

Employee-Employer Conflict Management and Workplace Effectiveness in FUGAZ Banks In Delta State, Nigeria

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ABSTRACT

This study investigates employee-employer conflict management and workplace effectiveness in FUGAZ banks in Delta State, Nigeria. Specifically, the study examines some proxies like the influence of conflict resolution strategies (CRS), communication of conflict mitigation (COM), and workplace policies and procedures (WPP) on workplace effectiveness (WE) connected to three (3) research question raised leading to the formulation of three (3) hypotheses. The study employed descriptive survey design. The population of the study was 576 employees while the sample size of 345 was determined using Yamane formula. The instrument used was structured questionnaire to draw information from the employee participant tested for a reliability alpha of 0.82 adjudged satisfactory. The instrument were administered out of which, a total of 224 returned, were found useful for data analysis. Data were analyzed using multiple regression, the results show that conflict resolution strategies have a significant positive influence on workplace effectiveness ($\beta = -0.150$, $p < 0.009$). Additionally, communication of conflict mitigation was found to have a significant impact on workplace effectiveness ($\beta = 0.572$, $p < 0.001$). Similarly, workplace policies and procedures concerning conflict management were found to have a significant positive effect on workplace effectiveness ($\beta = 0.582$, $p < 0.001$). Based on the finding recommendations were made that the banks should adopt regular mediation sessions, grievance mechanisms, and training programs to improve employee relations and reduce workplace tensions, also foster a culture of feedback, use digital tools, and establish transparency policies to reduce misunderstandings and finally to ensure clear communication and consistent enforcement of conflict management policies to reduce conflict incidents and enhance workplace effectiveness.

Keywords: Conflict Resolution Strategies; Communication of conflict mitigation; Workplace policies and procedures; workplace effectiveness.

Jel Classification: J52, J53

INTRODUCTION

In today's dynamic work environments, harmony between employees and employers is crucial for organizational success, yet conflicts frequently arise, affecting productivity, job satisfaction, and morale. In the Nigerian banking sector, particularly among FUGAZ banks, First Bank, UBA, GTBank, Access Bank, and Zenith Bank, employee-employer conflicts have drawn attention due to the competitive and high-pressure nature of their operations (Mazwile, 2024). Such conflicts often stem from unrealistic performance expectations, insufficient communication, and perceived inequities in rewards, disrupting workplace cohesion and eroding trust (Ojo & Adekunle, 2021; Chukwugozeim et al., 2025). While conflict is not inherently negative, effective resolution strategies such as negotiation, mediation, and open communication can enhance workplace cohesion and operational efficiency (Akinyemi & Adebayo, 2022; Osarenren & Ebuehi, 2023). Conversely, poorly managed conflicts lead to stress, absenteeism, high turnover, and potential reputational and financial losses for these banks (Mazwile, 2024). Clear and fair workplace policies further play a critical role in shaping conflict outcomes and sustaining employee motivation (Eze & Chukwu, 2023).

Employee-employer conflicts remain a persistent challenge in FUGAZ banks, threatening workplace effectiveness and competitive advantage (Knight & Parker, 2021). These conflicts, if unresolved, reduce morale, disrupt team dynamics, and increase turnover, ultimately undermining productivity (Shardhana, 2023). Despite ongoing efforts, gaps in conflict resolution strategies, communication systems, and policy implementation continue to exacerbate tensions, highlighting the need for improved management practices. Understanding the nexus between conflict and workplace effectiveness is therefore vital, as it can inform measures that foster a harmonious, resilient, and high-performing banking environment.

Research Questions

The following research questions were asked to guide the study:

- i. How do conflict resolution strategies influence workplace effectiveness in FUGAZ banks?
- ii. What role does communication of conflict mitigation play on workplace effectiveness in FUGAZ banks?
- iii. What is the effect of workplace policies and procedures of conflict management on workplace effectiveness in FUGAZ banks?

Objectives of the Study

The study focused on employee-employer conflicts and workplace effectiveness in FUGAZ banks in Delta State, Nigeria. The specific objectives are to:

- i. Assess the influence of conflict resolution strategies on workplace effectiveness in FUGAZ banks.
- ii. Investigate the role of communication channels in mitigating employee-employer conflicts and enhancing workplace effectiveness.
- iii. Examine the effect of workplace policies and procedures on managing employee-employer conflicts in FUGAZ banks.

Research Hypotheses

The following null hypotheses were proposed for the study:

- i. There is no significant influence of conflict resolution strategies on workplace effectiveness in FUGAZ banks.
- ii. Communication of conflict mitigation does not significantly influence workplace effectiveness in FUGAZ banks.
- iii. Workplace policies and procedures of conflict management have no significant effect on workplace effectiveness in FUGAZ banks.

