy in order to achieve banking/economic goals and objectives.

Keyword: Dispute, Employee Performance, Mediation, Negotiation, Dialogue, and Effective Communication

I. INTRODUCTION

Disputes exist at every level in the society, of which the Central Bank of Nigeria (CBN) is not exempted. This is because it operates with people performing certain specialized complementary roles to make the system work. The CBN is a social system like all social systems, it consists of individuals, groups, units, sections, departments, all of which are important subsystems working together to achieve common goals. Ajayi and Agalele (2014) pointed out that organizations are a social institution and an extension of the larger society. In today's rapidly changing environment, industries are forced to find ways to be more competitive, flexible, and adaptive. To survive and compete in this globalized world, they are required to get maximum benefits from employees. Therefore, employees are seen to be the main important asset in today's organizations than ever before (David cited in Shaed, Ishak & Ramli, 2015) and their active participation is a crucial issue at the workplace.

Marchington (2016) stated that employee performance can be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises

in the same industry. According to Koontz and Donnell in Yusuf, Muhammad and Kazeem, employee/organizational performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at predetermined time using relevant strategy for action. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

In one view, conflict in bank management produces negative outcomes. Conflict causes stress, which reduces employee satisfaction (Bashir, 2013). This diminished satisfaction can lead to increase in absenteeism and poor turnover. Conflict can also diminish trust on supervisors and fellow employees, which can slow or stop progress of project implementation. The pileup of internal negative consequences, such as lost trust and slowed progress, can generate a negative impact on customer satisfaction due to failure of deadline for delivering service and reduced service quality (Dontigney, 2012).

Business leaders need to acknowledge organizational conflict and its existence and open the door for creative solutions. It can also encourage an adaptable organization that copes efficiently with the rapid changes faced by modern businesses. The most contemporary —functional view treats organizational conflict as a positive, productive force (Kelly, 2012). This approach believes that conflict will stimulate both management and employee to increase their knowledge and skill levels. This motivation leads higher innovation, creativity and performance that contribute more to the organization. A functional view often believes that a successful organization needs and thrives on conflict to bring diverse opinions to the management suite. This inspires new ideas and suggestions for more productive performance.

There have been claims that the incidence of disputes between different staff of CBN have been affecting the basic environmental conditions required for effective Management and smooth running of the organization (Researcher's observation). The seemingly chaotic situation is said to have undermined many programmes aimed at enhancing knowledge and skills in the various units in the Bank. Dispute have destabilizing effects on the overall performance of any organization which is perceived to have led to under performance since valuable time and resources (human and material) are used in

controlling and managing disputes rather than in enhancing output and productivity.

As noted at the background of this study, some of these disputes have caused stress, tensions, interpersonal disharmony, disorganized timing of banking activities and in most cases render banking environment unconducive for serious banking activities and created ineffective management. As a result of ineffective management of disputes, many of the organizational disputes are said to turn to violence and some seem to have become unresolved.

Regrettably, the opinions of people concerning the strategies for managing dispute between different persons and units in CBN lack sufficient empirical evidence because no study known to the researcher has been carried out in Central Bank of Nigeria to determine these. Consequently, this gap in knowledge has informed the need for this study. It was, therefore, the problem of this study to empirically investigate the impact of dispute on employee performance in Central Bank of Nigeria.

The study was guided by the following research questions:

1. What is the nature of disputes between staff of Central Bank of Nigeria?
2. What are the sources of disputes between staff of Central Bank of Nigeria?
3. What are the consequences of disputes on employee performance in Central Bank of Nigeria?
4. What are the different strategies for dispute management in the organizations?
5. To what extent are these strategies effective in dispute management in CBN?

II. CONCEPTUAL FRAMEWORK

Dispute

Dispute is defined as an assertion of opposing views or claims or disagreement as to rights (Ogunbayo, 2013). Dispute is endemic to all social life; it is an inevitable part of living because it is related to situations of scarce resources, division of functions, power relations and role-differentiation (Azamosa, 2014). Because of its ubiquity and pervasive nature, the concept has acquired a multitude of meanings and connotations presenting us with nothing short of a semantic jungle. Olaleye (2013) described conflict as the process that results when one person (or a group of people) perceives that another person or group is frustrating, or about to frustrate an important concern. Mhehe (2017) looked at dispute as an interactive process manifested in incompatibility, disagreement or dissonance within or between

social entities (that is individual, group, organization and so on). Dispute is a process of social interaction and a social situation, where interests and activities of participants (individuals or groups) actually, or apparently, confront, block and disable the realization of one party's objectives.

Disputes according to Adebile and Ojo (2017) is the presence of tension or the existence of difficulty between groups or individuals. Dispute situation may also arise when goal-directed behaviour of one organizational group blocks the goal-directed behaviour of another. Dispute as a reality of management and organizational behaviour intended to obstruct the achievement of some other person's goals and arises from opposing behaviours. It varies at individuals, groups and organizational level. Mullions (2013) differentiated between dispute and competition even though the two terminologies have common aspects. Both involve at least some degrees of opposing behaviour and belief that a party is attempting to deprive others of something which they value. Dispute situation denote both incompatibility of goals and opposing behavior

Hellriegel, Slocum and Woodman (2015) observe dispute as any situation in which there are incompatible goals, cognitions or emotions within or between individuals or groups that lead to opposition. Dispute generally occur because of exchanges and interactions between people of different belongings, who have to interact in order to survive and could be caused by human or natural resources, psychological needs or social values. The underlying idea in these definitions is that dispute is a perception and thus could occur whenever a person believes or feels that the other person or a group of people are on his way to achieving a goal. Dispute and high-level violence are characteristics of modern-day society, principally due to lack of credible and satisfactory avenues for resolving disputes at all levels.

Employee Performance

Performance is a widely used concept in many areas of study. Usually, performance is a measure of how well a mechanism or process achieves its purposes. In enterprise management, Donglin (2019) defined employees' performance as how well employees in organization are managed and the value the organization delivers for customers and other stakeholders. Mendes (2014) posited that organizational performance deals with the level of success of an organization whether industrial or business.

To Davood and Morteza (2012), employee performance is the ability to create acceptable outcomes based on organizational plans. Hence, employee performance is a central issue in business activities that need adequate planning and commitment. In the context of this study, employee performance refers to the success of Central Bank of Nigeria in achieving their desired goals which is relative to the performance of the organization. It refers to how well Central Bank of Nigeria can meet up the competing demands of their various stakeholders.

