

ACCOMMODATION CONFLICT MANAGEMENT STRATEGY AND PERFORMANCE OF DEPOSIT MONEY BANKS IN RIVERS STATE

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ABSTRACT

The poor handling of conflicts may lead to exit of some employees from the organization. The purpose of the study was to examine the relationship between accommodation conflict management strategy and organizational performance. The baseline theories used for this study were the Contingency theory and the Conflict Theory. The study focused on 22 deposit money banks in Rivers State of which 66 management staff were drawn as the total element of the target population. The study employed census sampling technique in which every possible identified respondents was given questionnaires. The study used 66 managers as the elements of the study. The study used questionnaire as the method of data collection. Data collected from the respondents through the use of questionnaire were analyzed using descriptive statistics such as frequencies and percentages, mean and standard deviation while the hypotheses were tested using inferential statistic such as Spearman's Rank Order Correlation Coefficients. The study found that there is a strong positive and significant relationship between accommodating conflict management strategy and organizational productivity, and also that there is a strong positive and significant relationship between accommodating conflict management strategy and service quality. Based on the findings, it was concluded that there is a positive significant relationship between accommodation conflict management strategy and organizational performance of deposit money banks in Rivers State. Hence, it was recommended that Managers of Deposit Money Banks in Rivers State should adopt accommodation conflict management style to create workplace harmony, and enable employees to increase their commitment and thus, increase organizational performance.

Key words: Accommodating strategy, productivity, service quality, organizational performance

INTRODUCTION

Organizational performance comprises the real output or results of an organization as measured against predetermined goals and objectives (Virginia 2009). According to Chen (2002), organizational performance is all about goal accomplishments through the transformation of inputs into outputs. From a content perspective, performance is all about economy, efficiency and effectiveness. We can put organizational performance as the actual output or results of an organization as measured against its goals and objectives.

Performance should not be confused with productivity; according to Ricardo (2001), productivity is a ratio depicting the volume of work completed in a given amount of time. Performance is a broader indicator that could include productivity as well as quality, consistency, effectiveness, efficiency and other factors. A study by Chien (2004) found that there were five major factors determining organizational performance, which are leadership styles and environment, job design, It is assumed that the kind of leadership style employed in an organization has a strong impact on its overall performance, (Al Khajeh,2018). It is recognized that the managers play a significant role in the organizational performance, by managing conflict in order to enhance organizational performance (Horga, 2012).

However, Conflict is a normal phenomenon in most organizations as long as human connections are involved; as a result, the presence of conflict has become a source of concern as a consequence of employee welfare. The term 'conflict' refers to a process that begins when one party feels that another party has negatively affected or is about to negatively influence something that the first party cares about. Conflict can arise between individuals, groups, and organizations, regardless of age or gender, among those learning or working in an organization. Rahim (2001) opined that management-labour conflict may be interpersonal or intergroup. Interpersonal conflict occurring between a supervisor and his subordinator between two individuals at the same level of the organizational hierarchy. Intergroup conflicts often occur between two trade unions, between two departments or between management and workers while attempting to implement the policies and programme of the organization. Workplace conflict management, according to Armstrong (2006), is described as an organization's ability to recognize causes of conflict and adopt strategic measures to reduce or monitor the conflict's impact on the organization. According to Petkovic (2008), conflict management involves the acquisition of conflict resolution skills, the establishment of conflict model structures, the implementation of strategic measures and approaches. It is based on strategies and processes that assist in the mitigation or elimination of conflict.

Desivilya *et al.* (2005) brings forward five main conflict management patterns: Competing – High concern for self and low concern for the other; Accommodating – low concern for self and high concern for the other; Avoiding – low concern for self and low concern for the other; Collaborating – High concern for self and high concern for the other; Compromising – Moderate concern for self and moderate concern for others. However, this paper is focused on the accommodation conflict management style. An accommodating style of conflict management involves neglecting one's own concerns in order to satisfy the concerns of others (Brown, 1967). Cavanagh (1991) made it clear that this strategy is regarded as the acceptance that the preservation of pleasant interpersonal affairs is more significant than forming disagreements among colleagues. Individuals adopting an accommodating style of conflict management have a high want for recognition and support from others. The accommodating individual is more apt to take a middle of the road attitude when an inescapable conflict emerges. These individuals tend to use apology or humor, or express their desires in an indirect way rather than coming straight to the problem (Stanford, 1997).

