

Impact of Accommodating and Collaboration Strategies on Employee Performance: Federal Polytechnic Damaturu, Yobe State, Nigeria Approach

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Abstract

This study will assess the impact of accommodating and collaboration strategies on employee performance: Federal Polytechnic Damaturu, Yobe State, Nigeria Approach. Employee performance is primarily focused on motivating and assisting staff in carrying out their duties effectively and efficiently as feasible in accordance with organisational needs. Despite the inevitability of conflicts in the working, effective conflict management is crucial to prevent destructions and achieve organizational goals. The study used primary data collection method. A well structured questionnaire was distributed to 281 respondents in the study area. A Total Number of questionnaires distributed (281) and Number of retrieved questionnaires (241, 85.7%); retrieved questionnaires which is eighty-five point seven percent of the total distributed questionnaires were subjected to analysis. The data collected was subjected to ordinary least square (OLS) aided by statistical package SPSS. The study findings reveal that accommodating strategy has no significant impact on employee performance in the study area. While collaboration strategy has a positive significant impact on employee performance in the study area. Hence the study concluded that avoiding conflicts or engaging in collaborative conflict resolution approaches may positively influence the performance of employees in study area. The study therefore recommended that the Polytechnic management should establish mechanisms for monitoring and evaluating the effectiveness of conflict management strategies over time; Regular assessments can help identify any shifts in the organizational dynamics and enable adjustments to strategies as needed and should foster a positive working environment by recognizing and rewarding positive behavior and collaboration.

Keywords: *Accommodating, Collaboration, Strategies, Employee Performance, Polytechnic*

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1. Introduction

Employee performance is vital building block of an organization, it is considered as one of the key factors that lead to the growth and development of any organisation (Sanni, 2018). Employee performance is primarily focused on motivating and assisting staff in carrying out their duties effectively and efficiently as feasible in accordance with organisational needs (Sutia et al., 2020). However, achieving this goal relies heavily on fostering a positive and harmonious working relationship among employees within the organisation. Conflict in a work environment will reduce employee satisfaction, insubordination, decreased productivity, and ultimately poor employee performance, which leads to adverse effects on the organisation. Ahmed and Aijaz (2021) asserted that workplace conflict is now a very common factor in organizations that leads to deterioration in employee's performance because of human interactions in today's work environment. While conflicts are a natural and unavoidable aspect of people working together, it is essential to manage them effectively to prevent disrupting the organisation's activities and hinder the accomplishment of its goals and objectives (Hutchins, Rose & Manongsong, 2020).

Disputes in organizations can take different forms, such as interpersonal conflict, task conflict, and process conflict, giving rise to a variety of conflict management techniques (Budd & Colvin, 2013).

Various conflict management techniques exist, but the academic literature does not have a unanimous agreement on how individuals choose a specific approach, some suggest that people tend to adopt a conflict management techniques they believe suits a particular situation best (Rahim, 2015). On the other hand,

other researchers' experiments have shown that individuals' preference for a conflict-handling technique is relatively consistent across different conflict situations and is primarily influenced by their personality traits and characteristic, hence, the literature offers differing views on whether conflict management style selection is situational or more dependent on individual personality traits (Antonioni, 1998; Moberg, 1998). While according to Omene, (2021); Mponsah, (2020); Furlong, (2020); Kazimoto, (2013); and Rahim, (2000) Arbitration, avoidance, accommodating and collaboration are effective techniques to be used in managing conflict in most organisation. Hence, this research is dwelling on *accommodating and collaboration strategies*. *Accommodating strategy* is an approach where one party in a conflict willingly and selflessly yields to the concerns, demands, or desires of the other party, in other words, it involves prioritizing the interest and need of the other party over one's own (Rahim, 2000). The accommodating approach is characterized by cooperation and a desire to maintain harmony in the relationship, even if it means making personal sacrifices or compromising one's own goals. This technique can be valuable in situations where preserving the relationship between the parties is more important than the specific issue causing the conflict (Studymoose, 2016). Finally, *collaboration strategy* is a conflict management technique in which individual portrayed high level of confidence together with cooperation. The process involves combining thoughts to reach optimal resolutions during times of conflict. The most effective outcome arises from a innovative procedure that originates from contributions made by all relevant parties. This approach is regarded as highly effective because it leads to a collaborative resolution among the involved parties (Haridas as referenced in Oachesu, 2015).

