

**EFFECTIVENESS OF THE CONFLICT MANAGEMENT TECHNIQUE(S)
EMPLOYED AND CONFLICT RESOLUTION IN NNAMDI AZIKIWE UNIVERSITY
TEACHING HOSPITAL NNEWI, ANAMBRA STATE NIGERIA**

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Abstract

Conflict is a disagreement or clash between individuals or groups arising from differences in opinions, interests, values, or objectives, which may lead to tension, hostility, or disruption within organizational or institutional context. The study examined the effectiveness of the conflict management technique(s) employed and conflict resolution in Nnamdi Azikiwe University

Teaching Hospital Nnewi, Anambra State Nigeria within the period, 2010-2023. Specifically, The study examined the effect of conflict management technique(s) in use in the hospital on the commitment of medical doctors to the accomplishment of assigned tasks in the teaching Hospital, Nnewi and determined whether conflict management technique(s) in use has effect on job satisfaction and turnover rate of medical doctors in Nnamdi Azikiwe University Teaching Hospital, Nnewi. The Thomas Kilmann Conflict Mode Instrument was adopted as the theoretical framework for the study. The survey research was adopted and data were generated from questionnaires and interviews. The population used for the study is nine hundred and fifty four (954), made up of all the medical doctors and other relevant stakeholders in Nnamdi Azikiwe University Teaching Hospital Nnewi (NAUTH). The sample size of 410 was determined using the Krejcie and Morgan sample size determination formula. Descriptive statistical tools were used to collate and analyze the data generated while inferential statistical tools were used to test the hypotheses. Findings revealed that there are specific conflict management techniques employed by the management of the hospital to address conflict situations in Nnamdi Azikiwe University Teaching Hospital Nnewi and that the techniques so employed are not very effective in resolving conflict situations in the hospital, that unresolved conflicts has implications on the quality of health-care delivery of medical doctors in Nnamdi Azikiwe University Teaching Hospital Nnewi, that the conflict management techniques in use in the hospital has an effect on the commitment of medical doctors to the accomplishment of assigned tasks in Nnamdi Azikiwe University Teaching Hospital, Nnewi and that conflict management techniques in use have an effect on job satisfaction and turnover rate of medical doctors in Nnamdi Azikiwe University Teaching Hospital, Nnewi. The study recommend that to address the negative implications of ineffective conflict management techniques and boost medical doctors' confidence, management should overhaul existing conflict management techniques, soliciting feedback from staff to inform improvements for effective conflict resolution. To ensure continued commitment of medical doctors to assigned tasks, federal government should explore ways to build into the industrial relations systems Acts that will checkmate abuses to collective agreements and also foster a supportive work environment that promotes work-life balance, address burnout and establish clear, transparent and fair conflict resolution policies and procedures.

Keywords: Conflict management Techniques, Conflict Resolution, Nnamdi Azikiwe University Teaching Hospital, Nnewi, Anambra State, Nigeria

Introduction

Conflict is an inherent and ubiquitous element of human societies, often arising from agreements and disagreements among individuals, groups, or organizations as they strive to achieve organizational goals and personal interests. It is viewed as a process where one party perceives negative attitudes from another (Oyenkachi & Emodi, 2025), or as a struggle for resources and power (Simpao, 2019). Cinar and Kaban, (2021) stated that conflict is an incompatibility of goals or values between two or more parties in a relationship, combined with attempts to control each other's' feeling.

Conflicts are inevitable due to the complexity of human interactions within organizations especially, health-care organizations because of the nature of their work often considered as very essential service. Situations of constant disagreement can impede progress and hinder organizational processes (Agwu, 2019). Scholars and researchers consistently analyze how conflict management operates within organizations, recognizing its diverse sources and consequences (Iravo, 2020). It is widely acknowledged that the type of conflicts organization faces significantly influences the kind of technique to employ in resolving it, its success or failure. This emphasizes the importance of conflict resolution (Tjosvold & Sun, 2019).

Conflict management encompasses various elements such as styles, processes, techniques and skills aimed at mitigating and resolving conflicts within the workplace.

The choice of conflict management style depends on the organization and each style offers potential long-term benefits. Conflict management styles include dominating, compromising, integrating, avoidance, and accommodation (Rahim, 2018), each suitable for different types of conflicts, conflict situation and relationships (Montes, Rodriguez, & Serrano, 2021).

Conflicts are prevalent in public sector organizations, often leading to reduced performance due a clash of interests (Corn, 2019). They can arise from disagreements over stakeholders' interests, values, and goals. It is one of the countless challenges common to many organizations, the health sector inclusive (Melford, 2020). The World Health Organization describes health workers as all people engaged in actions whose primary intent is to enhance health; they include doctors, nurses, pharmacists, laboratory technician, laboratory scientists, community health workers, management, and support workers. According to World Health Organization (2024) health-care workers are primarily concerned with the well-being of the patients, but organizational hierarchy, specialization, and multiplicity of skills often creates rivalry and power struggle among various

groups of health professionals over the control and leadership of the work process. To worsen the situation, different health-professional associations act as interest groups to influence government policy in favor of their members, not minding the implication to other professional groups and the health sector in general.

In Nnamdi Azikiwe University Teaching Hospital, Nnewi conflict apart from the above exposition can also be attributed to various causes which include poor remuneration and working conditions for workers; inadequate health facilities; lack of medical infrastructure; and non-implementation of collective agreement, among others. This purely is between the management of the hospital and the workers union. The Nigerian medical association often adopts confrontational approach in addressing these myriad of problems.

The basis of conflict between medical doctors and their employers (government and its health management team) is often attributed to divergent opinion between the two actors (Jones, George & Hill 2000). Medical doctor's individual and group performance is crucial for the success of healthcare institutions, measured by their contributions and effectiveness in fulfilling their duties (Thao & Hwang, 2019). Effective performance management involves motivation, rewards, and positive industrial relations (Saeed et al., 2019). Evaluation of employee performance identifies areas for improvement, determines compensation, and enhances productivity (Armstrong, 2019).

In Nigeria, conflicts between the Nigerian medical association NMA and the government frequently lead to strikes, disrupting healthcare services (Ogbette et al., 2017) and the management using specific techniques to resolve it, which in most cases are resolved in bits and not completely resolved successfully. These conflicts, rooted in economic and political factors, highlight the need for effective conflict management (Ogbette et al., 2017). Strikes by medical doctors have been a recurring issue, affecting access to healthcare services (Oluyemi, 2020) and detrimental effects on public healthcare delivery, thus necessitating effective conflict management strategies.