Kraybill (2005) refers to accommodating as a harmonizing conflict response. He stated that the harmonizing style has a low focus on the agenda and a high focus on the relationship. Individuals will often use this style when they want to fit in with the other party. When this style is over-used the individual will eventually become depressed due to the fact of always giving the other party what they want and always losing what is important to the individual. Accommodation is a means of carrying everybody along in the activities of the organization.

Though several studies have been investigated on the concept of conflict management strategy and its impact on organizational performance, but it is rare to find studies on accommodation conflict management strategy linked with organizational performance in deposit money banks in Rivers State. To fill this gap, this paper examined the relationship between accommodation conflict management strategy and organizational performance of deposit money banks in Rivers State. Furthermore, this study was also guided by the following research questions:

- i. What is the relationship between accommodation conflict management strategy and productivity of deposit money banks in Rivers State?
- ii. What is the relationship between accommodation conflict management strategy and service quality of deposit money banks in Rivers State?

The conceptual framework showing the relationship between accommodation conflict management and organizational performance of of deposit money banks in Rivers State. as in figure 1.

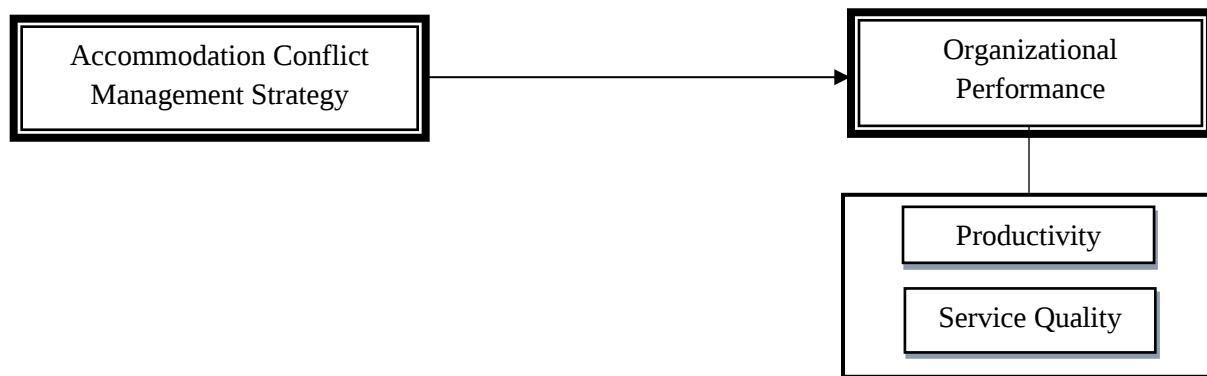


Figure 1: Accommodation Conflict Management Strategies and its effect in organizational performance.

Source: Conceptualized from; Robert (2009): Schermerhorn, *et al.*, (2003) and Omweri, (2013)

LITERATURE REVIEW

Theoretical Review

Contingency Theory

The contingency theory relates to leadership. It was formulated by an Austrian psychologist Fiedler, (1964). It puts emphasis on the criticality of the situation in which the leader operates as well as that leader's personality. This is an organizational theory that argues that there is no best way to organize a company, to lead it, or to make decisions. Instead, the best course of action is contingent upon the external and internal constraints which include the managerial assumption about their employee, the size of the company, how its adapts to its environment, differences among resources and operation activities, strategies and

technology used. The theory explains that employee performance is result of interaction of two factors situational favorable and leadership style. Fiedler further states the effective decision procedure depends on the situation and the mount of relevant information and the likelihood that sub-ordinates will co-operate in trying to make a good decision if followed to co-operate. Simply put, contingency theory argues that when managers make an organizational decision, they consider every aspect of the prevailing situation and act on those aspects that are important to the current situation. This theory has relevance to the study in that managers and organizational leaders, when dealing with conflict issues, should always act in a way that will have minimal negative effects on organizational performance.