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Consequences of conflicts on employees' performance in public organisations are complex and can be linked to the realities on ground at Federal Polytechnic Damaturu, where the workforce is extremely diverse in terms of its ethnic, religious, and educational backgrounds, as well as in terms of knowledge, skills, and commitments derived from social orientations, and these factors ultimately translate to the level of execution of performance.

Conflict management techniques and its impact on performance has received a lot of consideration from researchers in recent years. Notable ones are Jauro, Bello, Garba and Bature, (2023); Sinnaiah, Adam and Mahadi(2023); Samrah, et al., (2022) in Pakistan; Omene, (2021); Tariq and Rehman, (2020); Ford, (2021); Yetunde, Igbinoba and Adejumo, (2021); Interestingly, none of this studies were conducted in Federal Polytechnic Damaturu, Yobe State, Nigeria capturing accommodating and collaboration strategies; leaving a research gap in the conflict management technique literature. It is against this background that this study intends to examine the impact of conflict management Techniques on employee's performance.

Objectives of the Study:

- i. Evaluate the impact of accommodating strategy on employee performance in Federal Polytechnic Damaturu.
- ii. Examine the impact of collaboration strategy on employee performance in Federal Polytechnic Damaturu.

Research Questions:

- i. How does accommodating strategy impacted on employee performance in Federal Polytechnic Damaturu?
- ii. To what extent collaboration strategy has impact on employee performance in Federal Polytechnic Damaturu?

Research Hypothesis:

- i. **H₀₁:** Accommodating strategy has no significant impact on employee performance in Federal Polytechnic Damaturu.
- ii. **H₀₂:** Collaboration strategy has no significant impact on employee performance in Federal Polytechnic Damaturu

The study will focus on the effect of conflict management strategies on employee performance in Federal Polytechnic Damaturu, Yobe state, Nigeria. Accommodating and Collaboration strategies will be used as dimension for managing conflict in this study.

2. Literature Review

Conceptual Issues

Concept of Employee Performance:

Many authors coined and defined the term *employee performance* in their own ways, It focuses on evaluating how well employees are fulfilling or exceeding the requirements and benchmarks established for their jobs (Suma and Budi, 2021). Sutia et al., (2020) view Employee performance as the assessment and evaluation of an employee's work-related activities, successes, and contributions within an organisation are referred to as employee performance. The idea of employee performance has also been backed

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by literature with evidence from reviews. Campbell et al. (2013) put forward the notion that employee performance refers to the actions and behaviors demonstrated by employees to enhance organisational effectiveness, encompassing factors such as operational outcomes, turnover, efficiency, and service effectiveness. Employee performance was similarly described by Hargadon and Fuller (2018) as behaviours or actions that are relevant to the goals of the organisation. Consequently, employee performance is not a singular, uniform concept but rather a multifaceted one, comprising more than one type of behaviour. Similarly, Armstrong and Taylor (2014) added that employee performance is the evaluation and measurement of an employee's activities related to their job, accomplishments, and behaviors within an organisation. It involves assessing how effectively an employee fulfills their duties, meets performance expectations, and contributes to the overall goals and objectives of the company.

Concept of Conflict:

According to (Panda, 2020), conflicts are likely to exist in all organisations, influenced by factors such as the organisation setting and the nature of the products or services provided. Therefore, regardless of the degree of trust and dependability among individuals, it is human nature to foreclose the instances of conflicts amongst partners, coworkers, and groups.

The most effective approach is to implement specific techniques for managing and dealing with conflict situations both inside and outside the organisation (Oladimeji and Sowemimo, 2020).

Afzalur Rahim (2001), conflict can be defined as a social interaction process involving struggles for control over resources, power, status, and

beliefs in relation to individual preferences and desires.

Concept of Accommodating Strategy:

Accommodating strategy refers to as conciliatory approach where one individual or group is willing to concede to the other. This strategy arises when there is a low concern for one's own group's interests but a high concern for the interests of the other party. The focus of the accommodating conflict management technique is on nurturing human relationships. Those adopting this style tend to disregard their own goals and instead resolve conflicts by giving in to the other party, prioritizing the importance of maintaining positive relationships over their own individual goals, which they consider of lesser significance (Joseph, 2020). Individuals adopt the accommodating strategy due to their concern about preserving the relationship, and their behavior tends to be unassertive and cooperative, leading to a win/lose outcome where they sacrifice their own interests. This approach is most suitable when maintaining the relationship is more crucial than other considerations, when the accommodator does not attach much importance to their own suggestions or changes, when time is limited, or when valuing harmony and stability (Crossfield and Bourne, 2018).

