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**Effect of conflict management on organizational performance: Moderating role of organizational commitment**

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**Abstract**

*With a focus on the moderating role of organizational commitment, this study examines the effects of conflict management and team coordination on organizational performance within the Federal Inland Revenue Service (FIRS) Bauchi office, Nigeria. Data is collected from 184 FIRS employees in Bauchi state using a cross-sectional survey design. In order to get quantitative data, questionnaires are distributed. Statistical Packages for Social Science (SPSS) V. 26 is used to analyze quantitative data. To determine the significance of the variables, methods including frequencies, means, standard deviations, correlations, and regression analysis are used. To gain a more thorough knowledge of the correlations between the variables, partial least squares structural equation modeling, or PLS-SEM, is utilized. Findings reveal that conflict management greatly effects organizational success. Moreover, organizational commitment moderates the association between conflict management and organizational performance. These findings' theoretical ramifications highlight how crucial it is for corporations to include conflict management systems. Furthermore, the practical ramifications imply that using conflict management to improve organizational performance requires organizational commitment. In order to promote organizational performance within FIRS Bauchi state, this study emphasizes the critical significance that organizational commitment and effective conflict management play. Some suggestions include stressing the developmental nature of conflict management procedures and incorporating conflict management systems at higher organizational commitment levels.*

**Keywords:** Conflict Management, Organizational Commitment and Organizational Performance.

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**1. Introduction**

Any organization's ability to function efficiently depends on its capacity to handle internal disagreements, but this is especially true for revenue-generating agencies like the Federal Inland Revenue Service (FIRS). Unresolved or improperly handled conflicts inside businesses have the potential to lower employee morale, reduce output, raise absenteeism and attrition, and eventually have a detrimental effect on the performance of the entire organization (Adekunle 2022). The FIRS, which is in charge of the vital duty of collecting taxes, is not exempt

from these difficulties. According to preliminary evaluations and anecdotal evidence, interpersonal conflicts and internal disputes within the Bauchi office may be impeding operational effectiveness and the attainment of revenue goals. This issue is made worse by the intricate and frequently tax administration process.

Although a number of conflict resolution techniques are frequently used in organizational settings, such as compromise, cooperation, competition, avoidance, and accommodation (Folger et al., 2021), the FIRS Bauchi office

probably combines these techniques, frequently depending on senior staff members' informal mediation or hierarchical intervention. Policies that describe the dispute resolution procedure inside organizational structures are usually implemented by human resources departments. It is often acknowledged that the best way to create a happy and productive workplace is through collaborative conflict management techniques, which are defined by open communication, respect for one another, and an emphasis on creating win-win solutions (Badriyah et al., 2024). Conflict resolution is made possible by collaborative styles, which promote strong organizational commitment.

Employees are very dedicated to their work when they view it as a goal rather than a conflict with management. However, a crucial—yet frequently disregarded—factor is frequently required for their successful implementation: employees' organizational commitment. The current study finds its aim in this junction. Addressing conflicts at the surface level might not solve the underlying problems that cause them. The possible disregard for the mediating role of organizational commitment is a significant drawback of depending only on direct intervention or established policies. Constructive conflict resolution is more likely to be used by highly committed staff members who see it as a chance for growth rather than a danger (Igbinoba et al., 2023). Employees with poor organizational commitment, on the other hand, might be less motivated to settle disputes amicably, which could result in additional escalation and unfavorable outcomes.

Although earlier studies have examined the direct relationship between conflict management and organizational performance (e.g., Qadri et al., 2024), little is known about how organizational commitment mediates this relationship,

especially in the recent past and in the unique setting of a public sector organization such as the FIRS Bauchi office. The role of mediation has not been adequately understood in the literature that currently exists on the impact of conflict resolution techniques on organizational performance. By examining the mediating function of organizational commitment in the connection between conflict management procedures and organizational performance at the FIRS Bauchi office, this case study seeks to close this gap. The specific question this study aims to address is whether organizational commitment plays a substantial mediating role in the link between organizational performance and conflict management styles in the FIRS Bauchi office. This study aims to give FIRS management useful suggestions to improve their conflict resolution techniques, encourage higher employee commitment, and eventually boost organizational performance by presenting empirical data on this link.

