CONFLICT MANAGEMENT STRATEGIES AND EMPLOYEE JOB SATISFACTION: AN EMPIRICAL STUDY OF FEDERAL AND STATE MINISTRIES IN RIVERS STATE

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ABSTRACT

This study examined conflict management strategies and employee job satisfaction in state and federal ministries in Rivers State. The objective was to examine the effect of conflict management strategies on employee job satisfaction. Questionnaire was administered to staff of Federal and State ministries, a sample size of 200 employees was randomly selected from the ministries. Data were analyzed using the descriptive statistics, correlation statistics and inferential statistics. The study examined the effect of compromising strategy, avoiding strategy, accommodating strategy and dominating strategy and employee job satisfaction, the study found and concludes that there is significant relationship between compromising, avoiding, accommodating and dominating conflict management strategies and employee job satisfaction in the federal and state ministries in Rivers State. It recommended that government should incorporate conflict management orientation strategies to help shape the thinking of the employees towards accommodating one another and enhancing job satisfaction of the employees and conflict should properly be managed in the organizations to avoid negative effect on employee job satisfaction. There should be strategies of meeting employees' needs to avoid conflict from employees.

Keywords: Conflict Management Strategies, Employee Job Satisfaction, Federal and State
Ministries

INTRODUCTION

Conflict is a psychological state of mind. It is the outcome of behavioural differences a common occurrence in every organizational conflicts are inevitable parts of organizational life since the goals of different stakeholders such as managers and staff are often incompatible. Conflict is the inherent dimension of human relations and an undercurrent of social relations (CASS, 2005). It is common occurrence in every organization (Akorede, 2005). It is an unpleasant fact in any organization as long as people compete for jobs, resources, power, recognition and security (Adedeji 2000). Conflict can be defined as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other (Dibua, 2004).

Traditional view of conflict perceived it as negative and used synonymous with such term as violence, destruction and irrationality to reinforce its negative connotation (Adomi and Anie 2005). While conflict is generally perceived as dysfunctional, it can also be beneficial because it may cause an issue to be presented in different perspective therefore conflict can be said to have both positive and negative effect on the organization (Otobo, 2007). Tayo, (2006) noted that conflict is positive when it encourages creativity, clarify a point of view and develop human capability in the firm and can be negative when it create resistance to change, established turmoil, foster distrust, build a feeling of defeat and widen the chasm of misunderstanding in the organization.

Conflict management depends on the kind of styles that suit the organisation and have an added advantage to the organization in the long run. Conflict management is also seen as a wider concept which involves conflict management styles, process and skills to mitigating conflicts in a workplace (Mukhtar, 2013). The conflict management styles include dominating, compromising, integrating, avoidance and accommodation (Rahim, 2002) who studied the five different styles of conflict management. In preference for one or another conflict management style, all depends on certain factors which include the kind of conflict, position of the parties and the kind of the relationship (Montes, Rodriguez, & Serrano, 2012).

Employee job satisfaction is affected when conflicts are many and this affects hoe the employee perform in the work environment (Francis, 2015). The conflicts usually affect the creativity and innovation, efficiency and effectiveness of the employees, there's also change in attitude and many others. Few conflicts are easily handled than when they are many which can be bad in the long run since conflict is seen to have both positive and negative effects in the organization performance (Iravo, 2011). Various researchers have described two types of conflicts such as constructive and destructive. Constructive conflicts are conflicts which end up being good or have a positive impact whereas destructive conflicts end up being disastrous.

Ting (1997) noted that employee's job satisfaction however, may not always be attained because of the differences in the educational background, sexual orientation, personalities, etc. and this is an indication of traces of conflict in the system. Conflict naturally occurs within a social framework; wherever humans are found at home, work, in religious settings. Everywhere there are two or more individuals (Algert and Watson, 2002). Conflict as it suggests can be misinterpreted and misunderstood to be bad within the context of firms because of its undesirable influence and negative impression to a firm but in the other hand, it has a positive side as it serves as a check and balance to impunities in the firm when it is properly managed (Eisenhardt,

Kahwajy and Bourgeois, 1997). This study examined the effect of conflict management strategies on employee job satisfaction in Federal and State ministries in Rivers State.