Empirical Studies

Empirical studies relating to dispute where reviewed in this section.

In a study by Echeruo (2017), the sources of disputes in Banks in Abia State were investigated. The purpose of the study was to ascertain the sources of disputes in Banks in Abia State. The study adopted a descriptive survey design and it was guided by three research questions and one null hypotheses. The population of the study consisted of 277 subjects, comprising 150 and 127 senior staff of the two Banks in Abia State respectively. A sample of 100 subjects was selected for the study using simple random sampling technique. The instrument for data collection was a questionnaire developed by the researcher and tested for validity and reliability. Its reliability was ascertained using Cronbach's Alpha method. The researcher and eight research assistants administered the questionnaire to the respondents. Mean and standard deviation were used to answer the research question while the null hypotheses were tested with t-test statistic. The results of the study revealed that the sources of disputes in Banks in Abia State include: breach of communication between marketing and operation staff, poor human relationship between the junior and senior staff, unclearly defined staff roles, inadequate representation of the groups in decision-making, scarcity of bank resources and personality clashes, among others.

Echeruo's study is related to the present study in the sense that both studies used a descriptive survey design and they also used the same instrument for data collection which was a questionnaire. Cronbach's Alpha method of reliability estimate was used to determine the reliability of the instrument for both studies and they also used the same methods of data collection and analysis. They are, therefore, related studies. Above all, both studies were concerned, among others, with the sources of disputes in banks hence, the relationship of both studies.

Ilusanya (2015) conducted an investigation on the causes of dispute in Nigeria Banks. Zenith Bank was used as the case study. The purpose of the study was to find out the perception of staff of the bank on the predictors of industrial dispute. Descriptive survey was the design of the study which was guided by three research questions and three null hypotheses. The population for the study was 150 subjects, made up of marketing and operation staff with variation in length of service. The study made use of multi-stage sampling technique in selecting its study sample. A self-developed questionnaire titled "Industrial Dispute Predictor Questionnaire (ICPQ)" was the instrument for data collection. The three null hypotheses were tested with t- test statistic and multiple regression analysis was used to analyze the data. The results of the study showed through regression analysis the predictors of industrial dispute dimension in bank. All the factors investigated namely: leadership style, conditions of service and welfare, characteristics of groups and individuals, union-management relations, funding and ancillary factors, job content and related factors and communication and information were found to be significant contributors to the explanation of industrial dispute in the university. Ilusanya and Gboyage's study is related to the present study by virtue of the fact that both studies were descriptive survey studies that used the same sampling technique to select their study sample and also used the same statistical tool to test their null hypotheses. The former study is also related to the present study because those predictors of industrial dispute can also be encountered by the various groups within the CBN in South East Nigeria.

Bankole (2012) carried out a study on the nature of disputes between academic and non-academic staff of tertiary institutions in Bornu State. The general purpose of the study was to determine the nature of disputes between academic and non-academic staff of tertiary institutions in Bornu State. The study was guided by three research questions and it adopted a descriptive survey research design. The population of the study consisted of 10,108 academic and non-academic staff of the four tertiary institutions in Bornu State. Using a multi-stage sampling technique, 50% of the population was selected as sample for the study which gave a total sample of 5,054 respondents. The instrument for data collection was a researcher-developed questionnaire that was validated by two experts and tested for reliability using Cronbach's Alpha method of reliability estimate. Data for the study were collected by the

researcher and six research assistants, while mean and standard deviation were used to answer the research questions that guided the study. The findings of the study showed, among others, that the nature of Disputes between academic and non-academic staff of tertiary institutions include: inter-personal Disputes, intrapersonal disputes, intra-departmental disputes, situational disputes, and industrial and labour disputes. Bankole's study is related to the present study because both studies were descriptive survey studies. They are also related by using the same sampling technique to select their study sample and they also used the same instrument for data collection which was a questionnaire. These studies are also related by using the same method of reliability estimate which was Cronbach's Alpha method, and the methods of data collection and analysis which were adopted by Bankole's study were also adopted by the present study.

Aluko (2018) carried out a study on analysis of the nature of disputes in secondary schools in Plateau State. The general purpose of the study was to analyze the nature of disputes in secondary schools in Plateau State. Two research questions and two null hypotheses guided the study which adopted a descriptive survey design. The population of the study consisted of 5,371 respondents, comprising 213 principals and 5,158 teachers in the 213 secondary schools in plateau State. The sample for the study was 1200 subjects that were selected through proportionate stratified random sampling technique. The instrument for data collection was a questionnaire that underwent validity and reliability tests and Cronbach's Alpha method was used to determine its reliability. The questionnaire was administered to the respondents by the researcher and five research assistants. Mean and standard deviation were used to answer the research questions, while t-test statistic was used to test the null hypotheses and each was tested at 0.05 level of significance. The findings of the study showed that the nature of disputes in secondary schools include: inter-personal disputes, strategic disputes, subordinate disputes, superordinate disputes, and substantive disputes, among others. Aluko's study is related to the present study because both studies used the same research design, they used the same instrument for data collection which underwent the same validity and reliability tests, and they also used the same methods of data collection and analysis. Above all, both studies are related by being concerned, among others, with the nature of disputes in organization.

Harvey (2013) carried out a study on the sources of disputes between academic and non-

academic staff of colleges in Greater Manchester. The general purpose of the study was to determine the sources of disputes between academic and non-academic staff of colleges in Greater Manchester. The study adopted a descriptive survey design and was guided by two research questions. The population of the study consisted of the 43 college principals in the 43 Colleges in Greater Manchester. The entire population was used for the study due to its manageable size, while a questionnaire was the instrument used for data collection. The researcher personally administered the questionnaire to the respondents through the post and mean and standard deviation were used to answer the research questions. The results of the study indicated that the sources of disputes between academic and non-academic staff of the colleges are goal incompatibility which occurs as a result of people having goals that interfere with each other, differences in people's perception, communication gap due to ineffective communication, ambiguity over responsibilities or jurisdiction, among others. Although Harvey's study was carried out in colleges, it is nevertheless related to the present study in the sense that both studies were descriptive survey studies that used the same instrument for data collection and also adopted the same descriptive statistics of mean and standard deviation in answering their research questions. Moreso, both studies were concerned, among others, with the sources of dispute between staff of the institutions. Thus, they are related studies.

