



Open Access Journal Available Online

Workplace Conflict Management and Organizational Sustainability in Selected Manufacturing Organizations in Nigeria

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Received: 23.09.2020 Accepted: 25.07.21

Date of Publication: September, 2021

Abstract: Due to frequent conflict in the workplace, organizational sustenance is becoming a critical concern for most stakeholders in the organization. This therefore requires management to adopt appropriate workplace conflict management strategies that would ensure that the organization did not just survive but thrive. Thus, the aim of this study was primarily to examine conflict management strategies' influence on organizational sustainability in manufacturing companies located in Kwara State, Nigeria. Fifty line managers were randomly chosen from five purposely selected manufacturing companies domiciled in Kwara State, Nigeria. Structured questionnaire was employed as the instrument of collecting primary data. The hypotheses that were formulated in accordance with the research questions were tested using multiple regression analysis, with the aid of SPSS. Results revealed that while the communication and negotiation conflict management strategies significantly and positively influence organizational sustainability, third party intervention conflict management strategy negatively influenced it. The study concludes that manufacturing companies that effectively adopt appropriate conflict management strategy would outperform and outlived those that do not.

Keywords: Workplace Conflict Management, Negotiation, Third party intervention, Communication, Organizational Sustainability

Introduction

Workplace conflict is also referred to as organisational conflict (Oachesu, 2016; Omisore& Abiodun, 2014) is a global phenomenon in every organization and sector (Odiba, Daluba, Pauline & Elizabeth, 2013), because the workplace environment is embedded with people of diverse mentalities, social and cultural backgrounds, experience and spiritual composition. This diversity makes each worker and stakeholder in the company special and equally constitutes a source of conflict in the organization. It is so gross to the extent that the more employees' differences the more workplace conflicts (Lafta, 2016). As a result, any business entity that engages with people, regardless of size or sector, faces conflict, which is induced by a number of interconnected variables and circumstances.

Conflict in workplace, particularly in the dynamic work environment of manufacturing sector with its hierarchical organisation structure and complex market environment (McKibben, 2017), is never a deviation, but rather a platform of abundance opportunities for adjustment, change and adaptation, correction, clarification, and reconciliation, all for the benefit of the company and its stakeholders, particularly the employees (Osad& Osas, 2013). This is because all workplace relationship comes with peace and conflicts (Olorunmola, Hettey&Sule, 2019; Arthi& Sumathi, 2020).

The foregoing posits that management of management, which is the process of reducing negative aspects of conflict in

order to achieve positive outcomes such as creativity, productivity and positive attitude toward work (Billikopf, 2014), becomes a necessity for leaders and management at workplace. This aligns with the view of Rao and Baer (2012) that the workplace conflict is either constructive or destructive to organization survival.

Therefore, conflict management is pertinent to organization's survival because it has been found that most managers spend a significant portion of their time coping with disputes or the consequences of people-related issues in the workplace (Oachesu, 2016). Effective management of conflict ensures development of a of a cooperative environment for fostering opportunities and a movement in the company's direction aimed at resolving competing interests (Agwu, 2013).

Outcomes of ineffective workplace conflict management may include cost associated with reduced efficiency and productivity, distractions, absenteeism, losses due to low morale, unethical recruiting practices, discrimination, employee attrition and turnover, stress-related medical problems, workman's compensation, destroyed relationships, fraud, abuse, sabotage, violence, theft, and ultimately litigations. It is therefore essential to emphasize that an escalated workplace conflict will not alone jeopardize workforce productivity and attitude to work, but infringe on the sustainability and growth of the organization, hereby spell doom for such organization. Conversely, proper management of conflict at work will promote creativity, healthy discussion, debate and arguments, all of which are essential for the organization's goals and objectives to be met. As a result, it is critical for manufacturing company management to employ a sound procedural conflict management approach as a method of

ensuring organizational sustainability.

For a long time, Nigerian manufacturing companies have been concerned about the best workplace conflict management approach to use in order to improve company success and survival (Olukayode, 2015). It is noted that previous conflict management studies did not pay close attention to impact of conflict management techniques on the sustainability of organizations, as well as establishing effective strategies that could stimulate and enhance it. Hence, despite the growing literature on organizational sustainability, scholars have paid little attention to conflict management strategies as a tool for achieving organizational sustainability.

