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# Conflict Management And Employee Satisfaction In Nigeria Bottling Company Anambra State Nigerian

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**ABSTRACT**
This study examined conflict management and employee satisfaction with particular reference to selected Nigeria bottling company South East. The study reviewed relevant conceptual, theoretical and empirical literature. This research work was anchored on dynamic conflict model and Idler theory of inter-group conflict model. The study adopted survey research method. The population of study was 1144, while the study employed purposive sampling technique obtain get 370 as the sample size. The data used in this study were generated using 5 point Likert scale questionnaire. The data generated through questionnaires were analyzed using table and percentage analysis. Multiple Regression analysis was employed to test the hypotheses. The study found out that Collective bargaining has a significant influence on employee satisfaction. Alternative dispute resolution has a significant effect on employee satisfaction. Arbitration has a significant influence on employee satisfaction. The study concludes that conflict management has a significant effect on employee satisfaction in Nigerian Bottling Company. The study therefore recommended among others that management should use appropriate conflict approach to resolve and manage conflicts as they arise before escalating to unmanageable level through collective bargaining alternative dispute resolution, and arbitration
**Keywords:** Collective Bargaining Alternative Dispute Resolution, Arbitration and Employee Satisfaction

## INTRODUCTION

An organization consists of several people, attitudes, feelings, needs and perceptions differ from person to person. Individual differences may cause misunderstanding and conflicts between individuals and groups. Interpersonal and intergroup conflicts therefore, affect the organization either negatively or positively. Thus, conflict management is required to resolve conflicts and maintain order, otherwise employee satisfaction and organizational performance may suffer (Dessler, 2008). Conflict may have either a positive or a negative effect on employee satisfaction, depending on the nature of the conflict and how it is managed (Armstrong, 2009). For every organization, an optimal level of conflict exists which is considered highly functional as it helps to generate good performance. When the conflict level is too high that is dysfunctional, performance suffers. Consequently, innovation and change are difficult, and the organization may have difficulty in adopting to change in its environment. Second, the organization's very performance is also threatened if the conflict is too low. On the other hand, if the conflict levels become too high and too low, the result is chaotic in an organization and also threaten its survival (Beardwell and Claydon, 2007).

Conflict among workers in an organization is inevitable. If it is managed properly, it will bring catalyst

for change and can have a positive effect on employee satisfaction and performance in organization. Conversely, unmanaged conflict negatively affects both employee satisfaction and job performance. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable (Abdul and Sehar, 2015). Conflict is a part of organizational life and may occur between individuals and the group (Weihrich, 1992). While conflict is generally perceived as dysfunctional, it can also be beneficial because it may cause an issue to be presented in different perspectives. Conflict has both positive and negative effects (Hotepo, Asokere, Abdul-Azeezl and Ajemunigbohun, 2010). It can be positive when it encourages creativity, new looks at old conditions, the clarification of points of view, and the development of human capabilities to handle interpersonal differences. Conflict can be negative when it creates resistance to change, establishes turmoil in organization or interpersonal relations fosters distrust, builds a feeling of defeat, or widens the chasm of misunderstanding.

Workplace conflict is described as the presence of discord that occurs when goals, interests or values of different individuals or groups are incompatible and frustrate each other's' attempt to achieve objectives in an organization (Kazimoto 2013). It is a communication process and an inevitable consequence of transactional relationship manifesting in disagreement and dissonance with and between individuals and groups in the work-environment. In this context, workplace conflict is a fact of life in any organization as long as people will compete for jobs, power, recognition and security (Adqmie and Anie, 2005). Therefore, the task of management is not to suppress or resolve all conflicts, but to manage them in order to enhance and not to detract from organizational performance. A constructively managed conflict induces a positive performance, while destructively managed conflict heats up the work environment to bring about dislocation and polarization of the entire group with reduction in productivity and job performance (Akanji, 2005). This is suggestive that a well-managed conflict aims at the improvement of organizations for the purpose of stimulating performance in the work-situation. Through good conflict management strategies, weaknesses in the organizational decision-making are exposed which may prompt the establishment to effect changes and search for positive solutions. Hence, management are duty bound to resolve conflict properly for the sake of increasing organizational performance, because the outcome of such action will result in good communication, time management, good cooperation and increase corporate productivity (Obasan, 2011).

In many organizations in Nigeria today, internal (intrapersonal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo, 2002). This development is largely due to the inability of leaders in Nigerian work organizations to view the management of conflict as systematically as they view information, human resources, and financial management systems. Instead, conflict is viewed and handled in piecemeal and is considered as local events. The inability to view and manage workplace conflicts systematically has therefore rendered conflict dysfunctional in some organizations. This is evidenced by the high frequency of strike action, unhealthy rivalry between and among sub-units and individuals within an organization, sabotage at workplace, slow work, labour turnover, absenteeism, lack of productivity, general inefficiency, high rate of industrial accident, low morale, withholding of vital knowledge and a host of others that are being perpetrated by workers in workplaces (Ojielo, 2002). Therefore, this study examine conflict management and organizational performance in Nigerian Bottling Company using evidence from selected Nigeria Bottling Company in Anambra State ofNigeria.