McNulty (2010) carried out a study on the consequences of disputes in colleges in Texas. The purpose of the study was to determine the consequences of disputes in colleges in Texas. The study adopted a descriptive survey design and was guided by two research questions. The population of the study consisted of 93 college principals in the 93 colleges in Texas and they were all used for the study. A researcher-developed questionnaire validated by two experts was the instrument used for data collection. The instrument was tested for reliability using Cronbach's Alpha method. The data collected from the respondents were analyzed with percentage distributions. The findings of the study showed that the consequences of dispute in schools include: Dispute increases the level of bitterness resulting in hatred among persons or groups of persons in the school system, disrupts channels of wholesome co-operation and competition, decreases productivity of staff, increases communication gap between the various categories of staff, and leads to destruction of interpersonal relationship of staff. McNulty's study is related to the present study by the fact that both

studies were descriptive survey studies that used the same instrument for data collection which also underwent the same validity and reliability tests. In addition to these facts, both studies were, among others, concerned with the consequences of dispute in an organization. Thus, they are related studies.

Edem (2019) carried out a study on Personnel Disputes and Administrative Behaviour of Secondary School Principals in Calabar Education Zone, Cross River State. The purpose of the study was to determine the influence of personnel disputes on administrative behaviour of secondary school principals in Calabar Education Zone. The design of the study was descriptive survey design. The population of the study was 32 schools. Simple random sampling technique was used to draw 450 teachers from 20 schools (out of 32 schools) in the Calabar Education Zone. Questionnaire formed the instrument for data collection. For data analysis, Pearson Product Moment Correlation Coefficient was used to test each of the five hypotheses at 0.05 level of significance. The result of Edem's study indicated that: personnel disputes influenced principals' leadership style, personnel dispute is significantly negatively related to principals' relationship with teachers and that personnel dispute significantly influences principals' relationship with students. This work has relevance to the present study especially on the consequences of dispute.

Abiodun (2016) conducted a study on organizational dispute and staff efficiency in Owo Local Government of Ondo State. The purpose of the study was to examine the influence of school organizational dispute on teachers' efficiency with respect to teachers' attitude to work, knowledge of subject matter, evaluation of instruction and relationship with students. The design of the study was ex post facto. The population of the study was 850 teachers. The sample for the study was 280 teachers. Questionnaire formed the instrument for data collection. In analyzing the data, the Pearson Product Moment Correlation (r) Analysis was used. The hypotheses were tested using t-test statistic at 0.05 probability level with 278 degrees of freedom. The results of the study show that there is a significant negative relationship between school dispute and teacher overall efficiency. That is the higher the level of school disputes the lower the level of teacher's efficiency and vice versa. This work has relevance to the present study on the consequence of dispute on staff.

Olaleye (2013) studied on dispute management strategies of university administrators in South-West Nigeria. The purpose of the study was to find out the types, causes of dispute and

management techniques for resolving dispute by university administrators. The design of the study was a descriptive survey design. The population of the study was two hundred (200) professional administrators and two hundred (200) academic administrators. Stratified sampling technique was used to select these banks in the South-West Nigeria. Questionnaire formed the instrument for data collection. In analyzing the data, frequency count, mean score and percentages were used to answer the research questions. The results of the study show that the common types of dispute were interpersonal dispute among staff, dispute between non-teaching staff and government, students and non-academic staff, academic staff and professional administrators. The findings of the study also showed that major causes of dispute in the organization are: Non-payment of salaries as at and when due, sudden change in university policies, imposition of decisions on employees by professional administrators, inadequate provision of physical amenities such as electricity and water, denial of rights and privileges, no implementation of government circular on staff welfare, allegation of corruption against university professional administrators, communication gap between professional administrators and academics, improper power assignment, refusal of university management to honour agreement reached with workers' unions, miscomprehension of duties and discriminatory application of university rules and regulations. The results of the study also showed that the management strategies of disputes in the organization include: separation device, neglect or silence, boxing the problem, adjudication, effective communication, dialogue and negotiation. This work has relevance to the present study especially on the nature, sources and management strategies of dispute in the organization.

Osuji (2014) carried out an investigation of dispute management strategies of secondary school principals and teachers in Owerri Education zone. The research design was descriptive survey design. The purpose of this study was to find out dispute management strategies that should be applied in managing dispute between principals and teachers in secondary schools. The population of this study comprised of three hundred and eight (308) principals and four thousand, two hundred and seventeen (4,217) teachers. A proportionate stratified random sampling technique was used to select the sample for the study. Questionnaire formed the instrument for data collection. Mean and standard deviation were used to answer the research questions while t-test statistics was used to test the null hypotheses at 0.05 level of

significance. The findings of this study were that; disputes that are prevalent among principals and teachers include: inter-personal dispute, strategic dispute, intrapersonal dispute, subordinate dispute and situational dispute, among others. Based on the findings of the study, the management strategies that should be applied for managing disputes between the principals and teachers include: separation by transferring the erring teacher, using dialogue to resolve their differences, the use of arbitrator or peace panel to settle the dispute, the use of neglect or silence to disarm combatants and taking the problem to God through prayers, among others. The above study is related to the present study because both discussed dispute and dispute management but differed from each on the scope of the study.

Melford (2011) conducted an investigation into the dimensions of disputes between academic and non-academic staff of Universities. This was a case study carried out with the purpose of determining the dimensions of disputes between academic and non-academic staff of Niger Delta University, Amasoma. The study which was guided by three research questions and three corresponding null hypotheses adopted a descriptive survey design. The population of the study was 4,117 respondents, comprising 650 academic staff and 3,467 non-academic staff.

Simple random sampling technique was used to select a sample of 600 subjects for the study. A researcher-developed questionnaire was the instrument for data collection and it was subjected to validity and reliability tests. Its reliability was ascertained using Cronbach's Alpha method and the researcher and four research assistants administered the questionnaire to the target respondents. Mean and standard deviation were used to answer the research questions while t-test statistic was used to test the null hypotheses at 0.05 level of significance. The findings of the study showed that the dimensions of disputes between academic and non-academic staff of Universities are intra-personal disputes, inter-personal disputes, intraunit/section/departmental disputes, personalized disputes, overt and covert disputes, and community related disputes, among others. Melford's study is related to this study in the sense that both studies were descriptive survey studies and they used the same instrument for data collection which was a questionnaire. Both studies are also related by adopting the same methods of reliability estimate, data collection and data analysis. In addition to these facts, both studies were concerned, among others, with the

dimensions (nature) of disputes between staff of organizations. They are, therefore, related studies.