Collaboration Strategy:

Collaboration strategy refers to a planned approach or framework that guides individuals, teams, or organisations in working together effectively towards a common goal or objective. Collaboration strategies are designed to enhance cooperation, communication, and synergy among participants, enabling them to leverage their collective strengths, knowledge, and resources (Wang et al., 2020). While Authors like Batool and Hayat, (2019) viewed

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Collaboration strategy as plan or approach adopted by individuals or groups to effectively work together towards a common goal. It involves the coordination, cooperation, and sharing of resources, information, and expertise among team members to achieve desired outcomes. Collaborating strategy settle the conflict in a strategy that is advantageous to both parties, increasing the likelihood that they will address common concerns, share viewpoints, and pay attention to others' recommendations, leading to a more effective solution and reduce cost along with time (Wang et al., 2020).

In addition, Lucy, and Jonathan (2016), collaboration can be characterized as assertive and cooperative, they contend that this approach is not frequently chosen due to its lengthy and demanding nature, requiring considerable skill and effort to implement successfully, they argue that collaboration involves adopting a positive perspective and comprehensively considering various viewpoints. It entails recognizing and embracing differences while also seeking alternative solutions that address the needs and concerns of all parties involved. As pointed out, collaboration proves to be a valuable conflict management approach in situations where the concerns are significant to all parties involved, and a shared commitment to the solution is essential. Nonetheless, as highlighted by Wager (2013), the collaborative process demands time, and many conflict situations are either very urgent or too trivial to justify the time it takes to collaborate. Consequently, this review suggests that alternative conflict management strategies should be considered in many cases, rather than relying on collaboration.

2.2 Empirical Literature

Several studies were carried out on conflict management technique by different author.

Samrah, et al., (2022) conducted a study to investigate the effects of conflict management practices on employee performance within the banking industry in Karachi, Pakistan. Competing, collaborating, avoiding, compromising, and accommodating are used in the study as conflict management techniques. The data for the study was obtained from the employees of the banks in Karachi, Pakistan. The study used five point likert scale questionnaire to obtain the data from the respondents. Multiple regression was used to analyze the data. The result of their study revealed that competing, collaborating, avoiding, compromising, and accommodating have a significant positive relationship with employee performance in the banking industry.

Contrary to this, a study on conflict management techniques was conducted by Omene in 2021 as a requirement for successful organisational performance. Employing an explanatory approach, the research drew insights from a comprehensive review of existing literature, including various studies, periodicals, and books related to the topic. The findings of this review demonstrated that adept conflict management techniques have a significant influence on decision outcomes and enhance productivity levels within organisations. The study emphasized that effective conflict resolution strategies contribute to improved communication, time management, cooperation, and overall organisational productivity. Furthermore, the research highlighted the positive impact of conflict resolution on strengthening interpersonal relationships between management and staff, resulting in increased employee morale, fewer disruptions in production activities, and enhanced service quality. The limitation of this study is that the study relied solely on a comprehensive review of

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existing literature, which means it did not collect new primary data from actual organisations. Depending solely on secondary sources may limit the depth and accuracy of the findings. Also since the research drew from various sources, the findings might lack specific contextualization to particular industries or organisational settings. Different sectors or organisational cultures might require tailored conflict management approaches.

Yetunde, Yetunde, Igbinoba and Adejumo, (2021) conducted a study at the Lagos State University Teaching Hospital (LASUTH) to examine the impact of conflict management style on employee performance. Their research utilized a descriptive research design and included a sample of 169 workers out of a total population of 561 employees in the institution. The data was analyzed using regression models to ascertain the connection between the primary conflict management style and the employees' work quality. The results showed a positive correlation between the dominant conflict management style and the quality of the workers' output, indicating that this approach has a beneficial effect on their performance. Consequently, the study concluded that utilizing a dominant conflict management style positively affects work quality within the organisation. Additionally, the research highlighted that organisational conflict can serve as a catalyst for enhancing performance in organisations. But the study concentrated on the dominant conflict management style without exploring or comparing other styles, thus limiting the comprehensive understanding of different approaches' effects on employee performance

Morsesio, Hasim, Dahlan, and Iriawan (2021) conducted a study aimed at assessing conflict management and employee performance in the Regional Government of Barru Regency. They

opted for quantitative research methods for their evaluation. The results indicated that conflict management within the Barru District Government was rated at an impressive 77.86 percent, falling within the excellent category. Additionally, the staff performance was also excellent, scoring 79.78 percent. The study shed light on conflict management and performance among the workers in the Barru Regency government, which could be beneficial in addressing workplace conflicts of interest.

