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# CONFLICT MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF INDEPENDENT NATIONAL ELECTORAL COMMISSION, KOGI STATE

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## Abstract
*This study investigated the effects of conflict management on organizational performance, focusing on the Independent National Electoral Commission (INEC) in Kogi State. The research employs a survey design approach. The total population for the study comprises of 315 employees of the Independent National Electoral Commission (INEC) in Kogi State, which involves the State Headquarters and branches in the twenty one Local Government Areas in Kogi State with a total population of (315). The study adopted Krejcie and Morgan (1970) sample size formular to arrive at 169. A total of 169 questionnaires were distributed to staffs of the Independent National Electoral Commission (INEC) in Kogi State. Furthermore, 169 questionnaires were completely filled and returned. The study used multiple linear regression and frequency table to analyze the result. Findings reveals that accommodating conflict management style demonstrates a significant and positive effect on organizational performance, with a t-statistic of 12.464, a beta coefficient of 0.564, and a significance level of 0.000. Furthermore, the collaborative conflict management style significantly and positively affects organizational performance, as evidenced by a t-statistic of 8.019, a beta coefficient of 0.406, and a significance level of 0.000. In conclusion, this study emphasizes the critical role of conflict management styles in shaping organizational performance. The study recommended that the independent National Electoral Commission in Kogi State, Nigeria, consider integrating and promoting accommodating conflict resolution approach within their organizational culture. It was also recommended that organizations should actively promote collaborative approach, particularly in scenarios where creative problem-solving and consensus-building are critical.*

**Key Words:** *Accommodating, Collaborative, Conflict Management, Organizational Performance.*

## Introduction
The way conflicts are managed and resolved has a profound impact on individuals, organizations, and societies as a whole. In recent years, extensive research has been conducted to understand the effects of conflict management strategies on various outcomes, ranging from emotional well-being to team performance and organizational

success. In the dynamic landscape of today's business environment, organizations are consistently exposed to a multitude of challenges and conflicts that can impact their overall performance. Conflict, arising from differences in opinions, goals, values, or resources, is an inherent aspect of any human interaction within an organizational setting. How organizations manage and address these conflicts can significantly influence their performance, growth, and sustainability. As such, understanding the effects of conflict management on organizational performance has become a critical area of research and practice. Awan and Saeed (2015) posit that conflict is an inevitable aspect of human interaction and exists across various domains, including personal relationships, workplaces, communities, and international relations. By understanding the mechanisms through which conflict management practices influence organizational performance, leaders and managers can make informed decisions to optimize their conflict resolution strategies. The findings of this study will contribute valuable insights to both academia and practice, assisting organizations in fostering healthier work environments, enhancing employee satisfaction, and ultimately, achieving sustainable growth (Osisioma etal., 2016).

Numerous studies have explored the effects of different conflict management styles and approaches. Thomas and Kilmann's (1974) well-known model of five conflict-handling modes categorizes these approaches into competing, collaborating, compromising, avoiding, and accommodating strategies. Each of these strategies has distinct consequences, depending on the context and the parties involved. As conflicts continue to arise in various contexts, understanding the effects of conflict management strategies remains of paramount importance (Gezim etal.,2022). Accommodating conflict management style entails a significant degree of collaboration, potentially to the detriment of one's own interests, even counteracting one's own goals, objectives, and desired results. This strategy proves efficacious when the opposing party possesses a superior solution. This approach reflects a resolute determination to fulfill the needs of the other party. In such circumstances, prioritizing cooperation becomes imperative for attaining peace, a goal of higher value than mere victory. Collaborative method encompasses the collaboration or alignment of two parties with the aim of realizing the objectives of both. It can also entail redefining challenges to carve out more space for the contributions of all individuals. Those who adopt this approach strive to reach a common goal of engagement, wherein participants recognize the significance of each member's input and actively cooperate. When differing viewpoints arise, this approach proves particularly suitable for arriving at a comprehensive solution.

Organizational performance pertains to the assessment and analysis of a company's achievements in alignment with predetermined objectives during a specific timeframe. Performance can be succinctly defined as the degree to which a person within the organization contributes to the fulfillment of its objectives. The effectiveness of an organization hinges on several factors, including exemplary leadership, innovation and advancement, staff motivation, and sound strategic planning. An organization riddled with persistent conflicts often begets unfavorable outcomes. In the pursuit of organizational objectives, certain limitations may come into play, such as insufficient resources and various barriers that can impact performance. These barriers encompass

conflicts of interest, scarcity of resources, and interpersonal dynamics within the organization. The performance of an organization is a pivotal facet of effective management. The organization comprises individuals engaged in their respective tasks, and as these tasks interweave through ongoing interactions, they can give rise to competing desires and clashes of interest.