## **2. Literature Review**

### **2.1.1 Organizational Performance**

Organizational performance is a key concept in the research and application of public management. This discussion's central claim is that an overemphasis on effectiveness and efficiency undermines more democratic outcomes (Gruber, 2023). Despite the fact that contemporary conceptualizations of organizational performance have emphasized a number of performance characteristics, theories of strategic planning have often focused on how it affects overall organizational performance. A study by Speckbacher (2024) states that an organizational performance evaluation system needs to be stakeholder-interest-driven and results-oriented.

### **2.1.2 Organizational commitment**

Organizational commitment is a key component of efforts to improve employee performance inside a business, claims Darmawan (2024). Organizational commitment is essential for a business to be able to carry out its operational activities effectively and successfully. Organizational commitment, according to Dirwan et al. (2024), is when a person is driven to perform in a way that advances the success of the organization in accordance with its objectives and prioritizes the organization's interests over their own. Organizational commitment must be used to gauge employee performance.

### **2.1.3 Conflict Management**

When one participates in an organization or conducts business, conflict can occur. Conflict is a part of organizational life (Modliński et al., 2023). Furthermore, managing disputes is a major managerial challenge. Employees may get demotivated as a result of poor conflict management in an organization, which may ultimately result in decreased performance (Irwan, 2024). Conflict management, according to Adham (2023), is a methodical approach that assists individuals in focusing their thoughts, feelings, and actions on conflict. Thus, to enhance organizational effectiveness, management should resolve conflicts (Rahim, 2023).

Conflict is seen as both harmful and surprisingly helpful in some team-based work environments (West & Richter, 2024). Team members' perceptions of how actions may affect their desired goals have a significant impact on the nature of interactions and the results of conflict management (Rahim, 2023). In this study, social exchange theory was applied.

## **2.2 Hypotheses Development**

### **2.2.1 Conflict Management and Organizational Performance**

The study found a substantial positive correlation between conflict management

and organizational performance (Rahim, 2023). The study recommends managers to use the aforementioned conflict management strategies since they have been proven to be effective in resolving conflicts within businesses (Ogboke et al., 2024). Ayeni (2024) focuses on organizational performance and conflict management, specifically mentioning a few breweries in the South East region of Nigeria. The goals were to ascertain how organizational performance and conflict management techniques (negotiation, joint consultation, collective bargaining, and alternative dispute resolution) relate to one another. Using unitarism, pluralism, and radical theory, the study examined pertinent theoretical and empirical literature (Ayeni 2024). The study was designed using the survey research technique, and primary sources of data were gathered.

*H1: Conflict management have a positive and significance effect on organizational performance*

### **2.2.2 Moderating Effect of Organizational Commitment on Conflict Management and Organizational Performance**

Alomran et al., (2024); Nyoach et al., (2024); Ahli, et al., (2024) conducted a study and find out in the study there is moderating effect of organsational commitment in the relationship between conflict management and organisational performance Rahadi.

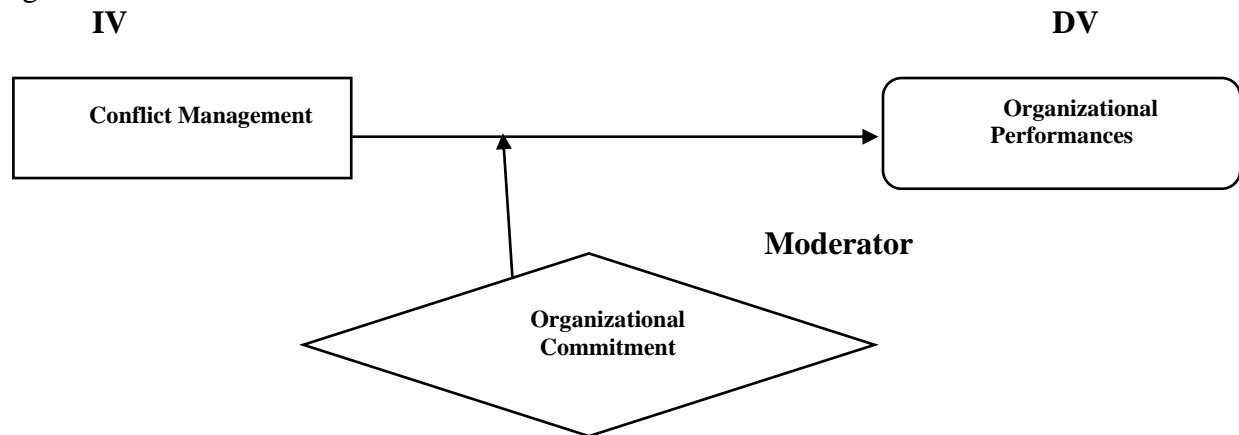
*H2: Organizational commitment moderates the relationship between conflict management and organizational performance*