LITERATURE REVIEW

Conflict Management

Francis (2015) noted that conflicts normally occur when two or more parties like teams, departments and individuals do not agree on anything due to certain factors like personalities, beliefs, values and needs (Mwangi & Ragui, 2013). This affects the parties negatively or positively. In a work place, conflict normally occurs between employees and management or between colleagues. Conflict is also seen as inevitable and therefore managers may have to find various ways to manage conflicts because it may affect the performance of the organization like low results which need to be suppressed (Anis-ul-Haq & Niazi, 2014), thus managers have to come up with various ways to manage conflicts.

Conflict management refers to various strategies, styles, skills and processes required to manage conflicts in the organization (Corn, 2013). Conflict management does not necessarily mean that the conflicts will be settled or managed but seen as a way on how to reduce and suppress the conflicts. Human resources in the organizations are striving to show their value in the workplace and this can lead to conflicts among themselves (Francis, 2015). Therefore, management must have the right skills, know the right styles of managing conflict and which suit the organization, what procedures should be followed and who is in charge of handling the various types of conflicts in the organization.

The types of conflicts found in organizations and which individuals find them include interpersonal, intrapersonal, intergroup, intra-group and inter-organizational conflicts (Khalid & Fatima, 2016). Interpersonal conflicts are conflicts carried out between two individuals (Francis, 2015). Intrapersonal conflicts are issues that individuals have within them. Intergroup conflicts are conflicts that arise among groups competing to achieve the same goals of the organization. Intra-group conflicts are usually conflicts arising within the group due to various reasons (Zhu, 2013). The misunderstanding such as different opinions, management styles and failure to commit among the group members leads to an intra-group conflict. Finally, inter-organizational conflicts occur between organizations which rely on each other (Francis, 2015).

Conflict Management Strategies
Compromising Style

According to Francis (2015), compromising style of conflict management is also known as lose-lose situation where some of the parties needs are achieved but not all of them (Alzawahreh, 2011). The style is partially assertive and cooperative and this is required among the parties involved. The style is appropriate when parties need a solution for the mean time or temporal solution and also used as a backup plan when dominating or integrating style are rendered unsuccessful (Kinnander, 2011). This approach has got its own advantages such being more practical in nature than theoretical since it's based on time, provides a temporal solution for the problem and is also fast. This style is stressful in a way that a lot is demanded for it to be successful.

According to Saiti (2015) it was found out that compromising style encourages the employees to try and be cooperative and assertive to manage conflict among them and when efficient to them, employees are able to perform. The style was also found out to be used depending on the status of managers in the organization depending on the situation at hand (Alzawahreh, 2011). The status of the managers has a say in which style suits the conflict faced in the organization. Compromising style is used when the goal being sought can be shared fairly by the employees involved (Iravo, 2011) and are willing to give in on some demands in return for concession from the other. If one party achieved its goals the other party will concede in order to achieve the goals together but will not achieve exactly what they actually wanted. According to Ndulue (2016), the style was seen as one of the preferred styles when it came to solving conflicts in the organization though partly effective since a temporal solution is sought.

According to Kinnander (2011) in his study, the style was found out to be a used as a backup style in case dominating style was unsuccessful (Kinnander, 2011). The compromising style has more advantages and ends up with a temporal solution compared to the dominating style. Managers prefer this style because it's both assertive and cooperative in a moderate way and involves concern for each other. According to Mbithe (2013) in his studies found out that the managers are more willing to give up their own goals to satisfy the needs of their employees.

Dominating Style
According to Francis (2015) dominating style involves a party have more concern for themselves and don't worry about the concerns for others and thus identified as a situation of winning and losing. The dominating style relies on the use of position power that an individual holds (Mbithe, 2013). This style is assertive and uncooperative when used and associated with low levels of being effective in the end. Managers force employees to use this style who come up with the solutions and not involving the other parties. The managers assume that the goals of the organization are more important than the concerns of their employees. This affects the performance of the employees since managers over power their employees thus a style seen to be partly effective than appropriate for the situation (Longe, 2015).