REVIEW OF RELATED LITERATURE

Conceptualization of the Study

The conceptualization of this study is grounded in the understanding that employee-employer conflicts significantly impact workplace effectiveness in organizations, particularly in high-stress sectors like banking. Conflict resolution strategies, communication channels, and workplace policies are key constructs in managing these conflicts and enhancing organizational performance. Conflict resolution, as conceptualized by Thomas (2020), involves the processes and methods used to resolve disagreements between employees and employers, which can either positively or negatively affect the overall work environment. Communication channels, as highlighted in Ojo and Adekunle (2021), play a crucial role in reducing misunderstandings and facilitating transparency between employees and management, thus mitigating potential conflicts. Thus, workplace policies and procedures, as discussed by Eze and Chukwu (2023), serve as formal guidelines that govern behavior and conflict management within an organization, ensuring fairness and consistency in addressing workplace disputes (Akpomiemie et al., 2026). Together, these variables form a comprehensive framework for understanding how conflicts arise and the strategies that can be employed to foster a productive and harmonious work environment in FUGAZ banks (Omoye et al, 2024).

Concept of Conflict Resolution Strategies

Conflict resolution strategies encompass methods used to address disputes within organizations, ensuring that conflicts do not undermine workplace performance. Rahim (2020) categorizes these strategies into competing, collaborating, compromising, avoiding, and accommodating, with the choice dependent on the conflict type, parties involved, and desired outcomes. In high-pressure sectors like banking, adopting collaborative approaches is particularly important, as working together to find mutually beneficial solutions fosters trust, cooperation, and long-term positive outcomes, enhancing morale, job satisfaction, and organizational effectiveness (Smith & Mackenzie, 2022; Ayodele & Adebayo, 2021; Eruvwe et al. 2024). While collaboration is often ideal, compromise or accommodation may be necessary under resource constraints or for organizational unity (Thomas, 2020). In FUGAZ banks, an integrated conflict resolution framework tailored to organizational culture, leadership, and employee skills significantly improves workplace effectiveness and sustains engagement (Eze & Chukwu, 2023; Omoye, 2025).

Concept of Communication in Conflict Mitigation

Communication is a pivotal tool for mitigating workplace conflicts, as it enables misunderstandings to be clarified, grievances expressed, and resolutions achieved, fostering transparency, trust, and mutual understanding between employees and management (Robbins & Judge, 2021). Effective conflict-related communication involves both verbal and non-verbal exchanges, emphasizing active listening, empathy, and timely feedback to ensure all parties feel heard and valued (Ayodele & Adebayo, 2021; Eruvwe et al., 2024). Structured systems, including regular meetings, feedback mechanisms, and grievance procedures, provide organized frameworks for addressing disputes constructively, while technology enhances these processes through digital platforms such as email, instant messaging, and conflict management software, enabling real-time communication across large or multi-branch organizations like FUGAZ banks (Eze & Chukwu, 2023; Omoye et al., 2024). By leveraging open dialogue and these tools, organizations can prevent minor issues from escalating, reduce ambiguity and misinterpretation, and strengthen workplace cohesion, ultimately transforming conflicts into opportunities for collaboration and improved organizational effectiveness.

Workplace Policies and Procedures in Conflict Management

Workplace policies and procedures are essential for managing organizational conflicts, providing a structured framework that ensures disputes are addressed consistently, transparently, and fairly (Eze & Chukwu, 2023). By outlining expected behaviors and specifying steps for conflict resolution, these frameworks help identify potential sources of conflict, promote mutual respect, and foster collaboration (Ayodele & Adebayo, 2021). Mechanisms such as grievance reporting systems, mediation processes, and disciplinary measures enable employees to express concerns formally and resolve disputes constructively under neutral guidance. The effectiveness of these policies is further enhanced when aligned with organizational goals, legal standards, and supported by training for employees and managers (Robbins & Judge, 2021; Chukwugozeim et al., 2025). In high-pressure environments like FUGAZ banks, such policies safeguard operational efficiency and workplace harmony, mitigating disruptions from role ambiguity or interpersonal conflicts.

Concept of Workplace Effectiveness

Workplace effectiveness refers to an organization's ability to achieve goals efficiently while optimizing resources and minimizing disruptions, encompassing employee productivity, job satisfaction, operational efficiency, and overall performance (Robbins & Judge, 2021). Key factors influencing effectiveness include leadership style, organizational culture, communication, conflict management, and clearly defined roles, which foster motivation, collaboration, and engagement (Eze & Chukwu, 2023). Supportive systems such as technology, training, and workplace policies further enhance performance by equipping employees to execute tasks effectively (Ayodele & Adebayo, 2021). In high-pressure environments like FUGAZ banks, maintaining workplace effectiveness through conflict resolution, employee development, and continuous improvement is vital for sustaining competitiveness, operational efficiency, and long-term organizational growth.