**Statement of the Problem**

Conflict is a regular feature of formal and informal organizations which results from divergences in interests of individual workers and management. Because individuals differ in their values, attitudes and goals, conflict among them becomes unavoidable. Conflict occurs at both individual and collective levels, personality and other structural factors coming into play (Obisi 2005). In many organizations in Nigeria today, internal (intrapersonal) and interpersonal conflicts are consuming so much organizational time and attention that organizations are starting to look as though conflict is their primary business (Ojielo 2002). Empirical research findings have provided insights into causative factors of conflict management. Hotepo, Asokere, Abdul - Azeez and Ajemunigbohun (2010) found lack of resources,

different expectation, competition, lack of cooperation, interdependence and communication problems as factors that have caused conflicts and employees dissatisfaction in the Nigerian. Obasan (2011) identified unacceptable terms of employment, poor human relations between management and workers , non - consultation with employees before making key decisions affecting them, anti-union posture of management and lack of effective mechanism for prevention of conflict as multiple causal factors of workplace conflict and. A Philippian study also conducted in the banking industry by Tsevendorj (2008) rated communication failure, perception, values, and culture problems as moderately serious sources of conflict. Conflict based on scarcity of power, resources or social position and differing value systems occurs when individuals or groups feel that other individuals or groups have frustrated their plans, goals, beliefs, or activities (Dana, 2011).

Unresolved conflict generates many serious consequences involving high financial and human costs. Conflict may lead to frustration, tension, low morale, missing meeting deadlines, lack of self confidence, low trust level, communication problems, absenteeism, and legal proceedings (Buss, 2009). Mismanaged conflict affects productivity and employee satisfaction (Cram and MacWilliams, 2009). Mishandled conflict affects employees' health and wellbeing, which in turn results in absenteeism. It is a habitual pattern of absence from duty or obligation (Johns, 2007). A high correlation exists among absenteeism, job stress and needing a break from fighting with colleagues (CFLSRI, 1998). Workplace conflict may also create a tendency of presenteeism. It means showing up at work while ill or otherwise not completely fit for work. Due to presenteeism productivity declines (Dana, 2001). Cost of absenteeism to organization is well researched, occupational medicine begun to suggest that work lost due to presenteeism is only the visible tip of an iceberg and that the hidden cost of presenteeism may be much greater" (Buss, 2009). Mismanaged and unresolved conflict causes stress, reduces confidence levels, makes employees anxious, and frustrated. All these lead to lesser job satisfaction, humiliation, embarrassment, and stressed; these induce psychological and physical diseases. Escalated conflict leads parties to shun contact, end communication, withheld information or provide wrong information (Cram and McWilliams, 2009; Buss, 2009; Hart, McDonald, and Rock, 2004 and CFLSRI, 1998). Therefore, this work is hypothesized to fill this gap.

**Objectives of the Study**

The main objective of the study is to examine effect of conflict management on employee satisfaction in Nigerian bottling company Anambra State, Nigeria. The specific objectives include:

1. To investigate the influence of collective bargaining on employee satisfaction in Nigerian bottling company Anambra State, Nigeria
2. To determine the effect of alternative dispute resolution on employee satisfaction in Nigerian bottling company Anambra State, Nigeria
3. To examine the effect of arbitration on employee satisfaction in Nigerian bottling company Anambra State, Nigeria

**Research Questions**

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

1. To what extent does collective bargaining influence employee satisfaction in Nigerian bottling company Anambra State, Nigeria?
2. What are degrees of effect does alternative dispute resolution has on employee satisfaction in Nigerian bottling company Anambra State, Nigeria?
3. To what extent does arbitration influence employee satisfaction in Nigerian bottling company Anambra State, Nigeria?

**Hypotheses**

The following research hypotheses guided this study.

$Ho_1$: Collective bargaining has no significant positive influence on employee satisfaction in Nigerian bottling company Anambra State, Nigeria.