## **2.3 Research Framework**

A conceptual framework illustrates the close relationship between the independent and dependent variables. A conceptual framework is a collection of overarching concepts and ideas drawn from pertinent academic disciplines that serve as the basis for a presentation that

follows. The study uses a conceptual framework to demonstrate how organizational commitment mediates the

relationship between organizational performance and conflict management..



**Figure 1: Conceptual Framework of the Study**

### 3. Methodology

The study focuses on the Federal Inland Revenue Services (FIRS) in Nigeria. They have two regional offices in Bauchi State, and board members/managers, supervisors, and employees were the most qualified respondents to the survey on their perceptions of the business. The study's population consists of the entire FIRS team from the regional office in Bauchi state, northeastern Nigeria. These territories are covered by a workforce of about 350 personnel. The source population is FIRS employees (FIRS personnel Department, 2021). The unit of analysis for this study is the FIRS staff in Bauchi state. Because it is quite difficult to collect data from a group of people for a study, the sampling method was created. There are 350 people living there overall. Given a total population of 350, the study's sample size is calculated to be 185 using Krejcie & Morgan's (1970) sample size. According to Lund (2023), in order to address potential concerns regarding low response rates, this study will raise the sample size by 20%, resulting in an adjusted sample size of 222. 350 Federal Inland Revenue Services (FIRS) personnel. Primary sources will be used to collect data for the project. My selection

of the data collection source illustrated the techniques employed to conclude this study. This source is referred to as primary data collecting. Primary data is defined as new and original information that is collected for the first time (Cheong et al., 2023). The data is analyzed using basic statistical techniques and then organized and presented in tables and percentages. While SPSS and Smart PLS (SEM) were utilized for descriptive statistics, Smart PLS (SEM) was utilized for the actual analysis to ascertain the link between the independent, dependent, and moderating factors.

### 4. Findings and Discussion

#### Data analysis

The Statistical Package for Social Science (SPSS) was used to enter the data. Additionally, data screening was done to identify and verify that the data is clean and accurately depicts the study's phenomenon. The demographic characteristics of the respondents were analyzed using descriptive statistics, frequencies, and percentages. Additionally, data analysis in this work was conducted using Brunner et al.'s SmartPLS4 software (2023). Following descriptive studies, a two-step analytical process comprising (a) assessment of

measurement models and (b) reviews of existing structural models was used.

#### **4.1.1 Descriptive Statistics of Respondents**

The statistics show that 37% of respondents are female, while 63% of respondents are male. According to the statistics, men make up the majority of respondents (66.8% of the total), while women make up 33.2% of the female respondents. According to the data, the majority of respondents—roughly 30.4% of the total population of respondents—are between the ages of 25 and 34. They are followed by 27.2% of respondents who are between the ages of 35 and 44. Those with a master's degree or professional background rank second at 33.2%, while the vast majority of respondents—42.4%—have a degree or HND. 18.5% had a diploma or NCE, followed by those with a Ph.D. (2.2%) and a secondary certificate (3.8%). Check out Table 5. According to this outcome, the majority of responses. The vast majority of respondents—32.6%—had between 21 and 30 years of experience,

according to the research. Those with over 30 years of experience come in second (30.4%), followed by those with 11 to 20 years (19%), 1 to 10 years (13%), and less than nine years (4.9%).