Tariq and Rehman (2020) conducted a research endeavor to explore the mediating effects of conflict management on the effective performance of construction companies in Pakistan. They opted for a survey research methodology, sampling 450 respondents from construction firms in Lahore and Karachi. The data was collected through well-structured field questionnaires. The study utilized descriptive statistics and mediation analysis on a five-factor organisational performance model to examine the mediation variables using partial least squares structural equation model (SEM). The research findings revealed persistent performance setbacks in the construction companies over the years, with workforce productivity being adversely affected. The study also highlighted the importance of administrative professionalism and a service-oriented workforce in managing conflicts effectively. Additionally, it identified internal socio-economic and political factors that significantly influence the quality of the companies' outputs. The study concluded with recommendations for public-reform guidelines to enhance stakeholders' and policy-makers' involvement in addressing the conflict-related issues and improving the overall performance of construction companies productivity.

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Babarinde (2018) conducted a study investigating the Public Relations Strategy and Conflict Management at the University of Lagos. The research employed both primary and secondary sources of data. Two hundred and fifty (250) staff respondents from various departments were purposively sampled for questionnaire administration, along with three hundred and fifty (350) students purposively selected across faculties and departments at the University of Lagos. Data collected through questionnaires were analyzed using descriptive statistics, including percentages, tables, frequency distribution, and regression. The results indicate that problem-solving, avoidance, and preventive strategies are found to be less effective in managing conflict.

2.3 Theoretical Framework

2.3.1 Stakeholder Theory

Edward Freeman in 1984 introduced the stakeholder theory which centers on addressing concerns related to the stakeholders of an organisation. According to this theory, an organisation strives to achieve a balance between the interests of its various stakeholders to ensure that each one receives some level of satisfaction. However, some argue that the theory has a limited scope as it only identifies shareholders as the sole interest group within a corporate entity, neglecting other relevant parties (Coleman, 2008).

2.3.2 Behavior Theory

Behavior Theory was profound by Morton Deutsch in 1973 he was a prominent American social psychologist who made significant contributions to the field of conflict resolution and the development of theories related to conflict. Behavioral theory, which focuses on

how behavior is influenced by external factors and consequences, can be valuable for examining how specific conflict management techniques influence the behavior and performance of employees (Osabiya, 2015). Behavior Theory provides a framework for predicting how employees are likely to respond to specific conflict management techniques. This predictive aspect is valuable for organizations as it allows them to proactively design and implement strategies that are more likely to yield desired behavioral responses and, ultimately, improved performance (Fajana, 2006).

2.3.3 Human Relation Management Theory

Mayo, (1933) introduced the theory of Human Relations Management, which examines the impact of social interactions, employee contentment, and drive on organisation productivity. Mayo highlighted the potency of informal groups, favoring social dynamics over rigid organisational structures. The theory also aligns with conflict containment and resolution strategies, wherein mutual information exchange and concern for others and oneself are emphasized. In contrast to avoidance strategies, this theory perceives conflict not as a problem or negative but as an opportunity for growth. It is closely related to the first objective of accommodating strategies (Hasim, Dahlan and Iriawan, 2021).

Overall, this perspective supports a conducive work environment where employees are empowered with the skills to navigate conflicts successfully, ultimately contributing to a more productive and harmonious workplace. This reference study is based on this theory.

3. Research Methodology

3.1 Background of the study Area

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Damaturu is the capital city of Yobe State in the North-Eastern Nigeria with total land area of 2,306sqkm² and a population of 88,014 as at Census, 2006. The Federal Polytechnic is situated in Damaturu; it was established in 1992 by the then Military Government of Gen Ibrahim Babangida. The institution is one of the federal government institutes of higher education located in the North-East. The personnel of Polytechnic were made up of academics, technician and non-academics, which make it a suitable choice of study area to this study.

Due to its unique location in the northeastern region of Nigeria and adjacent to Niger republic together with its diverse composition, the Federal Polytechnic, Damaturu has drawn employees both within and outside the State. Finally, the growth of student admission and personnel across academic, administrative, and technical department within the Damaturu Polytechnic has been notably substantial.

3.2 Research Design

The study used descriptive survey research design. Survey research is a widely used method for collecting data from a large number of participants in a systematic and standardized manner. It is particularly useful when the aim is to gather information on people's opinions, attitudes, behaviors, and experiences (Rumsey, 2012).

