

Conflict management using macro-effect techniques and its effect on organisational performance: A study of public university in Edo State

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Abstract

The management of conflict has become extremely important for tertiary institutions in the modern educational sector since they continually deal with conflict and need to do so in order to enhance performance. The study examined the effect of macro level techniques for reducing conflict dysfunctions on organisational performance of public university in Edo State, Nigeria. The survey was main research design with an 846-person target population for the study, convenience sampling was used to obtain a sample size comprising 507 senior non-academic staff members. A systematic questionnaire with a likert scale was used to obtain primary data. Descriptive statistics and Correlation Analyses were employed to analyze the data with the aid of Statistical Package for Social Science (SPSS) version 22. The findings revealed that executive compensation and achievement motivation are effective macro-level techniques for reducing conflict's dysfunctions and improving organisational performance. According to the study, organisations should put more effort into meeting employees' basic requirements in order to retain them for a long time, which would eventually assist in improving the output's quality.

Keywords: Conflict management, Organisational performance, Executive compensation, achievement motivation.

Jel Code Classification: D74, D79, L25, L29.

1.0 Introduction

In a workplace, conflict is unavoidable and inevitable. It is a normal aspect of social interaction among individuals, and it should be controlled so that it doesn't interfere with attempts of organizations to attain their aspirations and objectives. Conflict improves an organization's performance if it is properly managed and acts as a stirrer of the pot for change. Employee satisfaction and job performance are negatively impacted, which is an unfortunate fate for the organisation. When workplace conflict is disregarded or poorly handled, management of the organisation sends a message that undesirable behaviour and subpar job performance are acceptable. A well-managed conflict improves evenness in assessment, quick resolution of conflict, collaborative decision-making, and strong working relationships, all of which have a tendency to improve job performance and employee satisfaction (Awan & Anjum, 2015). Conflict-ridden organisations do not improve conflict resolution techniques, which can result in subpar work output and unsatisfactory employee behaviour. When an employee behaves poorly, productivity suffers because it may have an adverse effect on everyone's morale (Awan, 2015). According to Fatile and Adejuwon (2011), conflict can lead to significant fissures in the structure of an organisation and a real tool for change and elevating the organisation to a higher degree of performance. The extensive cracks may hinder administrative effectiveness and efficiency. As can be seen in Nigeria's higher institutions today, efficiency is challenging to achieve in a body mired in strife. The current issue with Nigeria's higher institutions is inefficiency brought on by conflict, which leads to strikes, protests, revolts, unrests, and violence that can cause institutions to close for months, sometimes even for more than one session (Adeyemi, Ekundayo & Alonge, 2010). Conflicts have the capacity to fundamentally alter the interaction patterns and entrenched hierarchies of the corporate power structure, increasing productivity. While some disputes are unhealthy, others are productive. Economic loss due to fragmentation, employee dissatisfaction, and lower productivity are negative side. Giving people and groups the chance to participate in conflict management is crucial for organisational success and is the fundamental problem with managing disputes in any culture. It is the job of organisational management to devise conflict-reduction measures that will allow the organisation to continue operating and flourish. A measurement of an organization's performance is how well it performed in relation to its aims and objectives. Employee performance is a gauge of how well they performed in relation to their goals. Performance should be evaluated since it helps with staff control and provides input to the organization's management. In order to assess real performance and remedy deviations, organisational performance measurement is a crucial aspect of organisational growth. Controls must be created, deployed, and changed to meet the organization's varied operating bases

(Obijiofor, 2002). In light of the above, the study aimed at evaluating the impact macro level tactics on organisational performance was done.

1.1 Statement of the Problem

Today's tertiary institutions must overcome significant conflict difficulties. No performance can be attained without good conflict management since it is difficult for most tertiary institutions in Nigeria, if not all of them, to handle conflict in a way that improves organisational performance. How executive remuneration and success motivation, as micro level tactics to avoid conflict dysfunctions, might increase organisational performance, is a difficulty in most higher institutions, particularly universities.

Studies on conflict management and organisational performance in tertiary institutions have not produced definitive results; in light of this, the researchers conducted the study to fill the knowledge gap and give more insight into how conflict management using macro-level strategies affects the performance of organisations.

1.2 Objectives of the Study

The main goal of the study was to examine if macro-level techniques for reducing conflict dysfunction have an influence on a public university's performance. The following goals of the study were developed based on the major objective:

- i. To examine the effect of executive compensation on organizational performance in public university in Edo State.
- ii. to ascertain whether achievement motivation can lead to organisational performance in public university in Edo State.

1.3 Research Questions

There are two main research questions addressed in the study:

1. What is the effect of executive compensation on organizational performance in public university in Edo State?
2. What is the effect of achievement motivation and performance on organisational performance in public University in Edo State?

1.4 Research Hypotheses

Ho₁: Executive compensation has no significant effect on organizational performance in public university in Edo State.