#### **4.1.2 Assessment of Measurement Model**

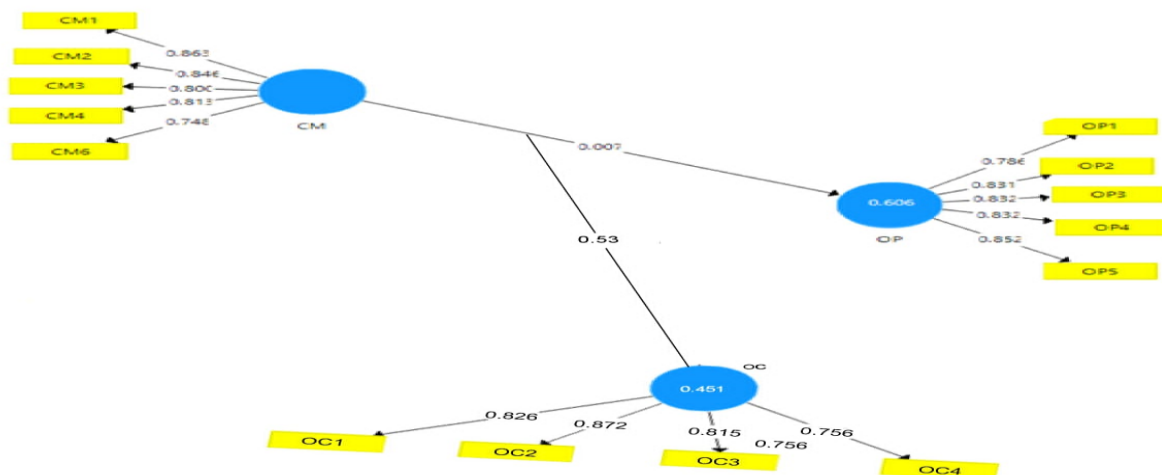
The measurement models in this work, which were created using Legate et al.'s Smart PLS-SEM 4 program in 2023, are external models that explain the connection between the construct and its indicators. According to Gunawan et al. (2023), the permissible value for outer loading must be greater than 0.50. The study's alpha coefficient falls within the acceptable range of 0.914 to 0.726 (Solhi et al., 2024). Additionally, according to Wu et al. (2023), the values of each composite reliability (CR) component ranged from 0.70 to 0.90, which is "satisfactory to good." These values fell between 0.919 and 0.755. Convergent validity was evaluated by comparing each AVE's value between 0.936 and 0.814, which is within the recommended range of 0.50 and higher (Koe et al., 2024).

**Table 1 Convergent Validity of Measurement Model**

Construct	Items	Loadings	Cronbach's Alpha	CR	AVE
CM	CM1	<b>0.863</b>	0.873	0.908	0.664
	CM2	<b>0.846</b>			
	CM3	<b>0.800</b>			
	CM4	<b>0.813</b>			
	CM6	<b>0.748</b>			
	OC5	<b>0.756</b>			
OC	OC6	<b>0.819</b>	0.836	0.891	0.671
	OC7	<b>0.872</b>			
	OC8	<b>0.826</b>			
	OP1	<b>0.786</b>			
OP	OP2	<b>0.831</b>	0.884	0.915	0.593
	OP3	<b>0.832</b>			
	OP4	<b>0.832</b>			
	OP5	<b>0.852</b>			

Source: Filed Survey, 2024





**Figure 2: Measurement model of the Study**

### 4.1.3. Discriminant Validity

Three techniques are used to evaluate the discriminant validity of the reflecting measurement model, as stated in section 3.9.5 of this thesis: 1) The Heterotrait-Monotrait ratio of correlations (HTMT); 2) Fornell and Larcker's (1981) criterion;

