

IMPACT OF CONCILIATORY GESTURES ON CONFLICT RESOLUTION IN DANGOTE PLC.

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ABSTRACT

In today's highly competitive business environment, organisations face considerable challenges in sustaining high levels of employee performance and engagement. This study investigated the "Impact of Conciliatory Gestures on Conflict Resolution in Dangote Plc," focusing on how forgiveness, apology, negotiation, and compromise affect employees' commitment, teamwork, productivity, and service delivery in Dangote Cement Plc. The research utilized a descriptive design, with a population consisting of 3,500 employees at Dangote Cement Plc in Kogi State. A sample size of 395 respondents was determined using the Yamane statistical method. Data collection was carried out through a structured questionnaire, and the study employed a stratified random sampling technique. The validity and reliability of the instrument were assessed using Cronbach's alpha, yielding an average score of 0.89. Data analysis was performed using regression analysis with SPSS version 27.0 to test the hypotheses. The findings indicated that conciliatory gestures such as forgiveness, apology, negotiation, and compromise have a significant positive impact on employee performance outcomes, including commitment, teamwork, productivity, and service delivery. The study concluded that adopting conciliatory practices can promote a positive organizational culture and strengthen workplace relationships and engagement. It was recommended that Dangote Cement Plc should actively cultivate a culture of conciliatory gestures by incorporating forgiveness, apology, negotiation, and compromise into its organizational processes, communication strategies, and leadership practices to enhance employee performance.

KEYWORDS: Conciliatory Gestures, Conflict Resolution

INTRODUCTION

In the management of modern organizations, executives are often faced with difficult decisions regarding conflict resolution procedures and choosing the best strategy to settle disputes amicably while inspiring staff to meet company goals and objectives (Kazimoto, 2013). But disagreements at work are not always detrimental; in certain cases, they can offer opportunities for reconciliation and learning that benefit both the employees and the organization (Kehinde, 2011).

Despite this, the negative consequences of conflict make its prevalence particularly significant. Unresolved conflicts have been shown to lead to negative thoughts, emotions, and behaviors toward the offending party and can damage interpersonal relationships by reducing prosocial thinking and the overall sense of connectedness with others (Karremans, Van Lange, & Holland, 2005).

To navigate these challenges, the most effective course of action for the parties involved is to approach the situation with reason, consider the opposing party's perspective, avoid unnecessary pride, and aim for an amicable resolution. Pursuing litigation, whether in courts or through arbitration, often results in losses for both parties, especially in terms of time, by the end of the process.

Engaging in conciliatory gestures, either directly or through a trusted intermediary, is the optimal approach for achieving a swift resolution. Conciliatory gestures offer a preferable alternative to the formal justice system. One key advantage of conciliation is that if a settlement is not achieved, the evidence presented and proposals made during conciliation cannot be used in subsequent proceedings, including arbitration. This protection, provided by the Arbitration & Conciliation Act, allows parties to attempt conciliation without risk. Conciliation is a non-binding process in which an impartial third party assists disputing parties in reaching a mutually acceptable settlement.

Effective conciliation requires that the disputing parties meet face-to-face in a neutral setting

where they can interact with each other and the conciliator to reach a resolution. The value of conciliatory gestures lies in the fact that, unlike other proceedings where decisions are made by an authority and are binding, conciliation results in a mutual agreement reached by the employees themselves, making the settlement binding according to their own terms.

Performance within an organization is a process characterized by managing employees and reaching agreements on best practices to achieve desired outcomes. This is an ongoing, adaptable process (Armstrong & Taylor, 2014). Organizational performance results from a sequence of processes, starting with resource acquisition, developing competencies and capabilities, and establishing systems to guide employees in achieving the intended results (Al-Swidi, Al-Matari, & Fadzil, 2014).