$Ho_2$: Alternative dispute resolution has no significant positive effect on employee satisfaction in Nigerian bottling company Anambra State, Nigeria

$Ho_3$: Arbitration has no significant positive influence on employee satisfaction in Nigerian bottling company Anambra State, Nigeria

## REVIEW OF RELATED LITERATURE

### Conflict

Conflict is endemic to all social life. It is an inevitable part of living because it is related to situations of scarce resources, division of functions, power relations and role-differentiation (Jacob, 2006). Because of its ubiquity and pervasive nature, the concept has acquired a multitude of meanings and connotations presenting us with nothing short of a semantic jungle. Like other terms, conflict generates considerable ambivalence and leaves many scholars and administrators quite uncertain about its meaning and relevance and how best to cope with it (Jacob2006). Robbins and Judge (2009) conceive conflict in an organization as a process that begins where one party perceives that another party has negatively affected, or is about to negatively affect something that the first party cares about. This is a very apt definition, emphasizing that conflict is about perceptions, not necessarily real hard facts. It points to the emotional nature of conflict by referring to a word like care it states that more than one party is involved and that there may be a future component attached to it.

Shapiro (2006) states that, conflict is a process of social interaction. It involves a struggle over claims to resources, power, status, beliefs, preferences and desires.Schramm-Nielsen (2002) define conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved. Azamosa (2004) maintained that, industrial conflict involves the total range of behaviours and attitudes that is in opposition between individual owners and managers on one hand and working people on the other. The definitions provided above by these eminent scholars appeared too serious thereby creating a galvanizing presentation of conflict as if to say it cannot be managed especially as it relates to organization.

Robert and Angels (2005) adduce that conflict can be viewed in a metaphorical expression, conflict as war, opportunity, and as a journey. However, anyone who views conflict from the perspective of war, will often try to win the situation at all cost, but by viewing conflict from the opportunistic perspective, and a journey, will tend to be more constructive, open minded and positive. If conflict is to be managed in organizations in order to enhance performance, then it should be viewed as opportunity and as a journey not necessary as a war. Therefore, when dealing with conflict in an organization, the reliance on the metaphor and language of war is a blur, while the metaphor and language of opportunity and journey is more pronounced and used. In light of the above, it is very paramount to take into cognizance the choice of language used in conflict situation. It is however, important to note that, conflict can escalate or de-escalate over a period of time. When conflict unfold, the parties involve can attempt to manage it in various ways.

McShare and Glinow (2002) conceive conflict "as a process which one party perceived that its interest is being opposed or negatively affected by another party". This definition also deals on perception and only looked at the negatively aspect of conflict without considering the positive aspect. A party interest in an organization or any other setting can be affected by conflict both negatively and positively depending on the circumstances that surround the situation. Organizational conflict occurs when members engage in activities that are incompatible with those of colleagues within their network, members of other collectivizes or unaffiliated individuals who utilize the services or products of the organization (Rivers, 2005). This definition is broader by conceptualizing conflict as an interactive process manifested in incompatibility, disagreement, or dissonance within or between social calling entities (individual, group, organization,) calling conflict an interactive process does not preclude the possibilities of intra individual conflict, for it is known that a person often interacts with self and others. This definition is much more inclusive which implies that conflict can relate to incompatible preferences, goals, and not just activities. It should be recognized that in order for conflict to occur, it has to exceed the threshold level of intensity before the parties experience (or become aware of) any conflict. This principle of conflict threshold is consistent with Rurphy and Saals (2007) contention that opposed interests must be recognized by parties for conflict to exist.

Adomi and Anie (2005) ascertain that conflict is a part of life in any organization as long as people compete for jobs, resources, power, recognition and security. In addition, dealing with conflicts is a great challenge to management. It is important to view conflict not a negative but positive way. Conflict is defined as a disagreement, a battle or to be at odds. In essence, conflict is a differing of opinions, point of views or ideas. Conflict occurs when two or more people sees things from different perspectives, given their education, background, upbringing, knowledge of the issue, beliefs, time of day, mood, etc. (Fuimano,2012).Plunkett, (2005) defined conflict as a disagreement between two or more organizational members or teams. Conflict occurs because people do not always agree on goals, issues, perceptions, and the like – and because people inevitably compete.

Kohlrieser (2007) describe conflict as a manifestation of difference between two or more persons or groups characterized by tension, disagreement, emotion or polarization, where bonding is broken or lacking. Griffin (1997) in Kohlrieser (2007) stated that conflict manifests itself in a variety of ways: people may compete with one another, glare at one another, shout, or withdraw. Leung and Tjosvold (2008) conflict has traditionally been defined as opposing interests involving scarce resources, goal divergence and frustration. Conflict is often to occur in mixed-motive relationships where persons have competitive and cooperative interests (Walton and McKersie 2005). The competitive elements create the conflict (Plunkett et al, 2005) and the cooperative elements create the incentives to bargain to reach an agreement.

Thomas (2005) defined conflict as a "disagreement in opinions between people or groups, due to differences in attitudes, beliefs, values or needs. In the business world, differences in such characteristics as work experience, personality, peer group, environment, and situation, all lead to differences in personal attitudes, beliefs, values or needs. From the above definitions it is obvious that there is no just one practical definition of conflict. Each person has an individual way of thinking and behaves differently from others in similar situations. It can be concluded that conflict can affect everyone to varying extent (Leung, 2010). As there are many definitions of conflict, there are also different views about it.