It is upon this background that this study sought to x-ray the effectiveness of the conflict management technique(s) employed and conflict resolution in Nnamdi Azikiwe University Teaching Hospital Nnewi, Anambra State Nigeria

Review of Related Literature

Conceptual Review

Conflict Management Techniques/Strategies

Conflict management techniques according to Adeoji, (2021) are methods and strategies used to manage and resolve conflicts in a constructive manner, including communication, negotiation, mediation and problem-solving. Conflict management techniques are a set of skills and strategies used to identify, assess and address conflicts in a way that minimizes harm and promotes positive outcomes.

According to Adeyemi and Ademilua, (2021) conflict management involves designing effective strategies to minimize the dysfunctions of conflict and enhance the constructive functions in order to optimize learning and effectiveness of an organization. This implies that managing conflict does not necessarily connote avoidance or termination but the decrease of the odds of non-productive escalation. As such, conflict management techniques are the methods by which organizations and people handle grievances or disputes so as to find a middle way alternative to increase resolution, work towards consensus and offer genuine commitment to decision-making.

Conflict management techniques or strategies in hospitals encompass a comprehensive set of planned actions and interventions designed to attain specific objectives in addressing conflicts among healthcare professionals and within the healthcare system. These strategies go beyond mere conflict resolution; they are forward-looking, aiming to maintain a harmonious and productive patient care environment while navigating the intricacies of complex conflicts.

Understanding conflict management strategies in hospitals requires recognizing that they are part of a broader strategic framework within a healthcare institution. These strategies are instrumental in shaping the mission, vision, values, goals, objectives, responsibilities, and timelines of the hospital (Blatstain, 2021). They provide the tools necessary to implement these strategic choices effectively at both tactical and operational levels.

One of the primary functions of conflict management strategies in hospitals is to intervene effectively in healthcare-related conflicts, particularly those involving powerful stakeholders who possess the resources and influence to exert pressure on conflicting healthcare professionals and steer them toward settlements. Furthermore, these strategies involve the design and establishment

of mechanisms that guide healthcare conflicts into constructive channels (Bloomfield and Reilly, as cited in Miall, 2020).

The core of conflict management strategies in hospitals lies in dealing with conflicts in a constructive manner. They do not merely aim to eliminate conflicts but rather seek to manage them skillfully. In this context, the focus is on how to deal with conflicts effectively, foster cooperation among healthcare professionals, design practical systems for managing differences, and create an environment where healthcare conflicts can find common ground (Bloomfield and Reilly, 2008).

Conflict management strategies in hospitals extend to various elements of healthcare management. They involve defining the hospital's mission, vision, and objectives, the development of policies and plans, and the allocation of resources to execute these policies and plans. These strategies also encompass the analysis of major healthcare initiatives taken by the hospital's top management, especially in terms of resources and performance within the healthcare system (David, 2019).

Ultimately, the objective of conflict management strategies in hospitals is to ensure that the hospital's healthcare policies and strategic priorities are optimally aligned. These strategies facilitate the creation of a framework within which healthcare conflicts are managed systematically and constructively.

The conflict management process can be divided into several phases:

1. **Conflict Identification:** In this phase, the conflict is recognized and analyzed to identify the underlying causes and parties involved.
2. **Conflict Assessment:** In this phase, the severity of the conflict and the extent of its impact on the organization or team are assessed.
3. **Conflict Resolution Strategies:** In this phase, various strategies for resolving the conflict are developed and selected. This can include the use of negotiation techniques, mediation, or compromises.
4. **Implementation of Conflict Resolution:** In this phase, the selected strategy is implemented to resolve the conflict and reach an agreement.

5. Debriefing and Evaluation: In this phase, the effectiveness of the implemented solution is evaluated and it is reviewed whether the conflict has been successfully resolved. If necessary, further measures may be taken to prevent or better manage future conflicts.

In the context of hospitals and healthcare institutions, the implementation of conflict management strategies is crucial. The diverse nature of conflicts within these institutions requires a multifaceted approach. Conflict management strategies, in this context, encompass a range of mechanisms, including dialogue, arbitration, negotiation, mediation, problem-solving through confrontation, the establishment of standing committees, effective communication, separation mechanisms, avoidance, consultation, super ordinate methods, problem boxing, adjudication, the promotion of a culture of civility, and even the power of prayer.

Empirical Review

Oyenkachi and Emodi (2025) examined conflict management among health workers at Nnamdi Azikiwe University Teaching Hospital (NAUTH) in Nnewi, Anambra State, Nigeria. Specifically, the study examined how past events without an actual cause could lead to misunderstandings and conflicts among NAUTH staff; explore how ineffective communication stemming from differing perceptions of spoken words could precipitate conflicts, and examine how factors like education levels, language barriers, and poor working conditions contribute to conflicts. Relevant literature was reviewed, and a descriptive research design was employed. The study population was 1,081, with a sample size of 292 selected through simple random sampling. Data was collected via structured questionnaires. The findings revealed a significant relationship between conflict among NAUTH health workers and individual education levels, communication issues, and unconducive working environments. The study concluded that while internal conflicts undoubtedly exist at NAUTH, efforts are underway to resolve them amicably through acknowledged conflict management strategies. Conflicts arise from disagreements and competing interests. Most respondents affirmed experiencing staff conflicts, which can harm an organization.

Anthony and Nwanodi (2025) examined conflict management and organizational performance in Ministry of Works Anambra State. The study was quantitative in a nature as data collection was based on the primary sources, while the conflict management theory was adopted as the theoretical framework of analysis. The study revealed that; there is a significant positive relationship between effective conflict management and the improvement of organizational performance in Anambra State Ministry of Works. Again, the study found out that; there exists a significant positive relationship between proper collaboration and increased employee productivity in Anambra State

Ministry of Works. The study concludes that conflict management have a significant positive relationship on the Organizational performance in Anambra Ministry of Works.

Nneka (2019) investigated on the management of conflict and performance of an organization. The study sampled a total of 5 brewery companies. Data analysis was done through use of frequency tables and percentage analysis. The study findings revealed that all the strategies of managing conflict significantly and positively related to the performance of an organization. The study recommended that managers adopt the strategies of managing conflict to help in conflict management in their organizations. The accommodating strategy can be appropriate in cases where a manager needs his subordinates to accept responsibility and learn from their own errors and where a manager is hopelessly outmatched for control when the other side uses a competitive strategy because he or she assumes it would lose anyway. Accommodating managers are often characterized as responsible and find fulfillment in helping others meet their needs. They seem to be sensitive to their employees' feelings, and seek to be compassionate, kind and nurturing. They would always put the employees' needs before themselves and show a spirit of cooperation. This will inspire the employees to increase their efforts in improving the performance level because they will feel appreciated and recognized.