Conceptual Framework

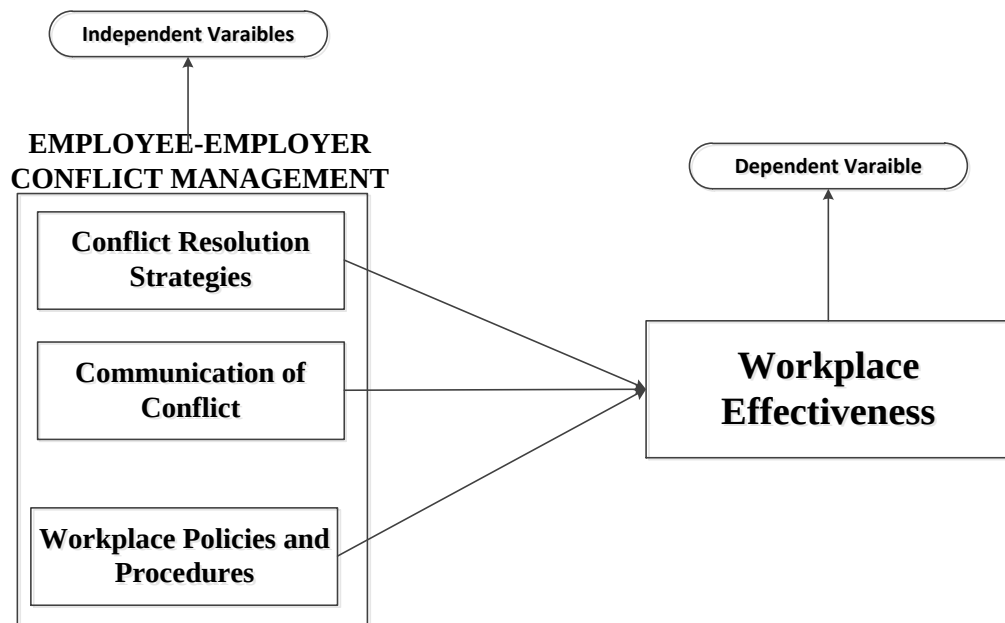


Fig. 1: Conceptualization of employee-employer conflict and workplace effectiveness in FUGAZ Banks (Source: Researcher's construct, 2026)

THEORETICAL REVIEW

This seminar is based on Social Exchange Theory. The Social Exchange Theory (SET), proposed by Homans (1958), posits that workplace relationships are governed by the principle of reciprocity, where interactions are based on mutual benefit and fairness. In the context of employee-employer conflict, the theory suggests that conflicts often arise when there is a perceived imbalance in the exchange of contributions (e.g., employee effort) and rewards (e.g., compensation, recognition). The implication of SET for this study is that effective conflict management strategies, such as open communication, equitable workplace policies, and conflict resolution mechanisms, can restore balance and foster trust between employees and employers. In FUGAZ banks, applying SET underscores the importance of addressing grievances promptly and ensuring that employees feel valued and fairly treated, which enhances workplace effectiveness and minimizes the occurrence of conflicts.

Empirical Review

In their study on conflict management practices in Nigerian commercial banks, Ayodele and Adebayo (2021) examined the relationship between conflict resolution strategies and workplace effectiveness. Using a sample of 200 employees across five major banks, the study found that collaborative and compromise-based conflict resolution strategies significantly improved employee satisfaction and productivity. The study concluded that unresolved conflicts contribute to employee burnout, absenteeism, and reduced operational efficiency, emphasizing the importance of structured conflict management policies in maintaining workplace effectiveness. Eze and Chukwu (2023) analyzed the impact of workplace policies and procedures on employee satisfaction and effectiveness in the Nigerian banking sector, with a focus on FUGAZ banks. The study revealed that clear, consistent policies on conflict management and transparent grievance resolution mechanisms lead to higher levels of trust and cooperation among employees. It highlighted that poorly defined workplace procedures often exacerbate conflicts, undermining teamwork and overall organizational performance. The findings underscore the role of workplace policies in fostering a harmonious and productive work environment.