3.3 Population, Sample Size and Sampling Techniques of the Study

The study population comprises of 296 academic staff, 81 technician and 264 non-academic staff of Federal Polytechnic Damaturu. As such, the combined academic, technician and nonacademic staff, totaling 641 individuals, represent population of this study.

The selection of this population is grounded in the diverse composition of the workforce within the polytechnic.

The sample size of 234 was drawn using Krejcie and Morgan (1970) sample size determination table. Similarly, a multistage sampling technique was employed. The first stage will be through stratification based on academic, technician and nonacademic staff. The second stage will be proportionate sampling method which will be used to allot the value of samples to each stratum. The total population of the study area is six hundred and forty-one (641). The population comprises of Academic staff (296), Technicians (81) and Non-Academic staff (264). The study area sample size is two hundred and thirty-four (234). The sample size comprises of Academic staff (108, 46.1%), Technicians (30, 12.8%) and Non-Academic staff (96, 41.1%). Source: Personnel Department Federal Polytechnic Damaturu, (2023).

3.5 Sources of Data

The primary source of data was used for the study. Were structured questionnaire was used to collect data from respondents, that enable the researcher to administer and collected the completed questionnaires within short period of time. Scale from previous study will be adapted in designing the questionnaire, past questions prepared by researchers M'mbwanga, (2021), Kalagbor and Nnokam, (2015) and Kodikal et al., 2014 was adapted with modifications.

3.6 Methods of Data Collection

Data was collected using a structured questionnaire. The researcher distributed and retrieved the questionnaire personally. A five point Likert scale was used to measure the level of the effect of conflict management techniques on employee Performance in Federal Polytechnic Damaturu. A rating scale ranging

from 1 to 5 was employed to assess the level of agreement or disagreement among participants regarding the given statements. The following ratings scale will be used: 1 = strongly disagree, 2 = disagree, 3 = undecided, 4 = agree, and 5 = strongly agree.

Total Number of questionnaires distributed (281); Number of retrieved questionnaires (241, 85.7%); Number of Questionnaires not retrieved (40, 14.3%). Two hundred and forty-one (241, 85.7%) retrieved questionnaires which is eighty-five point seven percent of the total distributed questionnaires were subjected to analysis.

3.7 Method Data Analysis

Descriptive statistics including frequencies, percentage, mean and standard deviation was used in the study to describe the characteristics of the respondents. Multiple regressions was used to test the hypothesis. The statistical tool SPSS was employed for the analysis.

3.7.1 Model Specification

The variables of the study was fitted into the Regression Equation Model, as represented in mathematical terms

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon \dots\dots\dots (i)$$

$$EMP = \beta_0 + \beta_1ACO_1 + \beta_2COL_2 + \varepsilon \dots\dots\dots (ii)$$

Where;

EMP = Employee Performance

β_0 = intercept coefficient

ε = Error term (extraneous variables)

ACO₁ = Accommodating strategy

COL₂ = Collaboration strategy

4. Results Presentation, Analysis and Discussions

4.2 Frequency Table:

Table 4.2.1: Demographic characteristics of respondents

Variable	Frequency	Percentage %
Gender:		
Male	152	63
Female	89	37
Age:		
18 – 25	23	9.5
25 – 39	81	33.6
39 – 45	93	38.5
45 – 59	35	14.5
59 above	09	3.9
Qualification:		
PhD.	19	7.8
M.Sc/MBA	81	33.6
B.Sc/HND	91	37.7
NCE/ND	33	13.6
SSCE	17	7.3
Carder:		
Academic Staff	109	45.2
Technician	48	19.9
Non Academic	84	34.9
Total	241	100

Source: Field Survey, (2023).

Table 4.2.1 presents the sample characteristics of the respondents, analyzed using frequency distribution. The study reveals that 152 respondents, constituting approximately 63% of the total respondents, were male, while only 89 respondents, accounting for 37% of the total respondents, were female. Regarding the age distribution of the respondents, individuals between the ages of 18 to 25 comprised 23 (9.5%), those aged 25 to 39 were 81 (33.6%), respondents aged 39 to 45 were 93 (38.5%),

those between the ages of 45 to 59 were 35 (14.5%), and those above 59 were (3.9%).

Concerning academic qualifications, 19 respondents, representing about 7.8% of the total respondents, held a Ph.D. as their qualification, 81 (33.6%) had M.Sc./MBA, 91 respondents (37.7%) held B.Sc./HND, 33 (13.6%) had NCE/ND, and only 17 respondents, accounting for about 7.3% of the total, possessed SSCE as their academic qualification.