Ho₂: Achievement motivation has no significance effect on organizational performance in public university in Edo State.

2.0 Literature Review

2.1 Conceptual Review

2.1.1 Conflict Management

As long as businesses utilize work groups, conflict will continue to arise. This is due to the fact that it is an unavoidable and integral part of work groups. It happens frequently in social interactions. It results from behaviour interactions and generates conflict in areas where it occurs, therefore it is not separate from human existence but a process of social exchange. Conflict can be expressed through negative attitudes, anger, aggressiveness, antagonism, misunderstanding, competition, and hatred. Conflict is a situation that is defined by divergent interests between two opposed organisations. Conflict is defined as an argument between two or more people or organisations in which one side tries to convince the other to adopt its point of view as superior (Thakore, 2013). Such conflict is inherent in interpersonal relationships. In agreement with this viewpoint, Larfela (1988) argues that conflict is "part of the competitive process that is vital to the survival and successful development of the species, homosapiens, and to his search for new and better methods to cope with limited resources for environmental change. In the light of the definition, when one group of employees opines that another group has unfavourably injured or is likely unfavourably has power to control somebody that the first group of employees concerns about, conflict starts. This concept emphasises that perception, rather than necessarily actual facts, is at the heart of conflict. It reveals that there are other parties engaged and that there may be more elements connected to it. Conflict's emotional component is conveyed by words like "Care." On whether conflict is a disjunctive process or a social phenomenon, there is disagreement. Conflict, according to certain authors, has a polarising impact to the point that Osipova (1989), citing Durkhiem, viewed it as an exceptional phenomenon. It might be referred to as pathological or anomic, in his opinion. Conflict can sometimes have contradictory consequences. On the other hand, other academics disagree with this theory and hold that conflict arises from every encounter between men, which is what is meant by "sociation." Conflict may be utilised as a strategy for resolving issues, preventing total and utter division, and achieving some semblance of togetherness. Conflict may be managed in order to beneficially keep up social tranquility. Conflict is as vital to society as culture. One of the necessities of human life is conflict, which may make it good or terrible. It is a crucial catalyst for social change (Seymour-Smith, 1986), and society cannot function without it. Organizational conflict refers to human conflict relative to social norms that is hoped to stop an individual from attaining some results that individual is attempting to achieve. Conflict arises when objectives are incompatible and when competing behaviours occur. Conflict is inevitable inside the

organisation as a result of these borders that develop within every organisational structure, resulting in various groups that must compete for scarce resources. Based on the social identity theory, which emphasises categorization (between us and then can generate conflict) (Rivers, 2005), categorization takes place when groupings are developed to reflect various and diverse functions inside the organisation, and it supports the idea which is ready to happen. Simply put, "organisational conflict occurs when members engage in behaviours that are incompatible with those of peers within their network, members of other collectives, or unaffiliated people who use the services or products of the organisation" (Roloff, 1987). Conflict management is distinct from conflict resolution, which calls for lessening, cessation, or end to conflict. Conflict management refers to strategies implementation to reduce the dysfunctional aspects of conflict and to increase the functional aspects of conflict at a level same in all respects upward than where the conflict occurs. It does not involve avoiding conflict or uprooting all conflicts. As a concept, conflict management has been canonically linked to conflict settlement and prevention. Avoiding confrontation is not what is meant by conflict management. For purpose of improving performance among group of individuals, conflict management refers to efforts aimed at developing efficient and large in scale solutions consciously cooperating to limit the faculty service of conflict and facilitate the productive service of disputes. Conflict management is the norm of recognizing and managing conflict in a fair, reasonable, efficient and equitable way using problem solving, effective communication and negotiation /bargaining/dialoguing with attention on interests are skills required in conflict management.

For purpose of improving learning and group results and make it simpler and more straightforward for individuals to achieve their goals, reducing conflict dysfunction using macro-level techniques comprises the construction of numerous mechanics to remove the misperception or unpleasant feeling parts of conflict. The description given above encompasses all aspects of handling disputes well, being proactive in addressing conflicts, and preventing conflicts. According to Adaeze (2014), it is a discourse or diagnostic process when solutions and mediations are brought into existence to diffuse the dispute. This suggests that for the purpose of addressing conflict restrictions, in hold, and legal issues, it is necessary to regard the individual as provider of favourable solution conflict arises other than one that poses a threat to the person or group.