El Dahshan and Keshk (2019) investigated the styles of managing conflict that are used by a manager and how they affect the turnover intention of the staff nurses at Shebin El Kom Hospitals, Menoufiya Governorate. Conflict, as an inherent condition of human life, emerges as a regular obstacle. Harmony between work and life is a crucial business strategy for rising employee morale and enhancing overall company performance. More flexibility can tackle the work life balance problem. The study was conducted in two selected hospitals, Menoufiya University Hospital and Shebin El-Kom Teaching Hospital. The study employed the use of two standardized questionnaires in measuring the study variables. The findings of the study revealed that most used the style of managing conflict while a few used the competing style. The study concluded that the turnover intension and the three conflict management styles (collaboration, compromise and avoiding) significantly and positively related to each other while the turnover intension and the competing style significantly and negatively related to each other.

Iwuno, (2025) conducted a study on exploring how negotiations as a strategy for conflict resolution can affect performance of employees. The study was done at Kampala Capital City Authority (KCCA) in Uganda and its 222 technical staff. Negotiation is an ideal format in securing consensus from all employees of the firm and the groupings that have alternative and divergent views. It

makes clear the reason why certain compromises were made and by large extent determines if the organization will gain understanding and mutual agreements by the opponent party. The study found out that there was a positive but weak correlation between negotiation strategy and employee performance. The study also concluded that negotiation strategy helps to build and strengthen group cohesion and cooperation. The negotiation strategies are best options for contract negotiations between employer and employee and conflict resolution for warring parties. The management of KCCA can also adopt the use of negotiated strategy to handle issues before they erupt or escalate in magnitude.

Gap in Literature

Within the extensive body of literature examining conflict management, its sources, and its consequences in various organizational settings, there is a discernible void in research pertaining to the specific context of conflict management techniques in public hospitals in Nigeria and on Medical Doctors performance in Anambra state. While the literature review provides a comprehensive overview of related studies, it becomes evident that none of these studies offers a comprehensive analysis of the multifaceted issues surrounding conflict management techniques within public healthcare institutions in this specific geographical region.

The lacuna in the literature is particularly conspicuous, given the unique challenges that medical doctors in public hospital in Anambra State face. These challenges encompass but are not limited to, resource constraints, patient cultural diversity, and the pressing need to provide equitable and high-quality healthcare services. Consequently, there exists an imperative to focus specifically on this sector to fully understand how conflicts manifest, how they are managed, and how they impact resident doctors' performance.

The studies referred to in the literature review predominantly examine conflict dynamics in a broader Nigerian context or within the framework of other industries such as education or corporate organizations. While these studies provide valuable insights into conflict management principles and techniques, they fall short of addressing the intricate intricacies and nuances of conflict management within the healthcare sector, and more precisely within public hospitals.

Furthermore, healthcare institutions are unique in terms of their objectives, obligations, and the critical role they play in society. Public hospitals in Anambra State, in particular, are at the forefront of providing essential healthcare services to a diverse population. Yet, these institutions

grapple with complex challenges, including limited budgets, shortages of medical staff, cultural considerations, and the constant need to provide efficient, accessible, and high-quality healthcare.

Understanding the sources and consequences of conflicts within this specific context is vital, as it can inform the development of tailored strategies for efficient conflict resolution and improved medical doctors' performance. Recognizing the dearth of research that directly addresses these issues within Southeast Nigeria, this thesis aims to bridge the gap by conducting an exhaustive investigation into conflicts management techniques within public hospitals. It also endeavors to evaluate the effectiveness of various conflict management techniques, and most importantly, it seeks to elucidate the impact of these conflicts on the overall performance of the medical doctors.

The aim is not only to expand the body of knowledge on conflict management techniques within the healthcare sector but also to offer region-specific insights that can be translated into actionable recommendations for healthcare professionals, policymakers, and hospital administrators in Southeast Nigeria. This research seeks to empower these stakeholders with practical strategies and tools for conflict resolution and effective hospital management, ultimately leading to improved healthcare delivery and better patient outcomes in the region.

Theoretical Framework

In this section, we delve into the theoretical underpinning that forms the foundation of this study. This theory is applied to examine human behavior within the workplace, specifically in the context of conflict management techniques and their influence on employee performance. The theoretical theme we explore is the Thomas Kilmann Conflict Mode Instrument.

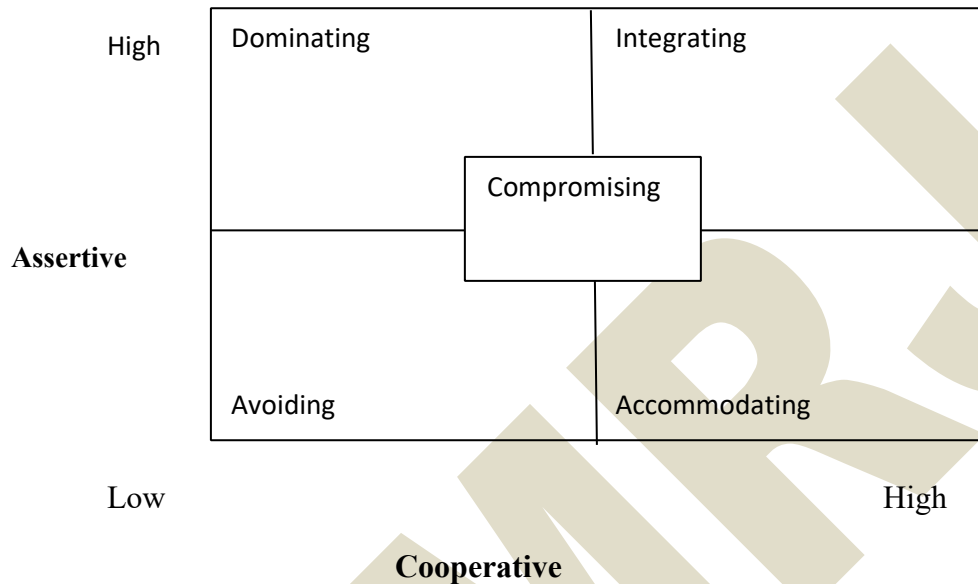
Thomas Kilmann Conflict Mode Instrument

The Thomas Kilmann Conflict Mode Instrument, developed by Thomas and Kilmann in 1976, provides a structured approach to understanding individual behaviors within the context of conflicts. This model focuses on two fundamental perspectives: assertiveness, which is the degree to which individuals seek to satisfy their own needs, and cooperativeness, which pertains to individuals' willingness to cooperate with others.

