



## Enhancing Organizational Harmony through Conflict Prevention Initiatives in Commercial Banking in Nigeria

ELURO, David Chukwudi

*Delta State University, Department of Business Administration Abraka, Nigeria*

**Received:** 01.01.2026 | **Accepted:** 24.01.2026 | **Published:** 27.01.2026

\***Corresponding Author:** ELURO, David Chukwudi

**DOI:** [10.5281/zenodo.1838427](https://doi.org/10.5281/zenodo.1838427)

### Abstract

### Original Research Article

The study examined the effect of conflict prevention initiatives on organizational harmony of commercial banks in Asaba, Delta State, Nigeria. Three (3) research questions guided the study and three hypotheses were postulated. The study adopted the survey research design and a structured questionnaire was used to elicit responses from the respondents. The population comprised of all full time staff of commercial banks in Asaba. Purposive sampling was utilized to select management, senior and supervisory staff of selected commercial banks. The collected data for the study was analysed through mean score. The Z-score statistical analysis was applied in testing the hypotheses. The findings revealed that: Integrating, Compromise and Avoidance strategies had positive significant effect on organisational harmony of commercial banks in Asaba, Delta State. The study concluded that conflict prevention initiatives had a positive significant effect on organizational harmony of commercial banks in Asaba, Delta State.

The study recommended among others that commercial banks should continue to prioritize and strengthen the integrating and compromising initiatives in conflict prevention in order to enhance organizational harmony.

**Keywords:** Conflict Prevention Initiatives, Integration, Compromise, Avoiding, Commercial Banks.

Copyright © 2026 The Author(s). This is an open-access article distributed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (CC BY-NC 4.0)

## Introduction

Over the years, there have been issues of conflicts in organizations giving rise to certain initiatives to prevent it and enhance organizational harmony. Thus conflicts have resulted in high rate of labour turnover, profit decline, low patronage, and cessation of operations, among others. 4 While neither inevitable nor bad, it may arise in different forms, exist between and among different levels of the organization hierarchy and involve supervisors, peers or subordinates, as well as customers, clients, suppliers and other stakeholders (Elgoibar,

Armstrong & Euwema, 2022). Conflicts are considered to be the most unpredictable issues that are faced in organizations among the people are working as a group. It is imperative for the managers to spend their working time for dealing with the conflicts and fallouts among the people. The term conflict is defined as a form of disagreement, argument, and discord among the individuals within group which is either unacceptable or resisted. Conflict is mainly associated with the opposing of ideas and actions which results in causing a hostile state (McKibben, 2017; Caputo, Marzi, Pellegrini, &



Rialti, 2018). Conflict has both positive and negative effects on team performance and outcomes. On the positive side, conflict can stimulate creativity and innovation, challenge assumptions, and improve decision-making. Aghaei, Haghani and Limunga, (2022) argued that conflict plays a crucial role in promoting idea-sharing, brainstorming, and effective decision-making among workers, irrespective of their seniority. It is important to adopt appropriate initiatives to prevent, mitigate and maintain a certain level of conflict to foster employee performance and organizational harmony. When team members are encouraged to express diverse opinions and perspectives, they can draw on their unique experiences and knowledge to generate new ideas and solutions. Moreover, when conflicts are prevented effectively, team members can learn from each other, build stronger relationships, and improve communication skills. Conversely, conflicts, regardless of their nature, have the potential to induce mental overload and impair the quality of decision-making, thereby diminishing employees' capacity to make effective choices (Khosravi, Rezvani & Ashkanasy, 2020).

Commercial banks provide services that span across savings, current and fixed deposit account.

Moreover they rely heavily on deposits to fund their activities. Historically, commercial banks have concentrated on commercial or business lending and on investing in securities. Differences between the asset and liability portfolios of commercial banks and other financial institutions, however, are being eroded due to competitive forces, consolidation, regulation, and changing financial and business technology. Indeed, in the past two decades a lot of changes have taken place in the sector. For example mergers, acquisitions, consolidation, e banking, among others. These are capable of bringing about conflict in the form of intergroup and intra group conflict. Hence this study to investigate the effect of conflict prevention initiatives on organizational harmony of commercial banks in Asaba, Delta state.

### Statement of the problem

In business organisations there are various resources generally grouped into human and material resources. But the most important resource/asset to

any organization is the human resources. People are the most common element in every organization and they can be used to further an organization's competitive advantage. Conflict emerges in an organization when an individual perceives that his goals are threatened or hindered by the activities of another person. Conflict that is prevented effectively by managers can lead to personal and organizational growth. On the other hand, it can hinder an employee's ability to perform and because of this, managers need to be aware of the ways in which conflict can be prevented and be prepared to act accordingly, since it is usually said that prevention is better than cure. Consequently, conflict results in diversion of energy from work, breed's discontent, reduces communication, and group cohesiveness, threat to psychological well-being, wastage of resources, create a negative climate, increased hostility and aggressive behaviour. All these have effect on organizational harmony. Unable to solve the conflicts would negatively affect the performance of the organisation. Hence, it is imperative for the organization to develop conflict prevention initiatives for avoiding conflicts or quickly dealing with conflicts. There are several types of approaches that are available to the management which consists of avoidance, integration, obliging, compromise and dominating. The management is required to adapt suitable prevention initiatives to handle conflicts. Conflict prevention initiatives and skills are critically required in the organisations as the internal fighting and misunderstanding between the members of the organisations results in causing disruptions on the normal activities and create customer dissatisfaction. Commercial banks in Asaba, Delta state has witnessed an era of continual and dramatic change triggered primarily by global competitive pressures, enhancements in technology and a demanding customer-driven market. In this changing environment, the banks have to constantly adapt their activities and internal configurations to reflect the new external realities and this may bring about conflict between employees and between managers and employees. It is an era of competition in commercial banking sector, all banks are in competition/pursuit to improve their services and products by according due importance to the