Consequently, even though there are several studies on workplace conflict management, there is still a gap as regards taking into consideration the Nigerian workplace context, especially in Kwara State, Nigeria. This study filled this gap in knowledge by exploring the effect of management of workplace conflict strategy on the sustainability of organizations in manufacturing companies in Kwara State, Nigeria. Against this background, this study is primarily concern with elucidating the kind of connection between workplace conflict management strategy and organizational sustainability, and consequently, to determine whether or not workplace conflict management strategy, from the perspective of third party intervention, negotiation, and communication strategies have significant influence on maximizing organizational sustainability in the manufacturing companies, within Nigeria

context.

Therefore, the specific objectives are to;

- i. examine the effect of negotiation as a workplace conflict management technique on the sustainability of manufacturing organisations domiciled in Kwara State, Nigeria;
- ii. investigate the effect of using third party intervention as a workplace conflict management technique on organizational sustainability of manufacturing organisations located in Kwara State, Nigeria; and,
- iii. determine the extent to which communication as a strategy for conflict management affects organizational sustainability in manufacturing organisations, Kwara State, Nigeria.

In line with the objectives, the following research questions were posed:

- i. What is the extent to which negotiation as a workplace conflict management strategy has an impact on organizational sustainability in manufacturing organizations based in Kwara State, Nigeria?
- ii. Does intervention of third party as a technique of management of workplace conflict have significant effect on organizational sustainability in manufacturing organisations located in Kwara State, Nigeria?
- iii. Does communication as a strategic method for conflict management strategy significantly influences organizational sustainability in manufacturing organisations, Kwara State, Nigeria?

Review of Literature

Workplace Conflict Management

Conflict is a complex concept which on the least involves the interface of cognitive, physiological, psychological, and contextual dynamics (Oachesu, 2016). It is an unavoidable and essential part of an organization's process of change (Agwu, 2013; Abdul & Sehar, 2015; Wang & Wu, 2020).

Usually, conflict occurs when members of a group have competing goals, viewpoints, and thought processes and are unable to just not willing to compromise with each other (Okereke, 2014). Therefore, conflict is seen as a form of dispute between two individuals or groups in an organization that have cause for formal or informal interaction (Fadipe, 2000; Olukayode, 2015). It is a series of disagreeable behaviors (Agwu, 2013). Organizational conflict, according to Kazimoto (2013), is characterized as the existence of discord that occurs when separate individuals or groups' interests, objectives or values are incompatible and frustrate each other's efforts to attain targets within an organization.

Awan and Saeed (2015) comprehensively opined that workplace conflict is triggered by 13 relational factors such as; misconception, poor team spirit, constant negative attitude, poor communication, low group trust, egoism, divergent value or interest, latent grievance, pay, weak relational structure, government policy, disagreement between employer and workers. Thus, mismanaged trivial conflicts can escalate to violence, work disruptions, low output, turnover and absenteeism all which could infringe the

market sustainability of any organization.

Conflict may be constructive to the degree that it results in innovative problem-solving or the successful achievement of subsystem or organizational goals that would otherwise have been unlikely. Thus, positive outcomes of conflict management in organizations were described to include stimulation of innovation, creativity and growth; enhanced organizational decision-making processes and outcomes; development of alternative solutions to organizational problems; synergistic solutions to regular problems; improvement of individual employee and group performance; establishment of new and ideal approaches to problem solving.

Conversely, workplace conflict left uncontrolled may have dysfunctional outcomes. The negative outcomes of ineffective conflict management have been identified to include, job stress, burnout, and employee dissatisfaction; ineffective communication leading to further and aggravated conflict; development of distrust and suspicious workplace environment; damaged relationships among employees and the organization; poor employee's job performance and reduced organization productivity; increased resistance to positive change within the organization; reduced organizational commitment and loyalty.

Rao and Baer (2012) segregated the types of workplace conflict into three namely, intra-personal and inter-personal, intra-groups and inter-group as well as conflict relating to intra-organisational and inter-organisational. Intra-personal conflict refers to conflict of interest within a single employee, while inter-personal is between two or more people. In the same vein, intra-group conflict denotes disagreement within a

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group or team in an organization while the inter-group is between two or more groups. The focus of this paper is limited to intra and inter-personal or group conflicts that could disrupt organizational progress and survival.

