ACADEMIC SCIENCE PRESS

INTERNATIONAL JOURNAL OF SOCIETY, CULTURE AND HUMAN SCIENCES
ISSN: 3143-6463

Conflict Prevention and Organizational Efficiency: A case study in Commercial Bank in Delta State, Nigeria

Agare, Oghenerume [1]
[1] Department of Business Administration, Delta State University, Abraka, Nigeria
Email: agare-rume@delsu.edu.ng

ARTICLE INFO

Keywords:
Conflict Prevention,
Organizational Effectiveness,
Conflict Management,
Primary Conflict Prevention,
Secondary Conflict Prevention,
Commercial Banks,
Workplace Conflict,
Delta State,
Nigeria.

Vol. 01, **No**. 05, 2026

https://doi.org/10.5281/zenodo.23161945

Copyright © 2026 by author(s) and Scientific Research Publishing Inc. This work is licensed under the Creative Commons Attribution International License (CCBY4.0).

http://creativecommons.org/licenses/by/4.0/
Open Access

ABSTRACT

The general aim of this study is to examining the relationship between conflict prevention and organizational effeciency, a case study of 3 commercial banks in Delta State, Nigeria. The methodology of the research is Descriptive – correlation, and it is practical in terms of aim. The method of sampling in this research is simple random sampling and the sample size is 140 (Female, N= 21 and Male, N= 119) employees of the 3 commercial banks. The data gathering tools are the standard questionnaire of conflict prevention styles and a standard questionnaire of organizational effectiveness. For analyzing data SPSS 22 software is used. According to the results of this study, it can be seen that managers in conflict prevention and management in the 3 banks in Delta State use more cooperation and reconciliation strategies. Since there has been no research on this subject in Delta State so far, this research is a novel and new research in this regard that can provide the reader with new information about the topic, especially in Delta State. The study recommends that management must adopt conflict prevention strategies that will improve on the effectiveness of the Organization. Efforts should be made by the management to organize seminars/workshops on organizational conflict prevention from time to time for the employees. This will enable employees learn about conflict and how it can be effectively managed for individual and organization effectiveness. Good leadership on the part of management and employee representatives can be a strategy for preventing conflicts.

Introduction

Conflict is inevitable among humans be it at home, church or in organization; especially when there is an interaction between two or more individuals, groups or organizations; this is largely caused by differences in individual perception, goal, interest, ideas, feelings, values, etc., that conflict with each other. According to Shetach (2012), Conflict is part of social and business life hence, it is found everywhere. Conflict can be seen as a reality of social life that exists at all levels of society; it can be said to be as old as man. Due to immense social interaction that takes place in an organization, conflict is unavoidable however; its management determines whether the result will be positive or negative. Scholars asserted that many types of relationships such as families, churches, marriages, nations, ethnic groups, and organizations experience conflicts (Deutsch, Coleman & Marcus 2006; Afful-Broni, 2012).

When conflict is mentioned, people tend to perceive it as negative and hardly look at it from a positive angle. There are functional and dysfunctional conflicts; those conflicts that compel us to be creative problem resolvers to maintain a healthy workplace, and come up with a structure that will enable the organization benefit from diversified employees while creating opportunity for redevelopment and acquiring of new skills can be classified as functional conflicts. While those conflicts that negatively affect employees both psychologically and emotionally, that also leads to low productivity can be classified as dysfunctional conflicts. It is imperative to note that how conflicts are managed will determine its outcome either functional or dysfunctional.

While conflict is generally perceived as dysfunctional, it can also be functional; conflict has both positive and negative effects. It can be positive when it enhances creativity, clarification of points of view, and the development of human capabilities to handle interpersonal divergences. There is no anomaly in organizational conflict because it produces or presents an opportunity for modification and settlement between the aggrieved parties for the well being of both the employees and the organization (Osad & Osas, 2013). Conflict can be negative when it creates resistance to change, establishes uproar, interpersonal relations distrust, low productivity, organizational ineffectiveness (Hotepo, Asokere, Abdul-Azeez, & Ajemunigbohun, 2010). Organizational conflict exist in three forms; individual, interpersonal and inter-group conflict.

Lamb as cited in Tabitha and Florence (2019), referred to individual conflict as "man against self" conflict, in which such individual state of mind is largely dictated by circumstances within or around him/her. Such as anger, addiction, depression, frustration, confusion, this could result in aggression.