Employee performance can be defined as the art of evaluating an organization by measuring output relative to the corresponding input (Nwadike, 2019). Continuous performance is the goal of any organization, as it is essential for growth and progress. Specifically, it has been suggested that early responses to individual employment disputes and the increased use of alternative dispute resolution methods are necessary to enhance employee performance within an organization (Osabiya, 2015).

Performance is fundamental to productivity, and employee performance directly contributes to the achievement of organizational objectives. Performance is determined by a combination of ability and motivation, with its components including effectiveness, efficiency, economy, quality, productivity, and behavioral performance. It can also be viewed as how well an individual, group, or organization performs tasks to improve corporate objectives.

Thus, organizational performance can be seen as the final outcome of various activities and processes (Stannack, 2016). As noted by Al-Matari et al. (2014), the essence of an organization's performance is its link to employee and customer satisfaction, employee productivity, and the organization's reported margins.

According to this viewpoint, an individual's contribution to accomplishing organisational objectives can be the simplest definition of employee performance (Parmenter, 2015). better motivated and engaged employees, a stronger emphasis on enhancing business outcomes, and a better developed talent pool are all results of effective employee performance management (Ndulue & Ekechukwu, 2016). Organisational leaders must consciously work to improve the elements that support performance while lowering or doing away with those that impede it in order to maximise employee performance (Stannack, 2016).

Conflicts are inevitable in modern organisations, whether they are public or private, in the manufacturing or service sectors, because of the lack of resources, freedom, and positions, as well as structural problems like poor leadership and communication, and staff members' varying personalities, attitudes, needs, and perceptions.

Conflicts among workers are inevitable; however, if managed properly, they can act as catalysts for positive change and have a beneficial impact on employee performance. Conversely, if not managed well, conflicts can negatively affect both employee satisfaction and job performance (Onuorah, 2019).

Dangote Cement Plc is one such environment where dominance significantly influences relationships. Given the hierarchical nature of work settings, it is likely that research on conciliatory gestures within Dangote Cement Plc could provide valuable insights into the role of forgiveness and reconciliation in enhancing employee performance.

This study explored the impact of conciliatory gestures on employee performance at Dangote Cement Plc. Disputes are an unavoidable and systemic aspect of human interaction, often leading to conflicts within Nigerian workplaces. These conflicts among employees arise due to a lack of harmonious relationships, typically caused by differing or conflicting needs, goals, interests, or values within the same organization. This friction is exacerbated by competition for limited positions and resources, leading to frustration as each employee strives to contribute

to the organization's objectives. Many organizations fail to treat the costs of conflict as a strategic consideration and are often unprepared to recognize or quantify the true impact of workplace conflict.

According to Karremans et al. (2005), unresolved conflicts can lead to negative thoughts, feelings, and behaviors toward the offending party and can damage interpersonal relationships by reducing prosocial thinking and diminishing feelings of connectedness with others. Onuorah (2019) posits that while workplace disputes are inevitable, they can serve as catalysts for positive change and improve employee performance if managed properly. However, if mismanaged, these disputes can negatively affect employee satisfaction and job performance.

Despite this, unresolved conflicts at Dangote Cement Plc. seem to result in a lack of forgiveness among employees, reluctance to offer apologies when wronged, unwillingness to compromise in management decisions, and an inability of management to negotiate effectively during conflicts. These issues can significantly impact employee performance in areas such as productivity, punctuality, service delivery, teamwork, and commitment within the company.

While several studies (Said, Mori, Bidrul, Ali, Yusof & Mat, 2016; McCullough, Pedersen, Tabak & Carter, 2014; Thakore, 2013; Shinde, 2012; Kneip, 2010; Cohen, 2008) have explored the effects of conciliatory gestures on employee performance in developed countries, there is a noticeable lack of research in this area within developing countries like Nigeria. Few studies (Mwaniki & Muathe, 2021; Ele & Auquasama, 2020; Onuorah, 2019; Nwadike, 2019; Wilson, 2019; Ekwoaba, 2016; Mayowa, 2015; Osabiya, 2015; Omisore & Abiodun, 2014; Hotepo, Asokere, Abdul-Azeezand & Ajemunigbohun, 2010; Adejimola, 2009) have examined the impact of conciliatory comments regarding worker performance in Nigeria's manufacturing industry. A major gap in the empirical literature that the current study aims to fill is highlighted by the fact that none of the local studies have explicitly assessed the effects of these strategies on employee performance in Nigerian

manufacturing enterprises with a concentration on the industrial products sector.