Another related study was by Adeoji (2017) on strategies for dispute resolution in Nigerian Universities: 1999 and 2000 University of Ilorin crises. The purpose of this study was to examine the remote and immediate causes of industrial disharmony at the University of Ilorin, to provide strategies for dispute management in Nigerian Universities in the nearest future, and how industrial harmony can be achieved within the system. Descriptive survey design was used for the study. The population of the study was 300 heads of units and senior administrative staff. The sample for the study consisted of 100 respondents selected through simple random sampling technique. The instrument used for data collection was the 'strategies for dispute resolution questionnaire'. Simple percentage, average and chi-square distributions were employed in the analysis. The results of the study show that the reasons for dispute between ASUU and the administrators, among others, are nonpayment of salaries, irregular promotion, inadequate office accommodation, inadequate funding, improper recruitment procedure, union check-off Due and municipal services deterioration. The results showed that the procedures for resolving industrial disputes in University of Ilorin are: grievance procedure, negotiation, collective bargaining and confrontation. Adeoji's study is related to the present study because both studies, among others, discussed causes of dispute in Nigerian Universities and the strategies for dispute management in Nigerian Universities. The former study is on general disputes in the Universities, while the present study is on a particular group in the central bank that is dispute and dispute management strategies among staff of central bank.

From the studies reviewed, it was discovered that no study known to the researcher has been carried out on the effect of dispute on the employee performance of central bank of Nigeria. Also, all the studies on dispute were carried out on other organizations outside South East Nigeria. Consequently, there was need for this study to cover the branches of CBN in southeast states in Nigeria so as to fill this knowledge gap by empirically investigating dispute and employee performance of Central Bank of Nigeria.

III. METHODOLOGY

This study adopted a descriptive survey research design. Both primary and secondary sources of data will be used to generate the data for this study. The population of the study consists of all the 578 junior, senior and management staff of the branches of CBN in Southeast (Source: Personnel Services Units of CBN). This comprises 215 Enugu Branch, Awkabranh 82, Umuahia branch 89, Owerri branch 130, and Abakalikirbranch 62. Since the population of the study is relatively small, the researcher decides to study the whole population. Therefore, the whole population of 578 participants where be studied.

IV. DATA PRESENTATION AND ANALYSIS

The researcher presents and analyses the data collected from the respondents. All analysis were done using Statistical Package for Social Science (SPSS) version 21.

Research Question 1

What is the nature of conflicts between senior/management staff and junior staff of Central Bank of Nigeria?

Table 4.1: Mean ratings and standard deviations of respondents on the nature of conflicts between senior/management staff and junior staff of the CBN

| S/N | Questionnaire items | Senior | | | Junior | | | DEC. |
|-----|--|--------|-----------|------|--------|-----------|------|-------|
| | | N | \bar{X} | SD | N | \bar{X} | SD | |
| 1. | Interpersonal conflicts because of individual differences. | 301 | 3.40 | 0.88 | 277 | 3.32 | 0.85 | Agree |
| 2. | Intrapersonal conflicts emanating from human personality. | 301 | 3.38 | 0.73 | 277 | 3.09 | 0.88 | Agree |
| 3. | Conflicts resulting from the promotion of self-interest between the Management, Senior staff and Junior staff. | 301 | 3.47 | 0.68 | 277 | 3.34 | 0.81 | Agree |

| | | | | | | | | |
|----|---|------------|-------------|-------------|------------|-------------|-------------|--------------|
| 4. | Interdependence conflicts between staff; when staff are faced with situations where their accomplishing a certain goal will depend on the input from the other group. | 301 | 3.31 | 0.70 | 277 | 3.16 | 0.90 | Agree |
| 5. | Breakdown in communication between Management, Senior staff and Junior staff. | 301 | 3.41 | 0.73 | 277 | 3.15 | 0.88 | Agree |
| 6. | Writing of petitions against themselves. | 301 | 3.15 | 0.84 | 277 | 3.12 | 0.86 | Agree |
| 7. | Goal incompatibility as a result of goals interfering with each other. | 301 | 3.26 | 0.75 | 277 | 3.16 | 0.83 | Agree |
| 8. | Subordinate conflict due to hierarchy of position between Senior staff and Junior staff. | 301 | 3.55 | 0.68 | 277 | 3.39 | 0.79 | Agree |
| 9. | Conflicts emanating from breakdown of collective bargaining amongst Management, Senior staff and Junior staff. | 301 | 3.33 | 0.70 | 277 | 3.16 | 0.86 | Agree |
| | | 301 | 3.36 | 0.45 | 277 | 3.22 | 0.50 | Agree |

Source: Survey, 2021

Table 4.1 presents the mean ratings and standard deviations of the respondents on the nature of conflicts between senior/management staff and junior staff of Central Bank of Nigeria. The table shows that the mean responses for senior/management staff ranged from 3.15 to 3.55 and for junior staff the mean responses ranged from 3.09 to 3.39. All the items had mean values greater than 2.50 which is the criterion mean. The cluster mean scores on the nature of conflicts were 3.36 and 3.22 for senior/management staff and junior staff respectively.

Based on the fact that the cluster mean scores were above the criterion mean of 2.50, the respondents agree that the listed questionnaire items 1-9 are the nature of conflicts between senior/management staff and junior staff of Central Bank of Nigeria.

Research Question 2

What are the sources of conflicts between senior/management staff and junior staff of Central Bank of Nigeria?

Table 4.2: Mean ratings and standard deviations of respondents on the sources of conflicts between senior/management staff and junior staff of Central Bank of Nigeria

| S/N | Questionnaire items | Senior/management staff | | | Junior staff | | | DEC. |
|-----|--|-------------------------|-----------|------|--------------|-----------|------|-------|
| | | N | \bar{X} | SD | N | \bar{X} | SD | |
| 10. | Breach of communication between senior/management staff and junior staff. | 301 | 3.46 | 0.68 | 277 | 3.19 | 0.87 | Agree |
| 11. | Poor human relationship between the senior/management staff and junior staff. | 301 | 3.44 | 0.65 | 277 | 3.28 | 0.78 | Agree |
| 12. | Unclearly defined goals and objectives between senior/management staff and junior staff. | 301 | 3.31 | 0.80 | 277 | 3.17 | 0.85 | Agree |