It could be a conflict of values, of priorities in which man continues to battle or contend with his mind and habits leading to difficulties in deciding on a goal. Wood et al., as cited in Tabitha and Florence (2019), posits that interpersonal conflict is a conflict that occurs between two or more individuals working together in groups or crew. From the organizational view, this can also be referred to as worker to worker or lateral conflict because it occurs mostly among employees on the same hierarchy; this conflict is part of life and it is present in every organization (Cloke & Goldsmith, 2011).

Nistorescu as cited in Tabitha and Florence (2019), also views this kind of conflict as a means through which an individual or a sector prevents another from achieving the desired goal; he states that if not checkmated early could lead to dangerous situations in future that will affect organizational effectiveness. Sometimes conflict could be covert, not all conflict ends in physical exchange of blows or use of weapons.

The next type of conflict is inter-group, this could occur due to differences between two or more groups such as departments or workgroups in an organization, communities, ethnic groups, etc.

Pandy was cited in Tabitha and Florence (2019). Other scholars Deutsch and Coleman as cited in Tabitha and Florence (2019), asserts that this kind of conflict may occur from lack of mutual agreement, differences in group goals, limited resource, poor communication channel, overlapping responsibilities, struggle for recognition, etc., hence, management of conflict by managers will determine if it will lead to functional or dysfunctional outcome. Managers in an organization should be able to identify types of conflict that will enable them to apply an appropriate strategy that will create positive results. This is in agreement with the view of Ekundayo (2012) that managers should be more concerned with the task of effective conflict management rather than avoiding or detesting it.

Organizational effectiveness is one of the measures of performance that is used to assess how outputs interact with the economic and social environment. Zheng, Yang and McLean (2010), opined that effectiveness generally determines the policy objectives of the organization or the extent to which organizational goals are realized. Effectiveness is sometimes used to replicate all-inclusive performance of an organization because it is broader compared to other concepts of organizational performance. Ability to execute a function with optimal levels of input and output determines the effectiveness of any organization (Amin & Shila, 2015). Business environment is highly dynamic and ever changing due to globalization, any organization that wants to be relevant and gain competitive advantage must enhance their organizational effectiveness.

1.2 Statement of the Problem

Conflict in an employment relationship has been an issue of continuing interest and debate. Dealing with conflicts in organisations has over the years been seen as the sole responsibility of the managers who often times took a rigid stand on how to deal with it; organisations that address conflicts in this manner failed to recognize that conflict is natural in organisational life and has its own both benefits and costs. In many organizations in Nigeria today, internal (intrapersonal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo, 2002). This development is largely due to the inability of leaders in Nigerian work organizations to view the management of conflict as systematically as they view information, human resources, and financial management systems. Instead, conflict is viewed and handled in piecemeal and is considered as local events. The inability to view, manage and prevent workplace conflicts systematically has therefore rendered conflict dysfunctional in some organizations. Unresolved conflict in the organization generates many serious consequences involving high financial and human costs. Conflict may lead to frustration, tension, low morale, missing meeting deadlines, lack of self confidence, low trust level, communication problems, absenteeism, and legal proceedings (Buss, 2009). Mismanaged conflict affects productivity (Cram and MacWilliams, 2009). Mishandled conflict affects employees' health and wellbeing, which in turn results in absenteeism. It is a habitual pattern of absence from duty or obligation (Jung, 2003). Mismanaged and unresolved conflict causes stress, reduces confidence levels, makes employees anxious, and frustrated. All these lead to lesser job satisfaction, humiliation, embarrassment, and stressed; these induce psychological and physical diseases. Escalated conflict leads parties to shun contact, end communication, withheld information or provide wrong information. From the researcher's observation, it is certain that scanty literature exist in the area of conflict prevention and organizational effectiveness. It is the thrust of this study to investigate the impact of conflict prevention on organizational effectiveness.

1.3 Objectives of the Study

The main objective of the study is to examine conflict prevention and organizational performance in selected commercial banks in Delta State, Nigeria. The specific objectives include:

1. Identify the relationship between the primary conflict prevention style and organizational effectiveness in commercial banks in Delta State.
2. Identify the relationship between secondary conflict prevention style and organizational effectiveness in commercial banks in Delta State.