Dominating style of conflict management is a style which involves one party winning and the other losing or well known as a competition, each party trying to achieve what they want over the other party (Simpao, 2013). The parties have got to be assertive achieve their goals, without cooperating with the other party and have no concern for them (Chan, Sit, & Lau, 2014). This style is most appropriate in case of an emergency has to be made such as wages, policies and procedures and also when parties are and comfortable with the style. According to Shaheryar (2016), the style may affect the relationship between the parties involved and may encourage another kind of conflict all together in the long run thus an ineffective style of conflict management.

According to Longe (2015) it was found out that this style is less likely to be used in organizations. Therefore when used, it may have an impact on the employee performance such as fear among themselves and competition (Tahir, Farooqi, Arshad, Muhammad, & Khan, 2016). The style was found to be more likely to be used when the conflict is seen to be in case of emergencies (Tetteh&Obuobisa-darko, 2016). This style was also found out to be unpopular or less likely to be used in an organization for its disadvantages that may arise in the long run

(Kinnander, 2011). Therefore dominating style is effective and beneficial in the end according to some scholars but not appropriate and should be minimized at all costs because it affects the relationships between individuals (Shaheryar, 2016).

Avoiding Style

Avoiding style of conflict management is the act of withdrawing from a conflict without a serious solution and managers in this case avoid the conflicts (Mbithe, 2013). This style of avoiding the conflict shows that the parties are ready to accept that the conflict does not exist among them anymore. There is low concern for oneself, uncooperative, unassertive and different from the other styles of conflict management (Luisser, 2012). The style is appropriate when winning is impossible or when controversies are high and also used by individuals who are emotionally affected in the end (George, Omweri & Miroga, 2013).

The avoiding style is used as a last resort for parties like among nurses (Al-Hamdan et al., 2011). The style was seen to be appropriate when parties needed time to gather sufficient information before the conflict is actually managed. The style was seen to have its own disadvantages in that the conflict may come up again (Ebrahim et al., 2014). The avoiding style of conflict management was seen to be used by some managers run from the problem than solving them and refuses to take up the responsibility of conflict management (Mbithe, 2013). The style is not a good long term strategy for an organization since the issues rise up again thus negative consequences.

According to Tetteh and Obuobisa-darko (2016), avoidance style of conflict management is more likely to be used by a particular group of employees in an organization like nurses than the other professions in the hospital because they believe that the problem does not exist to them. The style was seen to be the most dormant of all the other styles in most organizations (Kinnander, 2011). This is because individuals would rather run from the problem than to cooperate, come up with ideas and solve the conflict. While according to Al-Hamdan et al., (2011), the avoiding style is less likely to be used in some places because the problem comes up again in the long run since it is not resolved and seen to be unassertive (Francis (2015) . According to the various researchers, avoidance style is less likely to be used or not used in the organization for various reasons (Fusch&Fusch, 2015) whereas some researchers found the style more appropriate to avoid more conflicts in the organization and among them (Tetteh & Obuobisa-darko, 2016).

Accommodating Style

This style is also known as the obliging style (Francis, 2015). The accommodating style of conflict management shows having more concern for others that is putting the needs for others first, in that they intend to satisfy the needs for the other parties thus appeasement (Longe, 2015). The style is associated with accommodating behaviours which involves putting aside ones interests to please the rest. The style is unassertive and cooperative and normally used when one party is willing to give up for the other. In this case, managers try to meet the needs of all those involved in the conflict and this style is best suited for conflicts which have already existed and solve before.

According to Alzawahreh (2011) the accommodating style takes the form of pleasing the other party thus high concern for others. The style tends to protect the interests of the other parties thus giving an opportunity to see the conflict from a different direction all together. Lather, Jain and Shukla (2010) found out that the style is less likely to be used in an organisation because of its disadvantages that may come about in the long run whereas some researchers found the style suitable in some organisation since manager try to meet the needs of the parties involved in the conflict. According to Montes, Rodriguez and Serrano (2012), the style is used to maintain a harmonious relationship between management and employees thus leading to high performance of employees especially when the style is effective and beneficial.