| | | | | | | | | |
|---------------------|---|------------|-------------|-------------|------------|-------------|-------------|--------------|
| 13. | Unequal attention to staff welfare by CBN management. | 301 | 3.37 | 0.73 | 277 | 3.33 | 0.81 | Agree |
| 14. | Differences in staff perceptions of their duties lead to disagreement. | 301 | 3.28 | 0.90 | 277 | 3.04 | 0.98 | Agree |
| 15. | Personality differences between senior/management staff and junior staff. | 301 | 3.37 | 0.75 | 277 | 3.24 | 0.83 | Agree |
| 16. | Inadequate representation of the groups in decision making. | 301 | 3.32 | 0.76 | 277 | 3.30 | 0.811 | Agree |
| 17. | Manipulation of students' exam scores. | 301 | 3.05 | 1.01 | 277 | 2.94 | 1.04 | Agree |
| 18. | Competition for scarce resources and their allocations will bring two groups into conflict. | 301 | 3.33 | 0.76 | 277 | 3.17 | 0.88 | Agree |
| 19. | Unclearly defined staff role leads to conflict | 301 | 3.25 | 0.81 | 277 | 3.14 | 0.83 | Agree |
| 20. | Poor management styles cause conflict between the two groups. | 301 | 3.35 | 0.80 | 277 | 3.22 | 0.87 | Agree |
| 21. | Unhealthy competition over positions between senior/management staff and junior staff. | 301 | 3.29 | 0.84 | 277 | 3.20 | 0.89 | Agree |
| Cluster Mean | | 301 | 3.32 | 0.40 | 277 | 3.20 | 0.46 | Agree |

Source: Survey, 2021

Table 4.2 presents the mean ratings and standard deviations of the respondents on the sources of conflicts between senior/management staff and junior staff of Central Bank of Nigeria. The table shows that the mean responses of senior/management staff ranged from 3.05 to 3.46 and for junior staff, the mean responses ranged from 2.94 to 3.33. All the items had mean values greater than 2.50 which is the criterion mean. The cluster mean scores on the sources of conflicts were 3.32 and 3.20 for senior/management staff and junior staff respectively.

Based on the fact that the cluster mean scores were above the criterion mean of 2.50, the respondents agree that the listed items are the sources of conflicts between senior/management staff and junior staff of Central Bank of Nigeria.

Research Question 3

What are the consequences of conflicts on senior/management staff and junior staff of Central Bank of Nigeria?

Table 4.3: Mean ratings and standard deviations of respondents on the consequences of conflicts on senior/management staff and junior staff of Central Bank of Nigeria

| S/N | Questionnaire Items | Senior/M.st aff | | | Junior staff | | | DEC. |
|-----|---------------------|-----------------|--------|----|--------------|--------|----|------|
| | | N | □ X | SD | N | □ X | SD | |
| | | | | | | | | |

| | | | | | | | | |
|-----|--|------------|-------------|-------------|------------|-------------|-------------|--------------|
| 22. | Increases disunity between senior/management staff and junior staff. | 301 | 3.51 | 0.67 | 277 | 3.39 | 0.86 | Agree |
| 23. | Conflicts between staff damages CBN reputation. | 301 | 3.38 | 0.73 | 277 | 3.23 | 0.81 | Agree |
| 24. | Increase in bitterness between senior/management staff and junior staff. | 301 | 3.31 | 0.84 | 277 | 3.23 | 0.81 | Agree |
| 25. | Poor performance of students in senior/management staff work. | 301 | 3.21 | 0.89 | 277 | 2.97 | 0.97 | Agree |
| 26. | Helps staff to voice out their dissatisfactions and complaints. | 301 | 3.24 | 0.83 | 277 | 3.16 | 0.92 | Agree |
| 27. | Disrupts normal channels of cooperation between conflicting parties. | 301 | 3.35 | 0.77 | 277 | 3.28 | 0.83 | Agree |
| 28. | Violence that may lead to loss of life and properties. | 301 | 3.34 | 0.82 | 277 | 3.03 | 0.95 | Agree |
| 29. | Reduction of motivation between the two groups. | 301 | 3.37 | 0.72 | 277 | 3.29 | 0.75 | Agree |
| 30. | Decrease in productivity between senior/management staff and junior staff. | 301 | 3.38 | 0.75 | 277 | 3.17 | 0.84 | Agree |
| 31. | Destruction of staff healthy relationships. | 301 | 3.37 | 0.84 | 277 | 3.24 | 0.77 | Agree |
| 32. | Breakdown of law and order between the conflicting parties. | 301 | 3.32 | 0.78 | 277 | 3.19 | 0.84 | Agree |
| 33. | Increase of communication gap between the conflicting parties | 301 | 3.44 | 0.85 | 277 | 3.26 | 0.91 | Agree |
| | Cluster Mean | 301 | 3.35 | 0.42 | 277 | 3.20 | 0.45 | Agree |

Table 4.3 presents the mean ratings and standard deviations of the respondents on the consequences of conflicts on senior/management

staff and junior staff of Central Bank of Nigeria. The table shows that the mean responses for senior/management staff ranged from 3.21 to 3.39

and for junior staff, the mean responses ranged from 2.97 to 3.34. All the items had mean values greater than 2.50 which is the criterion mean. The clusters mean scores on the consequences of conflicts were 3.35 and 3.20 for senior/management staff and junior staff respectively.

Based on the fact that the cluster mean scores were above the criterion mean of 2.50, the

respondents agree that the listed items 22-33 are the consequences of conflicts on senior/management staff and junior staff of Central Bank of Nigeria.

Research Question 4

To what extent is mediation an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria?

Table 4.4: Mean ratings and standard deviations of respondents on the extent to which mediation is an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria

| S/N | Questionnaire Items | Senior/Mg staff | | | Junior staff | | | DEC. |
|---------------------|--|-----------------|-------------|-------------|--------------|-------------|-------------|-----------|
| | | N | \bar{X} | SD | N | \bar{X} | SD | |
| 34. | Better understanding of what caused the conflict between senior/management staffs and juniors' staff | 301 | 3.67 | 0.67 | 277 | 3.55 | 0.73 | HE |
| 35. | Focusing on management strategy that makes sense to both parties. | 301 | 3.41 | 0.70 | 277 | 3.31 | 0.72 | HE |
| 36. | The intermediary does not take side between parties in conflicts | 301 | 3.43 | 0.75 | 277 | 3.30 | 0.83 | HE |
| 37. | Allowing parties in conflicts to find a reasonable solution on their own. | 301 | 3.16 | 0.86 | 277 | 2.94 | 1.00 | HE |
| 38. | Resolving conflicts by ensuring that both parties accept fair terms of settlement. | 301 | 3.39 | 0.84 | 277 | 3.32 | 0.85 | HE |
| Cluster Mean | | 301 | 3.42 | 0.51 | 277 | 3.27 | 0.57 | HE |

Source: Survey, 2021

Table 4.4 presents the mean ratings and standard deviations of the respondents on the extent to which mediation is an effective strategy for managing conflicts between senior/management staff and junior staff of Central Bank of Nigeria. The table shows that the mean responses for senior/management staff ranged from 3.16 to 3.67 and for junior staff, the mean responses ranged

from 2.94 to 3.55. All the items had mean values greater than 2.50 which is the criterion mean. The cluster mean scores on the extent to which mediation is an effective strategy for managing conflicts were 3.42 and 3.27 for senior/management staff and junior staff respectively.