The instrument outlines five basic styles of conflict management: integrating, dominating, accommodating, compromising, and avoiding. Each of these styles is characterized by varying degrees of assertiveness and cooperativeness (Tjosvold et al., 2019). As shown in Figure 2.1, the model illustrates the interplay between these two dimensions in different conflict management.

Fig 2.2

fig



Source: Thomas Kilmann (1974)

In this model, dominating style is assertive but uncooperative, accommodating style is unassertive but cooperative, avoiding style is both unassertive and uncooperative, compromising style strikes a balance between assertiveness and cooperativeness, and integrating style combines both assertiveness and cooperativeness (Thomas and Kilmann, 1976). Essentially, the model offers insights into how individuals behave when confronted with conflicts, depending on their levels of assertiveness and cooperativeness.

The Thomas Kilmann Conflict Mode Instrument holds relevance in this study, particularly concerning the conflict management styles used by managers. It empowers managers to identify their predominant conflict management styles (Corn, 2019), thereby enabling them to select an approach that aligns with the organization's goals and the behavior of the parties involved.

Methodology

Research Design

This study employed a descriptive survey design. This study was carried out in Nnamdi Azikiwe University Teaching Hospital (NAUTH), Nnewi, located in Anambra State South East Nigeria. The target population for this study comprised of medical doctors from the four basic classification/ category of medical doctors in Nnamdi Azikiwe University Teaching Hospital Nnewi. The total population of medical doctors in Nnamdi Azikiwe University Teaching Hospital is eight hundred and four (804) and, an additional 150 respondents chosen to represent other staff of the hospital that are not medical doctors and the relevant stakeholders – patients. Therefore, the population for the study is 954 - nine hundred and fiftyfour (source- office of the Director Administration unit; 2023). The distribution of the target population on the basis of the four classifications of medical doctors is shown in table 3.1 below.

The questionnaire is the major research instrument for generating data for the study.

The data collected from the respondents was analyzed using descriptive and inferential statistics. The Statistical Package for Social Sciences (SPSS) was utilized in data collation and analysis.

Data Analysis

Core Research Issues

Data obtained from the second part of the questionnaire were analysed in line with the research questions and the hypotheses and were presented in the tables below.

Objective 1

Research Questions One: What conflict management techniques were employed by the management of the hospital to address conflict situations in Nnamdi Azikiwe University Teaching Hospital Nnewi, and how effective are these techniques in conflict resolution in the hospital?

Table 1 Conflict management techniques in use in Nnamdi Azikiwe University Teaching Hospital Nnewi

Item	1	2	3	4	5	\bar{X}	Standard Deviation
	SD	D	UD	A	SA		
My organization encourages open communication as a way of managing conflicts.	18.6%	39.0%	4.2%	24.6%	13.6%	2.7542	1.37086
Team members are encouraged to negotiate to reach mutually beneficial solutions.	4.2%	25.4%	6.8%	44.9%	18.6%	3.4831	1.18201
My organization adopts a collaborative approach (win-win) in handling conflicts.	9.4%	46.2%	5.1%	35.0%	4.3%	2.7863	1.15093
Managers sometimes use compromise (give-and-take) to settle disputes.	6.8%	5.9%	4.2%	60.2%	22.9%	3.8644	1.05341
Employees are given opportunities to express their grievances without fear of victimization	6.8%	15.3%	15.3%	43.2%	19.4%	3.19	1.269
Problem Focused Solution	6.0%	9.4%	10.3%	62.4%	12.0%	3.61	1.062
Avoidance is occasionally applied as a conflict management technique in this organization	6.8%	11.9%	4.2%	66.1%	11.0%	3.87	0.833
Conflicts are often addressed through formal written agreements or contracts within NAUTH.	2.5%	5.1%	11.0%	65.3%	16.1%	4.08	0.564

In some cases, management uses authority (forcing/dominating) to resolve conflicts.	5.1%	13.6%	5.1%	63.6%	12.7%	3.65	1.033
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Source: Field Survey, 2026

Table 1 presents the responses to questions regarding conflict management techniques employed by the management of the hospital to address conflict situations in Nnamdi Azikiwe University Teaching Hospital Nnewi.

Each item represents a specific statement related to conflict management technique in use, and respondents were asked to indicate their level of agreement on a scale from 1 to 5, with 1 being "Strongly Disagree (SD)" and 5 being "Strongly Agree (SA)." The table also includes the percentage of respondents for each response category, along with the standard deviation.

The majority of respondents (39.0%) "Disagree (D)" or "Strongly Disagree (SD)" with this statement, indicating a perception that their organization encourages open communication as a way of managing conflicts. The standard deviation (SD) is moderate, suggesting some variability in responses.

A significant portion of respondents (44.9%) "Agree (A)" or "Strongly Agree (SA)" believe that team members are encouraged to negotiate to reach mutually beneficial solutions. The standard deviation is relatively low, indicating a higher level of agreement among respondents compared to other items.

The majority of respondents (46.2%) "Disagree (D)" or "Strongly Disagree (SD)" with this statement, suggesting that my organization adopts a collaborative approach (win-win) in handling conflicts.. The standard deviation is moderate.

A large proportion of respondents (60.2%) "Agree (A)" or "Strongly Agree (SA)" with this statement, indicating that Management sometimes use compromise (give-and-take) to settle disputes The standard deviation is relatively low.

A considerable number of respondents (43.2%) "Agree (A)" said that employees are given opportunities to express their grievances without fear of victimization. However, there is also a

notable percentage (15.3%) who "Strongly Disagree (SD)" with this statement. The standard deviation is moderate.

A significant majority of respondents (62.4%) "Agree (A)" or "Strongly Agree (SA)" with this statement, suggesting that problem focused solution is employed as a means of conflict management. The standard deviation is relatively high as well.

A significant majority of respondents (66.1%) "Agree (A)" agreed with this statement, indicating that Avoidance is occasionally applied as a conflict management technique in this organization. The standard deviation is low, suggesting a high level of agreement.

A large majority of respondents (65.3%) "Agree (A)" agreed that conflicts are often addressed through formal written agreements or contracts within NAUTH. The standard deviation is low.

A considerable number of respondents (63.6%) "Agree (A)" that in some cases, management uses authority (forcing/dominating) to resolve conflicts. The standard deviation is moderate.

ii - How effective are these techniques in conflict resolution in the hospital?