Three major ways suggested by Mary Packer Follen to manage conflict in organization include domination, integration and compromise, suppression and avoidance. Five conflict styles were conceptualized by Mouton (1964) cited in Ajike et al (2015) into dominating, obliging, integrating, avoiding, compromising. Competition approach to conflict managing was supported by Saduna (2012) citing Visinki (1985) is aimed at achieving total success (win/lose approach or

providing “Winner takes all”. The loss/win approach is a method of accumulation method of coping with conflict. Avoidance approval is where both parties in the disagreement withdraw (lose/lose outcome conflict management. The best method to conflict management is compromise i.e., win-win approach. Both parties search for new and acceptable grounds in an atmosphere of reciprocal and confidence. Compromise requires negotiation and a flexibility level i.e win-lose position because both rivals in a conflict give up something in return for what they need. Strategies for managing conflict should meet certain criteria and these include the meeting of stakeholders and intellectual ineffectiveness and learning. Strategies should be styled to facilitate innovative and creative thinking to understand the problem of identification of the nature and mediation in the appropriate problems since many parties are involved in a disagreement in an enterprise, managing conflict is challenged to the extent that the parties in a conflict are involved in the process of problem solving which will give rise to organizational effectiveness and collective learning.

Conflict management, according to the research currently available, requires recognising the following: Rahim (2002), Amason (1996).

- It could be necessary to lessen some conflicts that could harm both individual and group performance. These disputes are frequently caused by organisational members' unfavourable responses, such as sexual molestation, racial tension, and personal attacks on other group members.
- There are various kinds of disputes that might have a good impact on both the performance of a person and a group. These disputes stem from differences about organisational tasks, policy, and other matters. The formation and maintenance of these conflicts to a modest degree is a requirement of conflict management tactics.
- Organizational members will be expected to resolve their conflicts amicably when interacting with one another. To effectively handle varied circumstances, it is necessary to understand how to employ various conflict resolution techniques. Effective conflict management solutions must meet a number of requirements. These include organisational learning and alternativeness, both of which may be improved by conflict resolution techniques. These techniques can also help people learn the identification and intervention processes. In order to fulfill the demands and expectations of the stakeholders and foster agreement among them, conflict management solutions should be created. By institutionalising the jobs of employee advocate, consumer and supply advocate, and environmental and stakeholder advocate, organisations should be able to resolve disputes ethically. Organizational conflict is deemed to have been ethically

managed when decision-makers in the organisation give these advocates serious. The need to reduce emotional conflicts at various organisational levels, attain and maintain a reasonable level of substantive conflict, and choose and employ appropriate conflict management techniques are among the tactics needed to manage conflict at the macro level of an organisation (Rahim, 2002). Organizational conflict must be handled to increase organisational learning and effectiveness rather than decreased, suppressed, or eliminated.

2.1.2 Achievement Motivation

The ability of an individual to make strenuous efforts earnestly and persistently the best degree of performance is referred to as achievement motivation. When a person anticipates that his or her work will be judged in comparison to some standards of perfection, it is also known as the desire for accomplishment and is a critical predictor of effort, tenacity, and aspiration (<http://www.encyclopedia.com>).

The person is driven by achievement and thrives on positive comments about their effort (Jankielewicz & Teasley, 2022). Employees that are moved by achieving fame, wealth or respect are more expected to submit to jobs that are similarly not too challenging and too easy. In circumstances when they can be motivated by accomplishment, an employee dreads failing. A person who is accomplishment driven would be an employee who thrives in exciting and competitive environments. Competitiveness, openness to both positive and negative criticism, participation, and perseverance are attributes of a person who exhibits achievement motivation. If an employee submits tasks and enjoys receiving feedback, it is assumed at tertiary academic institutions that they are achievement oriented. The employee would view enrichment as a motivator to raise his level of performance. Individuals that thrive off of competition were shown to fit the David McClelland achievement motivation paradigm. High problem-solving abilities are developed through accomplishment motivation. Therefore, attainable objectives are significant to someone who is accomplishment oriented. Individuals who are driven by achievement are tenacious, hold themselves to high standards in daily life, are comfortable with the standards of their jobs, and are goal oriented. In 1966, John W. Atkinson laid the first bricks of accomplishment motivation. According to Atkinson (1966), there is a direct correlation between a person's traits and their urge to succeed in existence. A person's drive to succeed in life is influenced by a variety of elements, including their willingness, punctuality, internal drive, determination, pressures, expectations, goals, and values as well as their educational and cultural backgrounds, as well as external organisational support from celebrations of accomplishments and success. Motivation stems from two different needs: the need to succeed and the desire to

fulfil successful goals, as well as the urge to avoid failing. Some people are terrified of failing; thus, they are unwilling to take on the obligations of having to achieve objectives or participate in activities. The concept of avoiding failure involves concerns about the negative effects of failing, self-criticism, and attention-stealing. These factors can all result in subpar performance. The strength of an individual's chance of success, on the other hand, affects how motivated they are to continue working toward objectives they are confident they can attain. This indicates that an individual's achievement-oriented behaviour is impacted by this factor. According to the achievement motivation literature currently in existence, an individual's need to accomplish something and the driving force behind his or her overall motivation to accomplish a particular goal typically stem from within and are closely related to their desire for power and affiliation.