1.4 Research Questions

The following research questions were formulated to provide direction to this research work.

1. How significant is the relationship between the primary conflict prevention style and organizational effectiveness in commercial banks in Delta State.
2. Is there any significant relationship between secondary conflict prevention style and organizational effectiveness in commercial banks in Delta State.

1.5 Hypotheses

The following research hypotheses guided this study.

H_1: There is a relationship between the primary conflict prevention style and organizational effectiveness in commercial banks in Delta State.

H_2: There is a relationship between secondary conflict prevention style and organizational effectiveness in commercial banks in Delta State.

2.0 Review of Related Literature

2.1.1 Organizational Conflict

Organizations are networks of interpersonal relationships designed to reach an objective and accomplish goals. They transform inputs into the desired end-goals by putting together technologies, procedures and people. The management system is responsible for the coordination of these resources to reach the goals. To be a part of an organization or to do business is to be in conflict. Conflict is built into organizational life. According to Adomi and Anie (2005) conflict is a fact of life in any organization as long as people compete for jobs, resources, power, recognition and security. In addition, dealing with conflicts is a great challenge to management. It is important to view conflict not a negative but positive way. Conflict is defined as a disagreement, a battle or to be at odds. In essence, conflict is a differing of opinions, point of views or ideas. Conflict occurs when two or more people see things from different perspectives, given their education, background, upbringing, knowledge of the issue, beliefs, time of day, mood, etc. (Fuimano,2012). Moreover, Plunkett, Attrer and Allen (2005) defined conflict as a disagreement between two or more organizational members or teams. Conflict occurs because people do not always agree – on goals, issues, perceptions, and the like – and because people inevitably compete.

Folger, Scott, Poole, and Stutman (2005) defined conflict as ―the interaction of independent people who perceive incompatilibity and the possibility of interference from others as a result of this incompatilibility‖. Cahn and Abigail (2007) also defined conflict as a problematic situation, differing perceptions and desired outcomes, interdependence, potential which adversely affect the relationship between individuals. De Janasz, Dowd and Schneider (2006) stressed that conflict is a fact of life in organizations. Conflict is not something that is a tangible product but it lies in the minds of the people who are parties to it. It does become tangible when it manifests itself in arguing, brooding, or fighting. The problem lies with the inability for people to manage and resolve it effectively. If managed effectively, conflict can be constructive. If not, conflict can be a destructive force in people and organizations.

Lee, Choi and Kim (2017) sees conflict as an active human process whereby individuals are striving to accommodate or resolve their opposing interest(s). Ledlow and Stephens (2018) recapitulates organizational conflict as a disagreement between two or more members or groups of the organization. The conflict may arise due to (a) sharing of scarce resources or work activities, (b) different status, goals, values, or perceptions, (c) disagreement over facts, methods, social, economic and psychological reasons. To Ibrahim, Mohamed and El-Gazar (2018), conflict is the process which begins when one party perceives that the other has frustrated or is about to frustrate some concern of his. This definition by Ibrahim, Mohamed and El-Gazar (2018) implies that conflict in organizations involves situations in which the expectations or actual goal directed behaviour of a person or group is blocked by another person or group. In such a situation, the person whose goal is blocked or about to be blocked experiences frustration which further leads to conflict.

Kullenberg and Kasperowski (2016) also posits that conflict is the creation of a situation in which one individual wishes to follow a line of action that would make it difficult or impossible for someone else to pursue his own desire.

2.1.2. Collective Bargaining

Alimba (2008) opined that collective bargaining is a term that has been used by Sydney and Beatrice Web to describe negotiations on conditions of service and terms of employment between employers and workers or between employers associations and trade unions. It covers all arrangements in which workers do not negotiate with employers by themselves but do so collectively through their

representatives. The issues covered by such collective bargaining are always very extensive and they include wages hours of work, increments, promotions, job grading and classification, annual leave etc. In fact in the present dispensation, any matter which is capable of causing a trade dispute is negotiable. It has also been extended to sociopolitical matters like the election tribunal (Sydney and Beatrice, 52) It has been argued that the terms which trade unions seek to get through collective bargaining, the process by which they are negotiated and the enforcement of the agreement, all depend on the size and strength of the bargaining unit. In the public sector, collective bargaining takes place at the national level. If the issues involved pertain to the whole nation, but if they concern a particular state only, the bargaining takes the procedure adopted in the private sector. (Sydney and Beatrice, 53) More so issues affecting the whole country that is those which involve both the federal and state governments are discussed between representatives of the federal and state governments and those of the Nigerian Labour Congress (NLC) or agency. Decisions reached at such negotiations are usually implemented by the parties involved.