Very effective (1) Effective (2) Less effective (3) Not Effective (4)

Effectiveness of Conflict Management Techniques in Use

Item	1	2	3	4	Total
	VE	EF	LE	NE	
Open communication	39 (10.4)	72 (19.2%)	171 (45.6%)	93 (24.8%)	375 (100%)
Negotiation	56 (24.8%)	56 (14.9%)	140 (37.3%)	86 (22.9%)	375 (100%)
Collaborative approach	18	54	252	51	375

	(5.0)	(3.1)	(31.9)	(54.3)	(100%)
Compromise (give-and-take)	37	51	204	83	375
	(9.9)	(13.6)	(54.4%)	(22.1%)	(100%)
Expression of grievances	4	54	161	156	377
	(1.1%)	(14.4%)	(42.9%)	(41.6%)	(100%)
Problem focused solution	154	146	27	48	375
	(41.1)	(38.9)	(7.2)	(12.8)	(100%)
Avoidance	51	252	18	54	375
	(13.6)	(67.2)	(4.8)	(14.3)	(100%)
Formal written agreements	204	83	37	51	375
	(54.4)	(22.1)	(9.9)	(13.6)	(100%)
Dominating/forced resolution	93	48	111	123	375
	(24.8)	(12.8)	(29.6)	(32.8)	(100%)

The table above indicates that ninety-three (93) respondents which represents 24.8% agrees that open communication was not an effective technique in conflict management in their organization, whereas 45.6% of the respondents which represents one hundred and seventy-one (171) agreed. Furthermore seventy-two (72) respondents which represent 19.2% of the respondents believe that the technique was effective, while thirty-nine (39) which represents 10.4% saw it as being very effective.

The table above indicates that ninety-three hundred (93) respondents which representing 24.8% maintained that Negotiation are not effective in conflict management in their organization. Whereas 14.9% of the respondents which represents fifty-six (56) agreed it is effective. Furthermore one hundred and forty (140) respondents which represent 37.2% of the respondents said that it is less effective while eighty-six (86) which represents 22.9% maintained that it is not effective way of conflict management techniques..

The table above indicates that fifty-one (51) respondents which representing 13.6% agrees that Collaborative approach are very effective in conflict management in their organization. Whereas 67.2% of the respondents which represents two hundred and fifty-three (253) maintained that the techniques is effective.. Furthermore eighteen (18) respondents which represent 4.8% of the respondents are less effective, while fifty-four (54) which represents 14.4% are not effective

The table above indicates that two hundred and four (204) respondents which representing 54.4% agrees that Compromise (give-and-take) is very effective techniques in conflict management in their organization. Whereas 22.1% of the respondents which represents eighty-three (83) maintained that the techniques is effective.. Furthermore thirty-seven (37) respondents which represent 9.9% of the respondents are less effective, while fifty-one (51) which represents 13.6% are not effective

The table above indicates that four (4) respondents which representing 1.1% agrees that Expression of grievances is very effective techniques in conflict management in their organization. Whereas 14.4% of the respondents which represents fifty-four (54) maintained that the techniques is effective.. Furthermore one hundred and sixty one (161) respondents which represent 9.9% of the respondents are less effective, while one hundred and fifty-sixty (156) which represents 14.1% are not effective

The table above indicates that one hundred and fifty-four (154) respondents which representing 41.1% agrees that Training on conflict resolution and communication skills is very effective techniques in conflict management in their organization. Whereas 38.9% of the respondents which represents one hundred and forty-six (146) maintained that the techniques is effective.. Furthermore twenty-seven (27) respondents which represent 7.2% of the respondents are less effective, while forty-eight (48) which represents 12.8% are not effective

The table above indicates that fifty-one (51) respondents which representing 13.6% agrees that Avoidance approach are very effective in conflict management in their organization. Whereas 67.2% of the respondents which represents two hundred and fifty-three (253) maintained that the techniques is effective.. Furthermore eighteen (18) respondents which represent 4.8% of the respondents are less effective, while fifty-four (54) which represents 14.4% are not effective

The table above indicates that two hundred and four (204) respondents which representing 54.4% agrees that Formal written agreements are very effective techniques in conflict management in their organization. Whereas 22.1% of the respondents which represents eighty-three (83) maintained that the techniques is effective. Furthermore thirty-seven (37) respondents which represent 9.9% of the respondents are less effective, while fifty-one (51) which represents 13.6% responded that that are not effective

The table above indicates that ninety-three (93) respondents which representing 24.8% agrees that Management authority are very effective techniques in conflict management in their organization. Whereas 12.8% of the respondents which represents forty-eight (48) maintained that the techniques is effective. Furthermore, one hundred and eleven (111) respondents which represent 29.6% of the respondents are less effective, while one hundred and twenty-three (123) which represents 32.8% responded that that are not very effective.

Overall the findings on research question one presents information on conflict management techniques employed by NAUTH, it also show areas where NAUTH's conflict management techniques are perceived positively such as prompt resolution of conflicts and the use of formal written agreements. However, there are also areas of concern such as perceived lack of collaborative environment and problem – solving approaches. These findings suggest potential areas for improvement in NAUTH's conflict management practices.

Research Question Two: What are the effects of conflict management technique(s) in use in the hospital on the commitment of medical doctors to the accomplishment of assigned tasks in Nnamdi Azikiwe University Teaching Hospital, Nnewi?

Table 3 Conflict Management Technique and the Commitment of Medical Doctors to Task Accomplishment

Item	1	2	3	4	5	\bar{X}	Standard Deviation
	SD	D	UD	A	SA		
Unresolved conflicts within NAUTH adversely impact the quality of healthcare services provided to patients	6.0%	9.4%	10.3%	62.4%	12.0%	3.61	1.062
Conflicts between medical doctors and hospital management or the government lead to delays in patient care and treatment	6.8%	11.9%	4.2%	66.1%	11.0%	3.87	0.833
Patients' trust and confidence in NAUTH are negatively affected by the presence of ongoing conflicts	2.5%	5.1%	11.0%	65.3%	16.1%	4.08	0.564
Effective conflict resolution mechanisms within NAUTH contribute to better patient outcomes and satisfaction	5.1%	13.6%	5.1%	63.6%	12.7%	3.65	1.033
Unresolved conflicts between medical doctors and hospital management or the government compromise the overall reputation and image of NAUTH	6.8%	16.1%	34.7%	41.5%	0.8%	3.71	0.725
Unresolved conflicts within NAUTH frequently lead to	0.9%	5.3%	23.7%	62.3%	7.9%	4.10	0.749

disruptions in scheduled patient appointments or procedures							
Conflicts between medical doctors and hospital management or the government significantly contribute to increased stress and anxiety among patients receiving care at NAUTH	2.5%	7.6%	5.9%	68.5%	22.9%	3.94	0.920
Conflicts within NAUTH have a notable impact on the hospital's reputation and public perception within the community	4.5%	12.6%	9.0%	60.4%	13.5%	3.50	1.416
Unresolved conflicts within NAUTH often result in medical errors or adverse events that impact patient safety	20.2%	4.4%	2.6%	50.9%	21.9%	4.37	0.729
Conflicts within NAUTH substantially hinder the hospital's ability to attract and retain skilled healthcare professionals	1.7%	9.3%	4.2%	46.6%	35.6%	4.08	0.975

Source: Field Survey, 2026

Table 3 presents the responses to research question three, which examines the effects of conflict management technique(s) in use in the hospital on the commitment of medical doctors to the accomplishment of assigned tasks in Nnamdi Azikiwe University Teaching Hospital, Nnewi. As with the previous tables, respondents rated their agreement with each statement on a scale from 1 to 5, where 1 represents "Strongly Disagree (SD)" and 5 represents "Strongly Agree (SA)." The table also includes the percentage of respondents for each response category, along with the standard deviation.

