

CONFLICT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN JOS UNIVERSITY TEACHING HOSPITAL, JOS, NIGERIA.

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Abstract

Conflict is an inevitable part of any organizational setting, especially in complex environments like educational and healthcare institutions. The main objective was to assess conflict management and organizational performance in Jos University Teaching Hospital (JUTH). A descriptive research design was employed, with a population comprising 2808 employees of JUTH. A sample size of 350 respondents was selected using multistage sampling technique. The data used for this study was obtained through a structured and a close-ended questionnaire. The data collected were presented using tables and analyzed with simple percentages, while multiple regression analysis and ANOVA were used to test the hypotheses. The research findings revealed that Negotiation, Conciliation and Arbitration have positive significant impact on quality of graduating students, service delivery and quality of research work in Jos University Teaching Hospital (JUTH). The study concluded that conflict management strategies are pivotal for the attainment and achievement of organizational goals and objectives and if the management is not knowledgeable in conflict resolution strategies, it will affect the performance of organizations negatively but if conflict is constructively managed, it will enhance organizational performance. The study recommended that management of JUTH should develop diverse but appropriate strategies like negotiation in JUTH to enhance employees' productivity, create group interaction and conciliation activities as well as organize seminars/workshops on organizational conflict management from time to time for the employees.

Keywords: Conflict Management, Organizational Performance

INTRODUCTION

Conflict management is an integral aspect of organizational performance, particularly in multifaceted institutions such as Jos University Teaching Hospital (JUTH). As a combined educational and healthcare institution, JUTH faces various conflicts stemming from resource allocation, administrative decisions, and interpersonal relationships. Unresolved conflicts can hinder organizational effectiveness, affecting the quality of education, healthcare delivery, and research outputs. This study examines how conflict management strategies—negotiation, conciliation, and arbitration—affect JUTH's performance,

focusing on three key areas: quality of graduating students, service delivery, and research quality.

Globally, effective conflict management has been recognized as a key driver of organizational performance. According to Rahim (2017), organizations that manage conflicts effectively benefit from reduced workplace stress, improved communication, and increased collaboration, all of which are essential for high performance. Educational institutions, for example, rely on a stable academic environment to ensure smooth program delivery and resource efficiency. Similarly, in healthcare, conflict resolution fosters teamwork and reduces medical errors, ultimately enhancing patient care and satisfaction.

In the African context, unique challenges such as limited resources and cultural diversity amplify the importance of robust conflict management strategies. Ogungbamila (2018) found that negotiation and conciliation significantly reduced workplace conflicts in Nigerian universities, leading to improved job satisfaction and academic standards. For healthcare institutions, these strategies ensure that patient care is not compromised by internal disputes.

In Nigeria, institutions like JUTH often encounter conflicts that affect organizational performance. Adebayo (2019) emphasizes that effective conflict resolution is crucial for maintaining stability and enhancing the quality of outcomes in such settings. Conflicts among faculty, students, and administrative staff can lead to disruptions in teaching, reduced student satisfaction, and diminished research productivity. Similarly, in healthcare settings, unresolved disputes among healthcare providers can result in poor communication, reduced collaboration, and lower patient satisfaction. Effective strategies, including negotiation and arbitration, can mitigate these challenges, fostering a cooperative work environment.

At JUTH, the quality of graduating students is influenced by the institution's ability to manage conflicts effectively. A stable learning environment ensures uninterrupted academic programs, adequate student support, and faculty focus on mentoring. Ikechukwu and Olayinka (2020) assert that students from institutions with strong conflict management frameworks are better equipped for professional success.

In healthcare, the quality of service delivery is directly tied to conflict management. Conflicts among staff often result in service delays, medical errors, and poor patient outcomes. Nduka and Chinyere (2021) note that healthcare institutions with effective conflict resolution mechanisms report higher patient satisfaction and improved teamwork among staff. By reducing stress and fostering collaboration, JUTH can enhance its healthcare delivery.