The cluster mean scores were within the range of 2.50-3.49. This means that mediation is, to a high extent, an effective strategy for managing conflicts between senior/management staff and junior staff of Central Bank of Nigeria.

Research Question 5

To what extent is negotiation an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria?

Table 4.5: Mean ratings and standard deviations of respondents on the extent to which negotiation is an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria

| S/N | Questionnaire Items | Senior/Mg staff | | Junior staff | | | | |
|---------------------|---|-----------------|-------------|--------------|------------|-------------|-------------|-----------|
| | | N | \bar{X} | SD | N | \bar{X} | SD | DEC. |
| 39. | Takes time to study what caused the disagreements between senior/management staff and junior staff. | 301 | 3.43 | 0.74 | 277 | 3.30 | 0.87 | HE |
| 40. | Promotes an atmosphere of understanding between senior/management staff and junior staff. | 301 | 3.47 | 0.69 | 277 | 3.34 | 0.74 | HE |
| 41. | Allows the conflicting parties to air their views. | 301 | 3.41 | 0.74 | 277 | 3.30 | 0.84 | HE |
| 42. | Discourages resentment and grudges between the groups. | 301 | 3.32 | 0.81 | 277 | 3.17 | 0.89 | HE |
| 43. | Makes the conflicting parties to avoid making derogatory comments to each other. | 301 | 3.35 | 0.77 | 277 | 3.26 | 0.86 | HE |
| Cluster Mean | | 301 | 3.40 | 0.51 | 277 | 3.27 | 0.57 | HE |

Source: Survey, 2021

Table 4.5 presents the mean ratings and standard deviations of the respondents on the extent to which negotiation is an effective strategy for managing conflicts between senior/management staff and junior staff of Central Bank of Nigeria. The table shows that the mean responses for senior/management staff ranged from 3.32 to 3.47 and for junior staff, the mean responses ranged from 3.17 to 3.34. All the items had mean values greater than 2.50 which is the criterion mean. The cluster mean scores on the extent to which negotiation is an effective strategy for managing conflicts were 3.40 and 3.27 for

senior/management staff and junior staff respectively. Based on the fact that the cluster mean scores were within the range of 2.50-3.49, it implies that negotiation is, to a high extent an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria.

Research Question 6

To what extent is dialogue an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria?

Table 4.6: Mean ratings and standard deviations of respondents on the extent to which dialogue is an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria

| S/N | Questionnaire Items | Bank of Nigeria | | | | | | |
|-----|---|-----------------|-------------|-------------|--------------|-------------|-------------|-----------|
| | | Senior/M staff | | | Junior staff | | | |
| | | N | \bar{X} | SD | N | \bar{X} | SD | DEC. |
| 44. | Allows the conflicting parties come to terms. | 301 | 3.34 | 0.97 | 277 | 3.37 | 0.97 | HE |
| 45. | Makes the conflicting parties willing to change by hearing from each other. | 301 | 3.37 | 0.73 | 277 | 3.27 | 0.82 | HE |
| 46. | Makes the conflicting parties willing to resolve their problems. | 301 | 3.37 | 0.78 | 277 | 3.30 | 0.78 | HE |
| 47. | Makes parties in conflict willing to share feelings and fears. | 301 | 3.31 | 0.85 | 277 | 3.08 | 0.89 | HE |
| 48. | Makes the conflicting parties willing to welcome new ideas as a way forward. | 301 | 3.41 | 0.71 | 277 | 3.29 | 0.76 | HE |
| 49. | Makes parties in conflict willing to promote peace by identifying where they are wrong. | 301 | 3.40 | 0.74 | 277 | 3.33 | 0.78 | HE |
| | Cluster Mean | 301 | 3.37 | 0.48 | 277 | 3.27 | 0.52 | HE |

Source: Survey, 2021

Table 4.6 presents the mean ratings and standard deviations of the respondents on the extent to which dialogue is an effective strategy for managing conflicts between senior/management staff and junior staff of Central Bank of Nigeria. The table shows that the mean responses for senior/management staff ranged from 3.31 to 3.41 and for junior staff, the mean responses ranged from 3.08 to 3.37. All the items had mean values greater than 2.50 which is the criterion mean. The cluster mean scores on the extent to which dialogue is an effective strategy for managing conflicts were 3.37 and 3.27 for senior/management staff and junior staff respectively.

Based on the fact that the cluster mean scores were within the range of 2.503.49, it implies that dialogue is, to a high extent, an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria.

Research Question 7

To what extent is effective communication an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria?

Table 4.7: Mean ratings and standard deviations of respondents on the extent to which effective communication is an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria

| S/N | Questionnaire Items | Senior/M staff | Junior staff |
|-----|---------------------|----------------|--------------|
|-----|---------------------|----------------|--------------|

| | | N | □ X | SD | N | □ X | SD | DEC. |
|-----|---|------------|-------------|-------------|------------|-------------|-------------|-----------|
| 50. | Opens up channels for negotiation between the senior/management staff and junior staff. | 301 | 3.55 | 0.69 | 277 | 3.46 | 0.76 | HE |
| 51. | Opens up channels for dialogue between the senior/management staff and junior staff. | 301 | 3.48 | 0.70 | 277 | 3.33 | 0.76 | HE |
| 52. | Opens up channels for mediation between the senior/management staff and junior staff. | 301 | 3.50 | 0.73 | 277 | 3.35 | 0.76 | HE |
| 53. | It opens the secrets of the conflicting parties to the third party. | 301 | 3.25 | 0.82 | 277 | 3.03 | 0.89 | HE |
| 54. | Allows for promptness in delivering vital information because delay can give room for tensions to grow. | 301 | 3.56 | 0.73 | 277 | 3.40 | 0.80 | HE |
| 55. | Ensures the delivery of sensitive information tactically and carefully between groups. | 301 | 3.35 | 0.71 | 277 | 3.23 | 0.75 | HE |
| 56. | Encourages senior/management staff and junior staff to express positive attitudes towards one another. | 301 | 3.45 | 0.74 | 277 | 3.25 | 0.82 | HE |
| 57. | Makes possible the holding of social events from time to time where groups can interact out side the workplace. | 301 | 3.27 | 0.80 | 277 | 3.11 | 0.90 | HE |
| | Cluster Mean | 301 | 3.42 | 0.45 | 277 | 3.27 | 0.48 | HE |

Source: Survey, 2021.