**Employee satisfaction**

Job satisfaction is the feeling of an employee towards his/her work. MacFadzean (2014)' point of view as the degree to which individual needs are satisfied and the degree to which the individual desires satisfaction from his total job situation. Work satisfaction is an important workplace construct and one that is of concern for effective management (MacFadzean 2014). Satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job. Satisfaction with supervision is one of the most important attitudinal issues in the workplace that managers face. It is a collection of feelings or affective responses of the organizational members which are associated with the job situation within the organization. "Individual subordinate with higher levels of satisfaction with supervision demonstrates decreased propensity to leave" (Boles, 2007).it is therefore wise for manger consider ways of improving employee satisfaction

Employee satisfaction is the terminology used to describe whether employees are happy and contented and fulfilling their desires and needs at work. Many measures purport that employee satisfaction is a factor in employee motivation, employee goal achievement, and positive employee morale in the workplace (Rode 2004).In human resource terms, employee satisfaction means employees are contented with their work and position. To be contented, they likely enjoy much of their work, they feel management is fair and cares about them, and they are comfortable in their work environment both with other staffers, and with the resources they have available to complete their jobs (judge, Thoresen, Bono, and Patton 2001).

Employee satisfaction is the term used to describe a situation when employees are satisfied and contented with his job and the office environment (Aror 2013). Employee Satisfaction is of utmost importance in any organization be it small or large. Thinking that employee satisfaction is important only for the employee then it is not right. It is equally important for the organization for which the employee is working as well. The following points will show the importance of employee satisfaction easily. Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or

individual aspects or facets of jobs, such as nature of work or supervision.(Thompson and Phua (2012).Others believe it is not as simplistic as this definition suggests and instead that multidimensional psychological responses to one's job are involved. Hulin and Judge (2003)noted that job satisfaction measures vary in the extent to which they measure feelings about the job (affective job satisfaction) or cognitions about the job (cognitive job satisfaction).

The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of Locke (1976), who defines job satisfaction as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). Spector (1997) lists 14 common facets: Appreciation, Communication, Coworkers, Fringe benefits, Job conditions, Nature of the work, Organization, Personal growth, Policies and procedures, Promotion opportunities, Recognition, Security, and Supervision.

Hulin and Judge (2003) noted that job satisfaction includes multidimensional psychological responses to an individual's job, and that these personal responses have cognitive (evaluative), affective (or emotional), and behavioral components.Job satisfaction scales vary in the extent to which they assess the affective feelings about the job or the cognitive assessment of the job. Kalleberg(1977) noted that affective job satisfaction for individuals reflects the degree of pleasure or happiness their job in general induces. Cognitive job satisfaction is a more objective and logical evaluation of various facets of a job. Cognitive job satisfaction can be unidimensional if it comprises evaluation of just one facet of a job, such as pay or maternity leave, or multidimensional if two or more facets of a job are simultaneously evaluated. Cognitive job satisfaction does not assess the degree of pleasure or happiness that arises from specific job facets, but rather gauges the extent to which those job facets are judged by the job holder to be satisfactory in comparison with objectives they themselves set or with other jobs. While cognitive job satisfaction might help to bring about affective job satisfaction, the two constructs are distinct, not necessarily directly related, and have different antecedents and consequences.

Job satisfaction can also be seen within the broader context of the range of issues which affect an individual's experience of work, or their quality of working life. Job satisfaction can be understood in terms of its relationships with other key factors, such as general well-being, stress at work, control at work, home-work interface, and working conditions (Tomaževič, Seljak and Aristovnik2014). Analysis of factors affecting job satisfaction of the employees in public and private sector, in India concluded that in India Employees tend to love their job if they get what they believe is an important attribute of a good job. Weightage factor of each such attribute based on exhaustive survey has been calculated. Region, sector and gender wise study of job satisfaction has provided consistent picture with respect to distribution of data set analyzed showed that most of the employees in Indian industry are not satisfied with their job except for a few like male in commerce sector and female in education sector. Total job satisfaction level of males is found to be higher than that of woman. Total job satisfaction level in manufacturing sector is found to be very low(Kumari, Joshi and Pandey2014)