Research quality, a cornerstone of JUTH's mission, can also be compromised by conflicts. Disputes over resources and authorship can hinder productivity and collaboration. Igboke (2022)

highlights that effective conflict management fosters equitable resource allocation and mutual respect among researchers, leading to higher-quality outputs. This is particularly important for interdisciplinary research essential to addressing complex healthcare challenges.

Despite its importance, many Nigerian institutions lack structured mechanisms for conflict resolution. Adebayo (2019) stresses that adopting strategies such as negotiation, conciliation, and arbitration is critical for enhancing institutional performance. Addressing this gap is vital for institutions like JUTH, where conflicts can impede the achievement of their educational, healthcare, and research goals.

In conclusion, effective conflict management strategies are essential for enhancing the performance of educational and healthcare institutions like JUTH. By addressing disputes through negotiation, conciliation, and arbitration, JUTH can ensure a stable and productive organizational environment, leading to improved outcomes in student education, healthcare delivery, and research quality. Implementing robust conflict management frameworks is pivotal for the institution's mission to provide high-quality education, healthcare, and research.

LITERATURE REVIEW

Concept of Conflict

Conflict is recognized as a clear struggle over incompatible goals, often concerning the allocation of scarce resources. Across various definitions, there appears to be consistency among scholars, both past and present, on the nature, scope, and interactions involved in conflicts (Putnam, 2006). Conflict arises between at least two interdependent individuals or groups who perceive their differences as unfavorable, often leading to negative emotions and behaviors aimed at overcoming the other party. While conflict can indeed lead to destructive outcomes and even fatal consequences, it can also foster growth, strengthen relationships, and support goal achievement. In many ways, conflict acts as an essential "engine of evolution" that enables individuals and groups to

learn, progress, and adapt. Rather than attempting to eliminate conflict, the focus should be on managing it effectively to harness its constructive potential.

According to Hellriegel (2010), conflict management involves actions designed to mitigate conflict or, at times, to encourage sufficient conflict levels when needed. This process requires managers to develop strategies and enforce policies that help in resolving conflicts efficiently. Knippen, Yohan, and Ghalla (2011) further suggest that conflict management not only promotes a deeper understanding of the issues at hand but also fosters solutions that work towards consensus and a sincere commitment to decision-making. Given that conflict inherently involves significant disagreement and tension, a substantial amount of mental and emotional energy is generated. If this energy is directed productively, it can lead to cooperative problem-solving and mutually beneficial solutions (Prentice, 2006).

Conflict Management Styles

Conflict management styles refer to the strategies individuals use to handle disagreements and disputes in the workplace, and they play a crucial role in fostering organizational harmony and productivity. The five primary conflict management styles collaborating, competing, avoiding, accommodating, and compromising are derived from Thomas-Kilmann's model. The collaborative style emphasizes working together to find mutually beneficial solutions, fostering trust and innovation in team settings, particularly in remote environments (Yin et al., 2022). The competing style involves assertiveness to achieve one's goals, often used in high-stakes situations where quick decisions are necessary, though it can lead to strained relationships (The Myers-Briggs Company, 2022). Avoidance focuses on sidestepping conflict entirely, which can be useful for minor disputes but detrimental if major issues remain unresolved. Accommodating prioritizes the other party's needs over one's own, strengthening relationships but potentially leading to feelings of resentment. Finally, the compromising style seeks a middle ground, balancing assertiveness and cooperativeness to achieve partial satisfaction for all involved (The Myers-Briggs Company, 2022; Yin et al., 2022). Effective application of these

styles depends on the context, the nature of the conflict, and the individuals involved.

Negotiation

Negotiation is the process where parties in conflict work towards a mutual agreement. Rather than simply attempting to "win," negotiation is about building a consensus (Pillutla & Nicholson, 2004). While negotiation often occurs in business contexts, it is also prevalent in everyday situations. It is used when multiple outcomes are possible, and the parties involved have a stake in the final decision. According to Fisher, Ury, and Patton (2012), negotiation is much more than gaining support from the other party; it is a primary tool for achieving goals in collaboration with others. It is a back-and-forth dialogue designed to secure an agreement when there are shared and opposing interests on both sides (Fisher, Ury, & Patton, 2012).