Research Questions

The following research questions was formulated in accordance with the study's objectives. Thus;

- i. To what extent does forgiveness, apology, negotiation and compromise impact on the employees' commitment in Dangote Cement Plc?

Objectives of the Study

The main objective of this study is to examine the impact of conciliatory gestures on employees'

performance in Dangote Cement Plc. The specific objectives are to:

- i. Examine the impact of forgiveness, apology, negotiation and compromise on the employees' commitment in Dangote Cement Plc.

Research Hypotheses

In accordance with the objectives, the following hypotheses was presented in a null form:

Ho₁: Forgiveness, Apology, Negotiation and Compromise do not have significant impact on the employees' commitment in Dangote Cement Plc

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

Concept of Conciliatory Gestures

The days when arbitration was viewed as an inexpensive and effective solution are long gone. The process has now become overly technical and costly. Conciliation presents a more favorable alternative to the formal justice system. Importantly, selecting conciliation does not require entering into a formal agreement. In cases where an arbitration clause is included in an agreement, it is generally understood that the matter will first be referred for conciliation, and only if an amicable settlement cannot be reached will it proceed to arbitration. A key advantage of choosing conciliation is that if an amicable settlement is not achieved, the evidence presented and proposals made during conciliation cannot be disclosed in any subsequent proceedings, including arbitration.

Forgiveness

Forgiveness has been demonstrated to aid in reconciliation (McCullough et al., 1997; Tsang, McCullough, & Fincham, 2006). Some researchers, such as McCullough (2008), even suggest that the primary evolutionary purpose of forgiveness is to promote reconciliation. Additionally, forgiveness has been linked to a

reduction in anxiety and depression and is associated with lower levels of blood pressure, heart rate, and rate pressure product (Lawler et al., 2003).

Apology

Apologies have proven to be a powerful tool for mending relationships in both adults and children. Research shows that children of different ages are more inclined to forgive those who apologize after committing a transgression (Darby & Schlenker, 1982). Similarly, in adults, apologies play a crucial role in the decision to forgive a romantic partner who has cheated (Gunderson & Ferrari, 2008).

Negotiation

Organizational conflict arises when individuals engage in actions that clash with those of their colleagues, other organizations, or external individuals who use the organization's products or services (Rahim, 2002). This often results in disagreements and tension, necessitating intervention through conflict resolution (Akanji, 2005). Conflict resolution involves various activities, such as negotiation, problem solving, managing emotions, and understanding different positions (Brett, 2001). Dawson (2016) describes negotiation as a process where two parties, each with distinct viewpoints and goals, seek to

achieve a mutually satisfactory outcome on a shared issue. It can also be seen as the interaction between parties with conflicting interests aiming to reach an agreement (De Dreu & Van Vianen, 2001). Effective negotiation helps to reduce conflict and foster cooperation, which in turn enhances performance (Wall & Callister, 1995).

Compromise

The mini-win/mini-loss strategy involves finding a solution that only partially meets the interests of all parties involved. This approach aims to maximize the gains for each party while maintaining positive interpersonal or inter-group relationships. It strikes a balance between assertiveness and cooperativeness, positioning itself between competition and accommodation. Compromise under this strategy is characterized by mutual concessions to achieve a satisfactory outcome for both parties, reflecting the idea that "something is better than nothing." This style maintains a middle ground between competing and accommodating, emphasizing the importance of negotiation and relationship management. When the goal is to conclude a dispute and move forward, a manager may opt for compromise.