Table 4.7 presents the mean ratings and standard deviations of the respondents on the extent to which effective communication is an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria. The table shows that the mean responses for senior/management staff ranged from 3.25 to 3.56 and for junior staff, the mean responses ranged from 3.03 to 3.46. All the items had mean values greater than 2.50 which is the criterion mean.

The cluster mean scores on the extent to which effective communication is an effective strategy for managing conflicts were 3.42 and 3.27 for senior/management staff and junior staff respectively.

Based on the fact that the cluster mean scores were within the range of 2.503.49, it implies that effective communication is, to a high extent, an effective strategy for managing conflicts between senior/management staff and junior staff in CBN.

Research Question 8

To what extent is clarification of goals and objectives an effective strategy for managing

conflicts between senior/management staff and junior staff in Central Bank of Nigeria?

Table 4.8: Mean ratings and standard deviations of respondents on the extent to which clarification of goals and objectives is an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria

| S/N | Questionnaire Items | Senior/management staff | | | Junior staff | | | DEC |
|-----|---|-------------------------|-------------|-------------|--------------|-------------|-------------|-----------|
| | | N | \bar{X} | SD | N | \bar{X} | SD | |
| 58. | It helps to minimize ambiguous goals setting that may result to escalation of conflicts. | 301 | 3.43 | 0.72 | 277 | 3.36 | 0.84 | HE |
| 59. | Parties' sketching out their goal and objective minimizes the cost and harms associated with conflicts. | 301 | 3.36 | 0.65 | 277 | 3.18 | 0.82 | HE |
| 60. | It makes parties set goals that are compatible with those of their opponent to minimize conflicts. | 301 | 3.30 | 0.73 | 277 | 3.20 | 0.85 | HE |
| 61. | It helps in setting goals that are clearly understood by conflicting parties that reduces conflicts. | 301 | 3.29 | 0.74 | 277 | 3.07 | 0.89 | HE |
| 62. | Setting clear and reasonable goals gives parties a definite destination. | 301 | 3.24 | 1.00 | 277 | 3.18 | 1.06 | HE |
| | Cluster Mean | 301 | 3.32 | 0.51 | 277 | 3.20 | 0.61 | HE |

Source: Survey, 2021

Table 4.8 presents the mean ratings and standard deviations of the respondents on the extent to which clarification of goals and objectives is an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria. The table shows that the mean responses for senior/management staff ranged from 3.24 to 3.43 and for junior staff, the mean responses ranged from 3.07 to 3.36. All the items had mean values greater than 2.50 which is the criterion mean. The cluster mean scores on the extent to which clarification of goals and objectives is an effective strategy for managing conflicts were

3.32 and 3.20 for senior/management staff and junior staff respectively.

Based on the fact that the cluster mean scores were within the range of 2.503.49, it implies that clarification of goals and objectives is, to a high extent, an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria.

Research Question 9

To what extent is confrontation an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria?

Table 4.9: Mean ratings and standard deviations of respondents on the extent to which confrontation is an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria

| S/N | Questionnaire Items | Senior/management staff | | Junior staff | | | | |
|---------------------|---|-------------------------|-------------|--------------|------------|-------------|-------------|-----------|
| | | N | \bar{X} | SD | N | \bar{X} | SD | DEC. |
| 63. | When confrontation is diplomatic, clearer picture of the problem is achieved and so reduces conflicts. | 301 | 3.32 | 0.76 | 277 | 3.29 | 0.85 | HE |
| 64. | Confrontation makes it possible to state feelings and thoughts openly without trying to hide or disguise the real object of disagreement. | 301 | 3.26 | 0.79 | 277 | 3.10 | 0.90 | HE |
| 65. | Confrontation evaluates all ideas and positions logically without regard to rights. | 301 | 3.20 | 0.82 | 277 | 3.09 | 0.91 | HE |
| 66. | Confrontation focuses on preventing future problems rather than placing blames. | 301 | 3.16 | 0.82 | 277 | 3.12 | 0.92 | HE |
| 67. | Confrontation brings out the facts of the dispute which leads to agreement. | 301 | 3.44 | 0.79 | 277 | 3.23 | 0.91 | HE |
| Cluster Mean | | 301 | 3.27 | 0.51 | 277 | 3.17 | 0.67 | HE |

Source: Survey, 2021

Table 4.9 presents the mean ratings and standard deviations of the respondents on the extent to which confrontation is an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria.

The table shows that the mean responses for senior/management staff ranged from 3.16 to 3.44 and for junior staff, the mean responses ranged from 3.09 to 3.29. All the items had mean values greater than 2.50 which is the criterion mean. The cluster mean scores on the extent to which confrontation is an effective strategy for managing conflicts were 3.27 and 3.17 for senior/management staff and junior staff respectively.

Based on the fact that the cluster mean scores were within the range of 2.50-3.49, it implies that confrontation is, to a high extent, an effective

strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria.

V. SUMMARY OF FINDINGS:

Nature of Conflicts between staff in CBN in South East Nigeria

With reference to the nature of conflict between senior/management staff and junior staff in Central Bank of Nigeria, the research findings showed that the respondents agreed that: interpersonal and intrapersonal conflicts, interdependence conflicts between staff, breakdown in communication, subordinate conflicts, goal incompatibility, breakdown of collective bargaining, writing of petitions and

conflicts resulting from promotion of self-interest are some of the conflicts between the senior/management staff and junior staff in Central Bank of Nigeria.