customers. Invariably, commercial banks are faced with the challenge of conflict prevention. Moreover, there is changing government policies, labour pressure, inflation, globalization which has impact on the operating system of commercial banks. Therefore, this study is undertaken determine how conflict prevention initiative enhances organizational harmony in commercial banks in Asaba, Delta State. This current study therefore seeks to fill this gap in knowledge.

## Research Questions

The following research questions guided the study:

- i. What is the effect of integrating initiative on organisational harmony of commercial Banks in Asaba, Delta state?
- ii. To what extent does compromising initiative affects organisational harmony of commercial Banks in Asaba, Delta state?
- iii. What effects does avoiding initiative have on organisational harmony of commercial Banks in Asaba, Delta state?

## Objectives of the Study

The general objective of the study is it to examine the effects of Conflict prevention initiatives on organisational harmony of selected commercial Banks in Asaba, Delta state. The specific Objectives are to:

Examine the effect of integrating initiative on organizational harmony of commercial Banks in Asaba, Delta state.

Evaluate the effect of compromising initiative on organisational harmony of commercial Banks in Asaba, Delta state

Ascertain the effect of avoiding initiative on organisational harmony of commercial Banks in Asaba, Delta state

## Research Hypotheses

The following hypotheses were raised:

Ho1: Integrating initiative has no significant effect on organisational harmony of commercial banks in Asaba, Delta state.

Ho2: compromising initiative has no significant effect on organisational harmony of commercial banks in Asaba, Delta state

Ho3: Avoiding initiative has no significant effect on organisational harmony of commercial banks in Asaba, Delta state

## Conceptual Review

### Conflict Prevention Initiatives

Conflict prevention initiative is wholistic and systematic approach to preventing, resolve and managing conflicts to maximum extent by all means. It involves developing expertise in conflict resolution, awareness about conflict modes and sources, communication skills, and establishing a structure for conflict management. Conflict management may include interventions designed to reduce a conflict or in some cases, to increase insufficient conflict. It requires managers to develop and implement plans, strategies, and policies to ensure effective resolution of conflicts. Conflict prevention initiative encompasses cognitive, emotional and behavioural responses in the workplace. Conflict prevention initiatives presupposes the practice of recognizing and dealing with disputes in a rational, balanced and effective way before they occur or assume a destructive dimension. Conflict prevention initiatives implemented within a business environment usually involves effective communication, problem resolving abilities and good negotiating skills to restore the focus to the company's overall goals. Such initiatives include compromise, integration, obliging, avoiding and dominating (Ozyildirim & Kayikci, 2017; Iyiola & Rjoub, 2020). Every business that employs people regardless of size and industry experiences interpersonal and organizational conflict. This conflict is caused by multiple inter-related variables and circumstances. For example, some of these causes include constant changes in the competitive environment, increasing diversity among employees, and limited resources. As a result of these changing variables conflict prevention initiatives are important in many ways. Generally the goal of conflict prevention initiatives is to create a situation in which differences and confrontations can be addressed in a non-violent and constructive



manner. Moreso, it is important because unprevented conflict can have expensive legal consequences as people seek litigation as a way to resolve disputes. In addition, it is important because high level of negative conflict can cause employee lethargy, dissatisfaction and expensive turnover as well as decreased productivity. Consequently, conflict prevention initiatives are important because when carried out well it can become a catalyst for creativity and innovation as well as organizational harmony.

### Integrating Initiative

Integrative conflict prevention initiative indicates of interest, self and other and includes cooperation between parties in terms of clarity and exchange of information and check differences to reach an acceptable solution satisfies both conflicting sides. The object is to find a creative solution acceptable to everyone. It is collaborative and involves people surfacing their differences (get them out in the open) and then work on the problems until they have attained mutually satisfactory solutions. This approach assumes that people will be motivated to expend the time and energy for such problem-solving activity. This denotes the ability of manager to work with his or her employee to find a solution that fully satisfies the concerns of both. In integrating style, each party will learn and explore the conflict from his as well as other insight. The conflict prevention via this style will meet both parties' objective. Invariably includes cooperation between parties in terms of clarity and exchange of information and check differences to reach an acceptable solution satisfies both conflicting sides. Integrating occurs when both parties seek a solution to a conflict by considering the interests of all parties (Caputo et al., 2018). Some phrases such as open and honest discussion', intensive listening', to understand differences' and ,mutual agreement' have been associated with integrating initiative (Robbins and DeCanzo cited in Özyıldırım & Kayıkçı, 2017). This strategy is also mentioned as collaboration whose primary aim of this strategy is to meet the needs of two parts, thus satisfaction of both sides can be provided. Integrating is suitable when there is a complex problem or one part can't solve this problem on its own and two opposing parts try to achieve a

common solution by exchanging ideas, knowledge, suggestion choices (Rahim, 2002). Moreover, when making a decision is emergent and agreement and solution is valuable for both parts, it is appropriate.