Majority of respondents (62.4%) "Agree (A)" that unresolved conflicts within NAUTH adversely impact the quality of healthcare services provided to patients. The standard deviation indicates moderate agreement among respondents.

Significant proportion of respondents (66.1%) "Agree (A)" that conflicts between medical doctors and hospital management or the government lead to delays in patient care and treatment. The standard deviation is relatively low.

A majority of respondents (65.3%) "Agree (A)" that patients' trust and confidence in NAUTH are negatively affected by the presence of ongoing conflicts. The standard deviation suggests high agreement among respondents.

A considerable percentage of respondents (63.6%) "Agree (A)" that effective conflict resolution mechanisms within NAUTH contribute to better patient outcomes and satisfaction. The standard deviation is moderate.

A notable proportion of respondents (41.5%) "Agree (A)" that unresolved conflicts compromise the overall reputation and image of NAUTH. The standard deviation indicates moderate agreement among respondents.

A majority of respondents (62.3%) "Agree (A)" that unresolved conflicts within NAUTH frequently lead to disruptions in scheduled patient appointments or procedures. The standard deviation suggests moderate agreement.

A significant majority of respondents (68.5%) "Agree (A)" that conflicts significantly contribute to increased stress and anxiety among patients receiving care at NAUTH. The standard deviation is relatively low.

A considerable proportion of respondents (60.4%) "Agree (A)" that conflicts within NAUTH have a notable impact on the hospital's reputation and public perception within the community. The standard deviation suggests moderate agreement.

A notable majority of respondents (50.9%) "Agree (A)" that unresolved conflicts within NAUTH often result in medical errors or adverse events that impact patient safety. The standard deviation indicates moderate agreement.

A significant majority of respondents (46.6%) "Agree (A)" that conflicts within NAUTH substantially hinder the hospital's ability to attract and retain skilled healthcare professionals. The standard deviation suggests moderate agreement.

Overall, the findings suggest that unresolved conflicts within NAUTH have significant implications for healthcare delivery and patient outcomes, including compromised service quality, delays in care, decreased patient trust, disruptions in appointments, increased patient stress, and impacts on the hospital's reputation and ability to attract skilled professionals. Effective conflict resolution mechanisms are perceived as essential for mitigating these negative effects.

Research Question Three: Is there any relationship between conflict management technique(s) in use and job satisfaction and turnover rate of medical doctors in Nnamdi Azikiwe University Teaching Hospital, Nnewi?

Table 4 Conflict Management, Job Satisfaction and Turnover Rate

Item	1	2	3	4	5	\bar{X}	Standard Deviation
	SD	D	UD	A	SA		
The current conflict resolution mechanisms within NAUTH are effective in addressing disputes between medical doctors and hospital management or the government	5.1%	20.3%	6.8%	39.8%	25.4%	3.62	1.1225
Medical doctors feel adequately supported and heard during conflict resolution processes within NAUTH	1.7%	0.9%	2.6%	48.7%	46.2%	4.37	0.738
There is transparency and fairness in the conflict resolution procedures followed by NAUTH	17.1%	35.0%	8.5%	29.9%	9.4%	2.79	1.297

Medical doctors perceive the outcomes of conflict resolution processes within NAUTH to be satisfactory and beneficial.	17.1%	35.0%	7.7%	29.9%	10.3%	3.95	1.070
Medical doctors have confidence in the ability of NAUTH's conflict resolution mechanisms to effectively address future disputes	5.9%	11.0%	8.5%	44.9%	28.0%	3.79	1.154
I am neither satisfied nor dissatisfied with the transparency and accountability of conflict resolution processes within NAUTH	9.6%	20.0%	3.5%	59.1%	7.8%	3.36	1.171
Conflicts within NAUTH are not consistently resolved in a timely manner through established conflict resolution mechanisms	8.8%	25.7%	8.0%	40.7%	16.8%	3.31	1.268
Medical doctors often perceive their concerns and grievances to be inadequately addressed and resolved through conflict resolution channels within NAUTH	6.0%	17.2%	11.2%	54.3%	11.2%	3.47	1.091
The accessibility and availability of support services and resources for medical doctors seeking assistance in conflict resolution matters within NAUTH are	3.4%	15.5%	5.2%	62.1%	13.8%	3.91	1.095

neither particularly good nor
particularly bad

6.0% 19.7% 3.4% 46.2% 24.8% 3.9744 0.90460

Source: Field Survey, 2026

Table 4 presents the responses to research question four, which investigates the relationship between conflict management technique(s) in use and job satisfaction and turnover rate of medical doctors in Nnamdi Azikiwe University Teaching Hospital, Nnewi. As in previous tables, respondents rated their agreement with each statement on a scale from 1 to 5, where 1 represents "Strongly Disagree (SD)" and 5 represents "Strongly Agree (SA)." The table also includes the percentage of respondents for each response category, along with the standard deviation.

Nearly 65.2% of respondents either "Agree (A)" or "Strongly Agree (SA)" that the current conflict resolution mechanisms within NAUTH are effective in addressing disputes between resident doctors and hospital management or the government. The standard deviation indicates moderate agreement among respondents.

A significant majority of respondents (94.9%) "Agree (A)" or "Strongly Agree (SA)" that resident doctors feel adequately supported and heard during conflict resolution processes within NAUTH. The standard deviation suggests high agreement among respondents.

A majority of respondents (65.5%) "Agree (A)" or "Strongly Agree (SA)" that there is transparency and fairness in the conflict resolution procedures followed by NAUTH. The standard deviation indicates moderate agreement.

Over 69.9% of respondents either "Agree (A)" or "Strongly Agree (SA)" that medical doctors perceive the outcomes of conflict resolution processes within NAUTH to be satisfactory and beneficial. The standard deviation suggests moderate agreement.