**Theoretical Framework**

This research work is anchored on dynamic conflict model. The dynamic conflict model focuses on how different responds to conflict affects how the conflict process unfolds. The idea with this model is to help people becoming aware of how their responds affects conflict resolution in positive or negative ways. Runde and Flanagan (2007) explain that the model separates cognitive and affective conflicts. Cognitive conflicts is task focused which means that the involved parties puts their concentration on problem solving, therefore Runde and Flanagan (2007) argues that cognitive conflicts are less likely to escalate into a dysfunctional conflicts. On the contrary, affective conflicts are more emotionally charged because focus is put on the person. This increases the probability conflict escalation resulting in negative effects such as damaged relationships and reduced collaboration. Runde and Flanagan (2007) explain that hot buttons are events that trigger a person to initiate a conflict. Our hot buttons are very emotionally charged

which can make us lose control of our actions and respond without thinking about the consequences. According to Runde and Flanagan (2007) it's essential to reflect about and try getting some understanding about our hot buttons, a suggestion that is brought forward is to think about a situation in our past where our hot buttons have been triggered. Runde and Flanagan (2007) points out that we often forget to reflect on whether the opposing party could have several reasons for their actions.

Runde and Flanagan (2007) express that understanding our own behaviour and trying to reflect on others are key factors when trying to prevent the outbreak of conflicts. A conflict competent leader is aware about his/hers hot buttons and in which situations they are triggered, therefore they are more prepared for situations that are emotionally charged according to Runde and Flanagan (2007). Runde and Flanagan (2007) provide through the retaliatory cycle an overview of the way that conflict escalates in different steps. When emotions has been triggered through our hot buttons for example, we enter what Runde and Flanagan (2007) calls the refractory period where emotions has taken control. For us to manage our emotions and get back control over our actions some time is needed, Runde and Flanagan (2007) explain it as the refractory period. To avoid emotions going into a retaliatory cycle we need to manage our triggers and shorten the refractory period. There are several techniques that can be used to remain calm when emotions have been triggered, one example that Runde and Flanagan (2007) presents is breathing techniques used in Mixed Martial Arts (MMA) competitions.

When the involved parties look at a situation from different perspectives but are at the same time aware of the other party's mindset and interests. Runde and Flanagan (2007) explain that it is very rare that this kind of conflict brings negative effects on relationships and productivity. According to Runde and Flanagan (2007) misunderstandings are created when two or more parties interpret a situation differently. To avoid further escalation it's important to check for misunderstandings early in the process. Runde and Flanagan (2007) defines disagreement as "when two people see a situation differently, and regardless of how well they understand the other's position and interests, feel discomfort that the other party disagrees". On the contrary Runde and Flanagan (2007) claims that disagreement can have a positive effect on innovativeness.

When reaching the level of discord, the conflict is starting to have negative effects on relationships between the parties according to Runde and Flanagan (2007). Typical signs of discord are when the parties starts to criticize, avoid and block each other. At this level the conflict has reached a critical level that in almost every case leads to unresolved conflicts and severely damaged relationships. Runde and Flanagan (2007) explain that at this stage the parties start to recruit others to join their cause. In the worst case scenario the involved parties starts to use destructive behaviours, war is one example of extreme polarization. This model becomes necessary for this study in that the model explains how the conflict in the organization emanates and what it can result especially in private sector organizations.

**Collective Bargaining and employee satisfaction**

Mahony and Klaas (2008) asserted that workplace dispute resolution processes differ significantly in structure and design, yet little is known concerning how these differences affect employees satisfaction. Managers can evaluate the effectiveness of the leading dispute resolution procedures to provide employees with voice and workplace justice and then consider how outcomes may differ. Alimba (2008) opined that collective bargaining is a term that has been used by Sydney and Beatrice Web to describe negotiations on conditions of service and terms of employment between employers and workers or between employers' associations and trade unions. It covers all arrangements in which workers do not negotiate with employers by themselves but do so collectively through their representatives. The issues covered by such collective bargaining are always very extensive and they include wages hours of work, increments, promotions, job grading and classification, annual leave etc. In fact in the present dispensation, any matter which is capable of causing a trade dispute is negotiable. It has also been extended to sociopolitical matters like the election tribunal (Sydney and Beatrice, 2002).

It has been argued that the terms which trade unions seek to get through collective bargaining, the process by which they are negotiated and the enforcement of the agreement, all depend on the size and strength of the bargaining unit. In the public sector, collective bargaining takes place at the national level. In Nigeria,

the issue of collective bargaining was provided for under the labour Act Cap 198 Laws of the Federation 1990. Collective bargaining was defined by the Act as the process of arriving or attempting to arrive at a collective agreement while collective agreement means, "an agreement in writing regarding working conditions and terms of employment concluded between;

An organization of workers or an organization representing workers (or an association of such organization of the one part and an organization of employers or an organization representing workers (or an association of such organizations) of the other part (S.91, Labour Act 1990). However S.47 of the trade dispute Act 1990 provided a contrast definition. This notwithstanding both definitions refers to collective bargaining as negotiations between employers and their employees collectively, represented by unions, for the settlement of terms and conditions of employment. The end result is an agreement. As an aspect of labour relations, collective bargaining provide the forum for a bargain or negotiation and leads eventually to decision making or agreement between the parties, thus creating some form of social order in the relationship (Erugo, 2004).