Smith and Mackenzie (2022) explored the role of communication in mitigating workplace conflicts in financial institutions. Their research, conducted across 15 banks in Africa, including Nigeria, found that organizations with open and transparent communication channels experienced fewer conflicts and higher levels of workplace effectiveness. The study emphasized the importance of active listening, feedback mechanisms, and the use of digital communication tools to bridge gaps between employees and management. It also noted that unresolved

communication issues were a significant source of conflict, affecting employee morale and performance. Thomas and Michael (2020) investigated the relationship between employee-employer conflicts and organizational effectiveness in the service sector. Using a mixed-methods approach, the study analyzed data from 250 respondents in the banking and telecommunications industries. The results indicated that prolonged conflicts negatively affect employee engagement, customer satisfaction, and financial performance. The research also highlighted that addressing conflicts through mediation and training programs improves workplace effectiveness by fostering a supportive and collaborative culture.

Study Gap

Despite extensive studies on conflict management and workplace effectiveness, limited research specifically addresses how employee-employer conflicts influence workplace effectiveness within the context of FUGAZ banks in Delta State, Nigeria. Existing literature primarily focuses on general conflict resolution strategies or workplace dynamics in broader industries, with insufficient attention to the unique operational and cultural characteristics of the banking sector in Nigeria. Additionally, while prior studies (e.g., Ayodele & Adebayo, 2021; Eze & Chukwu, 2023) have explored the impact of communication and workplace policies on employee satisfaction, few have examined the interplay between these factors and conflict resolution strategies in mitigating employee-employer conflicts. This gap underscores the need for a targeted investigation to provide actionable insights into enhancing workplace effectiveness in FUGAZ banks through robust conflict management practices.

METHODOLOGY

This study adopted a descriptive survey research design to examine the relationship between employee-employer conflict and workplace effectiveness in FUGAZ banks in Delta State, assessing the influence of conflict resolution strategies, communication channels, and workplace policies. The population comprised all employees across Access Bank, First Bank, GTBank, UBA, and Zenith Bank, totaling 576 staff across managerial, supervisory, and operational levels. Using the Taro Yamane formula with a 5% margin of error, a sample size of 345 respondents was determined and selected through stratified random sampling, ensuring proportional representation across job roles (Omoye et al., 2024). Data were collected via a structured questionnaire with demographic and conflict-related items rated on a 4-point Likert scale, validated through expert review and pilot-tested for reliability (Cronbach's alpha = 0.82). Research assistants administered the questionnaires over two weeks, and data were analyzed using descriptive statistics, Pearson correlation, and multiple regression at a 0.05 significance level in EViews 9.0.

Model Specification

The study seeks to examine the relationship between employee-employer conflict and workplace effectiveness in FUGAZ banks in Delta State, Nigeria. The model specification is based on the linear relationship between the dependent and independent variables, which is mathematically expressed as:

$$WE = \beta_0 + \beta_1 CRS + \beta_2 COM + \beta_3 WPP + \epsilon$$

WE = Workplace Effectiveness (Dependent Variable)

CRS = Conflict Resolution Strategies (Independent Variable 1)

COM = Communication Channels (Independent Variable 2)

WPP = Workplace Policies and Procedures (Independent Variable 3)

β_0 = Constant term (Intercept)

$\beta_1, \beta_2, \beta_3$ = Coefficients of the independent variables, representing their respective impacts on workplace effectiveness.

ϵ = Error term, accounting for unmeasured variables or random effects.

RESULT

Data Presentation

Table 1: Analysis of Questionnaire

Questionnaire	Frequency	Percentage
Returned	224	93.86%
Not used	12	6.14%
Total Distributed	236	100%

Researcher's fieldwork 2026

Table 1 presents the analysis of the distributed questionnaires, highlighting the response rate. Out of the 236 questionnaires distributed, 224 were properly filled and returned, representing a high response rate of 95%. Meanwhile, 12 questionnaires, accounting for 5%, were not used due to incompleteness and errors. The high return rate indicates strong participant engagement and reliability of the data collected, thereby enhancing the validity of the study's findings.

Table 4.2: Demographic Characteristics

Characteristics	Frequency (n)	Percentage (%)
Gender		
Male	135	60.30%
Female	89	39.70%
Age		
20-29 years	56	25.00%
30-39 years	88	39.30%
40-49 years	57	25.40%
50 years and above	23	10.30%
Qualification		
NCE/ND	15	6.70%
Professional Qualification	45	20.10%
B.Sc	115	51.30%
MBA/M.Sc/Ph.D	49	21.90%
Experience		
1-5 years	74	33.00%
6-10 years	98	43.80%
11 years and above	52	23.20%
Total	224	100%

Fieldwork, 2026

The demographic characteristics presented in Table 2 provide insights into the composition of the respondents. Regarding gender, 135 respondents (60.30%) were male, while 89 (39.70%) were female, indicating that the study sample had a higher representation of male employees. This gender distribution could reflect the workforce composition within the FUGAZ banks in Delta State.