Workplace conflict management,

according to Armstrong (2006), is described as an organization's ability to recognize causes of conflict and adopt strategic measures to reduce or monitor the conflict's impact on the organization. According to Petkovic (2008), conflict management involves the acquisition of conflict resolution skills, the establishment of conflict model structures, the implementation of strategic measures and approaches. It is based on strategies and processes that assist in the mitigation or elimination of conflict. (Aminu & Marfo, 2010; Botes, 2003). Hence, Thakore (2013) viewed it as a managerial approach to control disputes and grievances against conflict escalation. It is also viewed as a practice which is historically concerned with the containment and resolution of disputes (Ajike, Akinlabi, Magaji & Sonubi, 2015).

Lafta (2016) argued that a proactive conflict management should undermine the dysfunctional influence of conflict by providing satisfactory solutions to both parties for peace to reign. Conflict management is the mechanism by which organizations and individuals resolve disputes or differences in order to find a common ground that allows for resolution, consensus, and genuine decision-making involvement (Olukayode, 2015).

Efficient workplace conflict management, according to Akanji(2005), leads to positive outcomes, while ineffectively handling of conflict may causes commotion in the work environment, thereby causing dislocation and fragmentation of the entire organizational group, as well as decreased productivity and job performance. This suggests that a well-managed conflict is aimed at improving the organization's atmosphere in order to stimulate better performance in the workplace (Olukayode, 2015).

Anyakie (2018) conducted a study in Port Harcourt, Rivers State in Nigeria, on the impact of conflict management on the organizational effectiveness of selected microfinance banks. The study adopted a primary data collection. The reported hypothesis was tested using the Spearman's rank order correlation coefficient statistical analysis. Results indicate that conflict management (collaboration and compromising) and organizational effectiveness (client/customer satisfaction and quality of work-life) were found to have a significant relationship. The study concluded that successful conflict management improves proper learning, which affects organizational effectiveness.

In a Nigerian manufacturing company, Olukayode (2015) investigated the impact of workplace conflict management on organizational performance. A total of 250 employees were chosen using a stratified random sampling technique to provide responses. Data were therefore gathered through validated structured questionnaire. Spearman correlation analysis was used and the results showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and

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organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance.

Solaja (2015) investigated the impact of conflict and its management in a number of Nigerian manufacturing firms in Lagos State, Nigeria (Glaxosmithkline Nigeria, PZ Industries Plc and Nestle Nig Plc). Co-relational survey method was employed as the research design. Data were analyzed using descriptive statistics. The findings indicated that poor methods of expressing complaints to top management, unfavorable economic and industrial policies, and poor employee compensation and welfare are among the causes of conflict in Nigerian manufacturing firms, among others.

As a result, the study concluded that managers should implement conflict management strategies in order to maintain a cordial and fruitful labor-management partnership.

Review of empirical studies revealed that there is a dearth of research on whether or not workplace conflict management significantly influences organizational sustainability. Few foreign studies available depict variance in their findings and this raises the question of universality of these findings and also if the results could be applied to manufacturing companies operating within the Nigerian work context.

Organizational Sustainability

Sustainability refers to the process of being able to keep a business going whilst securing the future market sustenance

(Colbert &Kurucz, 2007; Horak, Arya & Ismail, 2018). Grunwald (2011) viewed sustainability as the ability of an organization to survive and continue in the bewildered market environment with effectiveness and efficiency. According to Boudreau and Ramstad (2005), sustainability is the condition of meeting current consumer needs without jeopardizing future needs. This aligns with the view of Ford (2012) who defined it as the the ability to meet current customer needs while also considering future generations, whilst conserving and enhancing business resources.

Businesses all over the world are recognizing the importance of incorporating sustainability into their business strategies (Obiamaka, Francis & Akintola, 2018). Highly competitive environment in the manufacturing industry asserts to the need for sustainable development. Thus, a business model that creates value while sustaining and improving long-term financial, environmental, and social resources is referred to as sustainable growth (Terry, 2013).