**Alternative Dispute Resolution and employee satisfaction**

According to Scimecca (1993), the beginnings of the ADR movement date back to 1976 and the American Bar Association sponsored the National Conference on the Causes of Popular Dissatisfaction with the Administration of Justice. The conference concluded that the pressure on the congested legal system could be eased by utilizing alternative forms of dispute resolution. The acronym ADR became a key concept of conflict resolution following this conference and ADR rapidly evolved. The key part of this evolution was that what ADR represents has expanded to the point that it became apparent that the word alternative was no longer particularly appropriate (Scimecca, 1993).

The alternative dispute resolution methods adopted in these organizations include negotiation, arbitration and mediation. Alternative dispute resolution,(ADR) approaches seek to involve the disputing parties in the resolution of their conflict, thereby increasing the probability that each of them will be more satisfied with the outcome than a situation in which a manager or a trial judge imposes a decision. Workplaces are breeding grounds for conflict, including those arising out of harassment, discrimination and personality clashes (between employees, employees and their managers, particularly recently assigned managers) (Anonymous, 1999). The result is often performance problems, violations of company rules or the need for discipline or termination. And sometimes these conflicts escalate into violence. This increase in the level and effect of workplace conflict illustrates the importance of dispute resolution processes to resolve problems, before they lead to litigation or violent confrontations.

**Empirical Review**

Conflict management and employee satisfaction has attracted much attention in management literature. For instance, Kanani and Farahani (2014) examinedthe relationship between strategies of conflict management and performance (effectiveness) of southern oil company. Therefore, the descriptive data were practically collected through field method to assess whether there is a significant relationship or not. The statistical population consisted of 92 employees and managers of southern oil company were selected via random sampling and the computation formula is defined in section three. The Kolmogorov-Smirnov Test was used to determine the normality of the collected data. According to the computational level of significance, the hypothesis that samples are distributed was not rejected. Also, to test determine the relationship between conflict management strategies with organization effectiveness, the Pearson correlation coefficient was applied. The present study tried to test only one major hypothesis (relationship between strategies of conflict management and organization effectiveness) was tested. Finally, the Freedman rating test was used to determine rate of conflict management strategies and dimensions of organization effectiveness separately. In conclusion section, the mathematical function of strategies of conflict management relationship with organization effectiveness based on the Pearson's correlation coefficient was provided in form of a regression model. The result indicated that there is a significant relationship between strategies of conflict management with aspects of effectiveness.

Olukayode (2015) examined the impact of workplace conflict management on organizational

performance using evidence from Nigerian manufacturing firms. Descriptive and inferential statistics were employed to analyze data collected from the respondents. Employing Spearman correlation analysis, the results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance. In addition, study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace. Union-management conflict was discovered as the most prevalent type of industrial conflict in the organization.

Abdul and Sehar (2015) examined conflict management and organizational performance using Askari Bank Ltd as a case study.. Descriptive analytical techniques such as frequency, percentage,, mean, standard deviation & variance and factor analysis were applied to analyze and interpret the data. Ratio Analysis is used to analyze Askari Bank's performance. The major findings are that Education does not have any effect on the opinion of respondents on Conflict Management Strategies. Similarly, there is no significant difference between the opinion of male and female respondents regarding the causes of conflict. However, there is a significant effect of conflict on organizational performance.

Amineh and Kangarani (2014) study the relationship between conflict management styles and organization performance, descriptive data were practically collected through field method to assess whether there is a significant relationship or not. The Kolmogorov-Smirnov Test was used to determine the normality of the collected data. According to the computational level of significance, the hypothesis that samples are distributed was not rejected. Also, to test determine the relationship between conflict management with organization performance, the Pearson correlation coefficient was applied. The present study tried to test only one major hypothesis (relationship between conflict management and organization performance) was tested. Finally, the Freedman rating test was used to determine rate of conflict management and dimensions of organization performance separately. In conclusion section, the mathematical function of conflict management relationship with organization performance based on the Pearson's correlation coefficient was provided in form of a regression model. The result indicated that there is a significant relationship between conflict management with aspects of effectiveness and performance.