2.1.3 Executive Compensation

Executive remuneration is a perk provided to executives in order to keep them on board and motivate them to act in the stockholders' best interests (Gordon, 2022). Cash or non-cash benefits may be offered as executive pay. Literature commonly notes that executives who get no executive remuneration are far more likely to underperform, quit the organisation, and refuse to work in shareholders' best interest to fulfill organisational goals. There are many different types of executive compensation, including cash rewards to keep executives motivated and dedicated to the organization's goals; option grants to pay executives by providing non-cash incentives like employee stock options under long-term incentive plans to boost performance over the long term; and retirement packages in the form of perks upon retirement. It is important because an organization's vision, mission, and strategy, as well as its long- and short-term goals, are supported by a successful pay programme. This helps to generate wealth for both shareholders and employees. Compensation policies affect the kind of talent an organisation wants to attract. Therefore, an efficient executive pay scheme for people in executive level jobs can result in cohesiveness and congruence to both the organization's long-term goals and ongoing business procedures.

2.1.4 Organisational Performance

The organisation is tasked with altering resources, competition, and external environmental demand as a component of the global economic system. The organisation needs the capacity to perform better in order to survive. In academic literature, the idea of organisational performance is often used. The concept's conception incorporates numerous, diverse, and intertwined factors, making it challenging to describe. This explains why there are no meanings. Organizational performance was defined in the 1950s as the degree to which entities considered to be social systems achieved their goals (Georgopoulos & Tannebaum, 1957). At this period, the three

main components of performance evaluation were people, work, and organisational structure. But as the 1960s and 1970s came to a close, organisations started looking for avenues to assist their performance. The capacity of an organization to obtain and utilise the limited resources in its environment is referred to performance (Yuchtman & Seashore, 1967). It was discovered in the 1980s that understanding organisational objectives is more difficult than previously thought. Organizational management started to understand that achieving an organization's effectiveness, goals, and efficiency are prerequisites for success (with the support of limited resources). Generally speaking, the notion that an organisation is the volitional grouping of capital, physical, human resources and other assets for the sole objective of attaining a common goal for organisational growth and development is the basis for the concept of organisational performance. In the hopes that they will be satisfied with the value they obtain in return compared to the possibility's usage of the assets, those who provide the assets will commit them to the organisation. Indeed, performance is driven by value generation. As long as the treasure produced with the aid of donated resources is the same in all aspects or higher became of treasure anticipated by those who contributed the resources, the organisation would continue to receive the assets and the organisation will continue to exist (Zoran, *et al*, 2014). There are many different aspects of performance, and each one affects how well an organisation performs overall. Despite the introduction of several standards and performance measuring tools, it may still be challenging to define what constitutes organisational performance. Performance is the accomplishment of certain activities as judged by predefined criteria for completion, accuracy, cost, and speed. Performance is a measure of the change in an organization's state of affairs or the overall results of organisational management, and it is used to contextualize organisational performance (Maaleset *al*, 2015). The outcome of any economic action is performance. The behaviour of people, teams, and organisations influences how they do their task. Performance in tertiary institutions is essentially work done at tertiary institutions.

Three methods for measuring organisational performance are described in the literature on organisational performance. According to Hawawini, Subramanian, and Verdin (2003), the first case is one in which a single measure is used in the context of a presumption that it is related to performance. These serve as evidence in support of their often held presumptions. According to Baum and Wally (2003), the second scenario is when the researcher uses a variety of measures for company analyses that have different dependent variables but the same independent variables. The third strategy, according to Cho and Pucik (2005), involves the researcher adding up the variables whose values depends on independent variables while statistical authenticity is based on the complementary relationship between the measurements. The third approach, which

seeks smoothing similar to quality-based psychometric validity, results in more subjective measures.

Organizational performance is also referred to as the product of input that results from defining a company's goals and objectives while upholding its mission and vision statements as guiding principles for achieving those aspirations (Richard, *et al.*, 2009). The definition identifies organisational results in three specific areas. These include profits, return on investment, return on assets (financial performance)market share and sales (product market performance) and value-added and to the shareholder returns (shareholder returns). Every organisation, whether public or private, aspires to significantly improve performance; unfortunately, an infinitesimal number of organisations show concern about the factors that contribute to such performance. Productivity, profitability, quality innovation, and staff performance are the key indicators of organisational performance.

2.2 Theoretical Framework

The unitary theory of industrial relations, which views the organisation as a team with the success of the organisation as its shared goal, served as the study's guide. It is predicated on the idea that the organisation is an alliance or association of people with a single structure of authority and loyalty and aspiration interest share values put in a specific condition or state. Any objection to management's right to make decisions is viewed as illogical and legally unjustified. According to Farnham and Pimiott, the organisation is not perceived as a they and us situation (Manu, 2015). The idea that there is a conflict of interest between those who provide financial support to the organisation, its administrative representatives, and those who contribute labour is false.