In terms of age, the majority of respondents (39.30%) were between 30-39 years, followed by those aged 40-49 years (25.40%) and 20-29 years (25.00%). Only 10.30% of the respondents were aged 50 years and above. This distribution suggests that the workforce in FUGAZ banks is relatively youthful, with a significant number in their early and mid-career stages, potentially influencing workplace dynamics and conflict resolution strategies. Regarding qualifications, a significant proportion of respondents held a B.Sc (51.30%), followed by MBA/M.Sc/Ph.D holders (21.90%), and those with professional qualifications (20.10%). Only 6.70% had NCE/OND qualifications. The high percentage of respondents with tertiary qualifications reflects the educational

requirements typical of the banking sector and suggests a well-educated workforce capable of engaging with workplace policies and procedures effectively.

On work experience, the majority of respondents (43.80%) had 6-10 years of experience, while 33.00% had 1-5 years, and 23.20% had over 11 years of experience. This indicates a workforce with substantial practical experience, which could impact their perspectives on workplace effectiveness and conflict management strategies. The demographic data provide a diverse representation of employees, ensuring that the findings of this study reflect a range of experiences, qualifications, and perspectives within the FUGAZ banks in Delta State.

Mean Responses to Research Questions

Research Question 1: How do conflict resolution strategies influence workplace effectiveness in FUGAZ banks?

Table 4.3: Mean Responses on Conflict Resolution Strategies (CRS)

S/N	Question Items	Mean	Std	Remark
CRS1	Regular mediation sessions help resolve conflicts effectively.	3.10	0.93	Agree
CRS2	Conflict resolution strategies reduce workplace tension.	3.08	0.97	Agree
CRS3	Employee grievances are addressed promptly through effective strategies.	3.11	0.91	Agree
CRS4	Training on conflict management enhances employee relations.	3.06	0.94	Agree
CRS5	Negotiation is an effective tool for managing workplace conflicts.	3.11	0.96	Agree
	Mean Aggregate	3.09	0.94	Agree

Fieldwork, 2026

Table 3 illustrates the descriptive statistics for the influence of conflict resolution strategies on workplace effectiveness in FUGAZ banks. The responses indicate a consistent agreement among the participants, with all mean scores exceeding 3.0. For instance, the highest-rated items were "Employee grievances are addressed promptly through effective strategies" (Mean = 3.11 ± 0.91) and "Negotiation is an effective tool for managing workplace conflicts" (Mean = 3.11 ± 0.96). These findings suggest that addressing employee grievances promptly and employing negotiation techniques are perceived as highly effective in managing workplace conflicts and enhancing organizational harmony. The aggregate mean score of 3.09 ± 0.94 reflects an overall agreement that conflict resolution strategies, such as regular mediation sessions (Mean = 3.10 ± 0.93) and training on conflict management (Mean = 3.06 ± 0.94), positively influence workplace effectiveness. The low standard deviations across the items indicate a relatively high level of consensus among respondents. These results underscore the importance of well-structured conflict resolution strategies in mitigating workplace tensions and improving employee relations in FUGAZ banks.

Research Question 2: What role do communication of conflict mitigation play on workplace effectiveness in FUGAZ banks?

Table 4.4: Mean Responses on Communication Channels (COM)

S/N	Question Items	Mean	Std	Remark
COM1	Open communication reduces misunderstandings between employees and employers.	3.18	0.90	Agree
COM2	Regular feedback channels enhance workplace harmony.	3.13	0.90	Agree
COM3	Digital communication tools improve conflict resolution processes.	3.09	0.93	Agree
COM4	Clear communication policies reduce conflict incidents.	3.12	0.93	Agree
COM5	Effective communication fosters trust and collaboration in the workplace.	3.11	0.94	Agree
	Aggregate Mean	3.13	0.92	Agree

Fieldwork, 2026

Table 4 presents the mean responses and standard deviations for the role of communication in mitigating conflicts and enhancing workplace effectiveness in FUGAZ banks. The analysis reveals that respondents consistently agreed on the importance of effective communication, with all mean scores exceeding 3.0. The highest-rated item, "Open communication reduces misunderstandings between employees and employers" at mean value = 3.18 ± 0.90 , highlights the significant role of transparent communication in fostering understanding and minimizing conflicts. Similarly, "Regular feedback channels enhance workplace harmony" with mean value = 3.13 ± 0.90 emphasizes the value of continuous feedback in promoting a harmonious work environment. The aggregate mean score of 3.13 ± 0.92 indicates a general agreement among respondents that communication plays a critical role in conflict mitigation and workplace effectiveness. Statements such as "Clear communication policies reduce conflict incidents" mean value = 3.12 ± 0.93 and "Effective communication fosters trust and collaboration in the workplace" with Mean = 3.11 ± 0.94 underscore the importance of clear guidelines and trust-building in conflict management. These findings suggest that open communication, feedback channels, and digital tools are essential components of a conflict-free and collaborative workplace in FUGAZ banks.