Negotiation has been defined as "an interaction in which people try to meet their needs or accomplish their goals by reaching agreement with others who are trying to get their own needs met" (Mayer, 2000). This definition highlights three core elements: the presence of two parties, specific needs or goals, and the aim of reaching an agreement. The true driver behind negotiation is not merely individual interests but the scarcity of resources. Tangible or intangible assets can create a desire for acquisition, and limited resources often make it impossible to meet everyone's goals equally. Thus, negotiation often centers on determining the distribution of these resources. Effective negotiation is ideally a reasoned process rather than an emotional one, as emotion can hinder objectivity and cooperation. Fisher and Shapiro (2006) noted that emotions, if unchecked, can complicate negotiations by diverting focus from substantive issues and damaging relationships. However, emotions should not be ignored entirely, as they can provide valuable signals regarding acceptable solutions and potential issues.

In negotiation, the ability to listen actively is essential. This means fully focusing on the speaker without planning a response, interrupting only for clarification if needed, and setting aside preconceptions to understand the other party's perspective. Active listening and self-management are crucial in negotiation, as they enable parties to

remain objective and manage any negative emotions that may arise. While maintaining objectivity, it's also beneficial to be aware of one's emotions, as they can signal acceptable and unacceptable terms.

Arbitration

Arbitration is a form of Alternative Dispute Resolution (ADR) in which disputing parties present their case to a neutral third party or a panel of arbitrators who then decide the outcome. While it is generally more accessible and less costly than a full trial, arbitration has some disadvantages, such as limited control over the decision-making process and potential adherence to strict procedural rules. In Italy, for instance, the Italian Civil Procedure Code (ICPC) allows parties to select neutral arbitrators for disputes not reserved for court litigation. Typically, these arbitrators are legal experts chosen for their experience in the field relevant to the dispute. If there is a pre-existing "arbitration clause" within a contract, parties can proceed to arbitration, which in the Italian legal context is termed the "compromise clause" (*clausola compromissoria*).

In Italy, two types of arbitration exist: binding (*arbitrato rituale*) and non-binding (*arbitrato non-rituale*). In binding arbitration, the arbitrator's decision is enforceable, similar to a judicial ruling. Non-binding arbitration, on the other hand, results in an advisory decision that parties may choose to follow as a contractual obligation. The appeal processes differ as well; a binding arbitration award may only be appealed on limited grounds, while non-binding arbitration can sometimes be reviewed by new arbitrators.

Conciliation

Conciliation, another ADR method, aims to build a positive relationship between disputing parties and is typically used in civil law systems. In contrast to arbitration, conciliation is a non-adversarial process where an impartial conciliator helps guide negotiations toward an agreement. This process differs from mediation because the conciliator plays a more direct role in resolving the dispute, often proposing settlement terms and helping the parties reach a compromise. Conciliators are generally viewed as authority figures who actively work to find an optimal

solution, while mediators facilitate discussion without suggesting specific outcomes.

In mediation, the mediator's role is to support parties in articulating their interests and crafting their solutions, allowing the parties to play a more active role in shaping the outcome. Mediation seeks to maintain existing relationships and rebalance power dynamics, while conciliation, by guiding parties toward a fair and workable solution, helps to prevent future disputes.

Concept of Organizational Performance

Organizational performance reflects how effectively or ineffectively an organization operates in terms of financial and non-financial outcomes. It involves establishing performance indicators to determine if an organization's programs, investments, outputs, and acquisitions are meeting desired objectives (Hunger & Wheelan, 2001). Robert Kaplan from Harvard University and David Norton, an American management consultant, introduced the balanced scorecard to evaluate organizational performance from four perspectives: financial, internal processes, customer, and learning and growth. Adah (2012) suggests that profit is central to performance measurement, as it signals a business success no organization desires to be associated with loss. Profit, therefore, becomes an indicator of effective performance. Profitability is crucial for banks as it supports their primary pillars: capital adequacy and managerial competence (Crosse & Hempel, 1980, cited in Adah, 2012).