Conflict Theory

Conflict Theory, developed by Karl Marx, purports that due to society's never-ending competition for finite resources, it will always be in a state of conflict. The implication of this theory is that those in possession of wealth and resources will protect and hoard those resources, while those without will do whatever they can to obtain them. This dynamic means there is a constant struggle between the rich and the poor. Conflict theory examines any social phenomenon through the lens that there is a natural human instinct towards conflict. Marx is not saying that conflict is good or bad, but instead that it is an unavoidable aspect of human nature and helps explain why things are the way they are. For example, conflict theory can be used to look at wars, violence, revolutions, and forms of injustice and discrimination by explaining that there is a natural disparity in society that causes these problems. This theory has relevance to the study in that conflict is inevitable in any organization or group.

Conceptual Review

Conflict Management Strategy

These are approaches adopted by management in ensuring cautious action for regulating conflict situations through mutual concession in the work environment (Liu, Lin & Jing, 2014). They are techniques which rely on the principle that disputes cannot always be resolved, but can be handled by effective steps such as mediation, avoidance, cooperation, compromise and confrontation (Brigs, 2007). These conflict management strategies are a modern, comprehensive approach which seeks to achieve long-term wins for parties involved in conflict (Beryl, 2017). Olukayode (2015) opined that given the inevitability of organizational conflict, high-performance organizations would be those that can consistently build on successful conflict management strategies in order to fulfill defined objectives and goals. Although it is established that conflict in the work place cannot be cleared completely, but with conflict management strategies it can be managed to a tolerable level that does not hinder organizational performance.

According to Desivilya *et al.* (2005) Conflict Management patterns are often related to a dual concern model divided into concern for self and concern for others. Further different conflict management approaches are based on these two motives, some focusing more on concern for self or concern for others. It is from these motives Desivilya *et al.* (2005) brings forward five main conflict management patterns: Competing – High concern for self and low concern for the other; Accommodating – low concern for self and high concern for the other; Avoiding – low concern for self and low concern for the other; Collaborating – High concern for self and high concern for the other; Compromising – Moderate concern for self and moderate concern for others. Moreover, Desivilya *et al.* (2005) stresses that project team members more often choose to use a passive approach. To passive strategies counts obliging and avoiding while integrating, compromising and dominating belongs is seen as an active strategy. In comparison with Desivilya *et al.* (2005) Hughes, Ginnett and Curphy (2009) have chosen to look at conflict management approaches from a slightly different perspective. They claim that conflict resolution can be divided into two independent dimensions, cooperativeness/uncooperativeness and assertiveness/unassertiveness. From this

point of view Hughes, Ginnett and Curphy (2009) have described five common approaches to managing conflict: Competition - Reflects a desire to achieve one's own ends at the expense of someone else. This is domination, also known as a win-lose orientation; Accommodation - Reflects a mirror image of competition, entirely giving in to someone else's concerns without making any effort to achieve one's own ends. This is a tactic of appeasement; Compromise - Is an approach that represents a compromise between domination and appeasement. Both parties give up something, yet both parties get something. Both parties are moderately, but incompletely, satisfied; Collaboration - Reflects an effort to fully satisfy both parties. This is a problem solving approach that requires the integration of each party's concerns; Avoidance - Involves indifference to the concerns of both parties. It reflects a withdrawal from or neglect of any party's interests. This study is focused on the accommodation strategy.

Accommodation Strategy

An accommodating style of conflict management involves neglecting one's own concerns in order to satisfy the concerns of others (Brown, 1967). Cavanagh (1991) made it clear that this strategy is regarded as the acceptance that the preservation of pleasant interpersonal affairs is more significant than forming disagreements among colleagues. Individuals adopting an accommodating style of conflict management have a high want for recognition and support from others. The accommodating individual is more apt to take a —middle of the road attitude when an inescapable conflict emerges. These individuals tend to use apology or humor, or express their desires in an indirect way rather than coming straight to the problem (Stanford, 1997). Kraybill (2005) refers to accommodating as a harmonizing conflict response. He stated that the harmonizing style has a low focus on the agenda and a high focus on the relationship. Individuals will often use this style when they want to fit in with the other party. When this style is over-used the individual will eventually become depressed due to the fact of always giving the other party what they want and always losing what is important to the individual.