In other words, statistics among various parties and departments that could birth antagonism and low quality communication that would be in opposition to the idea of shared values, interests, and goals because that would not be advantageous to the shared goal, which is the organization's success. A common set of values and goals is essential to ensure that all employees feel appreciated since they have the same ideals and aims to achieve as the individuals at the top of the organisation. The common set of values and goals is in place to try to build and maintain order inside the organisation. Unitarists acknowledge the importance of the employee's sectoral interests, but they are seen as subordinate to the organization's overall performance and profitability. The problem with this notion is that lower personnel are not compelled to question management's authority or its choices and actions. As a result, strong management is required, and functionalism must be viewed as a pathological social state throughout the organisation or in some parts of it.

They view the state as a separate entity into which they may project their ideals. They hold the view that the concept of general values and aims should not be restricted to organisations but rather the country so that we all share a set of values that are in the best interests of the country. Lack of communication and bad management are two major causes of conflict inside an organisation, according to Unitarists, who view these elements as dysfunctional and obstacles. They hold that conflict is not innate in employee relationships since it is not beneficial to the company. Conflict, in other terms, is unneeded and unusual. They view conflict as affricative because it can lead to divisions and the emergence of distinct subcultures within an organisation, which is contrary to their ideas of the entire organisation cooperating as members of one family. They see conflict as an additive inverse to what they stand for because it is not structurally or organizationally organised. Additionally, they view labour unions as a possible source of conflict since they are outside forces who illegally intrude into an organisation and compete with management for the allegiance of employees. Since they may cause certain employees to have an optional, inappropriate concentration, they are viewed as being irrelevant inside the organisation. The employees' allegiance to the trade union may be questioned if it is near to going on strike since they may view the trade union as an integral element of the organisation. They are seen as unneeded and unimportant external elements as a result. They are viewed as anti-managerial and anti-social mechanisms. Because it may be used to convince others outside of management that their judgments and actions are the best ones possible under the given circumstances, and that any opposition to them is subservient, management adheres to this viewpoint. The theory has been criticised for offering a limited view that ignores organisational conflict causes, failing to provide an adequate explanation for the ubiquitous nature of organisational conflict, and failing to account for the unequal distribution of power among employees. Despite the theory's detractors, it is pertinent to the research since it reassures managers that when conflict arises, it usually results from a flaw in the government rather than management. By highlighting management's function as governance for the benefit of the whole enterprise, it legitimises management as being the same.

2.3 Empirical Evidence

Only a few studies have made strenuous effort to quantify the effect macro-level techniques for reducing conflict dysfunctions on performance organisations. The following provides an empirical analysis of the connection between conflict management and organisational performance. Okwuise, Kifordu, and Oghoghomeh (2020) looked at how conflict management techniques affected worker productivity in the Nigerian banking sector. In order to collect data from six Nigerian banks for the study, structured questionnaires were used.

Regression and correlation analyses were performed with the aid of SPSS analysis methods. The results showed that managing conflict has no effect on performance of employees while conflict management strategies of compromising and avoiding have a significant impact. The report suggested that frequent meetings between management and staff be held to resolve problems. In a manufacturing company in Nigeria, Longe (2015) looked investigated the conflict management on organisational performance. Two hundred and fifty employees received validation structured questionnaires as part of the study's stratified random sampling technique. Data were analysed using descriptive and inferential statistics along with spearman correlation analysis. Based on what was investigated, there is a substantial link between conflict management techniques such as accommodation, compromise and collective bargaining. Avoidance, domination and competition are non-integrative conflict management strategies that impact unfavourably on organizational performance as determined by statistics. Additionally, the result of the analysis indicated that collective bargaining strategy has strong positive correlation with organisational performance. Additionally, the results of the analysis indicated that conflicts in the workplace were caused by a variety of organisational experiences based on economic and goal incongruity orientations. Hotepo, Asokere, Abdul-Azeez and Ajemunigbohun (2010) looked into how organisational conflict affected how well organisations performed. The study uses a descriptive research design and a questionnaire to obtain data from ninety-six managers in a few selected insurance companies, airlines and road transport companies in the busy city of Lagos. According to the research, disputes mostly arise because of a lack of resources. Conflicts give birth to both favourable and unfavorable consequences on the organisation, but when they are handled well, the unfavourable effects may be exploited to promote organisational innovation cum employee collaboration.

Uchendu et al (2013) investigated the link between a principal's conflict management and organisational performance in Cross River State, South-south Nigeria. To acquire their information, the writers used a questionnaire. The measurement tool was a four-point Likert scale with thirty two items. The data were analysed using Correlation Analysis. The analysis's findings showed a strong correlation between organisational success and conflict management of principal in line with teacher and student, teacher and teacher and principal and teacher conflicts.

Adoni and Anie (2005) look into the style of dispute resolution in Nigerian libraries. The professional and paraprofessional employees of three university libraries in Nigeria were surveyed using a descriptive design by the researchers. More than half of respondents saw disagreement as beneficial and believe that library management may encourage it. The survey also revealed that interpersonal disputes predominate in Nigerian libraries and that accommodation scores top among conflict avoidance strategies.