### Compromising Initiative

This initiative intermediates between concern for self and others. It involves "give and take" situation where both parties give up something to make a mutually acceptable decision. Compromising style also refers to splitting the difference, exchanging concessions or seeking a quick middle-ground position (Thomas & Kilmann in Kassim & Ibrahim, 2014). A compromising conflict prevention initiative involves trying to find a "common ground" that partly satisfies both parties. When individuals use this type of conflict prevention initiative, they possess a sense of fairness and realism. Even though this type of conflict prevention initiative may seem like the "best" style, it can often lead to problems. As a result of this management prevention initiative, there isn't a winning or losing part. Both sides gain some advantages but not all of them and they have to give up something. Compromising initiative is partially assertive and partially cooperative. It's looking for an acceptable settlement that only partially satisfies both one's own and the other person's concerns.

### Avoiding Initiative

Avoiding involves low concern for self and others which is associated with withdrawal or sidestepping the actual situation. This conflict prevention initiative involves individuals sidestepping or withdrawing from confronting disputes directly, often to maintain harmony or reduce tension in relationships. Avoiding is defined as withdrawing or sidestepping from a potentially problematic situation. Avoiding occurs when a solution to an emerging conflict is pursued by avoiding confrontation with the other party (Caputo et al., 2018). While this approach can prevent immediate escalation, it may lead to unresolved issues that could intensify over time (Olawale, 2021). Therefore, while avoidance might be suitable in situations where the conflict is trivial or when parties need time to cool down, relying on it excessively can undermine



effective conflict resolution and organizational cohesion. It is also known as withdrawing style and in this style, assertiveness and cooperativeness are low, that is, neither of the parties considers their interest in the prevention.

### Organisational Harmony

Organizational Harmony is a state of balance and positive interaction between employees in a workplace on one hand and management on the other hand that promotes team work, efficiency, productivity, stress reduction, and employee satisfaction. Organizational harmony refers to a friendly and cooperative agreement on working relationship between employers and employees for their mutual benefit (Otobo; Osad and Osas, in Tambari, 2020). In effect, it is a situation where employees and management cooperate willingly in pursuit of the organization's aims and objectives. Organisational harmony refers to the existence of cordial work relationships and productive interactions in which employees, their unions, and management recognize and accept one another as partners in development, and where a cooperative attitude is mutually advantageous in terms of production, efficiency, and rewards (Ladan, 2016). Organisational harmony does not preclude the existence of disputes; rather, it assumes that there are effective and proactive/preventive collective agreements and grievance procedures in place to keep disagreements from disrupting the functioning and operations of the

### Empirical Review

Obichere and Eze (2025) studied the effect of conflict management on employee retention of Central Bank of Nigeria, Enugu State. The specific objectives were to: determine the effect of collaboration strategy on employee retention in Central Bank of Nigeria, Enugu State; ascertain the effect of compromise strategy on employee retention in Central Bank of Nigeria, Enugu State; and examine the effect of avoidance strategy on employee retention in Central Bank of

Nigeria, Enugu State. The research utilized survey research design. The population of the study was

112. The collected data for the study was analysed through mean score. The Z-score statistical analysis was applied in testing the hypotheses. The findings revealed that: Collaboration, Compromise and Avoidance strategies had positive significant effect on employee retention in Central Bank of Nigeria, Enugu State. The study concluded that conflict management had a positive significant effect on employee retention in Central Bank of Nigeria,

Enugu State. The study recommended among others that the Central Bank of Nigeria, Enugu

Office should continue to prioritize and strengthen the collaboration strategy in conflict resolution.

Awolola and Anyakie (2025) investigated the impact of conflict management practices on the performance of commercial banks in Nigeria's South-South area. The study employs a survey research approach informed by Resource-Based Theory and Unitary Theory, gathering data through structured questionnaires sent to staff members of selected banks. Results show that collaboration tactics significantly improve organizational performance by cultivating mutual respect, innovation, and enhanced team dynamics. Avoidance methods have inconsistent results and may be detrimental if excessively used, as they may conceal problems that re-emerge.

Compromising techniques, while successful, sometimes provide only partial pleasure and have a diminished impact relative to teamwork. The research suggests that proficient conflict management positively impacts staff productivity, satisfaction, and customer service delivery within the banking industry. To improve dispute resolution skills, it suggests making conflict management rules part of the organization, providing training, encouraging a healthy workplace culture, and setting up employee aid programs.