Accommodation is a means of carrying everybody along in the activities of the organization. People seem to have that natural joy working for their organizations when they are told to make their own contributions, they feel valued and they feel decisions are not just imposed on them by their superiors. While this may be seen as a weak or productive position there are situations when this approach is preferable and will gain more for a person than by taking a strong position, especially during a management of change process. It can be both a productive and unproductive strategy in the —give and take process. Individuals who have a tendency to be accommodating prefer the harmony, good will and reciprocity that is often associated with this behaviour trait and feel that it serves them well most of the time. People who are normally accommodating must develop the wisdom to know what choices to make in a given situation and learn to deal with stress and conflict in productive ways. Accommodation is unassertive and cooperative — the opposite of competing. Its sacrificing one's own concerns to satisfy the other person.

Organizational Performance

A study by Asokere, Hotepo, Abdul-Azeez and Ajemunigbohun (2010) investigated how organizational conflict affects performance of organizations. This was done by investigating the ignitors, kinds, reason and methods of conflict management in specific service organizations within Nigeria, with the intention of bringing out ways of improving their productivity and performance. The descriptive approach as well as questionnaires were applied as data collection instrument among 96 executives in chosen road transport, airlines and insurance firms within the metropolis of Lagos. The research study found out that limitation in resources was a big reason for conflict and that conflicts led to both positive and negative effects in organizations, but if properly managed, the positive effects could be utilized to encourage innovativeness in organizations and build organizational cooperation among different staffs. The research surveyed how the management of conflict influenced the performance of organizations with reference to executives in airlines, hotels, insurance companies and road transport in Lagos.

Purkayastha and Chaudhari (2011) posit that the need to better organizational and employees' performance has gained prominence as part of endeavours to improve the achievement of organizational objectives and goals. So as to achieve the desired performance, it is important for the alignment of the firm objectives with the employees' skills, competency requirements, agreed measures, plans of development and the results delivery. Even though traditionally organizational success has been operationalized in using measures that are financial in nature, there are researchers who made proposals for broader construct of organizational performance.

Miao, Tien, Chang and Ko (2010) found out that conflict within relationships had a bigger learning achievement impact as compared to conflict regarding process. The researchers explored the how dysfunctional conflict, with cognitive style as a moderating variable, affected learning performance in the Chinese cultural context. The findings revealed that there was a quadratics association between learning performance and process conflict. It furthermore was uncovered that conflict within relationships had a bigger learning achievement impact as compared to conflict regarding process.

Measures of Organizational Performanace

Productivity

Productivity is a ratio to measure how well an organization converts input resources (labor, materials, machines, money) into goods and services (Tokarčíková, 2013). Chaudhary and Sharma (2012) posit that productivity is that which people can produce with the least amount of effort. Productivity, according to Mathis & John (2003), is a measure of the quantity and quality of work completed while taking into account the cost of the resources used, the higher a company's productivity, the greater its competitive advantage. This is due to the efficiency and effectiveness with which the resources were employed. Furthermore, Antomioni (1999) posits that worker's level of productivity is reliant on the extent at which workers believe that certain motivational desires will be fulfilled stating that workers become demoralized as such less productive once they perceive that their desires can't be met or gratified. Battu (2008), as cited in Anyim,

Chidi & Badejo (2012), states that employee productivity is the result of a combined employee ability, motivation and workplace environment. It is critical for management in organizations to provide a favorable work environment that allows for increased levels of employee satisfaction. This is due to the fact that employee pleasure stimulates employee loyalty and confidence, enhances output quality, and boosts productivity (Surujla & Singh, 2003). Bhatti (2007) and Qureshi (2007) were of the perspective that productivity can be seen as a measure of performance that encompasses both efficiency and effectiveness. It can also be referred to as the ratio of output or production capacity of the workers in an organization. It is the correlation that exists between the quantity of inputs and outputs from a clearly defined process. The performance of a business which determines its continued existence and development is largely dependent on the degree of productivity of its workers. Yesufu (2000) stated that the prosperity of a nation as well as social and economic welfare of its citizens is determined by the level of effectiveness and efficiency of its various sub components.