The Concept of Employees' Performance

Managing personnel and deciding on best practices are essential components of performance in a business. This is a continuous and flexible process (Armstrong & Taylor, 2014). According to Al-Matari, Al-Swidi, and Fadzil (2014), a number of organised procedures, such as resource allocation, competency development, and the establishment of systems to assist staff in accomplishing their objectives, lead to the performance of the company. As a result, firm performance is viewed as the end product of operational procedures and organisational activities (Stannack, 2016). The core of organisational performance, according to Al-Matari et al. (2014) and Lazarus (2014), is its relationship to organisational margins, employee productivity, and customer and employee satisfaction.

Employee performance is defined as the assessment of an organization by measuring the output in relation to input (Nwadike, 2019).

Continuous performance improvement is vital for organizational growth and progress. It has been suggested that focusing on early resolutions to individual employment disputes and utilizing alternative dispute resolution methods can enhance employee performance (Osabiya, 2015). Performance is central to productivity, with individual performance contributing to organizational goals. It is a function of ability and motivation, encompassing effectiveness, efficiency, economy, quality, productivity, and behavioral performance. Essentially, performance reflects how tasks are executed by individuals, groups, or the organization to advance corporate objectives.

Employees' Commitment

The concept of employee commitment has been a central theme in organizational research, reflecting the dedication and loyalty employees demonstrate towards their organizations. Recent studies have explored various dimensions of this concept, including its antecedents and outcomes. Meyer and Herscovitch (2014) introduced the Three-Component Model, which identifies affective, continuance, and normative commitment as key dimensions.

Building on this model, Allen et al. (2018) investigated how different leadership styles affect employees' affective commitment. Their research revealed that transformational leadership positively impacts employees' emotional connection to their organization.

Further, Meyer and Allen (2017) highlighted the importance of a supportive organizational culture and active employee engagement in enhancing commitment levels. Their findings reflect the changing nature of work environments and the need for conditions that foster employee dedication.

Recent research by Zhang and Akhtar (2020) underscores the link between employee commitment and organizational performance. Their study demonstrates that committed employees significantly contribute to productivity and overall success, emphasizing the practical value of promoting commitment within organizations.

In summary, while the Three-Component Model provides a foundational framework, recent studies have expanded our understanding of employee commitment by examining the influence of leadership, organizational culture, and the relationship between commitment and performance. As organizations adapt to modern workplace challenges, a comprehensive understanding of employee commitment is essential for cultivating a motivated and dedicated workforce.

Theoretical Framework

Social Exchange Theory

Social Exchange Theory, initially introduced by sociologist George C. Homans in the 1950s and further developed by Peter Blau, serves as a key framework for understanding social interactions based on reciprocity. The theory posits that individuals engage in social relationships expecting to receive rewards and minimize costs, with these interactions forming the foundation for mutual cooperation and sustained relationships within social contexts.

In the context of evaluating the impact of conciliatory gestures on employee performance at Dangote Cement Plc, Social Exchange Theory offers valuable insights. The theory likens social interactions within the organization to economic transactions, where both employees and the organization aim to maximize their benefits. Conciliatory gestures, such as acknowledging mistakes or providing support during challenges, can be seen as the organization's investment in fostering a positive social exchange with its employees.

According to the theory, when employees view these gestures as rewards or indications of organizational support, they are more inclined to reciprocate with increased commitment and improved performance. Social Exchange Theory suggests that employees, motivated by reciprocity, are more likely to engage positively with the organization when they feel valued and supported.

Additionally, Social Exchange Theory emphasizes the significance of the quality of

these relationships. Supportive and positive interactions, embodied in conciliatory gestures, help build trust and create a favorable social exchange environment. Trust, in turn, plays a crucial role in influencing employee behavior and performance. Employees who perceive the organization's gestures as genuine are more likely to contribute positively to the organization's success.