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Table 4. 2.2 Descriptive Statistics of the Latent Variables

Variables	N	Minimum	Maximum	Mean	Std. Deviation
Accommodating	241	1.00	5.00	3.53	0.725
Collaboration	241	1.00	5.00	3.74	0.954
Employee Performance	241	1.00	5.00	3.52	0.629

Source: Field Survey (2023).

Table 4.2.2 provided the descriptive statistic of the latent variable. The mean values for the latent variables related to conflict management techniques (Accommodating, and Collaboration) all fall within the range of 3.15 to 3.74. This indicates a moderate level of agreement with these techniques among the respondents, while the standard deviations for Accommodating (0.725), and Collaboration (0.954) suggest varying degrees of variability in responses around the mean. While, accommodating has a relatively low standard deviation, indicating more consistent responses, Collaboration shows higher variability. Employee Performance has a mean of 3.52, indicating a moderate to slightly higher level of perceived employee performance. The low standard deviation (0.629) suggests that respondents' perceptions of employee performance are relatively concentrated around the mean, with less variability. Therefore, the consistent moderate mean values across the latent variables suggest that respondents, on average, hold balanced views regarding various conflict resolution strategies and perceive employee performance at a reasonably consistent level.

4.3 Multicollinearity Test

Collinearity exists when there is a high, linear, or perfect correlation among two or more independent variables in a multiple regression model. Multicollinearity extends this concept, indicating a linear relationship between more than two independent variables. In instances of multicollinearity, distinguishing the individual effects of explanatory variables becomes challenging (Murray, 2006). Moreover, a perfect linear relationship among more than two independent variables in a model can compromise the uniqueness and precision of estimates regarding the impact of one explanatory variable on the dependent variable.

To assess the presence of multicollinearity between independent variables, variance inflation factors (VIF) with tolerant values (VIF) was utilized to examine whether the explanatory variables in the model exhibited signs of multicollinearity. The VIF output for this study is presented in Table 4.3

Table 4.3 Multicollinearity Test based on Tolerance and VIF Values

Model	Collinearity Statistics	
	Tolerance	VIF
ACO	0.993	1.007
COL	0.990	1.010

Source: Field Survey, (2023).

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From table 4.3 multicollinearity was tested using tolerance and variance inflation factor (Hair et al., 2017). Thus, the tolerance level should be 0.20 and above whereas VIF values should be below 5 (Hair et al., 2017). The results from the table 4.3 indicated tolerance level of all the independent variables are above 0.20, and the values of VIF are below 5, indicating that nonexistence of multicollinearity in the study.

4.4 Accommodating Strategy:

Table 4.4 Accommodating Strategy

S/N	Statement	SD	D	UD	A	SA
ACO1	Accommodating often leads to a win-win outcome, where both parties feel satisfied with the resolution	22(9.1%)	40(16.6%)	46(17.8%)	73(30.3%)	63(26.1 %)
ACO2	When conflicts arise, I am willing to compromise to maintain a peaceful relationship	24(10%)	27(11.2%)	37(15.4%)	52(21.6%)	101(41.9%)
ACO3	I believe that accommodating can help prevent conflicts from escalating further	35(14.5%)	35(14.5%)	42(17.4%)	76(35.1%)	53(22%)
ACO4	Accommodating is a useful tool for reducing tension and hostility in conflict situations.	27(11.2%)	26(10.8%)	34(14.1%)	82(34%)	72(29.9%)
ACO5	Accommodating can lead to creative solutions where both parties find common ground.	31(12.9%)	30(12.4%)	45(18.7%)	58(24.1%)	77(32%)

Source: Field Survey, (2023).

Table 4.4 sort to examine the effect of accommodating strategy on the employee performance. Respondents were asked accommodating often leads to a win-win outcome, where both parties feel satisfied with the resolution, 22 respondents (9.1%) strongly disagreed, 40 (16.6%) disagreed, 46 (17.8%)

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undecided, 73 (30.3%) agreed, 63 (26.1%) strongly agreed that accommodating often leads to a win-win outcome, where both parties feel satisfied with the resolution. On the issue of when conflicts arise, they are willing to compromise to maintain a peaceful relationship, 24 (10%) of the total respondents were strongly disagreed, 27 which represent about 11.2% of the total respondents were disagreed, 37 (15.4%) were undecided, 52 (21.6%) agreed and majority of the respondents 101 (41.9%) were strongly agreed that if conflicts arise, employees are willing to compromise to maintain a peaceful relationship.