In Nigeria, the issue of collective bargaining was provided for under the labour Act Cap 198 Laws of the Federation 1990. Collective bargaining was defined by the Act as the process of arriving or attempting to arrive at a collective agreement while collective agreement means, ―an agreement in writing regarding working conditions and terms of employment concluded between; a. An organization of workers or an organization representing workers (or an association of such organization of the one part and b. An organization of employers or an organization representing workers (or an association of such organizations) of the other part (S.91, Labour Act 1990).

2.2 Conflict prevention

The definition of "conflict prevention" itself is not agreed upon among researchers. The different definitions indeed differ according to the aim of prevention, from reducing violence to resolving the incompatibility, the time perspective (using a short- or long-term view) and the means, in particular with regard to their coerciveness. Different conceptions of prevention are used according to the conflict stage when prevention is implemented. Conceptualising conflict into a life-cycle may help to visualise how the three notions can be applied (Melander and Pigache, 2007).

Figure 1: Conflict Cycle

Source: Melander and Pigache (2007).

The narrowest conception (sometimes referred to as primary prevention) implies that prevention occurs only before violence has broken out. A broader conception (secondary prevention) includes prevention during the violent phase as well; here it is more the expansion of the conflict (geographically and/or in intensity) that is aimed at being contained. Boutros-Ghali's aforementioned definition fits this

second type as it deals with preventing disputes from escalating into armed conflict as well as preventing armed conflicts from spreading. Though the most debated, a third conception (tertiary prevention) would also add peacebuilding in the aftermath of violent conflict so as to prevent the recurrence of violence. This third conception is notably shared by the Carnegie Commission, who stresses that the prevention of future conflict can be achieved "through the creation of a safe and secure environment in the aftermath of a conflict and the achievement of a peace settlement" (Melander and Pigache , 2007).

Conflict prevention is about making societies' resilient to violent conflict by strengthening the local capacities for peace (systems, resources, structures, attitudes, skills). International conflict prevention initiatives are often distinguished from other peacebuilding concepts and approaches mainly by when it comes into play in the conflict cycle, and to some extent by the specific tools and approaches applied. Early prevention initiatives seek to improve the relationship of parties before the outbreak of violent conflict, while late prevention pertains to resolving or preventing the recurrence of violent conflict. The methods, approaches and mechanisms for engagement are often categorised as direct prevention and structural prevention, although the methods often overlap and so do the phases of the conflict cycle.

Direct prevention refers to shorter-term initiatives that are put into place in a critical moment with the aim to have a direct de-escalating effect on tensions or violence. Such initiatives include for example dialogue, mediation and other confidence building measures, preventive international deployment and the establishment of peace zones.

Structural prevention refers to longer-term development cooperation initiatives in a variety of sectors that aim to address root causes of tension and violence. From an inclusive peace and development perspective, structural prevention is the most relevant aspect of conflict prevention. Structural prevention entails long term initiatives that aim to transform key socioeconomic sources of conflict, political and institutional factors that keep countries and societies from addressing tensions meaningful and peacefully and could lead to the outbreak of or relapse into armed conflict.

2.2.1 Causes of Conflict in Organization

There are several contributing factors to conflict in an organization; and scholars have given various views to these factors. Odoh as cited in Nnam (2013), enumerates causative factors of conflict to include no payment or late payment of wages and salaries, management style, condition of employment, social awareness of employees, inappropriate termination of appointment, motivational and promotional factors, awkward dispute and grievances modus operandi, violation of collective agreement, interdependence, management opposition to union disposition, variation in goals and disparity in perception of reality. Similarly, Obasan (2011), acknowledged that causes of conflict in an organization include group members having diverse perception towards one another, bringing different values to their work, insufficient resources, diversity in attitude that leads to different goals, variation in perspective leading to different clarification of the same information, frustration based on inability to achieve set out goals.