Quality of Graduating Students

The concept of the quality of graduating students encompasses the competencies, skills, and readiness for professional and societal responsibilities that students exhibit upon completing their education. According to Okolie et al. (2021), the quality of graduating students is often assessed by their academic performance, employability skills, and capacity for critical thinking and innovation. Graduates with a solid grounding in practical and theoretical knowledge are better equipped to meet industry demands and societal expectations (Olaleye & Adepeju, 2022). Furthermore, Adepoju et al. (2020) emphasize that institutions focusing on experiential learning and interdisciplinary approaches produce graduates

with superior problem-solving abilities and adaptability. Effective mentoring, quality teaching, and robust curriculum design also play critical roles in enhancing graduate outcomes, as supported by findings from recent higher education studies (Adebayo & Olayemi, 2021). Thus, the quality of graduating students reflects the educational institution's overall effectiveness in fostering academic excellence and practical relevance.

Service Delivery

Service delivery encompasses the actual provision of services or products to customers or clients (Lovell & Wright, 2002). It is concerned with how, where, and when services are provided, as well as the fairness of these processes. The concept of service defines both "what" and "how" services are designed, acting as a bridge between customer expectations and an organization's strategic goals (Goldstein et al., 2002). Chen, Tsou, and Huang (2009) highlight that service delivery innovation involves adopting new ideas, resources, and skills to meet changing needs. The objective is to deliver high-quality services that add value for customers, contributing to increased satisfaction, loyalty, and profitability (Grönroos & Ravald, 2011). Effective service systems—comprising facilities, infrastructure, and processes—are essential to achieving intended service outcomes (Kingman-Brundage, 1991). In various industries, clear roles and responsibilities for service providers and customers help in setting quality standards, ensuring consistency, and maintaining high performance. For example, the IT industry uses standardized service delivery practices where managing service levels and delivery is crucial.

Quality of Research Work

Theoretical Framework

Conflict resolution as a discipline has developed various theoretical perspectives that address the nature, sources, and peaceful methods for resolving conflicts, aiming for durable solutions within organizations.

The Conflict Resolution Styles Theory

Developed by Kenneth Thomas and Ralph Kilmann in 1974, the Conflict Resolution Styles Theory is a well-regarded model that categorizes

the common approaches individuals or groups take when managing conflict in organizational settings. The theory identifies five primary conflict resolution styles: competing, collaborating, compromising, avoiding, and accommodating.

The competing style focuses on pursuing one's own interests at the expense of others, often resulting in a confrontational approach. The collaborating style, in contrast, seeks to find a win-win solution that benefits all parties involved by encouraging cooperation and mutual gain. Compromising is about reaching a middle ground where both parties make concessions to achieve a resolution that is partially satisfying to everyone. The avoiding style involves evading or ignoring the conflict altogether, while accommodating entails yielding to the other party's needs or concerns, often at the expense of one's own interests.

For Jos University Teaching Hospital (JUTH), understanding and applying this theory can significantly impact its conflict management strategies. Given the complexity of the hospital's structure, with multiple departments and diverse personnel, conflicts are inevitable. By applying the principles of this theory, JUTH can enhance its conflict resolution methods and, in turn, improve overall organizational performance.

Firstly, JUTH can assess the predominant conflict resolution styles among its staff and management. By recognizing that different situations require different approaches, the hospital can train its employees to adopt a more collaborative style when the context demands it. Collaboration promotes open communication, active listening, and creative problem-solving, all of which are essential for resolving conflicts effectively and sustainably.

Additionally, JUTH can implement a conflict resolution process that encourages collaboration and compromise. This process should foster a culture that values diverse perspectives, respect for differing opinions, and teamwork to find solutions that benefit the hospital as a whole. Such an approach can reduce the adversarial nature of conflicts and create a more positive and productive work environment.

Furthermore, while avoidance and accommodation can be effective in certain circumstances, over-relying on these styles may lead to unresolved conflicts and ultimately undermine organizational performance. Therefore, JUTH should encourage staff to address conflicts proactively rather than avoiding them or yielding too quickly.