Research Question 3: What is the effect of workplace policies and procedures of conflict management on workplace effectiveness in FUGAZ banks?

Table 5: Mean Responses on Workplace Policies and Procedures (WPP)

S/N	Question Items	Mean	Std	Remark
WPP1	Workplace policies are clearly communicated to all employees.	3.08	0.95	Agree
WPP2	Policies on conflict management reduce disputes in the workplace.	3.13	0.92	Agree
WPP3	Standard operating procedures ensure consistency in conflict resolution.	3.07	0.95	Agree
WPP4	Employees comply with workplace procedures to avoid conflicts.	3.13	0.93	Agree
WPP5	Clearly defined policies enhance workplace effectiveness.	3.12	0.92	Agree
	Aggregate Mean	3.10	0.93	Agree

Fieldwork, 2026

Table 5 summarizes the responses on the effect of workplace policies and procedures on workplace effectiveness in FUGAZ banks. The analysis shows a general agreement among respondents, with all mean scores above 3.0. The highest-rated items, "Policies on conflict management reduce disputes in the workplace" with mean 3.13 ± 0.92 and the mean "Employees comply with workplace procedures to avoid conflicts" was 3.13 ± 0.93 , indicate that well-defined policies are pivotal in minimizing workplace disputes and fostering adherence to rules. The aggregate mean score of 3.10 ± 0.93 reflects the overall agreement that workplace policies and procedures significantly influence workplace effectiveness. Items like "Clearly defined policies enhance workplace effectiveness" showed mean value 3.12 ± 0.92 and "Standard operating procedures ensure consistency in conflict resolution" mean value 3.07 ± 0.95 , highlight the role of clarity and uniformity in conflict management. These results underscore the importance of well-structured workplace policies and procedures in achieving a harmonious and effective working environment in FUGAZ banks.

Table 6: Mean Responses on Workplace Effectiveness (WE)

S/N	Question Items	Mean	Std	Remark
WE1	Employees meet performance targets effectively.	3.16	0.92	Agree
WE2	Team collaboration enhances organizational goals.	3.14	0.91	Agree
WE3	Conflict resolution positively impacts productivity.	3.11	0.94	Agree
WE4	Employees are motivated to deliver high-quality services.	3.08	0.95	Agree
WE5	Employee-employer relationships improve overall workplace effectiveness.	3.13	0.92	Agree
	Aggregate mean	3.12	0.93	Agree

Fieldwork, 2026

Table 6 presents the mean responses on workplace effectiveness (WE) in FUGAZ banks. The results indicate a consistent agreement among respondents, with all mean scores above 3.0. The highest-rated item, "Employees meet performance targets effectively" show mean value of 3.16 ± 0.92 , suggests that workplace effectiveness is strongly associated with employees' ability to meet performance expectations. Similarly, "Team collaboration enhances organizational goals" mean value 3.14 ± 0.91 , highlights the critical role of teamwork in achieving organizational objectives.

The aggregate mean score of 3.12 ± 0.93 reinforces the consensus that workplace effectiveness is positively influenced by key factors such as conflict resolution, employee motivation, and strong employee-employer relationships. Items like "Conflict resolution positively impacts productivity" with mean value of 3.11 ± 0.94 and "Employee-employer relationships improve overall workplace effectiveness" with mean value of 3.13 ± 0.92 further emphasize the importance of fostering a collaborative and harmonious work environment to enhance overall organizational outcomes in FUGAZ banks.

Table 7: Correlation Matrix

Parameters	CRS	COM	WPP	WE
CRS	1			
COM	0.423	1		
WPP	0.601	0.301	1	
WE	0.207	0.605	0.357	1

Fieldwork, 2026 Eviews 9.0 output

The correlation matrix in Table 7 provides insights into the relationships between Conflict Resolution Strategies (CRS), Communication of Conflict Mitigation (COM), Workplace Policies and Procedures (WPP), and Workplace Effectiveness (WE). The correlation coefficient of 0.423 between CRS and COM indicates a moderate positive relationship, suggesting that as conflict resolution strategies improve, communication related to conflict mitigation also strengthens within the organization. Similarly, the correlation between CRS and WPP is 0.601, indicating a strong positive association, implying that effective conflict resolution strategies are closely linked to the establishment and enforcement of workplace policies and procedures for managing conflicts. Furthermore, the correlation between CRS and WE is 0.207, which suggests a weak positive relationship. While conflict resolution strategies contribute to workplace effectiveness, their direct influence appears to be relatively minimal compared to other variables.