The Independent National Electoral Commission (INEC) in Kogi State, Nigeria, is tasked with supervising and conducting various elections. Operating autonomously, it ensures fairness, transparency, and credibility in the electoral process. INEC's jurisdiction covers Kogi State, and its key responsibilities involve organizing, regulating, and overseeing elections while promoting democratic values. The commission plays a crucial role in upholding the integrity of elections and democratic practices within the state. The commission has office and staffs span across the 21 local government areas in Kogi state.

**Statement of the Problem**

Conflict is an inevitable aspect of organizational life, stemming from differences in opinions, goals, values, and personalities among employees. How conflicts are managed within an organization can significantly impact its overall performance and functioning. The problem at hand revolves around the need to comprehensively investigate the relationship between conflict management practices and their subsequent impact on various dimensions of organizational performance. While some studies have explored this link, there is a lack of comprehensive research that delves into the nuances of the public service (INEC), studies by Ojo and Pojwan (2022), Osisioma et al. (2016), all had their scope with in the banking industry and relates to how different conflict management styles, approaches, and interventions influence different facets of organizational performance. A study carried out by Alhamali (2019) found a negative result between avoidance conflict management style and organizational performance. Similarly an insignificant and positive relationship was found between accommodating conflict management style and organizational performance in a study carried out by (Yusufu & Otajele, 2019). Some studies were found to have used in appropriate methodology for analysis which might not generate a robust result, for example Pearson's product moment correlation coefficient were used by the following authors in their separate research (Osisioma et al.,2016; Ojo & Pojwan,2022). Additionally, some studies were found to have been carried outside the context of Nigeria such findings cannot be generalized (for example, Aoun et al., 2020; Shariq et al., 2022). Addressing this problem is crucial because effective conflict management contributes to a positive work environment, minimizes disruptions, and fosters collaboration among employees.

The broad objective of this research is to investigate the effect of conflict management on the organizational performance of Independent National Electoral Commission (INEC) Kogi state. The specific objectives of the study include:

1. to identify the effects of the accommodating conflict management style on organizational performance.
2. to investigate how collaborating conflict management style impacts organizational performance.

The following research questions were raised to guide the study:

(i) To what extent does accommodating conflict management style enhance organizational performance?

(ii) To what ways does collaborating conflict management style impacts organizational performance?

The following hypotheses in its null form, have been formulated:

$H_{01}$: Accommodating conflict management style has no significant and positive effect on organizational performance.

$H_{02}$: Collaborating conflict management style has no significant and positive effect on organizational performance.
significant impact gross domestic product per capita in Nigeria.

## Literature Review

### Conceptual review

### Concept of Conflict Management

Conflict management refers to the process of identifying, addressing, and resolving disagreements or disputes that arise within individuals, teams, organizations, or even between nations (Awam & Anjum, 2015). It encompasses a range of strategies and techniques aimed at minimizing the negative impact of conflicts while fostering productive communication and collaboration among the parties involved. In the study by Mugal and Khan (2013), conflict management is addressed as the strategic development of methodologies aimed at mitigating the negative aspects of conflicts while amplifying their positive attributes. The primary objective is to optimize organizational learning and effectiveness by curbing the detrimental effects of conflicts and fostering their constructive potential. Conflicts can arise due to differences in opinions, values, goals, or interpersonal dynamics, and if left unaddressed, they can lead to strained relationships, decreased productivity, and a hostile work environment.

According to Robbins and Judge (2019), conflict management is the practice of recognizing and dealing with disputes in a balanced and effective way.