Likewise, employees were asked if accommodating strategy can help to prevent conflicts from escalating further, 35(14.5%) respondents were strongly disagreed, 35(14.5%) of the respondents were disagreed, 42 (17.4%) were undecided, 76(35.1%) of the total respondents were agreed, another 53(22%) were strongly agreed. On the issue of if

4.5 Collaborating Strategy:

accommodating is a useful tool for reducing tension and hostility in conflict situations, 27 (11.2%) were strongly disagreed, 26 (10.8%) were disagree, 34 (14.1%) undecided, 82 (34%) agreed and 72 (29.9%) of the total respondents were strongly agreed that if accommodating is a useful tool for reducing tension and hostility in conflict situations. Finally, respondents were asked to know if accommodating can lead to creative solutions where both parties find common ground, 31 (12.9%) strongly disagreed, 30 (12.4%) disagreed, 45 (18.7%) undecided, 58 (24.1%) agreed, 77 (32%) strongly agreed.

Therefore, from table 4.4 it can be inferred that an overall positive disposition among respondents toward accommodating strategies in conflict resolution. The data suggests that respondents see accommodating approaches as effective in achieving positive outcomes, preventing escalation, and fostering collaborative solutions.

Table 4.5 Collaborating Strategy

S/N	Statement	SD	D	UD	A	SA
COL1	I believe that collaborating with others is essential for finding the best solutions to conflicts.	43(17.8%)	33(13.7%)	54(22.4%)	89(36.9%)	22(9.1%)
COL2	Cooperation reinforces mutual trust and respect among employees	16(6.6%)	8(3.3%)	13(5.4%)	79(32.8%)	125(51.9%)
COL3	I believe that collaborating is worth it even if it takes longer to reach a resolution	15(6.2%)	11(4.6%)	62(25.7%)	59(24.5%)	93(38.6%)

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COL4	Collaborating is a proactive approach that prevents conflicts from escalating further.	6(2.5%)	28(11.6%)	44(18.3%)	93(38.6%)	70(29%)
COL5	Collaborating allows me to gain insights and perspectives that I might not have considered alone.	17(7.1%)	25(10.4%)	34(14.1%)	96(39.8%)	69(28.6%)

Source: Field Survey, (2023).

Table 4.5 determine the effect of Collaborating Strategy on employee performance. The table begin with asking respondents if respondents believe that collaborating with others is essential for finding the best solutions to conflicts, 43 respondents (17.8%) were strongly disagreed, 33 (13.7%) disagreed, 54 (22.4%) undecided, 89 (36.9%) agreed, and 22 (9.1%) of the total respondents were strongly agreed. While on the issue of if Cooperation reinforces mutual trust and respect among employees, 16 respondents which represent about 6.6% of the total respondents were strongly disagreed, 8 (3.3%) disagreed, 13 (5.4%) undecided, 79 (32.8%) agreed and majority of the respondents 125 (51.9%) were strongly agreed. Equally, respondents were asked if they believe that collaborating is worth it even if it takes longer to reach a resolution, 15 respondents which is 6.2% strongly disagreed, 11 (4.6%) disagreed, 62(25.7%) undecided, 59 (24.5%) agreed and 93 respondents which is (38.6%) were strongly agreed.

Furthermore, respondent were asked to know if collaborating is a proactive approach that prevents conflicts from escalating further, 6

respondents which 2.5% of the total respondents were strongly disagreed, 28 (11.6%) disagreed, 44 (18.3%) undecided, 93 (38.6%) agreed, and 70 respondents which is 29% of the respondents were strongly agreed. Finally, respondents were asked if collaborating allows them to gain insights and perspectives that they might not have considered alone, 17 (7.1%) strongly disagreed, 25 (10.4%) disagreed, 34 (14.1%) undecided, 96 (39.8%) agreed, 69 (28.6%) strongly agreed. Therefore analysis from the table 4.9 it can deduced that fostering a collaborative culture within the organization is likely to be well-received by the respondents and can contribute positively to conflict resolution efforts. This information can guide organizational strategies aimed at promoting collaboration as a key component of effective conflict management.

In conclusion, the data emphasizes the importance of organizational harmony, conflict management techniques, and collaboration in shaping employees' perceptions of and experiences with improved performance. These insights can guide organizations in fostering positive workplace dynamics and implementing effective conflict resolution strategies.