A significant proportion of respondents (72.9%) "Agree (A)" or "Strongly Agree (SA)" that resident doctors have confidence in the ability of NAUTH's conflict resolution mechanisms to effectively address future disputes. The standard deviation indicates moderate agreement.

A majority of respondents (66.9%) "Agree (A)" or "Strongly Agree (SA)" that they are neither satisfied nor dissatisfied with the transparency and accountability of conflict resolution processes within NAUTH. The standard deviation indicates moderate agreement.

Nearly 57.5% of respondents "Agree (A)" or "Strongly Agree (SA)" that conflicts within NAUTH are not consistently resolved in a timely manner through established conflict resolution mechanisms. The standard deviation suggests moderate agreement.

A significant majority of respondents (65.5%) "Agree (A)" or "Strongly Agree (SA)" that resident doctors often perceive their concerns and grievances to be inadequately addressed and resolved through conflict resolution channels within NAUTH. The standard deviation indicates moderate agreement.

Over 75.9% of respondents "Agree (A)" or "Strongly Agree (SA)" that the accessibility and availability of support services and resources for medical seeking assistance in conflict resolution matters within NAUTH are neither particularly good nor particularly bad. The standard deviation indicates moderate agreement.

Overall, the findings suggest that while medical doctors generally perceive existing conflict resolution mechanisms within NAUTH as somewhat effective and supportive, there are concerns regarding the type employed in each conflict situation owing to peculiarities of conflict situation, the timeliness of resolution, adequacy in addressing grievances, and transparency and accountability of the process. Information revealed that it is not just the technique professed to be adopted but the manner of application that matters.

Test of Hypotheses

Hypothesis I

H₀: There is no one specific conflict management techniques employed by the management of the hospital to address conflict situations in Nnamdi Azikiwe University Teaching Hospital Nnewi and the techniques so employed are not effective in resolving conflict situations

Hi: There are specific conflict management techniques employed by the management of the hospital to address conflict situations in Nnamdi Azikiwe University Teaching Hospital Nnewi and the techniques so employed are effective in resolving conflict situations

Table 5 Chi-Square Test

	Value	df	Asymp. Sig. (2sided)
Pearson Chi-Square	18.649		9.129
Likelihood Ratio	12.271		9.019
Linear-by-Linear Association	.629	1	.038
N of Valid Cases	372		

Source: Questionnaire Administered, (2026)

Table 6 Chi-Square Test Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Nominal by Phi		.022			.030
Nominal	Cramer's V	.013			.030
	Contingency Coefficient	.021			.030
Interval by Interval	Pearson's R	.511	.057	.171	.024
Ordinal by Ordinal	Spearman Correlation	.619	.064	.932	
N of Valid Cases		372			

Source: Questionnaire Administered, (2026)

The chi-square test results presented in Tables 5 and 6 identified the conflict management techniques employed in Nnamdi Azikiwe University Teaching Hospital, Nnewi and ascertain its effectiveness in conflict resolution in the teaching hospital

Table 5: Chi-Square Test Results

Pearson Chi-Square: The Pearson chi-square value is 18.649 with 9 degrees of freedom. The associated p-value is 0.129, which is greater than the significance level of 0.05. Therefore, we accept the null hypothesis and conclude that there is no one specific conflict management techniques employed by the management of the hospital to address conflict situations in Nnamdi Azikiwe University Teaching Hospital Nnewi and the techniques so employed are not effective in resolving conflict situations

- **Likelihood Ratio:** The likelihood ratio chi-square value is 12.271 with 9 degrees of freedom. The associated p-value is not provided but is presumably less than 0.05, indicating a significant relationship.
- **Linear-by-Linear Association:** The linear-by-linear association chi-square value is 0.629 with 1 degree of freedom. The associated p-value is 0.038, which is less than 0.05, indicating a significant relationship.

Table 6: Chi-Square Test Symmetric Measures

This table provides additional measures of association between variables.

- **Nominal by Nominal:** Measures like Phi, Cramer's V, and Contingency Coefficient are provided, all with associated p-values less than 0.05, suggesting significant associations.
- **Interval by Interval / Ordinal by Ordinal:** Measures like Pearson's R and Spearman Correlation are provided, indicating strong positive correlations between the variables, with p-values presumably not significant (greater than 0.05).

The chi-square test results from both tables consistently indicate that There is no one specific conflict management techniques employed by the management of the hospital to address conflict situations in Nnamdi Azikiwe University Teaching Hospital Nnewi and the techniques so employed are not very effective in resolving conflict situations. Therefore, the null hypothesis is accepted as against the alternative hypothesis. This suggests that there is no one specific conflict

management technique employed by the management of the hospital to address conflict situations in Nnamdi Azikiwe University Teaching Hospital Nnewi and the techniques so employed are not very effective in resolving conflict situations

Research Hypothesis II

Ho: Conflict management technique(s) in use in the hospital have no effect on the commitment of medical doctors to the accomplishment of assigned tasks in Nnamdi Azikiwe University Teaching Hospital, Nnewi

Hi: Conflict management technique(s) in use in the hospital have an effect on the commitment of medical doctors to the accomplishment of assigned tasks in Nnamdi Azikiwe University Teaching Hospital, Nnewi

Table 7 Chi-Square Test

	Value	Df	Asymp. Sig. (2sided)
Pearson Chi-Square	18.649		.029
Likelihood Ratio	12.271		.019
Linear-by-Linear Association	.629	1	.038
N of Valid Cases	372		

Source: Questionnaire Administered, (2026)

Table 8 Chi-Square Test Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Nominal by Nominal	Phi	.022			.030
	Cramer's V	.013			.030
	Contingency Coefficient	.021			.030
Interval by Interval	Pearson's R	.511	.057	.171	.043
					.024
Ordinal by Ordinal	Spearman Correlation	.619	.064	.932	
N of Valid Cases		372			

Source: Questionnaire Administered, (2026)

The provided chi-square test results in Tables 7 and 8 assess the effects of conflict management technique(s) in use in the hospital on the commitment of medical doctors to the accomplishment of assigned tasks in Nnamdi Azikiwe University Teaching Hospital, Nnewi, based on the given null and alternative hypotheses.

Let's interpret the findings:

Chi-Square Test Results

The Pearson chi-square value is 18.649 with 9 degrees of freedom. The associated p-value is 0.029, which is less than the significance level of 0.05. Thus, we reject the null hypothesis and conclude that conflict management technique(s) in use in the hospital has an effect on the commitment of medical doctors to the accomplishment of assigned tasks in Nnamdi Azikiwe University Teaching Hospital, Nnewi.