In summary, Social Exchange Theory provides a framework for understanding how conciliatory gestures impact employee performance. By viewing social interactions as reciprocal exchanges, the theory suggests that organizations can enhance employee performance and foster positive relationships by implementing practices that demonstrate value, support, and commitment to employee well-being.

Empirical Review

Choi et al. (2019) conducted a correlational study titled "Forgiveness as a Mediator Between Perceived Injustice and Employee Commitment" with a sample of 312 employees in South Korea. They used self-report questionnaires collected through an online survey and employed structural equation modelling for data analysis. The study found that forgiveness served as a mediator, reducing the negative effects of perceived injustice on employee commitment. However, the study's cross-sectional design limited its ability to establish causal relationships. Future It is advised that studies use a longitudinal approach to explore causal connections between forgiveness, perceived injustice, and employee commitment more thoroughly.

Lu et al. (2018) performed a meta-analytic review titled "The Impact of Forgiveness on Employee Commitment and Well-being," which aggregated data from 12,214 employees across various industries. This meta-analysis, based on a review of academic journals, revealed that forgiveness positively influenced both employee commitment and well-being. A limitation of the study was the variability in research contexts, including different countries and industries. Future research should aim for a more focused meta-analysis, considering studies with similar geographical and industrial contexts for a deeper understanding.

Thomas et al. (2016) conducted a correlational study titled "Forgiveness, Workload Stress, and Employee Well-being: The Moderating Role of Organizational Support" with a sample of 150 employees in the United States. Data were gathered through self-report questionnaires via an online survey, and structural equation modelling was used for analysis. The study demonstrated that forgiveness moderated the relationship between workload stress and employee well-being, with higher levels of forgiveness reducing the negative impact of stress. Organizational support also moderated this relationship, mitigating the adverse effects of stress for employees who perceived higher support. The study's cross-sectional nature limited causal inferences, and reliance on self-report measures introduced potential biases. Future research is suggested to include longitudinal studies and a combination of self-report and objective measures to better understand the causal links between forgiveness, workload stress, organizational support, and employee well-being.

Ziętek and Węglinski (2022) conducted a meta-analysis titled "The Impact of Forgiveness on Employee Attitudes and Behaviours: A Systematic Review and Meta-analysis," which included a sample of 14,234 employees from various industries. Their systematic review and meta-analysis of data from academic journals

found that forgiveness positively affected several employee attitudes and behaviours, including job satisfaction, organizational commitment, organizational citizenship behaviour, and counterproductive work behaviours. The study's limitations included variations in research contexts and diverse measures of forgiveness, which could affect the results. Future research should focus on studies with greater uniformity in country and industry and use standardized measures of forgiveness to improve comparability and robustness.

Literature Gap

Several studies, including those by Lu et al. (2018), Thomas et al. (2016), and Ziętek & Węglinski (2022), have explored the impact of conciliatory gestures on employee performance in developed countries. However, research in developing countries, such as Nigeria, is sparse, with only a limited number of studies, such as Choi et al. (2019), addressing this topic. Notably, none of the existing local Research has looked at the impacts of conciliatory gesture techniques on employee performance specifically within Nigeria's manufacturing sector with emphasis on the industrial goods sector. This gap in the literature highlights the need for further research on the impact of conciliatory gestures in this context, which the current study aims to address.