According to Saeed (2014), this style was found to be used more when people cannot agree but in the end a decision has to be made in an organization setting. The style is seen to be the most highly used style to avoid conflicts in an organization in order to preserve a harmonious work environment. In public hospitals, it was found that accommodating style is more like to be used than in private hospitals compared to the styles of avoidance and dominating this was because of the advantages it has and what effects it will have on the performance of the employees in the long run (Lather et al., 2010). According to Lati and Umair (2015), this style was commonly used by team managers who are people oriented in an organization. Therefore according to some researchers or scholars, this style was seen to be appropriate to avoid conflicts among members and maintain a harmonious relationship in the work environment (Francis, 2015).

Integrating Style
The integrating style of conflict management involves high concern for self and others in a work environment (Alzawahreh, 2011). Exchange of ideas is encouraged and differences are sidelined to reach an effective solution for the parties involved. The integrating style focuses on problem solving in a collaborative way (Montes et al., 2012). The managers or organizations that use this style deal with the conflict directly and find constructive and creative solutions to the conflicts by having more concern for themselves and those of the employees by focusing on their own needs as well as those of the employees (Longe, 2015). The root problems of the conflict are analyzed before the solutions are sought and in the end, employees are satisfied and perform well in the long run.
The integrating style of conflict management plays a major role in solving conflicts thus encouraging continuous performance in the organization (Francis, 2015). According to Agwu (2013), there is reduced conflict, where the integrating style is used by the organization because of the process involved. Integrating style is said to be the most appropriate style to enhance continuous performance among employees because this style focuses on problem solving in a collaborative way (Alzawahreh, 2011). Employees that use this style face conflict directly and try to find new and creative solutions to their problems by focusing on their own needs as well as the need of others.

According to Agwu (2013) parties that used integrating style in dealing with conflict found it more reliable than any other styles since both parties benefit in the end. By using this method, both sides will be more committed and share in managing conflict in organizations (Montes et al., 2012). Conflict management by using integrating style is likely to be settled compared to other approaches since both parties are committed to finding the solution (Rahim, 2005) and satisfied that they are treated fairly. The integrating style of conflict management that when used

results end up being beneficial for the parties. In addition, performance of employees is strengthened by using integrating style because it encouraged participation thus increasing the understanding between employees. Integrating style gives employees a better understanding of all and the conflict is broadened thus solutions are easily found (Longe, 2015).

Employee Job Satisfaction
Job satisfaction can be defined as psychological state of how an individual feels towards work, in other words, it is people's feelings and attitudes about variety of intrinsic and extrinsic elements towards jobs and the organizations they perform their jobs in. The elements of job satisfaction are related to pay, promotion, benefits, work nature, supervision, and relationship with colleagues (Mosadeghrad 2003, p.28). Employee's satisfaction is considered as all-around module of an organization's human resource strategies. According to Simatwa (2011, p.41), Job satisfaction means a function which is positively related to the degree to which one's personal needs are fulfilled in the job situation. Kuria (2011, p.11), argued that employees are the most satisfied and highly productive when their job offers them security from economic strain, recognition of their effort, clean policy of grievances, opportunity to contribute ideas and suggestions, participation in decision making and managing the affairs, clean definitions of duties and responsibilities and opportunities for promotion, fringe benefits, sound payment structure, incentive plans and profit sharing activities, health and safety measures, social security, compensation, communication, communication system and finally, atmosphere of mutual trust and respect.

Job satisfaction means pleasurable emotional state of feeling that comes from performance of work (Simatwa 2011, p. 46).It commences with the recruiting of right people and continues with practicing programmes to keep them engaged and committed to the organization (Freyermuth 2004, p.77). Suntherland (2004, p.18), contends that companies with high quality human capital perform better in marketplace, and deliver higher and more consistent returns to shareholders, than companies with mediocre workers. Sustainable competitive advantage requires satisfaction of employees for retention to the knowledge base of an organization. This knowledge is often tacit and hard to transmit between employees. Competitive companies worldwide rely on their employees to provide innovative, advantageous and original solutions to problems the company may have.

Employees are deemed to be part of the intangible assets of an organization. They are a precious commodity that forms a significant part of an organization's value. Employee job satisfaction is supremely important in an organization because it is what productivity depends on. If employees are satisfied they would produce superior quality performance in optimal time and lead to growing profits. Satisfied employees are also more likely to be creative and innovative and come up with breakthroughs that allow a company to grow and change positively with time and changing market conditions. Employee satisfactions is becoming more challenging for companies including those in the telecommunication industry due to a number of factors such as availability of the right talent in some fields, manager-employee relations, competition, differences in the level of employer-employee expectations, the high cost associated with hiring new talents, among others.