In the perspective presented by Chaudhry and Redman (2015), they noted that not every facet of conflict is detrimental to an organization. They emphasized the significance of examining elements such as emotional factors, acceptability, importance, and the potential resolution of harm that conflicts might bring about in terms of group performance and overall organizational productivity. Thomas and Kilmann (2019) define conflict management as the ability to handle disputes effectively, avoiding escalation while ensuring that parties involved are satisfied with the outcome. Rahim (2017) describes conflict management as the process of identifying, diagnosing, and resolving conflicts in a constructive manner to improve organizational and interpersonal effectiveness. Amineh and Ali (2014) introduced a comprehensive four-step procedure comprising assessment and inquiry, design, implementation, and evaluation. This process aims to achieve effective and impartial conflict resolution within the workplace. This holistic strategy is frequently adopted to prompt management in addressing stakeholders' needs during conflict resolution. Etim and Okey (2013) noted that applying an integrative conflict management style is more likely to yield favorable outcomes and

stronger individual commitment compared to teams utilizing non-integrative methods. The integrative approach expands the comprehension of conflict issues and enhances the effectiveness of their resolution.

**Accommodating style**

The accommodating conflict management style involves prioritizing the concerns of others over one's own, with a focus on maintaining relationships and harmony. This embodies a confrontational strategy wherein one party yields to the other (Sahoo & Sahoo, 2019). Within this approach, certain structured techniques are employed, as outlined by Alabu et al. (2020). These techniques encompass direct communication concerning the issues, persistent dissent from the opinions of other parties while steadfastly adhering to one's own perspective, and endeavors to secure control over communication channels. This inclination enhances the likelihood of perceiving maximum individual gains, even beyond achieving win-win scenarios (Mehwish et al., 2017). While this approach can be valuable in certain situations, it's essential to strike a balance between accommodating and asserting one's own needs to avoid potential negative consequences.

Thomas and Kilmann (1974) identified this style as one of the five conflict-handling modes in their widely recognized model, known as the TKI (Thomas-Kilmann Conflict Mode Instrument).
In the accommodating style, individuals yield their own interests and opinions to satisfy the desires of the opposing party.

**Collaborating Style**

The collaborating conflict management style involves cooperative problem-solving and seeking mutually beneficial solutions. Recent research highlights its effectiveness in complex conflicts, team dynamics, and fostering innovation through the integration of diverse perspectives. Kim et al. (2020) assert that collaborating conflict management style involves a cooperative and assertive approach where individuals work together to find a mutually satisfactory solution to a conflict. This approach aims to address the concerns and interests of all parties involved, often resulting in creative and win-win solutions. The collaborating style requires open communication, active listening, and a willingness to explore different viewpoints to reach a consensus. Effective collaboration fosters the development of comprehensive, high-quality solutions to problems and bolsters the trust between partners (Batool & Hayat, 2019).

In a recent study by Smith and Eisenberg (2022), observed that collaborating style was emphasized as an effective approach in complex and high-stakes conflicts. The study found that collaborating not only helps in resolving the immediate issue but also contributes to improved relationships and enhanced problem-solving skills among the parties involved. Collaboration often requires a high level of trust and a shared commitment to finding the best solution. In a work context, research by De Dreu and Weingart (2003) highlighted that the collaborating style can lead to higher levels of job satisfaction and team cohesion, as it encourages members to engage in open dialogue and consider a wider range of ideas.

**Organizational Performance**

Assessing organizational performance involves evaluating how effectively a company is progressing towards its designated goals and objectives. This evaluation encompasses a comparison between actual outcomes and the intended results. Achieving organizational performance often entails establishing specific objectives and setting clear goals that provide a well-defined direction, ensuring the realization of these targeted achievements. The crux of an organization's attention lies in its performance, largely due to the fact that growth optimization becomes feasible through factors such as business expansion, increased sales turnover, and market share enhancement.

According to Longe (2015), the enhancement of workers' performance is a matter that primarily piques the interest of management. Consequently, performance tends to be perceived as an external incentive, lacking inherent allure for the individuals engaged in the work. Performance often acts as a form of recognition. There exists a multitude of minor endeavors undertaken daily that contribute to the betterment of workers' performance.

**Theoretical Framework**

**Theory of Emotional Intelligence**

The foundation of this study rests upon Daniel Goleman's (2006) theory of emotional intelligence, which illuminates how individuals can navigate their emotions and foster harmonious relationships. This theory delves into the art of managing emotions, as well as the capacity for precise emotional reasoning and the skill to utilize emotions and emotional insights to enrich both personal and collective thinking. Goleman (1998) has suggested that individuals endowed with high emotional intelligence exhibit exceptional conflict management and resolution skills, fostering increased collaboration (Jordan & Troth, 2002).