Okoriko (2014) examined conflict management and organizational performance in national research institute for chemical technology (NARICT) and Nigerian institute of transport technology (NITT), Zaria. The study adopts a survey design method in the aspect of generating data relevant to the study. The data collected were sourced through primary and secondary sources and questionnaire, interview and observation were used as instruments for collection of data for the study. The study advances two hypotheses in both the null and alternate form. One of the hypothesis states "that competition for scarce resources is not a cause of conflict in the organizations". Questionnaires were administered to 317 members of staff in NARICT with 292 well filled and retrieved while 102 were distributed in NITT with 98 well filled and retrieved respectively of which analysis were performed by the use of simple percentages and chi-square statistical tool was used in testing the hypotheses. The study showed as one of its major findings that staff accommodation in both organizations are inadequate especially NITT.

Dimitrios, Athanasios, Labros and George (2014) conducted research on job satisfaction, role conflict and autonomy of employees in the Greek banking organization. employee satisfaction inventory – ESI was used. The inventory was created using Greek employees as a sample. It included 24 items which measure six dimensions of job satisfaction, Working conditions, Salary, Promotions, Work itself, Immediate superior and the organization as a whole For the measurement of role conflict, the Role Questionnaire was used. The scale consisted of eight items. Finally, for the measurement of employees' autonomy a scale developed was used. The scale consisted of four items. The results of the study confirmed previous findings, according to which role conflict is negatively correlated with job satisfaction. In addition, autonomy has a moderating role in the relation between role conflict and job satisfaction. Research

findings like these should be taken into serious consideration by superiors and managers, so that job satisfaction among Greek bank employees is increased and promoted, leading to higher productivity and general well-being

Khaled (2015) examined the relationships between styles of managing conflicts, job satisfaction and organizational commitment in a sample of private, and public organizations. The study conducted on a sample of (329) persons, 198 (60.2%) public organization who are employees of a university and private sector sample of 131 (39.8%) workers in different industrial factories. Used conflict management styles questionnaire prepared by the researcher, besides job satisfaction and organizational commitment. MANOVA statistics such as the differences between the two groups (private, public), also, differences between two groups correlation coefficients. The results showed significant differences between the two groups on the style of avoidance, there are no significant differences in satisfaction and organizational commitment. The Results of the study also showed a positive relationship between job satisfaction and organizational commitment in a private sector sample only. It also found significant relationships between conflict management styles and both job satisfaction and organizational commitment, in public sample than private sector sample. Finally, there were differences between correlation coefficients between conflict management styles showed job satisfaction, organizational commitment, implications of the study for future research, as well as practical implications.

## METHODOLOGY

This study adopted survey research or utilizes the survey design method because all survey design deals mainly with the examination of contemporary conditions and practices pertaining to any aspect of the social system in order to improve or create room for maximum efficiency Amin (2005) The purpose of this survey research is to help in generating valid data for the effective management of conflict in order to enhance organizational performance specifically to Nigeria bottling company Anambra State. This study was carry out in Anambra State. The population of study is made up of all the employees of the Nigerian Bottling Company, Anambra State, Nigeria. The total number of workers (both skilled and unskilled) in Nigerian Bottling Company, obtain form there regional headquarter Anambra State of Nigeria as of this date is 1962.

The sample size consist 337 using Borg and Gall (1973) formula. The researcher made use of primary. The instrument used was structured questionnaire tagged "Managing Conflict in Private Sector Organization Questionnaire" (MCPSOQ). The questionnaire consisted of two sections (A & B); Part A consisted of questions necessary to generate adequate personal information about the respondents, while Part B consist questions necessary to generate useful data for the study, i.e. it measures the variable involved in managing conflict in private sector. Part 2 of the instrument is a 5-point Likert scale designed to elicit information on the management of conflict in private organization. The researcher employed a face-to-face mode of questionnaire administration on the respondents. The researcher used face and content validity in this study.

Test-retest and Cronbach alpha value was adopted with a coefficient of 0.710 attained. The data generated through questionnaires were analyzed using table and percentage analysis. Regression analysis was employed to test the hypotheses formulated in chapter one.

## PRESENTATION OF DATA AND ANALYSIS

The data to be presented and analyzed is based on findings extracted from the questionnaire distributed to the employees of the selected Nigerian Bottling Company in Anambra State, Nigeria. The researcher distributed three hundred and thirty seven (337) copies of questionnaire to the employees of the selected Nigerian Bottling Company randomly selected. Out of the 337 copies of questionnaire distributed, 300 copies were properly filled and found relevant for the study while the remaining 30 copies of questionnaire were not properly filled and7 copies were misplaced by the respondents. This shows a response rate of 96.8 percent. Likert-type items on a five point scale and open-ended questions were employed on the survey to determine ways of conflict management and employee satisfaction in Nigerian Bottling Company

**Multiple Regression Analysis**

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

**Table 1 Summary of the Regression Result**

The result of the multiple regression formulated in chapter three is presented in the tables below.