Shehu-Usman, Uzochukwu, Gambo and Abubakar (2024). This study centered on evaluating how conflict management strategies influence organizational performance, using the Federal

Roads Maintenance Agency (FERMA) as a case study. The objectives of this study are to determine the relationship between conflict management



strategies—specifically, avoidance strategy, collaboration strategy, compromising strategy, and accommodation strategy—and organizational performance. The study reviewed relevant theoretical and empirical literature, drawing its theoretical framework from contingency theory. The research design employed a survey research technique, with a close-ended questionnaire serving as the principal instrument for data collection. Utilizing Taro Yamane's formula, the established sample size for this study included 235 staff members of FERMA. Hypotheses were tested using regression analysis as the selected statistical method. The study found a significant positive relationship between organizational performance and all the examined conflict management strategies, namely avoidance strategy, collaboration strategy, accommodation strategy, and compromising strategy.

In light of the study's results, it is recommended that managers consider employing the identified conflict management techniques due to their demonstrated effectiveness in effectively handling conflicts within organizational settings.

Ewuru, Abang, Shehu and Abua (2024). The study determined the relationship that exists between conflict management and employees' productivity among business educators in

Colleges of Education in Cross River State. In order to achieve this purpose, the study was guided by three specific purposes, three research questions and three null hypotheses were formulated. Correlational research design was adopted. The population of study comprised 38 respondents made up of 30 business educators from FCE Obudu and 8 from COE Akamkpa respectively. The entire population was studied hence no sampling for the study. The instrument used for data collection was a researcher made questionnaire titled: Conflict Management and Employees' Productivity Questionnaire (CMEPQ) and was validated by three experts, from the

Department of Vocational Education University of Calabar. Data collected was analyzed using

Pearson Product Moment Correlation (PPMC) to test null hypotheses at .05 levels of significance.

Findings of the study showed collaboration, competition and compromise style of conflict management significantly relate to employees' productivity among business educators in

Colleges of Education in Cross River State. It is recommended among others that employees' and authorities should learn to work together for the good of the establishment rather than insisting on personal goals.

Okoro, Iyke-Ofoedu and Nkwonta (2025) examined conflict management strategies and employee performance of commercial banks in Nigeria. The study employed descriptive survey design. The selected commercial banks were Zenith Bank, First Bank, Union Bank and Fidelity Bank. The sample size of 249 respondents was drawn from population of 802 permanent staff of deposit money in Nigeria. The main instrument for data collection was a structured questionnaire. The hypotheses stated were tested using single regression techniques. The empirical results show that collaboration has significant effect on employee effectiveness of commercial banks in Nigeria ( $t$  – statistics (8.887)  $>$  p – value (0.000) and avoidance have significant influence on employee attitude of commercial banks in Nigeria ( $t$  – statistics (8.111)  $>$  p – value (0.000)). The study recommended that management of commercial banks in Nigeria

should embark on training and retraining of its employees in area of conflict management so as to create a conducive working environment for the employees and that there should be efficient and effective communication between and among all categories of the employees the organization. This will reduce conflicting situations in the organization.

Babarinde and Alade (2024) explored the conflict management practices and employee's performance in a selected manufacturing firms in Lagos State. Descriptive and inferential statistics were employed to analyze data collected from the respondents. The study used Spearman correlation analysis as methodology tool. Findings indicated that there is a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational goal attainment. Non-integrative



conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational goal attainment. The result also indicated that there is a significant relationship between conflict management (collective bargaining, accommodation, confrontation, and avoidance) and employees' performance among selected manufacturing companies in Lagos State.

Tamunobere and Tamunomiebi (2023) they investigated the relationship between dispute resolution and industrial harmony in multinational oil and gas companies in Rivers State. The study adopted the cross-sectional survey in its investigation of the variables. Primary data was generated through a structured questionnaire. The population of this study was the five (5) 38 multinational Oil and Gas producing companies in Nigeria and operating in Rivers State. Due to the fact that the number of the population was small and can easily be covered, a census method is used and as such accordingly represents the sample for the study. However, for the purpose of data collection, in distributing the questionnaire as an instrument, the researcher distributed fifty (50) copies of questionnaire which will be distributed to managers. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

The study findings revealed that there is significant relationship between dispute resolution and industrial harmony multinational oil and gas companies in Rivers State. The study recommends that employees of multinational oil and gas companies are encouraged to join trade union. Through, employees will be able to gain more benefits such as; trade union negotiate for better pay and workplace protection, employment terms and condition, clear job description and workplace protections.

Okwuse, Kifordu and Oghoghomeh (2023). The Purpose of the study is to examine the effect of conflict management strategy on employee

performance in the Nigeria banking industry. 135 legitimate structured questionnaire data were obtained from six banks in Nigeria, and hypotheses were based on correlation and linear regression using SPSS analytical tools for analyzing the data. Findings revealed that compromising and avoiding conflict management has a significant impact while accommodating and competing for conflict management has no impact on employee performance. The study, therefore, recommends that employees/management meetings should be done regularly in resolving issues.