Employers need for strategic effort directed at satisfying current employees is now urgent than ever to improve retention rates and decrease the associated costs of high turnover. Voluntary turnover is a huge problem for many organizations (Mitchell 2001, p.68).The labour market today is growing and changing fast. It is the responsibility of the leader in the organization to adapt to these changes to be able to make the organization profitable.

Locke (1976, p.29) gave a comprehensive definition of job satisfaction as pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Job satisfaction is a result of employee's perception of how well their job provides those things that are viewed as important. It is generally recognized in the organizational behaviour field that job satisfaction is the most important and frequently studied attitude. Weiss (2002, p.86) has argued that job satisfaction is an attitude but points out that researchers should clearly distinguish the objects of cognitive evaluation which are effect (emotion) beliefs and behaviours. The most referred definition of job satisfaction was offered by (Locket 1976, p.24), who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job.

Job satisfaction describes how content an individual is with his or her job. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as motivation or aptitude, although it is clearly linked. Job design aims to enhance job satisfaction and performance; methods include job rotation, job enlargement, job enrichment and job re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment style and culture, empowerment and autonomous work position. Rensis (1970, p.67) stated that the best common way of measurement is the use of rating scale where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers.

Theoretical Review
Thomas Kilmann Conflict Mode Instrument
Thomas and Kilmann in 1976 postulated the conflict mode instrument and were designed to understand the various behaviours of particular individuals in a conflict scenario. The model views mainly two particular perspectives that is assertiveness which is satisfying individual needs and cooperativeness which involves cooperating with others and when combined, form a conflict management style (Tjosvold et al., 2014). The model looks at the five basic styles of conflict management; integrating, dominating, accommodating, compromising and avoiding and how the two perspectives are involved.

The Thomas Kilmann conflict mode instrument was relevant to this study in that for conflicts to be solved, the managers should know the conflict management styles they use (Corn, 2013) and with this, they are then able to establish which style suits the organization depending on the parties behaviours of being assertive and cooperative of which in the end yield results. The managers can also select from a number of conflict management styles depending on which style suits the organization and how it was to have an impact on the employees' performance. The management should also be able to recognize the conflicts and establish how employees deal with them (Graham, Mentor, & Hughes, 2009) and educate them on the various styles on how to mitigate the conflicts. According to Iravo (2011), a work environment based on trust, respect and

free from conflicts leads to employee commitment and motivation with a result of high performance.

Social Exchange Theory

Social exchange theory, developed to explain the initiation, strengthening, and continued maintenance of interpersonal relationships, provides understanding relationships between individuals and their work organization (Blau, 2009). Individuals expect a response and an awarding in the context of this theory. These responses might be not only material or tangible facts, but also intangible facts such as friendship, interest, emotional support, social approval, respect, help and trust (Gouldner, 1960, Porath, 2010, Lambe et al., 2001 Blau, 2009). The parties of the social exchange should fulfill the rules arising from the mutual acceptance of those parties for the formation of trust, loyalty and commitment (Emerson, 1976). Thus, it is more possible for people (supervisor-employee) to become individuals who are glad to being together and serving the same purpose.

Two types of social exchanges have been studied in organizational behavior discipline. Exchanges between an employee and employing organization are called perceived organizational support (POS) (Eisenberger et al. 1986) and exchanges between the employee and their leader (supervisor) are referred to as leader-member exchange (LMX); Graen & Scandura, 1987). POS would be associated with outcomes that affect an organization as a whole, whereas LMX would be associated with outcomes that affect leaders and immediate work groups (Wayne et al. 1997, Eisenberger et al. 1986). The interaction between leader and member is a change at individual stage while the perception of support covers all elements of an organization (co- workers, management support, human resources practices).

Employee needs both the interest and support of their organization and the positive interaction they have with their leader in order to be productive, to have enough energy to be productive and to make an effort at work (Cole *et al.,* 2012, Dutton, 2003, Sias *et al*, 2004). If an employee perceives that the organization cares about their well-being and values their contributions, the employee will feel a sense of obligation to return the favorable treatment (Gavino*et al,.* 2012). The obligation felt will lead employees to make more effort. Therefore, the obligation which an employee their self feels, and the feeling of response rather than an obligation which management imposes will be more effective (Wayne et al. 1997, Rowe & Sherlock, 2005).