Goleman's theory of emotional intelligence is structured around five dimensions:

i. Self-awareness: This dimension involves the aptitude to discern one's emotional state and its underlying causes, aiding the effective management of conflicts.
ii. Social skills: Referring to the ability to resolve conflicts and predicaments, this dimension facilitates collaborative endeavors with others, promoting diplomatic conflict handling.
iii. Empathy: This dimension encapsulates the capability to perceive and understand the emotions of others.
iv. Self-regulation: Marked by the capacity to manage individual emotions, this dimension entails maintaining composure despite personal emotional fluctuations.
v. Motivation: This dimension epitomizes the prowess to accomplish established objectives.

Critics posit that relying solely on emotional intelligence may not sufficiently predict individual advancement, earning potential, or career contentment. They contend that

emotional intelligence is more closely aligned with personality traits than with inherent capabilities. Despite this critique, the implications for the theory appear to be relatively limited.

**Empirical Review**

Shariq et al. (2022) explored the influence of conflict management techniques on the performance of employees bank located in Karachi, Pakistan. The conflict management strategies encompassed competing, collaborating, avoiding, compromising, and accommodating. Data for this inquiry was sourced from bank employees located in Karachi, Pakistan. Employed as the data collection method was a Likert scale questionnaire employing a five-point rating system. The research framework entailed a regression analysis, with multiple independent variables and a singular dependent variable. In addition, this study incorporated contemporary literature spanning the years 2018 to 2021. The outcomes of this examination unveiled noteworthy and positive connections. Notably, a favorable and significant correlation emerged between accommodating behavior and employee performance. Furthermore, the research pinpointed a substantial and affirmative association between avoidance strategies and employee performance. Likewise, a significant and constructive linkage was established between collaborative practices and employee performance. Similarly, competing approaches showcased a pronounced and favorable relationship with employee performance. Lastly, compromising methods also exhibited a substantial and optimistic correlation with employee performance. Recommendations stemming from this research underscored the necessity for organizations to adopt conflict resolution strategies and institute effective conflict management procedures. However, a research gap exists in exploring the comparative effectiveness of conflict management strategies on organizational performance across diverse industries and geographic regions.

Ojo and Pojwan (2022) examined within the context of the United Bank for Africa, Plc Lafia Branch, this study delved into the analysis of strategies employed for conflict management, with a specific focus on their implications for maintaining industrial harmony. The research adopted a survey-based approach, selecting the survey study method as its design for investigation. In this endeavor, a deliberate sampling technique was utilized to choose a targeted cohort of 50 staff members. To gather pertinent data, a custom-designed questionnaire was administered to the selected participants. The outcomes of the study were presented in tabular format, with results expressed as percentages. To assess the hypothesis's validity, Pearson's product-moment correlation was applied, utilizing a significance level of 0.05. The findings of the study illuminated the impact of conflict management strategies (compromise, collaboration, and accommodation) on the degree of industrial harmony achievable within both corporate and industrial sectors. Consequently, the study's conclusion posits that conflicts, depending on their handling, can yield both advantageous and detrimental consequences for an organization. Among the recommendations arising from the study is the advisement that the bank's management should exhibit responsiveness, promptly intervening in conflicts by employing suitable strategies like compromise, collaboration, and accommodation. However, a research gap exist based on the few sampled population (50) used which might be considered as inadequate for a robust findings. More also, the

scope of the research was in private sector (bank), this also differs from the scope of the research undertaken by this study which is in the public sector (INEC).

Aoun et al. (2020) examined the impact of conflict management on employee performance within various industrial enterprises in Lebanon. Subsequently, a quantitative methodology was adopted, employing an online survey that involved 93 employees from three distinct industrial firms specializing in the domains of building materials, plastics, and wood and metal furniture in Lebanon. The findings indicated that, on average, conflict management exerted a notable and positive influence on employee performance. Notably, among the various conflict management strategies, namely collaborative, compromise, and accommodating approaches, only these demonstrated a slightly favorable correlation with employee performance. The study recommended that Swift resolution of staff conflicts should be emphasized, and mechanisms for addressing such conflicts were advised to be promptly implemented. However, a potential research gap could be explored by investigating how the effectiveness of conflict management strategies in public service. Examining whether the observed correlation between conflict management styles and employee performance holds consistently across diverse organizational contexts, such as INEC could provide valuable insights into the generalizability and adaptability of these findings.