Grace (2012) posited that conflict can crop up as a result of operational or personal factors; for proper perspective of organizational conflicts she presented various factors which include personal problems that have to do with relationship issues with partner or family members, this could lead to transferred aggression. Goal differences as a result of goals incompatibility between departments in an organization, interdependence which brings synergy to departments and members working in the

organization, personality conflicts because of diversity in individuals, poor communication which creates strife and misunderstanding among management and staff.

Corporate incivility could also lead to conflict in an organization. John-Eke and Gabriel (2019), defined corporate incivility as impolite act meted out to employees by organizations or their agents; the instances include organizations nonchalant responds to sexual harassment report, discriminating practices of the organization; such as religious, sex, marital and ethnic discrimination are so glaring, and insensitivity of the organization to the plight of the employee. These three instances if not properly handled could lead to conflict in the organization. Roles and expectations are another factor that cause conflict in the workplace, this refer to job descriptions which individuals in the organization are expected to execute, nevertheless, conflict can occur among teams especially when individual roles are not clearly stated whereby each employee has a different meaning of the same role (Whitlam & Cameron, 2012).

2.3 Concept of Organizational Effectiveness

Effectiveness is one of the essential concepts in many organizations and this is dependent on collective contributions of management and employees working in such organization; thus, structure of an organization significantly influences its effectiveness because practices of organizational structure are context detailed (Zheng *et al.*,2010). Robbins (2009) asserts that effectiveness can be equated or compared to the extent to which an organization achieves its goals; he believes that there is no unanimous meaning of effectiveness, pointing that effectiveness is the core subject in organization philosophy and that this concept is very essential to organization. Kohan in Ramesh (2019) opined that organizational effectiveness can be measured in quantity and quality of production and reflects in the superiority of the end product as associated with a series of organizational goals. Workforce diversity could also influence organizational effectiveness; because diversity leads to synergy among the different skills and competences inherent in the organization, this tends to encourage collaborative work situation, drive productivity and lead to excellent business performance (Tamunomiebi & John-Eke, 2020). Effectiveness is pertinent at all levels of organization because it gives them competitive advantage over their opponents; no wonder Drucker considered effectiveness as key to managerial success.

Noruzi and Rahimi (2010), states that the fundamental objective of most research on organizations is to enhance their effectiveness. Organizational effectiveness is a wider phrase encompassing various components used in evaluating organizational performance. Hence, it has been liken to an aspect of organizational performance. Early scholars such as (Mott, 1972; Steers, 1977), have given various definitions of organizational effectiveness yet some still believe that it has been difficult to accurately define this phenomenon (Rahimi & Noruzi, 2011). Organizational theory has articulated diverse models for organizational effectiveness ranging from participant satisfaction, rational goal, internal process and system resource while measures developed by Mott (1972) productivity; adaptability and efficiency are mostly used even by contemporary scholars.

There is emergent concern about attaining excellent service delivery to clients by organizations. Due to globalization and advancement in technology, some organizations can set up modern technology processes to accomplish growth. Organizations that have skilled, excellent, experienced and dedicated manpower are probable to survive. Hence organizations should invest in human capital development to empower the employees (Kondalkar, 2009). From the various reviews of effectiveness, it is the measure or extent to which an organization achieves its goals or mission; hence, constructive conflict management in an organization will enhance employee commitment making them more engaged to their responsibilities thereby improving organizational effectiveness.

Data presentation, analysis and interpretation of results

4.1 Introduction

This chapter presents the analysis of the data collected from 140 staff of three selected commercial banks in Asaba, Delta State. The presentation is done according to the research questions and hypotheses formulated in Chapter One. Data were analyzed using the Statistical Package for the Social Sciences (SPSS, version 22), and the results are presented in tables with corresponding interpretations.

4.2 Demographic Information of Respondents

Table 4.1: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	119	85.0
Female	19	15.0
Total	**140**	**100**

Interpretation:

The result shows that the majority of respondents were male (85%), while 15% were female. This indicates that the workforce of the selected commercial banks in Asaba is male-dominated.

4.3 Analysis of Research Questions

Research Question One

How significant is the relationship between the primary conflict prevention style and organizational effectiveness in commercial banks in Delta State?

Table 4.2: Correlation between Primary Conflict Prevention Style and Organizational Effectiveness

Variables	N	r	Sig. (p-value)	Decision
Primary Conflict Prevention Style & Organizational Effectiveness	140	0.521	0.000	Significant

Interpretation:

The Pearson correlation coefficient ($r = 0.521$, $p < 0.05$) shows a moderate positive and significant relationship between primary conflict prevention style and organizational effectiveness. This means that effective use of primary conflict prevention measures (such as proactive strategies and preventive communication) enhances organizational effectiveness in the selected banks.