The correlation between COM and WE is 0.605, indicating a strong positive relationship, which suggests that effective communication regarding conflict resolution plays a crucial role in enhancing workplace effectiveness by fostering collaboration, minimizing misunderstandings, and promoting a positive work culture. The relationship between WPP and WE is 0.357, which reflects a moderate positive correlation, implying that well-structured workplace policies and procedures for conflict management contribute to workplace effectiveness by ensuring consistency in conflict resolution and maintaining organizational harmony. Overall, the results suggest that communication of conflict mitigation and workplace policies and procedures have a more substantial impact on workplace effectiveness than conflict resolution strategies alone.

Testing of Hypotheses

The following hypotheses were tested for significance using multiple regression statistics as follows using the following model:

$$WE = \beta_0 + \beta_1 CRS + \beta_2 COM + \beta_3 WPP + \epsilon$$

- Ho₁: There is no significant influence of conflict resolution strategies (CRS) on workplace effectiveness (WE) in FUGAZ banks.
- Ho₂: Communication of conflict mitigation (COM) does not significantly influence workplace effectiveness (WE) in FUGAZ banks.

H₀₃: Workplace policies and procedures (WPP) of conflict management have not significant effect on workplace effectiveness (WE) in FUGAZ banks.

Table 8: Summary of Multiple Regression Analyses of Hypotheses 1 to 3

Dependent Variable: WE				
Method: Least Squares				
Variable	Coefficient	Std. Error	t-Statistic	Prob.
C	-0.004686	0.014389	-0.325628	0.7450
CRS	-0.150785	0.056948	-2.647762	0.0087
COM	0.572097	0.049915	11.46150	0.0000
WPP	0.581561	0.076681	7.584126	0.0000
R-squared	0.996047	Mean dependent var		3.122321
Adjusted R-squared	0.885993	S.D. dependent var		0.919467
S.E. of regression	0.058201	Akaike info criterion		-2.832133
Sum squared resid	0.745218	Schwarz criterion		-2.771210
Log likelihood	321.1988	Hannan-Quinn criter.		-2.807541
F-statistic	18478.83	Durbin-Watson stat		2.826608
Prob(F-statistic)	0.000000			

Fieldwork, 2026 EViews 9.0 output

The multiple regression analysis results presented in Table 8 offer insights into the relationship between conflict resolution strategies (CRS), communication channels (COM), and workplace policies and procedures (WPP) on workplace effectiveness (WE). The regression model shows a high R-squared value of 0.996047, which suggests that these three independent variables collectively explain approximately 99.60% of the variability in workplace effectiveness. This indicates that the model fits the data very well, and the variables included are highly relevant to explaining workplace effectiveness in FUGAZ banks. The coefficient for conflict resolution strategies (CRS) is -0.150785 with a p-value of 0.0087, which is statistically significant at the 0.05 level. This result implies that while conflict resolution strategies have a negative relationship with workplace effectiveness, their impact is not as strong as other variables. The negative coefficient suggests that increased reliance on certain conflict resolution strategies might not lead to significant improvements in workplace effectiveness.

Conversely, communication channels (COM) show a positive coefficient (0.572097) with a highly significant p-value of 0.0000. This demonstrates a strong and positive relationship between communication channels and workplace effectiveness, indicating that improved communication plays a critical role in enhancing workplace effectiveness. The findings highlight the critical role of clear and open communication, which reduces misunderstandings and fosters collaboration, leading to improved overall performance. Workplace policies and procedures (WPP) also have a positive and statistically significant relationship with workplace effectiveness, with a coefficient of 0.581561 and a p-value of 0.0000. This suggests that well-defined policies and procedures contribute significantly to managing conflicts and improving workplace effectiveness, although the magnitude of their effect is slightly lower compared to communication channels.

The regression analysis indicates that communication channels and workplace policies play a more influential role in enhancing workplace effectiveness compared to conflict resolution strategies. The high R-squared value further supports the robustness of these findings, and the low p-values confirm the statistical significance of the relationships.

DISCUSSION OF FINDINGS

Conflict resolution strategies (CRS) and workplace effectiveness (WE)