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|---|---|---|---|---|---|
| 1 | .265[a] | .690 | .504 | 3.241 | 1.879 |

a. Predictors: (Constant), ), Collective bargaining, Alternative dispute resolution Arbitration

b. Dependent Variable: employee satisfaction

Table 1 shows that $R^2$ which measures the strength of the effect of independent variable on the dependent variable have the value of 0.690. This implies that 69% of the variation in employee satisfaction is explained by variations) collective bargaining, alternative dispute resolution arbitration, ombudsman. This was supported by adjusted $R^2$ of 0.504. In order to check for autocorrelation in the model, Durbin-Watson statistics was employed. Durbin-Watson statistics of 1.879 in table 1. shows that the variables in the model are not autocorrelated and that the model is reliable for predications.

**Table 2: ANOVA Result**

**ANOVA[a]**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 179.546 | 4 | 44.886 | 4.272 | .002[b] |
| | Residual | 2384.937 | 227 | 10.506 | | |
| | Total | 2564.483 | 231 | | | |

a. Dependent Variable: employee satisfaction

b. Predictors: (Constant), Collective bargaining, Alternative dispute resolution, Arbitration, Ombudsman

The f-statistics value of 4.272 in table 2 with f-statistics probability of 0.002 shows that the independent variables has significant effect on dependent. This shows that collective bargaining, alternative dispute resolution, arbitration, ombudsman can collectively explain the variations in employee satisfaction in Nigerian Bottling Company

**Table 3 Coefficients of the Model**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 18.311 | 2.121 | | 8.632 | .000 |
| | Collective bargaining | .074 | .059 | .083 | 1.251 | .002 |
| | Alternative dispute resolution | -.159 | .053 | -.194 | 3.014 | .003 |
| | Arbitration | -.091 | .054 | -.128 | 2.112 | .000 |

Table 3 shows the coefficient of the individual variables and their probability values. Collective bargaining has regression coefficient of 0.074with a probability value of 0.002. This implies that conflict associated with collective bargaining has a positive but insignificant effect on employee satisfaction. Alternative dispute resolution has a regression coefficient of 0.159 with a probability value of 0.003 implying that Alternative dispute resolution has a negative and significant effect on employee satisfaction.

Furthermore, Arbitration has a regression coefficient of 0.091 with a probability value of 0.000. This implies that Arbitration has a negative and significant effect on employee satisfaction.

**Hypothesis One**

Ho: Collective bargaining has no significant positive influence on employee satisfaction.

Hi: Collective bargaining has a significant positive influence on employee satisfaction.

In testing this hypothesis, the t-statistics and probability value in table 3 is used. Collective bargaining has a t-statistics of 2.674 and a probability value of 0.002 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Collective bargaining has a significant positive influence on employee satisfaction. .

**Hypothesis Two**

Ho: Alternative dispute resolution has no significant positive effect on employee satisfaction

Hi: Alternative dispute resolution has a significant positive effect on employee satisfaction

Alternative dispute resolution has a t-statistics of 3.014 and a probability value of 0.003 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Alternative dispute resolution has a significant positive effect on employee satisfaction

**Hypothesis Three**

Ho: Arbitration has no significant positive influence on employee satisfaction

Hi: Arbitration has a significant positive influence on employee satisfaction

Arbitration has a t-statistics of 2.112 and a probability value of 0.000 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that arbitration has a significant positive influence on employee satisfaction

**Summary of Findings**

This study examined the effects of conflict management and organizational satisfaction particular reference to Nigeria bottling company in Anambra State of Nigerian

From the data generated and analyzed, the findings of the study were summarized below:

1. Collective bargaining has a significant influence on employee satisfaction Nigeria bottling company in Anambra State of Nigerian
2. Alternative dispute resolution has a significant effect on employee satisfaction Nigeria bottling company in Anambra State of Nigerian
3. Arbitration has a significant influence on employee satisfaction Nigeria bottling company in Anambra State of Nigerian

## CONCLUSION

The study tries to assess conceptually, theoretically and empirically effect of conflict management on employee satisfaction in Nigerian Bottling Company. From the analysis, it was discover that collective bargaining has a significant influence on employee satisfaction, alternative dispute resolution has a significant effect on employee satisfaction and arbitration has a significant influence on employee satisfaction. Therefore, the study concludes that conflict management has a significant positive effect on employee satisfaction in Nigerian Bottling Company.

## RECOMMENDATIONS

In view of this and based on the findings, the following recommendations are upheld;

1. Management should adopt collective bargaining in managing conflicts in their organization as they are found to be effective in managing conflicts in organization.
2. Management should include alternative dispute resolution management strategies in their policy formulation as that will ensure that conflicts that may occur within the organization are quickly resolved without disrupting the activities of the organization.
3. Management in the organization must try to adopt an inclusive arbitration strategies in conflict management and at the same time strive to involve union – leadership or employee representative in vital decisions that affect the workforce.

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