In conclusion, the Conflict Resolution Styles Theory offers critical insights into how conflicts can be effectively managed within an organization. By incorporating this theory into its conflict management practices, JUTH can cultivate a work environment that encourages collaboration, improves communication, and fosters problem-solving, leading to enhanced organizational performance and better quality healthcare delivery.

Empirical Review

Uchendu et al. (2013) explored the relationship between principals' conflict management and organizational performance in Cross River State, Nigeria. They used a questionnaire with a 4-point Likert scale consisting of 32 items to collect data. The Pearson Product Moment Correlation Coefficient was employed for data analysis. The results indicated a significant relationship between conflict management in various forms—teacher-teacher conflict (TTC), teacher-student conflict (TSC), and principal-teacher conflict (PTC)—and organizational performance.

Udoh et al. (2016) investigated how alternative dispute resolution (ADR), specifically conciliation, arbitration, and mediation, affects the performance of Shell Nigeria Plc, Port Harcourt Branch. They identified the challenge of frequent disputes within the organization and the difficulty in choosing the appropriate ADR method. The study found that ADR significantly contributes to the performance of Shell Nigeria Plc's Port Harcourt branch.

Mukolwe et al. (2014) examined the effect of interpersonal conflict on the organizational performance of selected hotels in Kisii town. Using descriptive survey and explanatory research designs, the study targeted 368 employees from selected hotels. The analysis, using both descriptive and inferential statistics and multiple regression revealed that interpersonal conflict strategies, relationship conflict, and task conflict

significantly impacted organizational performance. However, the outcomes of interpersonal conflict did not show a significant effect on performance.

Nwosu and Makinde (2014) investigated the concept of conflict and its management in private institutions. They concluded that managers should utilize conflict management strategies and promote negotiations to create a peaceful work environment. An enabling environment should be fostered to encourage the healthy expression of opinions, values, and needs, and support collective bargaining agreements.

Obasan (2011) examined the impact of conflict management on organizational performance at First Bank of Nigeria Plc, Lagos branch. Using a student t-distribution to test significance and a purposive sampling technique with a self-designed questionnaire administered to 50 respondents. The study found that managers preferred compromise, problem-solving, and dominating strategies. The findings also suggested that conflict management strategies were effective in reducing disruptive conflicts and improving workers' productivity. However, the strategies had not been empirically tested.

Literature Gap

A significant body of research has been conducted both domestically and internationally on the relationship between conflict management and organizational performance. Prominent studies include those by Udoh et al. (2016), Mizanur and Tanjela (2015), Obasan (2011), Uchendu et al. (2013), and Mukolwe et al. (2015). However, despite the extensive research, there remains a notable gap in the empirical investigation of the impact of all major conflict management strategies, including conciliation, on overall organizational performance across various sectors and industries. Many existing studies have limitations such as small sample sizes, a focus on specific organizations or industries, a lack of empirical validation of conflict management strategies, the exclusion of strategies like conciliation, and a narrow focus on certain aspects of organizational performance rather than a comprehensive assessment.

This study aims to fill this gap by assessing the impact of conflict management on organizational performance at Jos University Teaching Hospital (JUTH) in Jos. It evaluates performance through the quality of graduating students, service delivery, and the quality of research, while analyzing how these outcomes are influenced by negotiation, conciliation, and arbitration. The research seeks to offer a thorough understanding of how effective conflict management strategies can improve the overall performance of JUTH, thus making a valuable contribution to the broader field of organizational performance within educational and healthcare institutions.

METHODOLOGY

This section outlines the methods used for data collection and analysis in the study, covering research design, population, sampling techniques, sample size, data collection methods, data analysis procedures, and the validity and reliability of the research instrument. The study adopted a descriptive research design to gather relevant and concrete information, utilizing large samples to enhance the statistical significance of the findings. The population consisted of various staff members from the University of Jos Teaching Hospital, with a total of 2,808 individuals. A sample size of 350 was determined using the Taro Yamane formula, and a multistage sampling technique was employed for data collection. Both primary and secondary data were used, with primary data obtained through a structured 5-point Likert scale questionnaire. Data analysis involved statistical techniques, including frequency tables, percentages, and regression analysis, while qualitative data were analyzed through content analysis. A model was specified to examine the relationship between conflict management

strategies (negotiation, conciliation, and arbitration) and organizational performance (quality of graduating students, service delivery, and research work). The validity of the research instrument was ensured through a pilot survey and expert input, while reliability was tested using Cronbach's Alpha, yielding satisfactory results with an overall coefficient of 0.73, indicating good internal consistency of the measurement scale.