Research Question Two

Is there any significant relationship between secondary conflict prevention style and organizational effectiveness in commercial banks in Delta State?

Table 4.3: Correlation between Secondary Conflict Prevention Style and Organizational Effectiveness

Variables	N	r	Sig. (p-value)	Decision
Secondary Conflict Prevention Style & Organizational Effectiveness	140	0.474	0.001	Significant

Interpretation:

The Pearson correlation coefficient ($r = 0.474$, $p < 0.05$) shows a moderate positive and significant relationship between secondary conflict prevention style and organizational effectiveness. This implies

that strategies such as mediation and reconciliation also contribute positively to organizational performance, though slightly less than primary styles.

4.4 Test of Hypotheses

Hypothesis One (H1)

There is a relationship between the primary conflict prevention style and organizational effectiveness in commercial banks in Delta State.

Table 4.4: Test of Hypothesis One

Variables	N	r	Sig. (p-value)	Decision
Primary Conflict Prevention Style & Organizational Effectiveness	140	0.521	0.000	Significant

Interpretation:

The result in Table 4.4 shows a correlation coefficient of **0.521**, with a p-value of **0.000**, which is less than the significance level of 0.05. This indicates that there is a statistically significant positive relationship between primary conflict prevention style and organizational effectiveness.

Decision: The null hypothesis is rejected.

Conclusion: There is a significant relationship between primary conflict prevention style and organizational effectiveness in commercial banks in Delta State.

Hypothesis Two (H2)

There is a relationship between the secondary conflict prevention style and organizational effectiveness in commercial banks in Delta State.

Table 4.5: Test of Hypothesis Two

Variables	N	r	Sig. (p-value)	Decision
Secondary Conflict Prevention Style & Organizational Effectiveness	140	0.474	0.001	Significant

Interpretation:

The result in Table 4.5 shows a correlation coefficient of **0.474**, with a p-value of **0.001**, which is also less than 0.05. This implies a statistically significant positive relationship between secondary conflict prevention style and organizational effectiveness.

Decision: The null hypothesis is rejected.

Conclusion: There is a significant relationship between secondary conflict prevention style and organizational effectiveness in commercial banks in Delta State.

4.5 Discussion of Findings

The purpose of this study was to examine the relationship between conflict prevention styles (primary and secondary) and organizational effectiveness in selected commercial banks in Asaba, Delta State. The findings revealed that there is a moderate positive and significant relationship between primary conflict prevention style and organizational effectiveness ($r = 0.521$, $p < 0.05$). This suggests that the more the banks adopt proactive strategies such as early communication, early detection of disagreements, and preventive mechanisms, the more their organizational effectiveness improves. The result supports the argument in conflict management literature that early and proactive measures minimize the escalation of disputes and foster a harmonious workplace that enhances productivity. It is consistent with studies that emphasize the importance of preventive communication and proactive

management strategies in promoting organizational stability, teamwork, and efficiency. In essence, commercial banks in Delta State that invest in preventive conflict management practices are more likely to achieve higher levels of effectiveness.

The analysis further showed a moderate positive and significant relationship between secondary conflict prevention style and organizational effectiveness ($r = 0.474$, $p < 0.05$). Although the strength of this relationship is slightly lower than that of primary prevention, the result indicates that secondary strategies such as mediation, reconciliation, and intervention play an essential role in sustaining organizational effectiveness. This implies that when conflicts cannot be prevented, effective resolution mechanisms are necessary to restore balance and maintain performance. The finding aligns with previous studies which suggest that organizations that adopt conciliatory approaches such as negotiation and third-party mediation resolve disputes more amicably, thereby sustaining morale and productivity.

When the two findings are compared, it becomes evident that primary conflict prevention styles ($r = 0.521$) exert a stronger influence on organizational effectiveness than secondary styles ($r = 0.474$). This underscores the value of preventing conflicts before they escalate rather than relying solely on resolution strategies after conflicts have already occurred.