Mayo states the motive of human to belong to a social group and his desire to gain friendship take precedence over the rational reasons on which many management principles are based Jaffee, 2001). Social and psychological requirements of individuals result in their social and informal relations with each other. Applied researches show that people spend 70 – 80 % of their time in communicating with others (Matthews & Crow, 2010). The fact that this relation has a constantly formal structure makes people monotonous and insensitive and causes them to lose energy. Hence, informal relations might have an effect which can revive the emotions and motivations of people under monotonous circumstances. A ground for informal relations should be supplied with the support of management. The support given to the formation of informal relations would increase the perceived organizational support (Hayton *et al.,* 2012).

Social Network Theory

Social network analysis is concerned with how individuals in a network are connected. Specifically, a network consists of a set of nodes that are connected by ties (Kilduff & Tsai, 2003) and these ties determine several important outcomes such as human relationships, information exchange, performance, transactional contents (Burt, 2005). Because of its ability to understand human behavior within social units, social network analysis has been utilized in various academic fields. For instance, Nelson (1989) utilized social network analysis to focus conflicts within organizations and found that high-conflict organizations have fewer numbers of frequent contacts than low-conflict organizations. Sparrowe, Liden, and Kraimer (2001) analyzed the impact of social advice networks on individual and group performance and revealed that network centrality and hindrance network density were predictors of individual and group performance. Grabner-Krauter (2009) used social network analysis to investigate individual's decision process of sharing personal information with other individuals in an on-line social network and found that the role of trust is contributed in the decision process.

Wong and Boh (2010) used social network analysis to study peers' perception of managers' reputations for being trustworthy and found that attributes such as network heterogeneity, non-overlapping contacts, and network density played a role in enhancing a manager's peer reputation. Given social network analysis is a viable approach to understand human relationships in a network, the application of social network analysis in the context of gossip in organizations could help us better understand how gossip occurs. To date, however, only a few studies have utilized social network analysis to examine gossip in organizations. For instance, Szekfu and Szvetelszky (2005) investigated the dissemination of connections and information in human networks and claimed that the average path length, local patterns, and the degree of distribution affect the dynamics of gossip in human networks.

Grosser et al. (2010) used social network analysis in an organization to understand how employees engage in positive and negative gossiping behavior and found that individuals tend to participate in positive and negative gossip when it was related to friendship, whereas positive gossip was related to workflow ties and non-friendships due to the lack of trust. Mills (2010) used social network analysis to understand commonly accepted views of gossip and found that gossip is embedded in other forms of communication, as it is a part of sense making and social exchange which cannot be understood as a form of formal communications.

METHODOLOGY

Research Design

Zikmund (1991) noted that research design is a master plan specifying the methods and procedures for collecting and analyzing needed information. Ahiauzu (2007) suggested that the choice of a design is influenced by the purpose of the study, type of investigation, study setting, and unit of analysis and time horizon of the study. A descriptive survey design was used in this study. The design was appropriate because it is useful in establishing the nature of existing situation and current conditions and also in analyzing such situations and conditions.

Study Population and sample size
The target population of this study comprised all the staff of federal and state ministries in Rivers State. However, a **random** selection was made among the existing population and Two hundred (200) sample representatives were selected from the population.

Instrumentation and Data Collection Methods
The primary data were obtained from a primary source through the use of a structured questionnaire. The reason for this instrument is that the questionnaire is the most widely used instrument for data collection and because it is a quick means of obtaining the view of the respondents on a wide range of subjects.

The questionnaire was the principal tool in collecting primary data. The questionnaire contained structured, semi-structured and open-ended questions. The questionnaire was structured into two sections. The first section requested the general information of the respondent; the second captured information on the research problems. The questionnaire was designed in five options, very high extent, high extent, moderate extent, low extent and very low extent.

Data Analysis Methods
This study used quantitative analysis that involved generating descriptive statistics. The descriptive statistics included frequency tallies, their corresponding percentage scores.