Yusufu and Otajele (2019) analyzed the impact of conflict management strategies on the organizational performance of two chosen microfinance banks located in Kogi state. The study encompassed a staff population of 250 individuals. To derive a representative sample, the Taro Yamane (1973) sampling method was employed, resulting in a sample size of 154 participants. Out of the 154 distributed questionnaires, 150 were completed and returned. The hypotheses were tested using multiple regression analysis. The findings of the study indicated that the influence of the accommodating conflict management style on organizational performance was insignificantly positive. Moreover, a substantial correlation was found between the avoiding conflict management style and organizational performance within the selected microfinance banks. Additionally, a significant connection between organizational performance and the collaborating conflict management style was identified in these banks. In light of these conclusions, the study puts forth recommendations for achieving effective organizational objectives. It is advised that individuals, groups, and organizations adopt conflict management styles that align with their specific organizational needs. Furthermore, the study underscores the importance of considering the context and circumstances surrounding an organization before selecting an appropriate conflict management style. In view of promoting a harmonious work environment, the study emphasizes the necessity for timely resolution of conflicts before they spiral out of control. This proactive approach to conflict management can prevent disruptions and maintain a conducive atmosphere for organizational growth and success. However, the scope of this study is basically on selected micro finance banks which differs from the research been undertaken by this study.

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**Materials and Methods**

The research design chosen for this study was survey research. The nature of this study's objectives made the adoption of a survey design imperative. This approach entails the utilization of quantitative data collected through questionnaires, aiming to probe the impact of conflict management on the organizational performance within the context of the Independent National Electoral Commission (INEC). The population of this study encompasses the entire employee of the Independent National Electoral Commission (INEC) in Kogi state as its target population, comprising a total of three hundred and fifteen individuals (315) according to data from the Kogi state headquarter of the Independent National Electoral Commission (INEC). These individuals, who constitute the staffs of the commission in Kogi state are distributed across the twenty one (21) local government areas in Kogi state as well as the headquarter office in Lokoja.

The sample size of this population was determined using Krejcie and Morgan (1970) sampling technique. This technique is used when the population for the study is known. The Krejcie and Morgan (1970) sampling technique was used to arrive at a sample size of one hundred and sixty nine (169). A total of (169) questionnaires were given to employees of the Independent National Electoral Commission (INEC) in Kogi state in order to elicit their responses.

Table 1 Krejcie and Morgan

| *N* | *S* | *N* | *S* | *N* | *S* |
|---|---|---|---|---|---|
| 10 | 10 | 220 | 140 | 1200 | 291 |
| 15 | 14 | 230 | 144 | 1300 | 297 |
| 20 | 19 | 240 | 148 | 1400 | 302 |
| 25 | 24 | 250 | 152 | 1500 | 306 |
| 30 | 28 | 260 | 155 | 1600 | 310 |
| 35 | 32 | 270 | 159 | 1700 | 313 |
| 40 | 36 | 280 | 162 | 1800 | 317 |
| 45 | 40 | 290 | 165 | 1900 | 320 |
| 50 | 44 | 300 | 169 | 2000 | 322 |
| 55 | 48 | 320 | 175 | 2200 | 327 |
| 60 | 52 | 340 | 181 | 2400 | 331 |
| 65 | 56 | 360 | 186 | 2600 | 335 |
| 70 | 59 | 380 | 191 | 2800 | 338 |
| 75 | 63 | 400 | 196 | 3000 | 341 |
| 80 | 66 | 420 | 201 | 3500 | 346 |
| 85 | 70 | 440 | 205 | 4000 | 351 |
| 90 | 73 | 460 | 210 | 4500 | 354 |
| 95 | 76 | 480 | 214 | 5000 | 357 |
| 100 | 80 | 500 | 217 | 6000 | 361 |
| 110 | 86 | 550 | 226 | 7000 | 364 |
| 120 | 92 | 600 | 234 | 8000 | 367 |
| 130 | 97 | 650 | 242 | 9000 | 368 |
| 140 | 103 | 700 | 248 | 10000 | 370 |
| 150 | 108 | 750 | 254 | 15000 | 375 |
| 160 | 113 | 800 | 260 | 20000 | 377 |
| 170 | 118 | 850 | 265 | 30000 | 379 |
| 180 | 123 | 900 | 269 | 40000 | 380 |
| 190 | 127 | 950 | 274 | 50000 | 381 |
| 200 | 132 | 1000 | 278 | 75000 | 382 |
| 210 | 136 | 1100 | 285 | 1000000 | 384 |