Service Quality

Quality is the difference between a consumer's perception and expectation of a service (Grönroos, 1982). Seth, Deshmukh & Vrat (2005) defined service quality as the ability for service providers to match expected service with perceived service to achieve customer satisfaction. While Grönroos (1982); Lehtinen & Lehtinen (1982) and Parasuraman, Zeithaml & Berry (1985) defined service quality as the comparison stemming from what customers feel a company is supposed to offer and the actual service performance of the company. Service quality can be accessed with the SERVQUAL scale (Khan & Fasih, 2014). SERVQUAL scale measures the quality of a service before and after the consumption of a service, with five dimensions. Namely; tangibility (visible elements of a service such as buildings, sites and tools); responsiveness (how fast service providers respond to customer queries/ the willingness for service providers to assist customers and provide prompt services); reliability (the ability for a service provider to assure customers of a reliable and proper service); assurance (the level of knowledge displayed by a service provider when delivering its services and their ability to inspire trust and confidence); and empathy

(ability for a service provider to pay attention to individual customer demands/ individualization of service). Due to the increased competition faced by companies around the world, companies choose to expand their market size and increase customer expectations through advancement in technology and globalization (Lin, Lai, & Yeh, 2007). Hence necessitating businesses to be more customer centric (Khan & Fasih, 2014; Naidoo, 2011 and Schneider, Ehrhart, Mayer, Saltz & Niles-Jolly, 2005). The quality of a service positively influences customer satisfaction (Kaura *et al* (2012) and as such, service quality is of vital importance to customer satisfaction. The price of services in comparison to the quality of service has a positive impact on customer satisfaction. And the price of service directly influences service quality (Ismail, *et al.* 2006). Aga & Safakli (2007) suggest that empathy is significantly influential to customer satisfaction because it addresses the individual needs of customers. Naidoo (2011, 2014). Jayasundara, *et al.*, (2009) also suggest that empathy, reliability and assurance have significant influence on customer satisfaction. This is also in line with Berry, Zeithaml & Parasuraman (1983) who suggests that service quality may differ considerably from one organization to another, from one country to another and from one situation to another

Empirical Review

Accommodating Strategy and Organizational Performance

Accommodating includes reducing to the bare minimum or pressing down any differences, whether perceived or real, while paying attention to the other party's views about the same situation. A manager that employs accommodating style of managing conflict pays attention to the needs of the other party more than he does his own. Schermerhorn (2000) posits that a person that utilizes accommodating style of managing conflict appears to be co-operative but less assertive. They agree to the wishes of the other party, overlooking or smoothing over the differences so that they can maintain harmony. Accommodation leads to a lose-win solution and a good relationship between parties is made. According to Eisenhardt, Kahwajy, and Bourgeois, (2012), the relationship is made when conflicting parties appeal for co-operation and endeavour to reduce stress and tension by giving reassurance and support for the views of the other party's.

A study by Adomi and Anie (2006) revealed that most of the respondents felt that conflict was positive and that it could be stimulated by library managers. The study further revealed that interpersonal conflicts were the most common conflicts in Nigerian libraries, and that accommodation strategy ranked highest as technique of conflict avoidance. Ajike, Akinlabi, Magaji and Sonubi (2015) did a research study that examined how conflict management affect organizational performance of banks in Nigeria. They used Access Bank public limited company as a case study. A sample size of 81 was used for the study. SPSS was used to do descriptive and regression analysis to analyze the relationship between management of conflict and performance of the bank. The findings uncovered a significant positive relationship between management of conflict and performance of organizations. They made recommendations that management come up with different but appropriate strategies that will bring about resolutions and management of conflicts as they arise before they grow to greater level in the bank. A gap exists in that the study was done in Nigeria and in commercial bank. This research study will fill the gap by being done in Kenya and considering microfinance institutions.

Sammy (2016) did a study on the influence of implementation of strategies of conflict management on performance of employees at Kenya Power. Descriptive research design was adopted by the study. The research study targeted 1055 respondents. The study's sample size comprised of 290 respondents. The sample was composed of 268 support staff, 11 line managers and 11 senior managers and arrived at by use of simple purposive sampling and random sampling design. Questionnaires were the main data collection instrument. A pre-test was conducted to ensure validity and reliability. The research supervisor's opinion was obtained to ensure content validity of the research instrument. Data was analyzed using SPSS (20.0). The study reached conclusion that there was a relationship between strategies of managing conflict strategies and performance of employees. The study made recommendations that efforts be put by the management to arrange for workshops and seminars on how companies can manage conflicts, regularly for employees and also that the management the company make sure that they have clear policy on their conflict management strategies that govern employees in the company and have at least one specific strategy that

is deemed suitable for the company's conflict management. Regular research be done in order to gain an understanding of what other companies do in case they have conflicts. A gap exists in that the study did not consider microfinance institutions. This research study will fill the gap by conducting the study on microfinance institutions. In light of the foregoing discussion, the following null hypothesis is stated:

Ho1: There is no significant relationship between accommodating and financial performance of deposit money banks in Rivers State.