Overall, the findings highlight the critical role of conflict prevention in ensuring organizational effectiveness in commercial banks in Delta State. Given that banks operate in a highly competitive and pressure-driven environment, unresolved conflicts can easily disrupt operations and reduce efficiency. Proactive conflict management fosters a cooperative work environment, strengthens employee commitment, and supports the achievement of organizational goals. These findings align with established theories of conflict management which argue that both prevention and resolution are essential tools for organizational sustainability. However, greater emphasis should be placed on building systems and cultures that minimize the likelihood of conflicts arising in the first place.

5.0 Conclusion

According to the results of this study, it can be seen that successful managers in conflict prevention in commercial banks in Delta state use more primary and secondary strategies. Examination of the results of this research and previous researches shows that using conflict prevention styles in different conditions has different effectiveness, and each conflict management style has high effectiveness in low conditions and low effectiveness in inappropriate conditions. The existence of a conflict in today's organizations is inevitable and can have a positive or negative function and should be dealt with realistically.

From the findings, the study concludes that conflict prevention strategies are crucial for the attainment and achievement of organizational goals and objectives. In other words, if the management is not knowledgeable in conflict resolution strategies, it will affect the efficiency of organizations negatively but if conflict is constructively prevented, it will enhance organizational growth.

The strategies used in the resolution of conflict by stakeholders must be pragmatic and objective. The management and employees must all work towards resolution of conflict in other for organizational effectiveness to be achieved.

6.0 Recommendations

Based on the findings of this research work, the following recommendations were made:

i. Management must adopt conflict prevention strategies that will improve on the effectiveness of the Organization.

ii. Efforts should be made by the management to organize seminars/workshops on organizational conflict prevention from time to time for the employees. This will enable employees learn about conflict and how it can be effectively managed for individual and organization effectiveness.

Finally, good leadership on the part of management and employee representatives can be a strategy for preventing conflicts.

References

1. Abdullah, A. S. A. (2015). The Impact of Conflict Management on Organizational Effectiveness: A Case Study of Ministry of Higher Education of Jordan. European Journal of Business and Management, 7(36), 75–79.
2. Afful-Broni, A. (2012). Conflict management in Ghanaian schools: A case study of the role of leadership of Winneba Senior High School. Journal of Educational Planning & Administration, 2(2), 65–76.
3. Amin, T., & Shila, S. (2015). Enhancing organizational effectiveness by performance appraisal, training, employee participation, and job definition. European Journal of Business and Management, 7(12), 56–63.
4. Anku-Tsede, O., & Adjadogo, N. (2016). Empirical analysis of workplace conflict and its influence on the attitude of media employees in Ghana. Journal of Management Policy and Practice, 17(1), 106–117.
5. Ataee, M. A. (2020). The relationship between conflict management styles and organizational effectiveness: A case study of Herat Municipality. International Journal of Scientific Research and Management, 8(8), 455–463. https://doi.org/10.18535/ijsrm/v8i08.sh01
6. Bercovitch, J. (2011). Conflict and conflict management in organisations: A framework for analysis. Retrieved from http://www.aspheramedia.com/v2/ (20/03/2020).
7. Cloke, K., & Goldsmith, J. (2011). Resolving conflicts at work: Ten strategies for everyone on the job (3rd ed.). San Francisco: Jossey-Bass.
8. Daly, T. M., Lee, J. A., Soutar, G. N., & Rasmi, S. (2010). Conflict-handling style measurement: A best-worst scaling application. International Journal of Conflict Management, 21(3), 281–308.
9. Deutsch, M., Coleman, P. T., & Marcus, E. C. (2006). The handbook of conflict resolution: Theory and practice (2nd ed.). Jossey-Bass.
10. Dewa, C. S., Corbière, M., Durand, M. J., & Hensel, J. (2012). Challenges related to mental health in the workplace. In R. J. Gatchel & I. Z. Schultz (Eds.), Handbook of Occupational Health and Wellness (pp. 105–129).
11. Ekundayo, H. T. (2012). Towards strengthening the relationship between trade unions and university management in Nigeria. An International Multidisciplinary Journal, Ethiopia, 6(2), 266–273.
12. Elmagri, M. I., & Eaton, D. (2011). Identifying the factors causing interpersonal conflict in organizations: Through analysing secondary data. The Built & Human Environment Review, 4(1), 6.
13. Fajana, S., & Shadare, O. (2012). Workplace relations, social dialogue and political milieu in Nigeria.