4.6 Model Summary

Table 4.6 Model Summary

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.283 ^a	.080	.065	.608	.080	5.139	2	237	.001

a. Predictors: (Constant), ACO, COL.

b. Dependent Variable: EMP

Table 4.6 shows the model summary, the R square indicate the variance of the dependent variable as explained by the model of the research. In other words, the R square provide information on the extent to which the independent variables in a model predict changes in the dependent variable. Therefore, from the table 4.13 depict the R square result of the research model. Where R = 0.283, R square = 0.080, adjusted R square = 0.065 and the standard error = 0.608. Hence, the model, including predictors (ABR & AVO), explains a modest amount of variance in Employee Performance (8%), while the he Adjusted R Square takes into account the model's

complexity, providing a more conservative estimate of the explained variance (6.5%). The model's predictions have a standard error of approximately 0.608, indicating a moderate level of precision and the addition of predictors significantly improved the model fit, as indicated by the F Change statistic and its associated p-value of 0.001.

4.7 Test of Hypotheses

Linear regression analysis using SPSS 25 was employed to examine the relationship between the independent and dependent variables in the study. Specifically, the strength of the relationship among the variables is indicated by the proximity of the coefficient value to 1. The detailed regression results are presented in the table 4.7

Table 4.7 Test of Hypotheses

Variables	Beta	t- Value	Sig. Level	Decision
Accommodating	.078	1.245	0.214	Accepted
Collaboration	.172	2.748	0.006	Rejected

a. Dependent Variable: Employee Performance.

Table 4.7 shows the coefficients and p-value of the linear regression model used to examine the effect of arbitration, avoidance, accommodating and collaboration on the employees' performance in Federal Polytechnic Damaturu. Accommodating strategy was also found to have a beta value of 0.078, t-Value of 1.245 and Sig.

Level (p-value) of 0.214 which is greater than 0.05. Therefore, the relationship is not statistically significant. The decision is to accept the null hypothesis, suggesting that Accommodating does not have a statistically significant impact on Employee Performance. Futhermore, collaboration strategy was found to

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have a beta value of 0.172 t-Value of 2.748 p-value of 0.006 which is less than 0.05. The decision is to reject the null hypothesis, suggesting that Collaboration has a statistically significant positive impact on Employee Performance.

4.8 Discussion of Findings

This study assesses the impact of conflict Management strategies on employee performance: Federal Polytechnic Damaturu Approach where accommodating and collaboration strategies were adopted. Two (2) research hypotheses were stated and tested. Hypothesis one tested in this study revealed that accommodating strategy has no significant effect on employee performance in the federal polytechnic Damaturu. This finding is in agreement with the finding of Sammy (2016), which revealed that there existed an inverse relationship between accommodating strategy and performance of MFIs, but contradicts that of Samrah, et al., (2022) and Ajike et al. (2015) which revealed a notable positive association between accommodating strategy and organisational performance.

Second hypothesis demonstrated that collaboration has a positive and significant impact on employee performance at the Federal Polytechnic Damaturu. This result aligns with the findings of Kalagbor and Nnokam (2015), who assert that collaboration is the optimal approach to conflict management in educational institutions. They emphasize that the collaboration strategy is not only the most preferred but also highly effective. According to their perspective, schools led by principals who adopt a collaborative conflict management strategy experience a notable absence of unrest. A higher application of the collaborative approach correlates with a tranquil school

environment, positive student behavior, reduced conflicts, and enhanced academic performance.

5. Conclusions

Conclusively, the findings indicate that, within the specific context of this institution, accommodating strategies do not exhibit a statistically significant effect on employee performance. In contrast, collaboration strategy was found to have a positive significant impact. This suggests that, in this particular setting, accommodating strategies may not lead to noticeable improvements in employee performance, hence actively avoiding conflicts or engaging in collaborative conflict resolution approaches may positively influence the performance of employees in Federal Polytechnic Damaturu.

6. Recommendations

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

The school management should establish mechanisms for monitoring and evaluating the effectiveness of conflict management strategies over time. Regular assessments can help identify any shifts in the organizational dynamics and enable adjustments to strategies as needed. The Polytechnic management should foster a positive working environment by recognizing and rewarding positive behavior and collaboration. This can contribute to a culture where employees are motivated to work together harmoniously, ultimately improving overall performance. Finally, the school should evaluate and update existing conflict resolution policies at the Polytechnic to ensure they align with the study's findings. Consider emphasizing and promoting avoidance and collaboration as preferred conflict management strategies,

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reflecting the statistically significant impact these approaches have on employee performance.

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