Shrestha and Singh (2023) examined the Impact of Workplace Conflict 1 on Employees' Performance in Commercial Banks of Nepal. The variables included in the study were the relationship conflict, task conflict, and process conflict were independent variable and employee performance was dependent variable. A survey research design using questionnaire method on 5-point 2 Likert scale was used to collect. 13 The study was conducted with the sample size of 170 and the data were analysed through the use of descriptive statistics, correlation, regression, t-test and multi-collinearity test using SPSS software. The findings of the study have a R square value of 0.626 meaning that 62.6% of the 17 variation in the dependent variable is explained by the independent variables while 37.4% is explained by other variables outside the model and also showed that there is a strong positive correlation between the dependent variable and the set of independent variables. The result showed that there is significant impact of RC, TC, PC on EP.

Badey and Korsi (2022) in their study investigated the relationship between recognition as a subset of organizational climate and industrial harmony of oil production companies in Rivers State, Nigeria. The cross-sectional survey approach was adopted. Questionnaire was developed and copies distributed to respondents from four oil production companies that fall under the upstream sub-sector. Validity and reliability tests were carried out on each of the indicators of the dimensions and measures of the major variables. A test retest method was applied to ascertain the 2 reliability of the instrument. Pearson product moment correlation analysis was conducted using the responses to determine the reliability index



of the instrument, with the use of SPSS version 20. 80 copies of questionnaires distributed and 70 was retrieved and treated for further analysis. This represents 88% response rate. The correlation analysis carried out to test hypothesis indicate strong positive relationship between recognition and industrial harmony. The study concludes that there exists positive relation between the recognition and industrial harmony; and recommends that multinational oil production companies that desire industrial harmony should adopt and entrench recognition as a part of their organizational climate. They should acknowledge, reward or mention employees who have done well for the firm so as to enable improved communication and institute frameworks that could good employment policies

Olawale, (2021) examined the effect of conflict resolution strategies on employee performance in selected commercial banks in Lagos State. The study adopted survey research design and convenient sampling technique. Data analytical technique are regression and Pearson's Product moment. Findings of the study indicated that forcing strategy had significant impact on employee competency; smoothing strategy had significant impact on employee creativity; avoiding strategy had significant impact on employee service delivery and confronting strategy had significant impact on employee productivity. The study maintained that conflict resolution strategies enhance employee performance on the premise that they are used

constructively. The study recommended amongst others that, both management and employees must resolve to work together amicably by formulating workable strategies and sustaining acceptable policies as effective machinery for managing conflict on continuous basis in organizations.

### Methodology

The survey research design was adopted for the study involving the use of questionnaire. In this study, the population consisted of all full time staff of commercial banks in Asaba. Purposive sampling technique was used to draw sample from the population to include fifteen (15) staff in the management, senior and supervisory cadre from each of the selected banks. This is a total of 120 staff. The selected banks for the study include United Bank for Africa (UBA), Zenith bank, Access bank, First Bank, Guarantee Trust Bank, First City Monument Bank (FCMB), Keystone Bank, and Fidelity bank. These banks were chosen because they have operated in Asaba for over ten years. A total of One hundred and twenty (120) copies of questionnaire were distributed and one hundred and sixteen (116) copies were successfully collected and used for analysis. In analysing the data for this study, z-score analysis was used as a tool of analysis to assess the extent to which the independent variables affect the dependent variable with the aid of SPSS version 20. It was also used to test the research hypotheses at 5% level of significance (95% confidence level).

## Data Presentation and Analysis

**Table 1: Response from Distributed Questionnaire**

Demographics	Categories	Frequency	Percentage
Gender	Male	55	47.0
	Female	61	53.0
	<b>Total</b>	<b>116</b>	<b>100</b>
Marital Status	Married	54	47.0
	Single	62	53.0
	<b>Total</b>	<b>116</b>	<b>100</b>
Age	20 To 29	17	15.0



	30 To 39	50	43.0
	40 To 49	29	25.0
	50 And Above	20	17.0
	<b>Total</b>	<b>116</b>	<b>100</b>
Education	Diploma	33	28
	Bachelor's Degree	51	44.0
	Master's Degree	21	18.0
	M Phil/Phd	11	10.0
	<b>Total</b>	<b>116</b>	<b>100</b>
Experience	Below 10 Years	35	30.0
	11-20 Years	56	48.0
	21-30 Years	19	17.0
	Above 30 Years	6	5.0
	<b>Total</b>	<b>116</b>	<b>100</b>

**Source: Researcher's Field Survey, 2025.**

Above table shows the respondents' gender. Thus 47% of the respondents were male while 53% of the respondents were female. The findings showed that respondents were evenly distributed across the gender divide although there were more female than male respondents.

From the table above, respondent that are single formed the greatest number of people that filled the questionnaire. This group constituted 53% of the participants in the study.

From the table above, the age bracket 30 - 39 years formed the greatest number of people that filled the questionnaire. This group constituted 43% of the respondents to the questionnaires.

Also table 1 show the educational qualification of the respondents, 33(28%) of the respondents are Diploma holder, 51(44%) are HND/Bachelor Degree holder, 21(18%) of the respondents are Master/MBA Holder, while only 11(10%) indicated others as educational qualification.