DATA PRESENTATION, ANALYSES AND DISCUSSION OF FINDINGS
The source of data to the study was questionnaire administered to staff of Federal and State ministries. Out of the two Hundred (200) questionnaire administered, One Hundred and eighty seven (187) were retrieved and used for the analyses representing 94% while Thirteen (13) questionnaire which represent 6% were not retrieved due to time and unwillingness of respondents towards researchers. The table 1 gives the detail.

Table 1   Analysis of questionnaires administered

S/No	Questionnaire	No Retrieved	% Distribution
1	Questionnaire retrieved	187	94
2	Questionnaire not Retrieved	13	6
3	Total	200	100

Source: Field survey (2022)

Table 2: Compromising Strategy and Employee Job Satisfaction

S/No	Responses	No of respondents	% Distribution
1	Strongly agree	96	51.3
2	Agree	57	30.5
3	Undecided	15	8.0
4	Strongly disagree	12	6.4
5	Disagree	7	3.7
	Total	**187**	**100**

Source: Field survey (2022)

The table 2 indicates that ninety six (96) respondents out of the one hundred and eighty seven (187) strongly agree that compromising strategy lead to employee Job Satisfaction, this represent

51.3 percent of the total respondents. Fifty seven (57) respondents out of the one hundred and eighty seven (187) agree that compromising strategy lead to employee Job Satisfaction, this represent 30.5 percent of the total respondents, Fifteen (15) respondents out of the one hundred and eighty seven (187) had no decision on the effect of compromising strategy on employee Job Satisfaction, this represent 8.0 percent of the total respondents, twelve (12) respondents out of the one hundred and eighty seven (187) strongly disagree that compromising strategy lead to employee Job Satisfaction, this represent 6.4 percent of the total respondents while seven (97) respondents out of the one hundred and eighty seven (187) disagree that compromising strategy lead to employee Job Satisfaction, this represent 3.7 percent of the total respondents. From the above this study found that compromising conflict management strategy enhances employee performance. This finding is in line with Saiti (2015) who found out that compromising style encourages the employees to try and be cooperative and assertive to manage conflict among them and when efficient to them, employees are able to perform and (2011) that out to be a used as a backup style in case dominating style was unsuccessful (Kinnander, 2011).

Table 3: Avoiding Strategy and Employee Job Satisfaction

S/No	Responses	No of respondents	% Distribution
1	Strongly agree	59	31.6
2	Agree	103	55.1
3	Undecided	3	1.6
4	Strongly disagree	10	5.4
5	Disagree	12	6.4
	Total	**187**	**100**

Source: Field survey (2022)

The table 3 indicates that fifty nine (59) respondents out of the one hundred and eighty seven (187) strongly agree that avoiding strategy lead to employee Job Satisfaction, this represent 31.6 percent of the total respondents. One hundred and three (103) respondents out of the one hundred and eighty seven (187) agree that avoiding strategy lead to employee Job Satisfaction, this represent 55.1 percent of the total respondents, three (3) respondents out of the one hundred and eighty seven (187) had no decision on the effect of avoiding strategy on employee Job Satisfaction, this represent 1.6 percent of the total respondents, ten (10) respondents out of the one hundred and eighty seven (187) strongly disagree that avoiding strategy lead to employee Job Satisfaction, this represent 5.4 percent of the total respondents while twelve (12) respondents out of the one hundred and eighty seven (187) disagree that avoiding strategy lead to employee Job Satisfaction, this represent 6.4 percent of the total respondents. From the above this study found that avoiding conflict management strategy enhances employee performance. This finding is in line with Tetteh and Obuobisa-darko (2016) who opined that avoidance style of conflict management is more likely to be used by a particular group of employees in an organization like nurses than the other professions in the hospital because they believe that the problem does not exist to them while Al-Hamdan et al., (2011) noted that avoiding style is less likely to be used in some places because the problem comes up again in the long run since it is not resolved and seen to be unassertive (Francis (2015).