Sources of Conflict between staff of CBN in South East Nigeria

With reference to the sources of conflicts between senior/management staff and junior staff in Central Bank of Nigeria, the research findings showed that the respondents agreed that: breach of communication, poor human relationship, unclearly defined goals and objectives, unequal attention to staff welfare, differences in staff perceptions of their duties, personality differences, inadequate representation of the groups in decision making, competition for scarce resources and their allocations and unhealthy competition over positions, among others, are the sources of conflicts between senior/management staff and junior staff in Central Bank of Nigeria in South East, Nigeria.

It is evident that most branch of CBN have inadequate supply of the factor resources needed for their smooth running. This ugly situation leads to unhealthy competition over the scarce resources of the CBN by the various units and sectors in the CBN system. This in turn leads to conflict between members of the constituting units of the CBN and in this case, the staff of the CBN.

Consequences of Conflicts on the staff of Central Bank of Nigeria in South East Nigeria

With regard to the consequences of conflicts on senior/management staff and junior staff of Central Bank of Nigeria, the respondents agreed that: conflict increases disunity, damages CBN reputation, increases bitterness, helps staff to voice out their dissatisfactions, disrupts normal channels of cooperation, brings about violence, reduces staff motivation, decreases staff productivity, destroys healthy relationship, and increases communication gap between the conflicting parties.

These consequences of dispute constitute very serious problems between senior/management staff and junior staff. The reasons have been that when the mind is not stable the individual suffers.

The Extent to which Mediation is Effective for Managing Conflicts between Senior/Management Staff and Junior staff in Central Bank of Nigeria in South East Nigeria

The findings of the study show that it was the opinions of the respondents that mediation is to a high extent an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria. The

respondents to a very high extent agreed that better understanding of what causes conflict between senior/management staff and junior staff, focusing on the management strategy that will best address the problem between both parties in conflict, avoiding an intermediary taking side between parties in conflicts, allowing parties in conflicts to find solution on their own and resolve the conflicts by ensuring that both parties accept fair terms of settlement, are effective ways of managing conflicts.

It can be concluded that parties in mediation create their own solution and the mediator does not have any decision-making power over the outcome.

The Extent to which Negotiation is Effective for Managing Conflict Between Senior/management staff and Junior staff in Central Bank of Nigeria in South East Nigeria.

The findings of the study show that it was the opinions of the respondents that negotiation is, to a high extent, an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria. The respondents, to a very high extent, agreed that taking time to study what caused the disagreement between senior/management staff and junior staff, promoting an atmosphere of understanding between both parties, allowing the conflicting parties to air their views, discouraging resentment and grudges between the groups and making the conflicting parties to avoid derogatory comments to each other are effective in managing conflict between senior/management staff and junior staff in Central Bank of Nigeria in South East Nigeria.

The overall perception given by the respondents to this research question is that negotiation is effective for managing conflicts in Central Bank of Nigeria.

The Extent to which Dialogue is Effective for Managing Conflicts between Senior/management staff and Junior staff in Central Bank of Nigeria in South East, Nigeria

The findings of the study show that it was the opinions of the respondents that dialogue is, to a high extent, an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria in South East Nigeria. The respondents, to a very high extent, agreed that allowing the conflicting parties come to terms, making the conflicting parties willing to change by hearing from each other, making the parties willing to resolve their problems, making parties in conflict willing to share feeling and fears, making the conflicting parties willing to welcome new ideas as a way forward and making parties in conflict willing to

promote peace by identifying where they are wrong, are means of managing conflict between senior/management staff and junior staff in Central Bank of Nigeria in South East Nigeria.

The overall perception given by the respondents to this research question is that dialogue is considered an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria.

The Extent to which Effective Communication is Effective for Managing Conflict between Senior/management staff and Junior staff in Central Bank of Nigeria in South East Nigeria

The findings of the study show that it were the opinions of the respondents that effective communication is, to a high extent, an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria because effective communication opens up channels for negotiation between groups in conflicts, effective communication opens up channels for mediation between conflicting parties, it opens up channels for dialogue between the senior/management staff and junior staff, ensures promptness in delivering vital information and sensitive information tactically and carefully between groups, encourages parties to express positive attitudes towards one another, among others. All these are very effective means of resolving conflict in Central Bank of Nigeria.

The overall perception given by the respondents to this research question is that effective communication is an effective management strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria.

The Extent to which Clarification of Goals and Objectives is Effective for Managing Conflicts between Senior/management staff and Junior staff in Central Bank of Nigeria in South East Nigeria

The findings of the study show that it was the opinions of the respondents that, to a high extent, clarification of goals and objectives is an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria. This is because it helps to minimize ambiguous goals setting that may result in escalation of conflicts, makes parties set goals that are compatible with those of their opponent to minimize conflicts, helps in setting goals that are clearly understood by conflicting parties, help parties in sketching out their goals and objectives

to minimize cost and problems associated with conflicts.

The overall perception given by the respondents to the research question is that, to a high extent, clarification of goals and objectives is effective for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria.

The Extent to which Confrontation is Effective for Managing Conflicts between Senior/management staff and Junior staff in Central Bank of Nigeria in South East Nigeria

The findings of the study show that it was the opinions of the respondents that confrontation is, to a high extent, an effective strategy for managing conflicts between senior/management staff and junior staff in Central Bank of Nigeria. This finding shows that when confrontation is diplomatic, clearer picture of the problem is achieved and so reduces conflicts; confrontation makes it possible to state feelings and thoughts openly without trying to hide or disguise the real object of disagreement; confrontation evaluates all ideas and positions logically without regard to rights; it focuses on preventing future problems rather than placing blames; and brings out the facts of the dispute which leads to agreement.

The overall perception given by the respondents to this research question is that confrontation is an effective strategy for managing conflict between senior/management staff and Junior staff in Central Bank of Nigeria.

VI. RECOMMENDATIONS

Based on the findings of the study, the following recommendations were made:

1. CBN conflict management committee should adopt the identified conflict management strategies to help tackle conflicts between senior/management staff and junior staff in CBN to promote peaceful co-existence and teamwork among them for effective and efficient achievement of the CBN goals.
2. CBN management should organize conferences, workshops and seminars to create awareness on the negative effects of conflicts in the CBN on its staff and the Nigeria banking industry. This will encourage peaceful co-existence and team spirit for the smooth running of the CBN.
3. CBN management should provide communication and participation framework in which both senior/management staff and junior staff will have opportunities and freedom to

express their views, opinions and participate in any kind of administrative decision making.

4. The government should provide modern and adequate physical facilities, equipment and other resources required for the smooth running of CBN so as to avoid conflicts emanating from their inadequacies.

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