**Table 2:** The extent to which integration initiative affects organisational harmony of selected commercial banks in Asaba

S/N	Item	VHE	HE	U	LE	VLE	Total	Mean	Decision
1	In my organization, parties in conflict work together to find solution acceptable to all.	30	40	2	25	19	116	3.3	Accepted
2.	Integration helps to manage conflict quicker thereby leading to better cooperation and harmony	35	29	5	32	15	116	3.3	Accepted
3.	With Integration there is cooperation and a search for a mutually beneficial outcome in								

the bank	33	38	7	22	16	116	3.4	Accepted
4. It helps to open channel of communication among conflicting employee which enables harmony	40	35	6	21	14	116	2.9	Accepted
5. It leads to improved organization performance and effectiveness.	30	37	11	21	17	116	3.4	Accepted

**Grand mean****3.3****Source: Field Survey 2025**

**Key to options: VHE = Very High Extent, HE = High Extent, Undecided U, LE = Low Extent and VLE = Very Low Extent Respectively.**

Table 2 above shows the mean distribution of opinions of the respondents on the extent to which integrating initiative affected organisational harmony of selected commercial banks in Asaba.

The participants affirmed all the items based on the mean scores. The grand mean of 3.3 is an indication that the respondents agreed that integration initiative influences organisational harmony.

**Table 3:** The extent to which compromising initiative affect organisational harmony of selected commercial banks in Asaba.

S/N	Item	VHE	HE	U	LE	VLE	Total	Mean	Decision
6.	Compromise substantially influence individual, group, and organizational harmony	25	45	6	24	16	116	3.1	Accepted
7.	Compromising style encourages individuals to participate in the conflict prevention process which spurs employee to deliver at an optimum level	31	35	7	26	17	116	3.1	Accepted
8.	In my organization, management tries to find a middle course to resolve an emerging issue.	25	46	9	22	14	116	3.2	Accepted
9.	Management adopts negotiation with a view to reach compromise and prevent conflict.	35	38	7	24	12	116	3.5	Accepted
10.	There is "give and take" so that a compromise can be reached	26	44	10	24	12	116	3.4	Accepted

**Grand mean****3.3****Source: Field Survey 2025**

**Key to options: VHE = Very High Extent, HE = High Extent, Undecided U, LE = Low Extent and VLE = Very Low Extent Respectively.**



**Table 3** showed the respondents responses on the extent to which compromise initiative affect organisational harmony of selected commercial banks in Asaba. The responses were all positive.

They accepted all the items to be true. The grand mean of 3.3 was a good indication that the respondents accepted the statements above.

**Table 4:** The extent to which avoidance initiative affects organisational harmony of selected commercial banks in Asaba

S/N	Item	VHE	HE	U	LE	VLE	Total	Mean	Decision
11.	In my organization, management tries to keep disagreement to minimal level to avoid hard feelings.	28	29	6	24	17	116	2.9	Accepted
12.	Management avoids an encounter with employees to prevent conflicts and enhance harmony.	25	31	7	35	18	116	2.9	Accepted
13.	Refraining than picking up more issues in the end helps employee to be more determined in their assigned duty which increases harmony.	33	38	8	24	14	116	3.5	Accepted
14.	Effective conflict management ensures that there is continuous production and operations do not cease.	30	38	6	29	13	116	3.1	Accepted
15.	My superior tries to stay away from disagreement and enhance organisational harmony.	33	40	10	18	15	116	3.2	Accepted
<b>Grand mean</b>									<b>3.1</b>

**Source:** Field Survey 2025

**Key to options:** VHE = Very High Extent, HE = High Extent, Undecided U, LE = Low Extent and VLE = Very Low Extent Respectively.

Table 4 showed the respondents responses on the extent to which avoidance strategy affected organisational harmony of selected commercial banks in Asaba. From data in the table, the responses were all positive in their responses. They accepted all the items. The grand mean of 3.1 is a strong indication that the respondents agreed to the questions being asked.

### Testing of Research Hypotheses

The hypotheses were tested using z-normal distribution (z-test).

### Hypothesis One

Integrating initiative has no significant effect on organisational harmony of selected commercial banks in Asaba.



**Table 4: Normalizes z-score for mean responses**

Null hypothesis (Ho)	z-score	Z <sub>0.05</sub>	Sig.	Decision	Source:
Integrating initiative has no significant effect on organisational harmony of selected deposit money banks in Asaba.	8.31	2.35	0.05	Accepted	Author's compilation 2025

Table 4 above show the z-score for the responses to the questionnaire items. This was compared with the z table value of  $\pm 2.33$  at 5% significance level.

**Decision Rule:** The decision rule here was to reject  $H_0$  if  $t$ -calculated is greater than  $t$ -table ( $t$ -cal >  $t$ -tab).

Therefore, the Table 4 depicts the  $t$ -calculated to be 8.31 while the  $t$ -table is 2.35.

**Decision:** As seen from Table 4 and the analysis of result, the computed z-scores for the statements exceeded the table z value of  $\pm 8.31$  at 5% significance level. Therefore, we reject the null

hypothesis and accept the alternate hypothesis which indicated that integrating initiative to a large extent had a significant effect on organisational harmony of selected commercial banks in Asaba.