RESULTS AND DISCUSSIONS

The study aimed to assess the Impact of Conflict Management on Organizational Performance: A Case Study of Jos University Teaching Hospital (JUTH). Data was gathered through a self-administered structured questionnaire, and this chapter presents and analyzes the collected data. Three hundred and sixty (350) copies of the questionnaire were distributed to the staff of Jos University Teaching Hospital (JUTH); 350 of these were recovered, representing a 97% response rate, and were utilized for the analysis; the remaining 3% were not returned, as indicated in Table 4.2.1. Thus, the 350 completed surveys serve as the basis for the analysis. However, the regression result or outputs achieved are shown below in order to clearly support the analysis provided thus far:

Testing the first hypothesis

H₀₁ Negotiation has no noteworthy impact on the quality of graduating students in a Jos University Teaching Hospital.

Model 1

$$QGS = \beta_0 + \beta_1 NEG + \mu_t$$

.....3.1

Table 1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.726 ^a	.528	.526	.36323

a. Predictors: (Constant), NEG

Source: SPSS Output Version 27.0

The model has an R value of 0.726, indicating a strong positive correlation between the predictors (in this case, NEG) and the dependent variable. The R Square value of 0.528 suggests that approximately 52.8% of the variance in the dependent variable can be explained by the predictor variable. The Adjusted R Square value of 0.526 accounts for the number of predictors, suggesting that the model is slightly adjusted for

the number of independent variables. The standard error of the estimate (0.36323) indicates the average deviation of the observed values from the predicted values. Based on this analysis, the model is relatively strong, as a large proportion of variance is explained, and the error is moderate. Therefore, the predictor (NEG) has a statistically significant influence on the dependent variable.

Table 2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	49.685	1	49.685	376.594	.000 ^b
	Residual	44.462	337	.132		
	Total	94.147	338			

a. Dependent Variable: QGS

b. Predictors: (Constant), NEG

Source: SPSS Output Version 27.0

The ANOVA results show that the regression model is statistically significant. The F-value of 376.594, with a p-value of 0.000, is well below the 0.05 significance level, indicating that the model is a good fit for the data. The regression sum of squares (49.685) is much higher than the residual sum of squares (44.462), further supporting the idea that the predictor (NEG) accounts for a

meaningful portion of the variation in the dependent variable (QGS). Given the large F-value and the p-value of 0.000, we reject the null hypothesis, concluding that the model is significant and that the predictor (NEG) has a notable impact on the dependent variable.

Table 3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.215	.148		8.221	.000
	NEG	.730	.038	.726	19.406	.000

a. Dependent Variable: QGS

Source: SPSS Output Version 27.0

The coefficients table reveals that both the constant and the predictor (NEG) are statistically significant. The constant has an unstandardized coefficient of 1.215, with a t-value of 8.221 and a

p-value of 0.000, indicating that it is significantly different from zero. The predictor variable, NEG, has an unstandardized coefficient of 0.730, a standardized coefficient (Beta) of 0.726, a t-value

of 19.406, and a p-value of 0.000, which also shows its significant impact on the dependent variable (QGS). Since the p-values for both the

constant and NEG are below 0.05, we reject the null hypothesis, concluding that NEG significantly influences QGS.

Testing of hypothesis two

H₀₂ Conciliation has no significant impact on service delivery in Jos University Teaching Hospital.