Rahim (2002) showed a favourable correlation between democracy-based management philosophies and stability of organisation. In addition, he said that democratic strategies would improve decision-making since including employees in the process might lead to greater dedication and improved business success.

3.0 Research Methodology

They study used a survey design, which entails gathering information from a group of sample populations using tools like questionnaires. The sample of study is from among other universities Edo State, South-south geo-political zone of Nigeria. The responders represented all 846 senior non-teaching staff members who were recruited through the university's Registrar's office. The convenience sampling strategy, which includes selecting the population members who are nearest to you based on your likelihood of access, was used to calculate the sample size. As a result, 507 out of 846 people were included in the sample, yielding a response rate of 60%. A confidence level of 95% and a tolerance for error of 5% were established based on the sample size of 507 organisation personnel. A standardised questionnaire that covered both the study's independent and dependent variables was the main research instrument. The research instrument was created to address the study's goals and evaluate its hypotheses. The purpose of the questionnaire was to collect accurate information, lessen information bias, and improve data analysis. There were 18 statements in the questionnaire. Every question about organisational performance and macro-level techniques for reducing conflict dysfunction was phrased as a sentence on a Likert scale of 1-5 with (1) strongly disagree (SD) - (5-) strongly agree (SA). The senior non-academic personnel of the university, including the registrar and other senior non-teaching staff, were given a questionnaire. Before distributing the questionnaire, the researchers had a discussion about it with the registrar and other management employees to ensure the study's validity. It was also built upon the foundation of earlier research, a study of pertinent literature, and typical questions asked of the respondents prior to their responses.

3.1 Reliability of Instrument

Table 3.1 Reliability of Instrument

Variable	Anchor	No. of Items	Cronbach's Alpha
Performance of Institution	6Points	6	0.966
Executive Compensation	6Points	6	0.985
Achievement Motivation	6Points	6	0.995

Source: SPSS Version 20

The research instrument and test results are reliable and acceptable, which is also an indication that all the variables were internally consistent, and all the questionnaire items are reliable, according to the alpha reliability test result, which is greater than 0.6 at a 5% level of significance.

Product Moment Correlation was used to investigate the presence of a link between macro-level conflict management tactics and organisational performance.

4.0 Data Analysis and Interpretation

The results of the respondents' perceptions of performance of university are discussed in this section of the study. The following tables give descriptive data in the form of mean and standard deviation for 5 dimensions.

4.1 Presentation and Analysis of Descriptive Statistics

Table: 4.1.1 Frequency Distribution, Mean, Percentage and Standard Deviation of Respondents Towards the executive compensation in the University.

Achievements Motivation	SA	A	N	SD	D	ME	%	SD
I am Working towards performance level I want to reach	218	202	12	43	32	4.03	16.7	13.13
I have general sand emotion- based disposition towards. Success	201	192	20	52	42	3.90	16.2	12.42
You are worries/nervous about the possibility of poor performance	211	200	15	48	33	4.00	16.60	12.88
You have beliefs about the cause if success/failure	209	204	9	46	29	3.98	16.51	12.95
You have beliefs about the nature of competence and ability	222	210	11	41	23	4.12	17.10	13.44
You have the beliefs about what you can and cannot accomplished	215	206	18	43	25	4.07	16.9	13.13

Field Survey, 2022

16.72 and 16.18% of the total mean response of respondents agreed that they are working toward the performance level they wanted to reach in the organisation as well as having a general and emotion-based disposition towards success, according to analysis using the mean percentage responses of respondents towards the motivation for executive level job in the university obtained from the table above.

Furthermore, 16.60 and 16.51 percent of respondents, respectively, said they were anxious and apprehensive about the prospect of delivering a subpar performance despite knowing the reasons for successes and failures.

Additionally, respondents concurred that they hold strong ideas about the nature of the organization's competence and capacity as well as what can and cannot be accomplished, accounting for 17.10 and 16.89% of the total mean response, respectively.

Table 4.1.2 Descriptive Statistics of Respondents' responses toward the achievement motivation in the University

Executive Compensation	SA	A	UN	D	SD	ME	%	SD
The organisation provides retirement benefits upon retirement	219	209	11	41	27	4.09	16.87	13.33
The organisation provides annual incentives and bonuses	211	202	14	46	34	4.01	16.54	12.93
Long-term rewards are offered by my company for senior level positions.	221	200	10	44	32	3.95	16.30	13.17
You are satisfied with indirect pay or non-cash privileges provided by the organisation	213	198	18	48	30	4.02	16.58	12.83
To increase continuous participation and responsibility, the organisation gave the performance abnormally high rewards.	206	201	22	42	36	3.98	16.42	12.75
My company offers an integrated pay system with accurate performance measurements for people in executive level jobs at all organisational levels.	228	218	11	30	20	4.19	17.29	13.81

Field Survey, 2022

The organisation provides retirement benefits upon employees' retirement, as well as annual incentive and bonuses, and this serves as a means of compensating deserving employees, according to 16.87% and 16.54% of the total mean response of respondents, respectively, of the respondents' responses regarding executive compensation for executive level jobs in the university.