**Table 2: Discriminant Validity Table**

Variables	CM	OC	OP
CM			
OC	0.715		
OP	0.583	0.887	

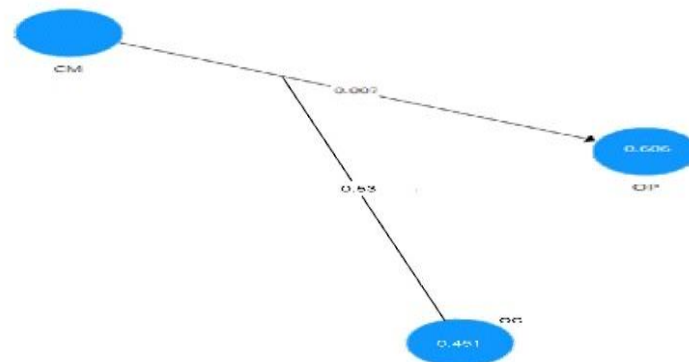
**Source: Filed Survey, 2024**

### 4.2 Assessment of Structural Model

This subsection discusses the validity assessment of the structural model used in this investigation. As explained in Chapter Three, the validity of the structural model is evaluated using five phases: lateral collinearity, path coefficient, R square, f

and 3) the cross loading criterion. When the loadings of each indicator of a distinct construct are greater than those of other constructs, the indicators of that construct are considered to be non-interchangeable according to the cross loading criterion. Additionally, Table 10: HTMT Criterion Outcomes

square, and Q square. To ascertain whether the path coefficients were significant, the data were analyzed using a one-tailed test with a 0.05 significance level and bootstrapping with 500 subsamples. The details and importance of these findings are discussed in the following subsections.



**Figure 3: Structural Model**

**Table 3: Effect Size ( $F^2$ )**

Constructs	Employee Productivity	Effect Size
Conflict Management (CM)	0.340	Large
Organisational Commitment (OC)	0.261	Small

Source: Filed Survey, 2024

#### 4.2.2 Direct and Indirect Path Coefficient

First hypothesis (H1): states “There is a significant relationship between conflict management and organizational performance in FIRS Bauchi, Nigeria”. A positive and significant link between OC and OP was indicated by the results of standardized regression weights from Table 4.4.1 ( $\beta = 0.579$ ,  $t = 14.790$ ,  $p = 0.039$ ). Stated differently, with a p-value of 0.039, the regression weight for OC in the prediction of OP differs significantly from zero. The findings suggest that there is no meaningful connection between OC and OP.

Second hypothesis (H2) organizational commitment (OC) x conflict management

(CM)  $\rightarrow$  organizational performance (OP): presumed that, organizational commitment moderates the relationship between OC and OP, but the results ( $\beta = 0.099$ ,  $t = 1.419$ ,  $p = 0.067$ ) also implies that (CM) and (OP) have a favorable relationship mediating impact. The sample is significantly different from the population, as indicated by the t-value, which indicates that the sample mean is 0.096 standard deviations from the population mean. The results are highly statistically insignificant, as indicated by the p-value of 0.067. In summary, the relationship between CM and OP is not mediated by organizational commitment.

**H2. Table 4: Mediating Effect Test Results**

Variable	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T-Statistics ( O/STDEV )	P Values	Decision
CM -> OP	0.585	0.579	0.075	14.790	0.039	Significant
OCxCM>OP	-0.099	0.096	0.070	1.419	0.067	Not signi

**Source: Field Survey, 2024**

### 4.3 Importance-Performance Map Analysis Matrix (IPMA) Assessment

The importance-performance map analysis (IPMA) was used to more accurately describe the study's findings. Finding constructs with poor performance and high relevance is the goal of IPMA analysis (Hauff et al., 2024). The analysis's findings help upper management pinpoint important organizational dynamics that require additional focus and development (Butarbutar et al., 2023). Therefore, from the overall impacts of the estimated links in the structural model, significance scores were retrieved. In a similar manner, the latent variable scores were rescaled to range from 0 (the lowest performance) to 100 (the highest performance) in order to

compute the performance scores or index values.

Conflict Management (CM) (84.268) and Organizational Commitment (OC) (87.540) are the construct's performance scores according to the IPMA, whereas Conflict Management (CM) (0.275) and Organizational Commitment (OC) (0.212) are the construct's importance scores. The detailed IPMA results for each construct are displayed in Figure 4 and Table 4.4.7. In light of the aforementioned, it can be concluded that organizational commitment (OC) plays a crucial role in elucidating the target construct. A one-unit increase in organizational commitment (OC) performance is implied to result in an increase in organizational performance (OP) of the total effect value, which is 0.275 and 0.212, respectively.