Ho2: There is no significant relationship between accommodating and productivity of deposit money banks in Rivers State.

Ho3: There is no significant relationship between accommodating and service quality of deposit money banks in Rivers State.

METHODOLOGY

This study adopted the Cross- Sectional Survey Research Design. A cross sectional study is one where a researcher seeks to collect data from the field across different cross sections once per time with a well structured questionnaire. It is also called a one shot study (Simon & Goes, 2015). In line with this, the target population of this study comprised of 66 management staff drawn from 22 deposit money banks in Rivers State. The census study was adopted; hence the entire population size was used as the sample size, since the total population element was small. The primary data was collected using a self-administered questionnaire that featured closed- ended questions on a five point Likert scale ranging from strongly disagree to strongly agree. The research questionnaire was validated using the content validity technique while reliability was tested with the use of Cronbach's Alpha Correlation Coefficient with coefficients of accommodation, productivity and service quality as 0.971, 0.974 and 0.979 respectively. The study applied both descriptive and inferential statistical analysis; the hypotheses were tested using the Spearman Rank-Order Correlation Coefficient with aid of the Statistical Package for Social Sciences (SPSS).

DATA ANALYSIS AND RESULTS

Data Presentation

Table 1: Summary of Administered and Retried Questionnaires

	Number of Cases	Percentage
Copies of Questionnaire Administered	66	100.00
Copies of Questionnaire Retrieved/Returned	60	90.91
Completed but Unusable Copies of Questionnaire	4	6.06
Completed and Usable Copies of Questionnaire	56	84.85

Source: Field Survey (2023)

From Table 1, it is observed that out of 66 questionnaires administered to respondents. 60 questionnaire representing 90.91 percent were retrieved. However, out of this number 4 copies of questionnaire representing 6.06 percent were completed but unusable while 56 copies of questionnaire were correctly filled, representing 84.85 percent, and since this number is quite high and suitable, it was used for the analysis of the study.

Univariate Results

Table 2: Descriptive Statistics for Accommodation

	N	Minimum	Maximum	Mean	Std. Deviation
Accommodation	56	1.50	5.00	4.1295	0.84878
Valid N (listwise)	56				

Source: Research Data 2023, (SPSS output version 25.0)

Table 2 illustrates the descriptive statistics for accommodation which has a mean score of 4.1295 And standard deviation of 0.84878. This result therefore portrays respondents indicating very strong practices of accommodation conflict management strategy in their organization.

Table 3: Descriptive Statistics for Organizational Performance

	N	Minimum	Maximum	Mean	Std. Deviation
Productivity	56	1.50	5.00	4.2188	0.77469
Service Quality	56	2.75	5.00	4.3571	0.67564
Valid N (listwise)	56				

Source: Research Data 2023, (SPSS output version 25.0)

Table 3 illustrates the descriptive statistics for organizational performance, which are productivity and service quality, with mean scores of 4.2188 and 4.3571, and standard deviation of 0.77469 and 0.67564 respectively, which implies that most of the respondents were in the agree range of the measurement scale that their organizational performance had increased.

Bivariate Analysis

Test of Hypothesis 1

H₀₁: There is no significant relationship between accommodation conflict management strategy and productivity of Deposit Money banks in Rivers State.

Table 4: Accommodating Conflict Management Strategy and productivity.

Correlations			Accommodatio n	Productivity
Spearman's rho	Accommodation	Correlation Coefficient	1.000	.675**
		Sig. (2-tailed)	.	.000
		N	56	56
	Productivity	Correlation Coefficient	.675**	1.000
		Sig. (2-tailed)	.000	.
		N	56	56

**. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 25.0 Output based on 2023. Fieldsurveydata

From the results in table 4. The correlation coefficient shows that there is a strong positive relationship between competing conflict management strategy and productivity. The correlation coefficient of 0.675 confirms the magnitude and strength of this relationship and it is statistically significant at $p\ 0.000 < 0.05$.

The correlation coefficient represents a strong and significant relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between accommodating conflict management strategy and productivity of Deposit Money banks in Rivers State.