### Hypothesis Two

Compromising initiative has no significant effect on organisational harmony of selected commercial banks in Asaba.

**Table 5: Normalizes z-score for mean responses**

Null hypothesis (Ho)	z-score	Z <sub>0.05</sub>	Sig.	Decision
Compromising initiative has no significant effect on organisational harmony of selected deposit money banks in Asaba.	7.26	2.35	0.05	Accepted

**Source:** Author's compilation 2025

From table 5, the z-score for the responses to the questionnaire items are computed and compared with the z table value of  $\pm 2.35$  at 5% significance level.

**Decision:** As seen from Table 5 and the analysis of result, the computed Z-scores for the statements exceeded the table z value of  $\pm 67.26$  at 2% significance level. Therefore, we reject the null hypothesis and accept the alternate hypothesis which indicated that compromising initiative has significant effect on organisational harmony of selected commercial banks in Asaba.

### Hypothesis Three

Avoidance initiative has no significant effect on organisational harmony of selected commercial banks in Asaba.

**Table 6: Normalizes z-score for mean responses**

Null hypothesis (Ho)	z-score	Z <sub>0.05</sub>	Sig.	Decision
Avoidance initiative has no significant effect on organisational harmony of selected deposit money banks in Asaba.	6.47	2.35	0.05	Accepted

**Source:** Author's compilation, 2025.

From table 6, the z-score for the responses to the questionnaire items are computed and compared with the z table value of  $\pm 2.33$  at 5% significance level.

**Decision:** As seen from Table 6 and the analysis of result, the computed Z-scores for the statements exceeded the table z value of  $\pm 6.47$  at 5% significance level. Therefore, we reject the null hypothesis and accept the alternate hypothesis which indicated that avoidance strategy has positive effect on organisational harmony of selected commercial banks in Asaba.

### Discussion of Findings

#### Integration Initiative and Organizational Harmony

The result of hypothesis one depicts that integration initiative has a significant effect on the Organisational harmony of commercial banks in Asaba, Delta State. This is where, z value of 8.31 exceeded the table value of  $\pm 2.33$ . The findings reveal that integration initiative significantly impacts the Organisational harmony of commercial banks in Asaba, Delta State. Integration fosters open communication, mutual respect, and problem-solving, creating a positive work environment. Employees who feel heard and valued are more likely to remain committed to the organization. This aligns with Thomas-Kilmann's Conflict Mode Theory, which emphasizes that integration conflict prevention leads to long-term stability and improved workplace relationships. The study confirms that when commercial banks adopts integration initiative, it enhances job satisfaction, reduces turnover intentions, and strengthens overall organizational harmony.

#### Compromising Initiative and Organizational Harmony

The result of hypothesis two showed that compromising initiative has a significant effect on the on the Organisational harmony of commercial banks in Asaba, Delta State. This evident from the fact that the computed Z-scores 7.26 for the statements surpassed the table z value of  $\pm 2.33$  at 5% significance level. The findings indicate that the compromise strategy has a significant effect on the Organisational harmony of commercial banks in Asaba, Delta State. By seeking a middle ground, the compromise initiative helps to balance the needs and interests of both management and employees, promoting mutual respect and understanding. Employees who experience a fair resolution of conflicts through compromise are more likely to feel valued, leading to higher job satisfaction and reduced disharmony. This initiative aligns with the principle of win-win solutions thereby enhancing workplace harmony and achievement of objectives within the organization. This is in tandem with Obichere, Okechukwu and Ogbu, (2023) who found that compromising improve workers retention and enhance organization harmony.

#### Avoiding Initiative and Organizational Harmony

Lastly, the result of hypothesis three showed that avoiding initiative has positive effect on the Organisational harmony of commercial banks in Asaba, Delta State. The findings suggest that the avoidance initiative significantly affect the Organisational harmony of commercial banks in



Asaba, Delta State. This is supported by Olawale (2021) who concluded that avoiding had significant impact on service delivery. However, while avoidance can temporarily reduce conflict and preserve peace, its long-term use may lead to unresolved issues that negatively impact employee morale and commitment. Employees may feel neglected or unsupported when conflicts are not addressed, which could increase turnover intentions and disharmony. The study indicates that while avoidance may be suitable for minor conflicts, over-reliance on this strategy hampers effective problem-solving, ultimately affecting job satisfaction and retention rates as well as organisational harmony. .

## Conclusion

The study concluded that conflict prevention initiatives significantly enhance organisational harmony in commercial banks in Asaba. Among the initiatives examined, integrating and compromising were found to have more significant positive impact on organisational harmony. However, excessive use of the avoidance initiative can negatively affect harmony, as unresolved conflicts led to dissatisfaction and disharmony. The findings suggest that commercial banks should adopt a balanced approach, promoting integrative conflict prevention to enhance organisational harmony and overall organizational stability.