This paper operationalized organizational sustainability as the as the mode and process of providing business organizations with the appropriate tools, resources, systems and structures they need to succeed and survive in the marketplace. The study aligns with the concept put out by Joseph (2002) who described sustainability is characterized as "continuity," which means that the organization has the required elements to continue and expand its operations in pursuit of a specific objective. However, it should be noted that rather than being a state of perfection, organizational sustainability is a continuous process (Joseph, 2002). It was further compared to a plant which, if watered

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and cared for, will grow and prosper, but wither rapidly if not (Joseph, 2002).

Workplace Conflict Management Strategies

These are approaches adopted by management in ensuring cautious action for regulating conflict situations through mutual concession in the work environment (Liu, Lin & Jing, 2014). They are techniques which rely on the principle that disputes cannot always be resolved, but can be handled by effective steps such as mediation, avoidance, cooperation, compromise and confrontation (Brigs, 2007). These conflict management strategies are a modern, comprehensive approach which seeks to achieve long-term wins for parties involved in conflict (Beryl, 2017).

By affecting the degree to which an individual encounters ongoing conflict, conflict management techniques can have a far-reaching influence on work life in organizations (Okereke, 2014; McConnon & McConnon, 2008). It is therefore certain that an effective mechanism for managing conflicts must be put in place in order to ensure organizational survival. This is in line with Olukayode (2015) view that given the inevitability of organizational conflict, high-performance organizations would be those that can consistently build on successful conflict management strategies in order to fulfill defined objectives and goals.

Generally, conflict management strategies in the workplace include negotiation, collective bargaining, mediation, intervention by third parties, brainstorming and communication

(Petkovic, 2008). However, this paper considered negotiation, third party intervention and communication as suitable methods of workplace conflict management because they have been found effective in ensuring organizational sustainability (Beryl, 2017); and have been found to be effective in many organizations globally (Petkovic, 2008).

i. Negotiation

This refers to the method by which consensus or agreement is reached, while avoiding conflicts and disputes (Verma, 2006). Negotiation is gaining growing popularity as a common, positive way of settling disputes and doing business (De Dreu, Weingart & Kwon, 2000). Since the nature of the negotiation includes an opportunity to move beyond current ideas and develop alternatives, it can help an organization to develop a successful performance plan by setting targets that will, in turn, improve organizational success (LeBaron, 2003). Negotiation is used to minimize conflict affecting individuals so as to maximize cooperation and keep conflict at acceptable levels. That, in turn, drives performance and sustainability (Rahim, 2002). Thus, first hypothesis:

H₀₁: Negotiation as a workplace conflict management strategy does not significantly influences organizational sustainability.

ii. The Third Party Intervention Strategy

This method of conflict management includes a scenario where management employs an external expert to tackle the issues on ground (Beryl, 2017). A third party is a person or entity that assists opposing parties in resolving their differences or controls the severity of their disagreements (Pruitt & Kim 2004). The third party may be a consultant, counselor or a mediator, whose duty it is to

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advise or instruct the disputing parties how to settle their disputes, or an arbitrator. (Petkovic, 2008). When the degree of conflict is so severe that it becomes dysfunctional to the organization's survival, is impacting results, and all efforts to resolve the conflict have failed, a third-party conflict management approach is normally used (Beryl, 2017). This gave rise to the second hypothesis:

H₀₂: Third party intervention as a workplace conflict management strategy does not have significant effect on organizational sustainability.

iii. Communication

This is a process that includes expression, listening and understanding in resolving issues (Banerji & Dayal, 2005). This has been found as an effective conflict management strategy and is essential to the productivity of the organization (Brigs, 2007). Weingart, Brett, Olekalns and Smith (2007) argued that organizations that improved their performance over time had a good communication strategy in place, while those that decreased performance over time were more specific and focused on addressing negative conflict reactions rather than on conflict management expertise through communication. Furthermore, while disputes in the workplace are unavoidable in organizations, how to handle them for survival through effective communication is important given the communication challenges often faced by organizations (Uzoечи & Carlton, 2014). Thus, the third hypothesis:

H₀₃: Communication as a workplace conflict management strategy does not have significant influence

organizational sustainability.