Additionally, 16.30% of the total mean response of respondents said they also thought their company offered long-term incentives for executive-level employees, while 16.58% said they were happy with the direct compensation or non-cash benefits offered by the company.

To increase ongoing engagement and accountability of employees, respondents universally agreed that their organisation rewards employee performance inexorably. They also believed that their organisation also offers an integrated compensation system that connects performance measures for those in executive level at every level of the organisation, accounting for 16.42 and 17.29 percent of the total mean responses, respectively.

Table 4.1.3. Descriptive statistics of Respondents' responses towards organisational performance in the University

Performance of Institution	SA	A	N	D	SD	ME	%	SD
You are satisfied with the level of efficiency in the organization	216	208	14	39	20	4.07	16.74	13.21
The quality of services offered by the organisation to meet the needs of the community.	211	202	16	43	35	4.01	16.49	12.92
The organisation recognizes the need of the community in settling the agenda and priority of service performance in line with the need of the community	221	213	12	36	25	4.04	16.61	13.49
The organisation carries out the implementation of the activities of the organisation in line with the principles and policy of the organisation	214	210	10	41	32	4.05	16.65	13.23
The organisation subjects its activities/policies for the political officials elected by the people	220	211	18	33	25	4.12	16.94	13.39
Benefits gained is in acceptance with the vision and mission of the organisation to enable justice felt within and outside the organisation	212	206	12	47	30	4.03	16.57	13.07

Field Survey, 2022

Analysis of the institution's performance based on respondents' mean responses showed that 16.74% and 16.49% of the total mean response, respectively, agreed that employees were contented with the level of effectiveness of the organisation and that the community in which they operate as an organisation was also contented with the organization's level of service quality.

Additionally, 16.61% and 16.56% of the total responses, respectively, using mean percentage analysis, agreed that the organisation they are working with does recognise the need for and importance of the community in setting the agenda and priority of service performance in line with the need of the community as well as carrying out the implementation of the organization's activities in accordance with the organization's guiding principles and policy.

Additionally, 16.94 and 16.57 percent of the total mean responses, respectively, concur that the organisation subjects its activities and policies to the political representatives chosen by the electorate so that the advantages obtained are in agreement with the vision and mission of the organisation to promote justice both inside and outside the organisation.

4.2 Testing of Hypotheses

4.2.1 Hypothesis one

H₀₁: Executive compensation has no significant effect on organisational performance of government university.

Table 4.2.1.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.835 ^a	.851	.821	1.1755

a. Dependent variable: Organisational performance

b. Predictor: (Constant), Executive compensation

Source: SPSS Version 20

Table 4.2.1.2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.367	1	63.367	34.401	.001 ^b
	Residual	7.368	4	1.842		
	Total	70.735	5			

a. Dependent Variable: Organizational performance

b. Predictor: (Constant): Executive Compensation

Source: SPSS Version 20

Table 4.2.1.3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	55.320	6.013		6.493	.001
	Executive Compensation	.639	.077	.949	5.154	.001

a. Dependent Variable: Organizational performance

Source: SPSS Version 20

Because executive compensation is necessary for an organisation to function in accordance with its goals and objectives, analysis using the model summary table on executive compensation as it relates to organisational performance revealed that, at 85%, Both variables exhibit strong positive correlation between them. To support this claim, the R square (0.821) value shows that the independent variable, executive compensation, was able to account for over 86% of all potential variations in the dependent variable (Organization Performance). Additionally, the ANOVA table used to explain the regression analysis demonstrates that, at 74%, the independent variable (Executive Compensation) was able to positively influence the dependent variable (Organizational Performance). This shows that a unit increase in an executive's good compensation actions will result in a 7.37 percent direct increase in the organization's performance, providing a significant effect at the 0.01 level of significance.

4.2.2 Hypothesis Two

Ho₂: Achievement motivation has no significant effect on government universities.