**Table 5. IPMA Results**

Constructs	Importance	Performance
Conflict Management (CM)	0.275	84.268
Organizational Commitment (OC)	0.212	87.540

### Discussion of Findings

The main goal of this study was to investigate the connection between organizational performance and conflict management at FIRS Bauchi, Nigeria. how organizational commitment acts as a moderator. Using data analysis, the study discovered a number of results. According to (H1), "In FIRS Bauchi, Nigeria, there is a significant relationship between complete management and organizational performance." This outcome is consistent with research by Salawudeen (2024), which examined conflict resolution and organizational performance at a few breweries in South East Nigeria.

Salawudeen (2024) found that several conflict management strategies, including collective bargaining, negotiation, joint consultation, and alternative dispute resolution, had a substantial positive correlation with organizational performance. Mubashir and Siddiqui's (2024) investigation of conflict management and organizational performance at Askari Bank Ltd. further supported the significant influence of conflict management on organizational performance. the hypothesis (H<sub>1</sub>): There is a significant relationship between conflict management on organizational performance in FIRS Bauchi. Nigeria is hereby accepted.



(H2) Moderating effect of organizational commitment, (H2) organizational commitment (OC) x conflict management (CM)  $\rightarrow$  organizational performance (OP): presumed that, organizational commitment moderating the relationship between conflict management (CM) and organizational performance (OP). However, the findings ( $\beta = 0.023$ ,  $t = 1.124$ ,  $p = 0.130$ ) also imply that organizational commitment has a negligible moderating effect in the relationship between organizational performance (OP) and conflict management (CM). This discovery works in tandem with the discovery of This finding is in line with studies by Üngüren et al. (2024) and Al-Matari et al. (2023), who also did not find any appreciable moderating effect of organizational commitment. One explanation for this result could be that organizational commitment and conflict management both enhance organizational performance on their own without necessarily cooperating.

Organizational commitment is the psychological connection that workers have with their employer, which influences their drive to put in a lot of effort for the company. Devoted employees may perform better, but this does not always translate into more effective dispute resolution methods. However, effective conflict resolution can improve performance regardless of organizational commitment level, suggesting that these traits have a separate impact on performance. declared that it is hereby rejected the premise that organizational commitment moderates the relationship between conflict management and organizational functioning.

### **Research Implication**

This study greatly expands our understanding of dispute resolution, collaboration, and their impact on organizational performance, especially in the context of Nigeria's Federal Inland

Revenue Service (FIRS). First, the study shows that conflict management and organizational effectiveness are highly correlated. This study emphasizes how crucial efficient dispute resolution techniques are to improving organizational results. Second, the study demonstrates that the relationship between conflict management and organizational performance is significantly moderated by organizational commitment.

### **5. Conclusion and Recommendations**

In Bauchi State, Abuja, and Lagos State FIRS, this study examined the moderating function of organizational commitment and the impact of conflict resolution and teamwork on organizational performance. According to the study, conflict resolution significantly and favorably affects organizational performance. Likewise, it was discovered that organizational commitment acted as a moderator between organizational performance and conflict management. The study's findings provided compelling empirical evidence that conflict management has a favorable and statistically significant impact on organizational performance.

The outcome also offers compelling empirical evidence for the existence of an important and beneficial moderating function for organizational commitment between performance and conflict management. The results of this study mostly support previous empirical research on conflict management and organizational performance, which found that using integrative tactics in an organization produces favorable outcomes.

This study evaluated influence of conflict management on organizational performance; moderating function of organizational commitment in Bauchi State FIRS. Hence, the following could be explored for further research:

i. Research on how conflict resolution affects organizational performance and

how organizational commitment acts as a moderator in Nigeria For a more thorough research that takes into account other states, FIRS can be expanded to other states and the entire nation.

ii. In order for the results to be helpful in drawing conclusions, the study might also be expanded to include FIRS staff at all levels.

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