Theoretical Framework

Contemporary conflict theory, which recognizes that conflicts between stakeholders within an organization or community are inevitable, has been adopted as a theoretical background to the study. The theory holds that conflict occurs as an inevitable consequence of change and, if handled effectively, can be advantageous for the organization (Kirchoff & Adams, 1982). The theory explains how conflict can promote the creation of a creative platform as a means of bringing various ideas and viewpoints together to form a new fusion (Robbins, 2005). It argues that conflict is essential in any organization that is committed to developing and working with new ideas, which is essential to growing and sustaining organization values and culture. Hence, it alleged that conflict is of significant benefit to group's performance which invariably promotes organizational sustainability (Robbins, 2005).

Methodology

The aim of this study was to examine the impact of conflict management on organizational sustainability in the workplace. The study is exploratory in nature and therefore survey research design was employed to examine whether or not workplace conflict management strategies such as negotiation, third party and communication (representing independent variables) significantly influence organizational sustainability (dependent variable).

Multistage sampling technique, which involve purposeful and random sampling techniques were adopted. The population of the study includes all the line managers of

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registered manufacturing companies domiciled in Kwara State, Nigeria. However, five companies were purposely selected for the study. They include KAM Industries Nigeria Limited, Lubcon Lubricant Company, Tuyil Pharmaceutical Ind. Ltd, Olam grains international Ilorin, and Seven Bottling Company Limited. The willingness of senior management to allow the study exercise to be performed on their premises also affected the companies' choices. Only line managers were considered for the study because they are directly responsible for the overall implementation of organizations goals and objectives. The geographical location and the companies were selected on the conditions that it is typical to other places where manufacturing companies can be located in the country, and that the findings can be extended to the national level.

Furthermore, ten line managers/supervisors were randomly selected from each of the ten companies respectively, making a sum total of fifty participants. Equal number of front line managers was decided for each of the companies so as to get equal contribution from them. The hierarchical and functional roles of respondents from each company, however, varied. This method was used to collect the experiences of respondents from various management and employee levels, as well as from different teams and departments. This provides the broad perspective and scope needed to produce findings from several levels of manufacturing companies operating in the Nigerian work environment.

Primary data were sourced through questionnaire which was personally administered. The questionnaire was structured to capture questions related to influence of workplace conflict management on organizational sustainability and was structured in accordance to the research questions. However, forty seven copies of the questionnaires were returned and used for analysis. This translates to a 94 percent response rate, indicating that a greater proportion of respondents responded positively to the questionnaire, indicating that it was appropriate for the study analysis.

Likert rating scale of five points ranging from strongly agreed (5 points) to strongly disagree (1) was constructed to enable the respondents objectively express their opinions. Cronbach's Alpha was used to ascertain the reliability of the instrument. Since satisfactory value is required to exceed 0.7 for the scale to be reliable (Pallant, 2007), the Cronbach's Alpha values, as shown in table 1 below, indicate that all the variables indicate a high reliability and the overall measure of the scale is highly reliable since its value exceeds 0.7 (0.859), showing high internal consistency among all the items included in the scale.

For ascertaining the validation of the instrument, face and content validity was employed. As a result, the draft questionnaire was issued to two senior lecturers at the University of Ilorin Department of Business Administration for validation. Their observations, corrections and suggestions were integrated into the instrument's final draft.

Multiple regression analysis was used as the statistical tool for analysis and to test the hypotheses formulated. This is done with the help of SPSS (version 22.0)

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Model Specifications

$$\text{OrgSust} = f(\text{NegStr}, \text{ThPatStr}, \text{ComStr})$$

$$\text{OrgSust} = \beta_0 + \beta_1 \text{NegStr} + \beta_2 \text{ThPatStr} + \beta_3 \text{ComStr} + \varepsilon$$

Where:

OrgSust = Organizational sustainability (Dependent variable)

β_0 = Intercsept of the model.

β_1 = Estimate of the parameter of the independent variable in the model of the slope.

ε = Error term.

NegStr = Negotiation strategy (Independent variable)

ThPatStr = Third party strategy (Independent variable)

ComStr = Communication strategy (Independent variable)

Results and Discussions

The regression results to examine whether or not workplace conflict management on organizational sustainability were presented in table 2-4.

The model summary indicates that workplace conflict management is significantly related to organizational sustainability. The multiple correlation coefficient (R) value of 0.812 (81.2%) posits a significant and positive relationship between workplace conflict management and organizational sustainability.