The regression result shows a significant negative relationship between conflict resolution strategies (CRS) and workplace effectiveness at $\beta = -0.1508$, $p < 0.0087$. This indicates that while conflict resolution strategies are acknowledged as necessary in FUGAZ banks, their direct contribution to workplace effectiveness may not be as

substantial as expected. Several scholars have supported this finding, highlighting that conflict resolution strategies, though beneficial in theory, may not always translate into improved workplace outcomes due to factors such as lack of proper implementation or insufficient organizational support (Umar & Garba, 2018). For instance, Akpan and Aniemewah (2020) emphasized that conflict resolution strategies are often effective in addressing disputes, but their overall impact on workplace effectiveness can be limited by organizational dynamics. Thus, the observed negative relationship could be attributed to the complexity of conflict types and the varying effectiveness of conflict resolution practices in different organizational contexts. However, some researchers, such as Onyeizugbo and Okeke (2019), argue that conflict resolution strategies have a positive impact on workplace effectiveness, especially when properly implemented. The discrepancy in findings may stem from differences in organizational culture, the nature of conflicts, and the contextual factors influencing the application of conflict resolution strategies. Therefore, for conflict resolution strategies to contribute meaningfully to workplace effectiveness in FUGAZ banks, there needs to be a focus on enhancing the implementation process and ensuring that these strategies are aligned with the specific needs of the organization.

Communication of conflict mitigation (COM) and workplace effectiveness (WE)

The regression analysis indicates a significant positive relationship between communication of conflict mitigation and workplace effectiveness (COM: $\beta = 0.572$, $p < 0.0000$). This suggests that effective communication practices, such as regular feedback and the use of digital tools, are crucial in enhancing workplace effectiveness within FUGAZ banks. Recent studies support this finding, highlighting that open communication reduces misunderstandings, fosters trust, and promotes collaboration, all of which contribute to improved workplace effectiveness (Gupta & Singh, 2020; Lee & Kim, 2021). For example, Baran and Scott (2016) argue that communication channels that address conflicts and provide clear feedback improve employee engagement and productivity. However, some studies have argued that the effectiveness of communication depends on the organizational context, suggesting that inconsistent communication strategies may not yield the desired outcomes (Nadim & Gupta, 2020). Nevertheless, the results from this study confirm that effective communication mechanisms, particularly those addressing conflict mitigation, enhance workplace effectiveness. This aligns with communication theory, which emphasizes the importance of clear and consistent communication in reducing conflict and improving organizational performance (Kim & Jeong, 2019). Therefore, FUGAZ banks should prioritize the development and implementation of communication strategies that address conflict, ensuring better alignment between employees and management.

Workplace Policies and Procedures (WPP) and workplace effectiveness (WE)

The regression results show a significant positive effect of workplace policies and procedures on workplace effectiveness (WPP: $\beta = 0.5816$, $p < 0.0000$). This suggests that well-defined policies and procedures regarding conflict management are essential for improving workplace effectiveness within FUGAZ banks. Recent research supports this finding, highlighting that clear and consistent policies reduce workplace conflicts and enhance organizational performance (Kaur & Kaur, 2021; Pradhan et al., 2020). For illustration, Tran (2019) emphasizes that structured policies create a framework for addressing conflicts, fostering a more harmonious work environment and improving overall effectiveness. However, some scholars have noted that the impact of policies may be limited if they are not adequately communicated or enforced (Lam et al., 2020). In contrast, other studies support the positive influence of well-implemented conflict management policies, suggesting that these policies improve consistency and reduce disputes, which in turn enhances workplace effectiveness (Nguyen & Tran, 2020). Institutional theory further supports these findings, emphasizing that organizational policies shape employee behavior and institutional practices, ultimately leading to increased workplace effectiveness (DiMaggio & Powell, 1983). Therefore, FUGAZ banks should focus on ensuring that workplace policies and procedures for conflict management are clearly communicated and consistently applied to boost workplace effectiveness.

CONCLUSION

In conclusion, the study thoroughly investigated employee-employer conflict and workplace effectiveness in FUGAZ Banks in Delta State, Nigeria. The findings reveal a significant relationship between conflict resolution strategies (CRS), communication of conflict mitigation (COM), and workplace policies and procedures (WPP)

with workplace effectiveness (WE). Specifically, the results indicate that conflict resolution strategies have a significant influence on workplace effectiveness, emphasizing the importance of structured approaches to addressing and resolving workplace conflicts. This aligns with existing research which highlights the critical role of effective conflict resolution in fostering a positive work environment and improving productivity. In a nutshell, these findings reinforce the need for FUGAZ banks to adopt comprehensive conflict management strategies, ensuring effective communication, and maintaining robust conflict resolution policies to foster a more productive and harmonious workplace environment.

RECOMMENDATIONS

Based on the findings and conclusion, the following were the recommendations:

- i. Strengthen Conflict Resolution Strategies: Adopt regular mediation sessions, grievance mechanisms, and training programs to improve employee relations and reduce workplace tensions.
- ii. Promote Effective Communication Channels: Foster a culture of feedback, use digital tools, and establish transparency policies to reduce misunderstandings.
- iii. Develop and Enforce Workplace Policies and Procedures: Ensure clear communication and consistent enforcement of conflict management policies to reduce conflict incidents and enhance workplace effectiveness.

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