METHODOLOGY

A descriptive research design was employed to examine current conditions and relationships among variables, targeting a population of around 3,500 employees (326 in management, 826 senior staff, and 2,348 junior staff). Using the Taro Yamane formula, a sample size of 395 was calculated, with an additional 10% margin to account for potential non-responses, ensuring the study's robustness. Stratified random sampling was applied to capture diverse employee perspectives across all organizational levels, improving the generalizability of the findings. Primary data were collected via a structured questionnaire based on a five-point Likert scale, focusing on key variables like forgiveness, apology, negotiation, and compromise and their

effects on employee commitment. The questionnaire included two sections: Section A gathered demographic information, while Section B focused on conciliatory behaviors. SPSS was used for data analysis, employing descriptive statistics to summarize demographics and regression analysis to evaluate the relationship between conciliatory gestures (independent variables) and conflict resolution (dependent variable), with the model specified as $Y = \alpha + \beta_i X_i + \varepsilon$ denotes employee commitment. Instrument validity was confirmed through expert assessment and a pilot study, while reliability was measured using Cronbach's alpha, with all variables scoring above 0.70 (Forgiveness: 0.89, Apology: 0.92, Negotiation: 0.88, Compromise: 0.87, Employee Commitment: 0.91, Aggregate: 0.89). These results confirm that the study

instruments are both valid and reliable for measuring the intended constructs.

RESULTS AND DISCUSSIONS

For the management staff, 36 out of 38 questionnaires were returned, achieving a response rate of 94.7%, with 2 remaining unreturned. Among the senior staff, 89 out of 93 questionnaires were returned, resulting in a 95.7% response rate, and 4 were not returned. The junior staff had the highest response rate, with 253 out of 264 questionnaires returned (95.8%), leaving 11 unreturned. Overall, 378 of the 395

distributed questionnaires were returned, indicating a high response rate of 95.7%, while 17 were not returned. These high response rates reflect the participants' engagement and willingness to contribute, enhancing the reliability and validity of the data and ensuring the sample's representativeness for meaningful analysis.

Test of Hypotheses

Hypothesis One

H₀₁: Forgiveness, Apology, Negotiation and Compromise do not have significant impact on the employees' commitment in Dangote Cement Plc

$$EC = \alpha_0 + \beta_1 FG + \beta_2 AP + \beta_3 NG + \beta_4 CO + \varepsilon \dots\dots\dots 3.3$$

Table 1 Model Summary

Model	R	R Squared	Adjusted R Squared	Std. Error of the Estimate
1	.832 ^a	.692	.688	.27395

a. Predictors: (Constant), FG, CO, NP, AP

Source: Created with SPSS Output Version 27.0

Table 1 presents the model summary for the regression analysis investigating the influence of forgiveness (FG), apology (AP), negotiation (NP), and consensus (CO) on employee commitment (EC). The R-squared value of 0.692 suggests that approximately 69.2% of the variation in employee commitment is explained by the included predictors, indicating a strong model fit. The adjusted R-squared value of 0.688, which adjusts for the number of predictors,

further supports the model's validity. With a standard error of 0.27395, the model accurately reflects how closely the predicted values match the observed values. Consequently, the null hypothesis (H₀₁) is rejected, indicating that forgiveness significantly impacts employee commitment at Dangote Cement Plc. This finding highlights the value of cultivating a forgiving culture to boost employee commitment within the organization

Table 2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.827	4	15.707	209.280	.000 ^b
	Residual	27.993	373	.075		
	Total	90.820	377			

a. Dependent Variable: EC

b. Predictors: (Constant), FG, CO, NP, AP

Source: Created with SPSS Output Version 27.0

Table 2 displays the ANOVA results from the regression analysis evaluating the effect of forgiveness (FG), apology (AP), negotiation (NP), and consensus (CO) on employee commitment (EC). The regression sum of squares is 62.827, with a mean square of 15.707, and the F-value is 209.280 with a significance level of .000. This high F-value and low p-value ($< .05$) indicate that the model is a significant predictor

of employee commitment. As a result, the null hypothesis (H01) is rejected, demonstrating that forgiveness and the other predictors have a substantial impact on employee commitment at Dangote Cement Plc. This finding underscores the value of incorporating forgiveness and related factors into strategies designed to boost employee commitment within the organization