The R-square value of 0.659 (65.9%) indicates that the independent variables negotiation strategy (NegStr), third party strategy (ThPatStr) and communication strategy (ComStr) have a combine effect of 0.659 (65.9%) on the dependent variable of organizational sustainability (OrgSust). This implies that the cumulative effect of the independent variables is able to explain the dependent

variable up to 0.659 (65.9%).

The adjusted R^2 explains the actual effect of the independent variable on the dependent variable. Negotiation strategy (NegStr), third party strategy (ThPatStr), and communication strategy (ComStr) all lead to variance in organizational sustainability, according to the modified R^2 value of 0.636 (636 percent). This is sufficient for deciding the model's goodness of fit. As a result, the regression model proved to be useful for forecasting.

The F-statistic is a statistical instrument used to check the overall significance of an estimated model. The F-statistics value of 27.755 in table 3 with probability value of 0.000 indicates that the independent variables negotiation strategy (NegStr), third party strategy (ThPatStr), and communication strategy (ComStr) have significant influence on organizational sustainability (dependent variable). This depicts that workplace conflict management strategies can collectively explain the variations in organizational sustainability.

The estimated equation of the model is expressed as $\text{OrgSust} = \beta_0 + \beta_1 \text{NegStr} + \beta_2 \text{ThPatStr} + \beta_3 \text{ComStr} + \varepsilon$

As shown in table 4, organizational sustainability (OrgSust) would be equal to 2.210 when all other variables are held constant. It would however increase by 0.537, -0.384, and 0.878 when there is a unit increase in negotiation strategy (NegStr), third party strategy (ThPatStr), and communication strategy (ComStr) respectively, while other variables remain constant.

Furthermore, as depicted in the table, the standardized beta coefficient in respect to negotiation strategy (NegStr) was 0.038 with t-test value of 2.131 at 5% level of significance. This depicts that negotiation

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strategy (NegStr) is a positive predictor of organizational sustainability. Hence, the first hypothesis which states that negotiation as a workplace conflict management strategy does not significantly influence organizational sustainability is rejected.

The standardized beta coefficient in respect of third party strategy (ThPatStr) was -0.523, with t-test value of -0.930 at 5% level of significance. This means that third party strategy (ThPatStr) is not significantly relevant in predicting organizational sustainability. Thus, the second hypothesis which states that third party intervention as a workplace conflict management strategy does not have significant effect on organizational sustainability is accepted.

The standardized beta coefficient in respect to communication strategy (ComStr) was 1.283 with t-test value of 2.834 at 5% level of significance. This indicates that communication strategy (ComStr) is a positive predictor of organizational sustainability. This implies that that the third hypothesis which states that communication as a workplace conflict management strategy has no significant influence on organizational sustainability is rejected.

Discussion of Findings

The study examined the effect of organizational conflict management strategies on organizational sustainability. Three hypotheses were formulated in null form in relation to conflict management strategies and their relative effect on organizational sustainability.

The findings from the first hypothesis posit that negotiation as a workplace

conflict management strategy significantly influences organizational sustainability in manufacturing organisations. It showed that negotiation strategy (NegStr) with standardized coefficient of 0.038, t-test value of 2.131, and sig value of 0.000 can be extensively used to predict organizational sustainability. This resonates with the position of Beryl (2017) who asserted that ability of management to effectively adopt negotiation strategy in guiding conflict resolution and negotiates with diverse people and organizations increasingly become a significant competency in ensuring improved organization performance.

Thus, negotiation strategy could be considered a viable device that can be used to curtail likely negative effect of organizational conflict, so as to promote maximum cooperation and keep conflict to acceptable levels, which in turn drive sustainability. In the same vein, negotiation would enable employees to have a sense of involvement in decisions making process that affects them; promote spirit of belongingness and provide organization's stakeholders, particularly the employees, with useful feedback thereby leading to creation of shared values (Beryl, 2017).

The findings from the second hypothesis demonstrated that third party intervention did not significantly influence organizational sustainability. Rather, third party strategy (ThPatStr) with a beta coefficient of -0.523 with t-test value of -0.930 and sig value of 0.357 indicates a negative effect on organizational sustainability. This backs up Elbadawi and Sambanis (2000) claim that a third-party approach can escalate a dispute, particularly if the intervention level is not sufficiently high. Empirical results indicate that using a third party to settle a dispute

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carries a substantial financial cost, which can restrict an organization's ability to invest in new ways to increase process performance (Beryl, 2017).