Model 2

$$SED = \beta_0 + \beta_2 CON + \mu_i \dots \dots \dots 3.2$$

Table 4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.650 ^a	.422	.421	.40708

a. Predictors: (Constant), CON

Source: SPSS Output Version 27.0

The model has an R value of 0.650, indicating a moderate positive correlation between the predictors (in this case, CON) and the dependent variable. The R Square value of 0.422 suggests that approximately 42.2% of the variation in the dependent variable can be explained by the predictor variable. The Adjusted R Square of 0.421 accounts for the number of predictors in the model,

providing a slightly adjusted measure of goodness-of-fit. The standard error of the estimate is 0.40708, representing the average deviation of the observed values from the predicted values. Given these results, the model demonstrates a moderate fit, and the predictor (CON) has a statistically significant impact on the dependent variable.

Table 5 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.833	1	40.833	246.404	.000 ^b
	Residual	55.847	337	.166		
	Total	96.680	338			

a. Dependent Variable: SED

b. Predictors: (Constant), CON

Source: SPSS Output Version 27.0

The ANOVA results indicate that the regression model is statistically significant. The F-value is 246.404, with a p-value of 0.000, which is much lower than the 0.05 significance level, confirming that the model explains a significant portion of the variation in the dependent variable (SED). The Sum of Squares for Regression (40.833) is greater

than the Residual Sum of Squares (55.847), suggesting that the predictor (CON) contributes meaningfully to the model. Given the large F-value and the p-value of 0.000, we reject the null hypothesis, concluding that the predictor (CON) significantly influences the dependent variable (SED).

Table 6 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.480	.158		9.372	.000
	CON	.620	.040	.650	15.697	.000

a. Dependent Variable: SED

Source: SPSS Output Version 27.0

The coefficients table indicates that both the constant and the predictor variable (CON) are statistically significant. The constant has an unstandardized coefficient of 1.480, with a t-value of 9.372 and a p-value of 0.000, showing it is significantly different from zero. The unstandardized coefficient for CON is 0.620, and

the standardized coefficient (Beta) is 0.650, with a t-value of 15.697 and a p-value of 0.000, indicating a strong and significant effect of CON on the dependent variable (SED). Since the p-values for both the constant and CON are less than 0.05, we reject the null hypothesis, concluding that CON significantly affects SED.

Testing of hypothesis three

H₀₃: Arbitration does not have significant impact on the quality of research work in Jos University Teaching Hospital.

Model 3

$$QRW = \beta_0 + \beta_3 ARB + \mu_i \dots \dots \dots 3.3$$

Table 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.767 ^a	.588	.587	.35834

a. Predictors: (Constant), ARB

Source: SPSS Output Version 27.0

The model has an R value of 0.767, suggesting a strong positive correlation between the predictor (ARB) and the dependent variable. The R Square value of 0.588 indicates that approximately 58.8% of the variance in the dependent variable is explained by the predictor variable. The Adjusted R Square of 0.587 takes into account the number of predictors, showing that the model's fit remains

robust even after adjusting for the number of independent variables. The standard error of the estimate is 0.35834, indicating the average distance the observed values deviate from the predicted values. With a relatively high R Square and a moderate standard error, the model demonstrates a good fit, suggesting that ARB is a significant predictor of the dependent variable.

Table 8 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.767	1	61.767	481.031	.000 ^b
	Residual	43.273	337	.128		
	Total	105.040	338			

a. Dependent Variable: QRW

b. Predictors: (Constant), ARB

Source: SPSS Output Version 27.0

The ANOVA results show that the regression model is statistically significant. The F-value is 481.031 with a p-value of 0.000, which is well below the 0.05 significance threshold, indicating that the model explains a significant portion of the variation in the dependent variable (QRW). The regression sum of squares (61.767) is considerably

larger than the residual sum of squares (43.273), further suggesting that the predictor (ARB) contributes meaningfully to the model. With a significant F-value and a p-value of 0.000, we reject the null hypothesis and conclude that the predictor (ARB) has a statistically significant effect on the dependent variable (QRW).