Test of Hypothesis 2

H₀₂: There is no significant relationship between accommodation conflict management strategy and service quality of Deposit Money banks in Rivers State.

Table 5: Accommodating Conflict Management Strategy and service quality

Correlations			Accommodation	Service Quality
Spearman's rho	Accommodation	Correlation Coefficient	1.000	.472**
		Sig. (2-tailed)	.	.000
		N	56	56
	Service Quality	Correlation Coefficient	.472**	1.000
		Sig. (2-tailed)	.000	.
		N	56	56

**. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 25.0 Output based on 2023 Field Survey Data

From the results in table 5, the correlation coefficient shows that there is a moderate positive relationship between accommodation conflict management strategy and service quality. The correlation coefficient of 0.472 confirms the magnitude and strength of this relationship and it is statistically significant at $p = 0.000 < 0.05$. The correlation coefficient represents a moderate and significant relationship between the variables. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate accepted. Thus, there is a significant relationship between accommodating conflict management strategy and service quality of Deposit Money banks in Rivers State.

DISCUSSION OF FINDINGS

The test of hypothesis one (H_{01}) in table 4 shows that there is a positive relationship between accommodation conflict management strategy and productivity. The positive value of 0.675 shows a strong positive relationship, and also, the P-value (0.00) is less than the level of significance at (0.05). Therefore, this suggests that a significant and strong positive relationship exist between accommodation conflict management strategy and productivity. Hence, the study empirically found that there is a positive and strong relationship between accommodation conflict management strategy and productivity of deposit money banks in Rivers State.

Furthermore, the test of hypothesis three (H_{02}) in table 5 shows that there is a positive relationship between accommodation conflict management strategy and service quality. The positive value of 0.675, shows a strong positive relationship, and also, the P-value (0.00) is less than the level of significance at (0.05). Therefore, this suggests that a significant and strong positive relationship exist between accommodation conflict management strategy and service quality. Hence, the study empirically found that there is a positive and strong relationship between accommodation conflict management strategy and service quality of deposit money banks in Rivers State.

These findings agree with Schermerhorn (2000) posits that a person that utilizes accommodating strategy of managing conflict appears to be co-operative but less assertive, and agree to the wishes of the other party, which results to maintaining harmony and increasing individual and organizational performance. Similarly, Eisenhardt, Kahwajy, and Bourgeois, (2012), further assert that accommodation leads to a lose-win solution and a good relationship between parties, and thus can enhance the performance of an organization. And also, Adomi and Anie (2006) revealed that a positive relationship exists between accommodation conflict management strategy and organizational productivity, and that most of the respondents felt that conflict was positive and that it could be stimulated by library managers. Furthermore, Ajike, Akinlabi, Magaji and Sonubi (2015) did a research study that examined how accommodation conflict management affect on

organizational performance of banks in Nigeria. And found that a significant positive relationship between accommodation conflict management and performance of organizations. They made recommendations that management come up with different but appropriate strategies that will bring about resolutions and management of conflicts as they arise before they grow to greater level in the bank. Sammy (2016) did a study on the influence of accommodation implementation strategies of conflict management on performance of employees at Kenya Power. And reached that there was a relationship between accommodation strategies of managing conflict and performance of employees. The study made recommendations that efforts be put by the management to arrange for workshops and seminars on how companies can manage conflicts, regularly for employees and also that the management the company make sure that they have clear policy on their conflict management strategies that govern employees in the company and have at least one specific strategy that is deemed suitable for the company's conflict management.

CONCLUSION AND RECOMMENDATION

The purpose of this study was to explore the link between accommodation conflict management strategy and organizational performance of deposit money banks in Rivers State. Based on the findings of this study, the researchers thus concluded that; there is a strong and positive relationship between accommodation conflict management strategy and organizational performance of deposit money banks in Rivers State. This implies that, deposit money banks are always in pursuit of finding ways to increase their performance. And one of the ways they do this, is by incorporating accommodation conflict management strategy as a way to resolving workplace conflict so as to create harmony and cordial relationship among employees in the organization and between superiors and sub ordinates in order to increase performance in their banks in Rivers State. From the findings and discussion, it was therefore, recommended that: Management of Deposit Money Banks in Rivers State should adopt accommodation conflict management style to create workplace harmony, and enable employees to increase their commitment and thus, increase organizational performance.

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