Findings from the third hypothesis depict that communication as a conflict management strategy significantly influences organizational sustainability in manufacturing organisations. It further revealed that among the three conflict management strategies considered as predictors of organizational sustainability, communication strategy (ComStr) with standardized beta coefficient of 1.283 and t-test value of 2.834 and 0.000 sig. value contribute mostly to organizational sustainability. This supports the claims made by Nebo, Nwankwo and Okonkwo (2015) and Beryl (2017) that organizations should make communication an integral part of management strategies in order to reduce internal tension and enhance efficiency. The foregoing depict that efficient and effective communication process has the potential to create essential elements that organization sustainability required. This is due to the fact that good communication creates a basis for common values and peaceful coexistence, reducing suspicions and distrust to an acceptable level.

Summarily, communication and negotiation strategies significantly and positively influence organizational sustainability; third party strategy contributes negatively to organizational sustainability. The findings were in divergent to that of Beryl (2017); who found that the three strategies were almost equally significant to organization performance. The study walks a different

part to the study of Olukayode (2015) who found that collective bargaining, compromise, and accommodation as conflict management strategies have significant effect on organizational performance and that non-integrative conflict management strategies such as competition, domination and avoidance had a negative statistically determinate effect on how organizations perform.

Conclusion and Implication

Drawing inferences from the findings, the study conclude that communication and negotiation strategies should be the focal point of reference in terms of organizational conflict management in manufacturing organizations and less or none of third party intervention be used as conflict management strategy. Further, the study indicates that communication and negotiation as workplace conflict management strategies were the most efficient conflict management strategies that could ensure organizational sustainability in manufacturing companies in Nigeria.

Thus, manufacturing organizations that are driven by desire to achieve better performance in terms of sustainability and enhanced productivity should endeavour to consider and exhibit more of communication and negotiation strategies and less or none of the third party intervention in the process of managing conflict.

It is therefore essential for management to promote and maintain effective communication frameworks, explore negotiation strategy, so as to forestall litigation and thereby ensuring organizational sustainability. This implies that manufacturing companies that effectively

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adopt appropriate conflict management strategy would likely outperform and outlived those that do not in terms of management of conflict. The findings reported in the study would help manufacturing companies to effectively

adopt and apply conflict management strategies that could help to promote organizational sustainability as a strategic tool in the face of global competition and economic uncertainties.

Table 1 Cronbach's Alpha

Variables	Number of Items	Cronbach's Alpha Value
Overall	20	0.859
Negotiation strategy	5	0.831
Third party strategy	5	0.789
Communication strategy	5	0.811
Organizational sustainability	5	0.879

Source, Field Study, 2020

Table 2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.659	.636	.632

a. Predictors: (Constant), ComStr, NegStr, ThPatStr

Source: Field Survey, SPSS, Printout 2020

Table 3 ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	33.281	3	11.094	27.755	.000 ^b
	Residual	17.187	43	.400		
	Total	50.468	46			

a. Dependent Variable: OrgSust

b. Predictors: (Constant), ComStr, NegStr, ThPatStr

Source: Field Survey, SPSS, Printout 2020

Table 4 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.210	.289		7.639	.000
	NegStr	.537	.252	.038	2.131	.003
	ThPatStr	-.384	.413	-.523	-.930	.357
	ComStr	.878	.310	1.283	2.834	.000

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a. Dependent Variable: OrgSust

Source: *Field Survey, SPSS, Printout 2020***Table 5: Summary of Findings**

Hypothesis	Standardized Coefficients (β)	T	Sig. value	Remarks
H₀₁ : Negotiation as a workplace conflict management strategy does not significantly influences organizational sustainability.	.038	2.131	.000	Rejected
H₀₂ : Third party intervention as a workplace conflict management strategy does not have significant effect on organizational sustainability.	-.523	-.930	.357	Accepted
H₀₃ : Communication as a workplace conflict management strategy does not have significant influence organizational sustainability.	1.283	2.834	.000	Rejected

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