## Recommendations

- i. The study recommends that commercial banks should continue to prioritize and strengthen the integrating initiative in conflict prevention. Encouraging open communication, mutual respect, and joint problem-solving will foster a positive work environment, enhance job satisfaction, and improve harmony within the organization.
- ii. It is recommended also that commercial banks should further utilize/adopt the compromising initiative in conflict prevention. By fostering a balanced approach where both parties make concessions, the bank can enhance mutual understanding, improve employee satisfaction, and strengthen long term harmony within the organization.

iii. It is recommended that the commercial banks adopt the avoidance strategy selectively, primarily for preventing minor conflicts. While it can temporarily reduce tension, the bank should ensure that more significant issues are addressed promptly to prevent unresolved problems from negatively impacting long-term objectives of the organization and bring disharmony.

## References

Awolola & Anyakie, (2025). Conflict management and performance of banks in Port Harcourt, Nigeria. *AfriSophia. African Journal of Experiment, Thought and Experience*, 2 (2), 13 - 24

Babarinde, S.A. and Alade, A.A. (2024). Conflict management strategies and employees' performance in selected manufacturing firms in Lagos State. *International Journal of Research and Innovation in Social Science*, 10(11), 50-59.

Badey, P. K. & Korsi, G. D. (2022). Employee recognition and industrial harmony: the experience of multinational oil companies in Rivers State. *Nigerian Journal of Management Sciences*, 23(2), 181- 189

Caputo, A., Marzi, G., Pellegrini, M., & Rialti, R. (2018). Conflict Management in Family Businesses: A Bibliometric Analysis and Systematic Literature Review. *International Journal of Conflict*, 29(4), 519 - 542.

Echaaobari, S. G., Adim, C. V. & Ihundu, C. C. (2018). Collaboration strategy and employee performance in oil producing companies in Port Harcourt, Nigeria. *International Journal of Social Sciences and Management Research*, 4(3), 21-30.

Ewuru, A. A., Abang, M. B., Shehu, U & Abua, C. (2024) Conflict Management and Employees' Productivity among Business Educators in Colleges Of Education in Cross River State. *Global Journal of Educational Research*, 23: 379-388



Iyiola, K., & Rjoub, H. (2020). Using Conflict Management in Improving Owners and Contractors Relationship Quality in the Construction Industry: The Mediation Role of Trust. *SAGE Open*, 10(1).

Kassim, M. A. & Ibrahim, H. I (2014) Conflict management styles and organizational commitment: A study among Bank employees in Penang. *International Journal of Business, Economics and Law*, 4 (1) 45 -53.

Ladan, R. (2016). Nordic metal trade unions on move: Responses to globalization and Europeanization. *European Journal of Industrial Relations*, 12(1):29-47

Obichere, A. C. and Eze, F. O. (2025). Conflict Resolution Strategies and Employee Retention in Central Bank of Nigeria. *Research journal of Business Administration*, 13 (2), 19 – 34. ISSN:2995-1445 Impact Factor: 8.19 <https://hollexpub.org/J/index.php/13/>

Okoro N. U., Iyke-Ofoedu M. I. and Nkwonta N. C. (2025).Conflict management strategies and employee performance in commercial banks in Nigeria. *Journal of Advanced Education and Sciences*, 5(1):0110.

Okwuisse U.Y, Kifordu A. A. & Oghoghomeh, T. (2023). Impact of conflict management strategies on employee performance in the Nigeria Banking Industry; *American Journal of Humanities and Social Sciences Research*. 3(8):58-68.

Olawale J.O. (2021). Effect of conflict resolution strategies on employee performance. *International Journal of Economics, Commerce and Management*, 3(7):260-272.

Özyıldırım, G. & Kayıkçı, K. (2017).The conflict management strategies of school administrators while conflicting with their supervisors. *European Journal of Education Studies*, 3(8), 1- 20.

Puttapalli, A.K. and Vuram, I.R. (2020).Discipline: The tool for industrial harmony: Part 2. New Delhi: Cengage Learning

Rahim, M. A. (2002). Towards a Theory of Managing Organisational Conflict. *The International Journal of Conflict Management*, 13 (20), 154-166

Robbins, S. P., DeCenzo, D. A., & Coulter, M. K. (2007). Fundamentals of management: essential concepts and applications. Upper Saddle River, NJ: Pearson Prentice Hall.

Shehu-Usman M., Uzochukwu I.U., Gambo N. & Abubakar, H. L. (2024). Conflict management strategies and organisational performance: A Study of Federal Roads Maintenance Agency in Abuja, Nigeria, *Global Journal of Human Resource Management*, 12 (1):49-67.

Shrestha, A. & Singh, B. (2023) Impact of workplace conflict on employees' performance in commercial banks of Nepal, *Journal of Economics & Management*, 3(1): 17 -23

Tambari, J. C. (2020). Organizational trust and workplace harmony: Evidence from White Diamond Salt Limited and National Salt Company of Nigeria, Port Harcourt. *The Strategic Journal of Business & Change Management*, 7(1), 140 – 149.

Tamunobere, P. & Tamunomiebi, M. D. (2023) Dispute Resolution and Industrial Harmony of Multinational Oil and Gas Companies in Rivers State *International Journal of Business Systems and Economics*, 14 (1), 91 – 99. DOI: 2726452731417