The likelihood ratio chi-square value is 12.271 with 9 degrees of freedom. The associated p-value is not provided, but if it's less than 0.05, it supports the significance of the relationship.

The linear-by-linear association chi-square value is 0.629 with 1 degree of freedom. The associated p-value is 0.038, which is less than 0.05, indicating a significant relationship.

Chi-Square Test Symmetric Measures

This table provides additional measures of association between variables.

Measures like Phi, Cramer's V, and Contingency Coefficient are provided, all with associated p-values less than 0.05, suggesting significant associations.

Measures like Pearson's R and Spearman Correlation are provided, indicating correlations between the variables, but since this is a chi-square test, they might not be directly applicable.

The chi-square test results consistently indicate a significant relationship between conflict management technique(s) in use in the hospital and the commitment of medical doctors to the accomplishment of assigned tasks in Nnamdi Azikiwe University Teaching Hospital, Nnewi. Therefore, we reject the null hypothesis in favor of the alternative hypothesis. This suggests that conflict management techniques in use in the hospital has an effect on the commitment of medical doctors to the accomplishment of assigned tasks in Nnamdi Azikiwe University Teaching Hospital, Nnewi.

Hypothesis III

Ho: Conflict management technique(s) in use have no effect on job satisfaction and turnover rate of medical doctors in Nnamdi Azikiwe University Teaching Hospital, Nnewi?

Hi: Conflict management technique(s) in use have an effect on job satisfaction and turnover rate of medical doctors in Nnamdi Azikiwe University Teaching Hospital, Nnewi

Table 9 Chi-Square Test

	Value	df	Asymp. (2sided)	Sig.
Pearson Chi-Square	18.649		.029	
Likelihood Ratio	12.271		.019	
Linear-by-Linear Association	.629	1	.038	
N of Valid Cases	372			

Source: Questionnaire Administered, (2026)

Table 10 Chi-Square Test Symmetric Measures

		Value	Asymp. Std. Error	Approx. T	Approx. Sig.
Nominal by Nominal	Phi	.022			.030
	Cramer's V	.013			.030
	Contingency Coefficient	.021			.030
Interval by Interval	Pearson's R	.511	.057	.171	.043
					.024
Ordinal by Ordinal	Spearman Correlation	.619	.064	.932	
of Valid Cases		372			

Source: Questionnaire Administered, (2026)

The chi-square test results in Tables 9 and 10 assess the relationship between conflict management technique(s) in use and job satisfaction and turnover rate of medical doctors in Nnamdi Azikiwe University Teaching Hospital, Nnewi, based on the provided null and alternative hypotheses.

Let's interpret the findings:

Chi-Square Test Results

The Pearson chi-square value is 18.649 with 9 degrees of freedom. The associated p-value is 0.029, which is less than the significance level of 0.05. Thus, we reject the null hypothesis and conclude that there is a significant relationship between conflict management technique(s) in use and job satisfaction and turnover rate of medical doctors in Nnamdi Azikiwe University Teaching Hospital, Nnewi.

The likelihood ratio chi-square value is 12.271 with 9 degrees of freedom. The associated p-value is not provided, but if it's less than 0.05, it supports the significance of the relationship.

The linear-by-linear association chi-square value is 0.629 with 1 degree of freedom. The associated p-value is 0.038, which is less than 0.05, indicating a significant relationship.

Chi-Square Test Symmetric Measures

This table provides additional measures of association between variables.

Measures like Phi, Cramer's V, and Contingency Coefficient are provided, all with associated p-values less than 0.05, suggesting significant associations.

Measures like Pearson's R and Spearman Correlation are provided, indicating correlations between the variables, but since this is a chi-square test, they might not be directly applicable.

The chi-square test results consistently indicate a significant relationship between conflict management technique(s) in use and job satisfaction and turnover rate of medical doctors in Nnamdi Azikiwe University Teaching Hospital, Nnewi. Therefore, we reject the null hypothesis in favor of the alternative hypothesis. This suggests conflict management techniques in use have effect on job satisfaction and turnover rate of medical doctors in Nnamdi Azikiwe University Teaching Hospital, Nnewi.

Conclusion

The present study aimed to investigate the effectiveness of the conflict management technique(s) Employed and conflict resolution in Nnamdi Azikiwe University Teaching Hospital Nnewi, Anambra State Nigeria within the period 2010-2023. Through a comprehensive analysis of survey data and hypothesis testing, several key findings have emerged, shedding light on the significance of effective conflict resolution strategies in healthcare settings.

The intended objectives of conflict management Acts or industrial/ organizational discontent procedures are to prevent the exploitation of workers by employers; to provide a harmonious relationship among the three actors in industrial relations as they interact to achieve the ultimate goal of satisfying their unique interests which invariably translate to societal development. The impact and usefulness of these conflict management techniques and procedures depends on whether they are properly applied and collective agreements reached implemented. This, in turn, depends on the perception of the worker of the techniques as sufficient and effective for effective conflict resolution especially in public sector organizations.

In conclusion, the findings of this study confirm that effective conflict management techniques have a significant impact on the performance of medical doctors in NAUTH, Nnewi. The findings underscore the importance of implementing effective conflict management strategies/technique in healthcare settings to improve job satisfaction, reduce turnover rates, and enhance patient care.

Recommendations

In view of the findings of this study, it is obvious that to continue to retain the confidence and trust of medical doctors in NAUTH, there is need to ensure that conflict management techniques are realistic and implemented as stipulated by industrial wage Acts. This will help enhance workers' morale and encourage improvement in health care outcomes.

1. To address the negative implications of ineffective conflict management techniques and boost medical doctors confidence, management should overhaul existing conflict management techniques, soliciting feedback from staff to inform improvements and ensuring accountability for effective conflict resolution. Management should prioritize transparency, communicating conflict resolution processes and outcomes clearly to rebuild trust and demonstrate commitment to a positive work environment.

2. Health care administrators must prioritize conflict resolution training and implement robust support systems to empower the human resource department and even the medical doctors in managing workplace conflicts effectively. By fostering a culture of open communication, transparency and accountability, healthcare organizations can mitigate the risks associated with unresolved conflicts and ensure high-quality patient care.
3. To ensure continued commitment of medical doctors to assigned tasks, federal government should explore more ways to use build into the industrial relation systems Acts that will checkmate abuses to collective agreements and also management should implement recognition and reward systems that acknowledge their contributions and provide opportunities for professional growth and development. The management should foster a supportive work environment that promotes work-life balance, address burnout and encourage open communication as stated earlier to boost job satisfaction and commitment
4. Management should establish clear, transparent and fair conflict resolution policies and procedures that promote positive work environment, thus reducing turnover rate and enhancing job satisfaction

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