Table 9 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.719	.150		4.793	.000
	ARB	.816	.037	.767	21.932	.000

a. Dependent Variable: QRW

Source: SPSS Output Version 27.0

The coefficients table indicates that both the constant and the predictor variable (ARB) are statistically significant. The constant has an unstandardized coefficient of 0.719, with a t-value of 4.793 and a p-value of 0.000, showing it is significantly different from zero. The unstandardized coefficient for ARB is 0.816, and the standardized coefficient (Beta) is 0.767, with a t-value of 21.932 and a p-value of 0.000, indicating a strong and statistically significant impact of ARB on the dependent variable (QRW). Since the p-values for both the constant and ARB are less than 0.05, we reject the null hypothesis, concluding that ARB significantly influences QRW.

Discussion of Findings

The study found that negotiation in conflict management significantly influences the quality of graduating students at Jos University Teaching Hospital (JUTH). This highlights the importance of effective interpersonal skills and conflict resolution in achieving improved educational outcomes. The findings align with those of Uchendu, Anijaobi-Idem, and Odigwe (2013), who established a significant relationship between principals' conflict management strategies such as teacher-teacher conflicts (TTC), teacher-student conflicts (TSC), and principal-teacher conflicts (PTC) and organizational performance.

The research further emphasized the critical role of negotiation in organizational settings,

demonstrating its positive impact on employee job performance and overall productivity. Additionally, the study established a positive relationship between negotiation and the quality of graduating students.

Another key finding was the significant positive correlation between conciliation and service delivery at JUTH. This underscores the importance of arbitration as a tool to enhance employee performance. The study concluded that adopting effective conflict management strategies can boost employee motivation and organizational performance, ultimately contributing to the achievement of organizational goals. Employees who feel valued through proper conflict resolution are more likely to contribute positively toward organizational objectives. These findings are consistent with those of Udoh, Opusunju, and Dusu (2016), who reported that alternative dispute resolution methods including conciliation, arbitration, and mediation—substantially improve the performance of Shell Nigeria Plc, Port Harcourt branch.

Furthermore, the study revealed a significant positive impact of arbitration on the quality of research outputs at JUTH. It demonstrated that organizational performance could be enhanced by adopting arbitration as a conflict management strategy. This aligns with Udoh, Opusunju, and Dusu's (2016) findings, which also highlighted the significant contributions of alternative dispute resolution strategies to organizational success. The study recommended that managers prioritize factors with substantial effects on organizational performance to drive business growth effectively.

CONCLUSION AND RECOMMENDATIONS

The study concluded that conflict management strategies are essential for the attainment of organizational goals and objectives. A lack of conflict resolution skills among management can hinder organizational performance, while effective conflict management can significantly enhance overall productivity. The analysis revealed that negotiation, as a conflict resolution strategy, has a substantial impact on the quality of graduating students at Jos University Teaching Hospital (JUTH). Furthermore, the study found no

significant variation in the causes of conflict within the organization when analyzed by gender. It also emphasized that regular dialogue serves as an effective approach to resolving conflicts within an organizational setting.

The study, therefore, makes the following recommendations:

- i. Management of Jos University Teaching Hospital (JUTH) should create a variety of suitable tactics like negotiation in JUTH to enhance employees' productivity as this will help to improve the quality of students graduating and also resolve and manage conflicts as they arise before escalating to unmanageable level.
- ii. To enhance service delivery, the management of Jos University Teaching Hospital (JUTH) should promote group interactions and actively monitor conciliation efforts to maintain a level of functionality that effectively addresses conflicts. Positive outcomes from conflicts can only be achieved by carefully analyzing the unique characteristics of the organization.
- iii. Management should prioritize organizing regular seminars and workshops on conflict management for employees. These sessions will help employees understand conflict dynamics and equip them with the skills needed to manage conflicts effectively, fostering both individual and organizational success.

CONTRIBUTIONS TO KNOWLEDGE

The study has demonstrated that conflict management strategies significantly enhance organizational performance, particularly in areas such as the quality of graduating students, service delivery, research quality, and employee performance. It serves as a foundation for further research in the service industry and other sectors, offering insights on how to improve employee value and organizational effectiveness. Additionally, the research has outlined the benefits and challenges of conflict management programs, providing stakeholders with a clearer understanding of how these programs can be

implemented to boost financial performance and overall success in service industries

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