Table 4.2.2.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.953 ^a	.855	.829	13.22103

a. Dependent Variable: Organisational Performance

b. Predictor: (Constant): Achievement Motivation

Source: SPSS Version 20

Table 4.2.2.2 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	61.6984	1	61.6984	26.789	.001 ^b
	Residual	9.2123	4	2.3031		
	Total	70.9107	5			

a. Dependent Variable: Organisational Performance

b. Predictor: (Constant), Achievement Motivation

Source: SPSS Version 20

Table 4.2.2.3 Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	13.090	13.527		.968	.371
	Achievement Motivation	1.372	.234	.923	5.860	.001

a. Dependent Variable: Organisational Performance of a Government university

When relating organisational performance and achievement motivation using the model summary table in hypothesis two the result showed that a positive correlation between organisational performance and achievement motivation has a significant effect on organisational performance of a government university at a rate of 95%, which also indicates that both variables are significant in the analysis using the P-value (0.001). Additionally, the independent variable was able to explain around 86 percent of the entire variation that may in practice occur in the variable whose value depends on the independent variable according to the value of r² (0.855). Regression analysis using data from the ANOVA table in hypothesis 2 revealed that the independent variable was able to affect the dependent variable directly at 92 percent, which suggests that a single unit increase in achievement motivation will result in a 9.2 unit increase in organisational performance, making both variables significant in the study using the p value (0.001) and enabling us to reject the null hypotheses.

4.3 Discussion

The importance of this study has been to examine effect of macro-level techniques for reducing conflicts' dysfunctions on organisational performance in a public University in Nigeria, hence leading to research question one: what is the effect of executive compensation on organisational performance in a public university in Edo State of Nigeria? This question sought to determine how macro-level technique (executive compensation for reducing conflict dysfunctions) employed by the University influences organisational performance in a public University in Nigeria. The findings from the study revealed that executive compensation for positions at the executive level significantly influences organisational performance of university. The outcome is in line with earlier studies by Chow (1983) and Gomez-Mejia (1992), who discovered that the type of remuneration plan offered by an organisation affects not just employees' efforts but also their ability to do their jobs. Compensation schemes of an organisation contribute more to organisational success at the organisational level. Research question two: what is the effect of achievement motivation on organisational performance in a public university in Edo State Nigeria? The study sought to examine how achievement motivation as one of the macro-level techniques for reducing conflicts' dysfunctions influences organisational performance in a public University in Nigeria. It was showed that a substantial association between organisational success and achievement motivation. The study by Romando (2010), which found a substantial and potentially positive link between a clean working environment and productivity, supports the conclusion.

5.0 Conclusion

The work looked intently into the connection between macro-level techniques for reducing dysfunctions of conflict and performance of a public university in Edo State, Nigeria. Findings of results showed that macro-level conflict management strategies have meaningful effect on organisational performance of public University. It can therefore be concluded that the importance of conflict management using macro-level strategies cannot be underestimated owing to the fact that they need to pay particular attention to the need for conflict management for improved organisational performance.

5.1 Recommendations

Based on the findings from data analysis, the following recommendations are suggested:

1. That managements of organisation should promote executive compensation that will improve on the performance of the organisation.

2. That managements of organisations should encourage and promote achievement motivation to improve the performance of the organisation.
3. That management must adopt executive compensation strategies that will enhance a greater contribution to organisational productivity.
4. There is need to encourage kill, job and performance based-pay that will improve on employee job satisfaction for improved organisational performance.
5. That management should ensure that achievement motivation in the areas of bonuses, wages and salaries are offered to those employees who have grown in their career ladder.
6. That management must focus more on satisfaction in the extrinsic needs of employees to hold the employees for long which finally and subsequently will help to increase the quality of output.
7. Managements of organisations should reform current compensation schemes in various public bureaucracies to make it consistent with present market situation.

5.2 Contribution to Knowledge

The fundamental contribution is that it confirmed that executive compensation and achievement motivation have a significant effect on organisational performance in a public University in Edo State, Nigeria. The study also offers empirical evidence that can support management of organisation and policy makers in reducing conflict dysfunction in organisations using macro-level techniques. The study also offers a beneficial control to investigate conflict management by effect of macro-level techniques (Executive compensation and Achievement motivation) on performance in university bureaucracy. It serves as a source of information for future studies in this sphere. Another contribution is that it makes it easy and smooth for the managements of the public university to recognize the macro-level variables which affect conflicts' dysfunctions in the organisation. Such recognition could be adopted to facilitate organisational performance.

5.3 Limitations of the Study and Suggested Area for Future Study

The results of the research are based on data obtained from a sample of 507 respondents in the public University and macro-level techniques for reducing conflicts' dysfunctions are restricted to two variables – Executive compensation and Achievement Motivation. Other measures could be applied the study looked at senior nonacademic staff at public University in Edo State, Nigeria concerning the effect of micro-level techniques for reducing conflicts' dysfunctions on organisational performance. The limitations could be regarded as an opportunity for future study in the effect of macro-level techniques for reducing conflicts dysfunctions and organisational

performance in different divisions, units. Private and public sectors may also be included. Longitudinal studies could be undertaken for future study. We could also apply other determinants to measure other variables of macro-level techniques for reducing conflicts' disorders in organisational performance. The research could also be widened to other public bureaucracies and companies to better appreciate the effect of macro-level techniques for reducing conflicts' malfunctions on organisational performance and make all information and products of learning richer. Future research should also intend to find out the merits which the organisations receive as reward in a good sense on enhancing organisation performance in public bureaucracies including organisations in private sector.

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