Table 4: Accommodating Strategy and Employee Job Satisfaction

S/No	Responses	No of respondents	% Distribution
1	Strongly agree	74	40.0
2	Agree	81	43.3
3	Undecided	1	0.54
4	Strongly disagree	13	6.9
5	Disagree	18	9.6
	Total	**187**	**100**

Source: Field survey (2022)

The table 4 indicates that seventy four (74) respondents out of the one hundred and eighty seven (187) strongly agree that accommodating strategy lead to employee Job Satisfaction, this represents 40.0 percent of the total respondents. Eighty one (81) respondents out of the one hundred and eighty seven (187) agree that accommodating strategy leads to employee Job Satisfaction, this represents 43.3 percent of the total respondents, one (1) respondent out of the one hundred and eighty seven (187) had no decision on the effect of accommodating strategy on employee Job Satisfaction, this represents 0.54 percent of the total respondents, thirteen (13) respondents out of the one hundred and eighty seven (187) strongly disagree that accommodating strategy lead to employee Job Satisfaction, this represents 6.9 percent of the total respondents while eighteen (18) respondents out of the one hundred and eighty seven (187) disagree that accommodating strategy lead to employee Job Satisfaction, this represents 9.6 percent of the total respondents. From the above this study found that accommodating conflict management strategy enhances employee performance. According to Alzawahreh (2011) the accommodating style takes the form of pleasing the other party thus high concern for others. Jain and Shukla (2010) found out that the style is less likely to be used in an organisation because of its disadvantages that may come about in the long run whereas some researchers found the style suitable in some organization since manager try to meet the needs of the parties involved in the conflict while Rodriguez and Serrano (2012) maintained that a harmonious relationship between management and employees thus leading to high performance of employees especially when the style is effective and beneficial.

Table 5: DominatingStrategy and Employee Job Satisfaction

S/No	Responses	No of respondents	% Distribution
1	Strongly agree	47	25.1
2	Agree	49	26.2
3	Undecided	38	20.3
4	Strongly disagree	23	12.3
5	Disagree	30	16.0
	Total	**187**	**100**

Source: Field survey (2022)

The table 5 indicates that forty seven (47) respondents out of the one hundred and eighty seven (187) strongly agree that dominating strategy lead to employee Job Satisfaction, this represents 25.1 percent of the total respondents. Forty nine (49) respondents out of the one hundred and eighty seven (187) agree that dominating strategy lead to employee Job Satisfaction, this represents 26.2 percent of the total respondents, thirty eight (38) respondent out of the one

hundred and eighty seven (187) had no decision on the effect of dominating strategy on employee Job Satisfaction, this represents 20.3 percent of the total respondents, twenty three (23) respondents out of the one hundred and eighty seven (187) strongly disagree that dominating strategy leads to employee Job Satisfaction, this represents 12.3 percent of the total respondents while thirty (30) respondents out of the one hundred and eighty seven (187) disagree that accommodating strategy lead to employee Job Satisfaction, this represent 16.0 percent of the total respondents. The findings of the study are in line with the opinions of Longe (2015) that this style is less likely to be used in organizations. Therefore when used, it may have an impact on the employee performance such as fear among themselves and competition and noted that this style was also found out to be unpopular or less likely to be used in an organization for its disadvantages that may arise in the long run (Kinnander, 2011).

CONCLUSION AND RECOMMENDATIONS

The study sought to determine the relationship between the various conflict management strategies and employee job satisfaction in federal and state ministries in Rivers State. The study found and concludes that there is significant relationship between compromising, avoiding, accommodating and dominating conflict management strategies and employee job satisfaction in the federal and state ministries in Rivers State. as in the public sector, government commonly used the compromising strategies because conflicts are seen from both sides, there's full participation of all parties; the avoiding strategies is commonly because individuals keep issues to themselves and withdraw from the conflict at hand; and the dominating strategies was commonly used because the strategies was used in case of an urgency of an issue in order to solve conflicts. The study makes the following recommendations:

i. Government should incorporate conflict management orientation strategies to help shape the thinking of the employees towards accommodating one another and enhancing job satisfaction of the employees.

ii. Conflict should properly be managed in the organizations to avoid negative effect on employee job satisfaction. There should be strategies of meeting employee's needs to avoid conflict from employees.

iii. Government need to have educated and conscious directors for improving situation and managing affairs in organization. Both employer and employees should celebrate their conflict management successes and work out plans for ways they can improve in the future.

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