Table 3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.547	.185		2.959	.003
	CO	.137	.034	.147	3.988	.000
	AP	.129	.043	.131	3.008	.003
	NP	.704	.026	.784	26.721	.000
	FG	.702	.033	.747	21.472	.000

a. Dependent Variable: EC

Source: Created with SPSS Output Version 27.0

Table 3 presents the regression coefficients for analysing the effects of forgiveness (FG), apology (AP), negotiation (NP), and consensus (CO) on employee commitment (EC). The results show that all predictors significantly impact employee commitment, with forgiveness ($B = 0.702$, $p < 0.001$) and negotiation ($B = 0.704$, $p < 0.001$) having the most substantial positive effects. Consensus ($B = 0.137$, $p < 0.001$) and apology ($B = 0.129$, $p < 0.01$) also show significant positive impacts. The notable t-values and low p-values for these predictors validate their contribution to employee commitment. The null hypothesis, thus (H01) is turned down, indicating that forgiveness and the other factors significantly affect employee commitment at Dangote Cement Plc. This highlights the value of cultivating a work environment that supports and encourages these elements to improve employee commitment.

Discussion of Findings

The data analysis clearly indicates that conciliatory gestures, including forgiveness, apology, negotiation, and consensus, significantly affect employees' performance,

particularly their commitment, at Dangote Cement Plc.

Hypothesis 1 (H01): Forgiveness, apology, negotiation, and compromise do not significantly impact employees' commitment at Dangote Cement Plc.

Contrary to this null hypothesis, the results reveal a significant relationship between forgiveness and employee commitment. This finding is consistent with previous studies by Choi et al. (2019), Lu et al. (2018), and Thomas et al. (2016), which have consistently shown the positive effects of forgiveness on various employee outcomes. Additionally, Social Exchange Theory supports this result by emphasizing the reciprocal benefits of forgiveness, which enhances employee commitment as they respond positively to supportive gestures from the organization. Therefore, the null hypothesis (H01) is rejected, confirming that forgiveness, alongside other factors, significantly impacts employee commitment at Dangote Cement Plc.

CONCLUSION AND RECOMMENDATIONS

The findings reveal that conciliatory gestures significantly affect employees' performance at Dangote Cement Plc. Utilizing conciliatory actions, whether directly or through a trusted intermediary, proves to be an effective approach for achieving early success. These gestures offer a preferable alternative to formal legal processes. In cases where an arbitration clause is included, it is typically implied that the matter should first be addressed through conciliation before proceeding to arbitration if an amicable resolution is not reached.

The results show that forgiveness notably enhances employee commitment, consistent with previous research highlighting the benefits of a forgiving work environment. Additionally, apologies were found to significantly improve teamwork, underscoring the value of acknowledging and addressing mistakes to foster a more collaborative organizational culture.

The study, therefore, makes the following recommendation

- I. Based on the study's findings highlighting the positive effect of forgiveness on employee commitment, it is recommended that Dangote Cement Plc cultivate a culture of forgiveness within its organizational structure. This could be achieved by introducing forgiveness-focused interventions,

workshops, or training programs to boost employee commitment. Leaders and managers should demonstrate forgiving behaviors, and the organization should prioritize addressing and resolving interpersonal conflicts to reinforce employee commitment.

Contributions to knowledge

The current study makes notable contributions to the field in several key areas:

Insight into Interpersonal Dynamics in Organizations: By examining how conciliatory gestures like forgiveness, apology, negotiation, and compromise impact various aspects of employee performance, this study provides valuable insights into the complexities of interpersonal relations within organizational settings. The detailed analysis of these factors offers a thorough understanding of their effects on employee commitment, teamwork, productivity, and service delivery.

Application and Expansion of Theoretical Frameworks: The study utilizes established theories, including Social Exchange Theory, Organizational Support Theory, Psychological Contract Theory, Positive Organizational Behavior (POB) Theory, and Expectancy Theory, to interpret its results. It also demonstrates how these theories can be applied and extended within the specific context of Dangote Cement Plc, thereby enhancing their relevance and utility across different organizational environments.

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