Note.—*N* is population size. *S* is sample size.
Source: Krejcie & Morgan, 1970

Given the population to be 315, to arrive at the sample size using Krejcie and Morgan, The P=315 , N = 300, S= 169

Sampling techniques are methods or approaches to selecting samples from population that ensure a satisfactory degree of representation and un-biasness. The sampling technique for this research work is simple random sampling. Since the sample size (n) is of one hundred and sixty nine (169) persons, it means that a total number of 169 questionnaire was administered to the selected sample. For the purpose of data analysis, the researcher harnessed the use of multiple linear regression with the aid of IBM Statistical Package for Social Science (IBM SPSS) Version 26.0.

To achieve the hypotheses stated, the dependent variable which is organizational performance was regressed against the explanatory variable which is conflict management measured with the following proxies; Accommodating, Collaborating. The model can be expressed econometrically below:

$OP = f(CM)$ ----------Eqn 1.

$OP = ACC+COL$ ----------Eqn 2.

$OP = \beta_o + \beta_1 ACC + \beta_2 COL + \mu_i$ ---------Eqn 3.

Where:

CM = an indicator representing Conflict management (Independent Variable);
OP = dependent variable representing organizational performance
$\beta_o$ = a constant
$\beta_{1-2}$ = coefficients of independent variables;
ACC = a predictor representing Independent Variable (Accommodating);
COL = a predictor representing Independent Variable (Collaborating);
$\mu$ = Stochastic error term;
$i$ = Cross sectional; and
$f$ = Functional relationship.

**Results and Discussion**

A set of 169 questionnaires were disseminated to participants, all of which were completed and sent back. Consequently, this indicates that the gathered responses genuinely represent the viewpoints of the chosen sample populace. The examination was conducted using the full set of 169 questionnaires that were properly completed and returned.

**Test of Hypotheses**

$H_{01}$: Accommodating conflict management style has no significant and positive effect on organizational performance.

$H_{02}$: Compromising conflict management style has no significant and positive effect on organizational performance.

**Table 2: Model Summary**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .861[a] | .742 | .736 | .920 |

a. Predictors: (Constant), COL, ACC.

Table 2 displays the outcomes of the regression correlation analysis, revealing a notable correlation between the observed and predicted values with an R-value of 0.861. The R-squared value of 0.742 signifies a substantial level of association between the observed values compared to the predicted variations in the Dependent variable (Organizational Performance). This association is established through the combined influence of the Independent variables (accommodating, collaborating), as shown in the 'Adjusted R square' column with an AR-value of 0.736. The Adjusted R square modifies the R-square by considering the number of Independent variable proxies within the sampled population. Furthermore, the statistical estimation's standard error is found to be 0.92%, which gauges the precision of predictions made by the Regression equation model.

**Table 3: ANOVA[a]**

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 398.593 | 4 | 99.648 | 117.818 | .000[b] |
| | Residual | 138.709 | 164 | .846 | | |
| | Total | 537.302 | 168 | | | |

a. Dependent Variable: OP
b. Predictors: (Constant), COL, ACC.

The ANOVA results presented in Table 3 indicate a substantial F-statistic value of 117.818, accompanied by a significance level of .000. This outcome underscores the model's robustness and significance at the 5% threshold, suggesting its suitability for informed decision-making.

**Table 4.: Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | T | Sig. |
| 1 | (Constant) | 2.928 | .936 | | 3.127 | .002 |
| | ACC | .701 | .056 | .564 | 12.464 | .000 |
| | COL | .454 | .057 | .406 | 8.019 | .000 |

Dependent Variable_ OP

The t-statistic holds a value of 12.464, accompanied by a beta coefficient of 0.564, and an associated significance level of 0.000. This outcome signifies that the integration of accommodating conflict management style exerts a substantial and positive impact on organizational performance. This conclusion is supported by the rejection of the null hypothesis (Ho1), which postulated no significant positive effect, as the p-value falls below the 0.05 threshold. This also means that a unit increase in accommodating conflict management style leads to a unit increase in organizational performance. These findings align with the research conducted by Ojo and Pojwan (2022) as well as Aoun et al. (2020), both of whom identified a substantial relationship between the accommodating conflict management style and organizational performance. However, it is worth noting that our study's results diverge from those of Yusufu and Otajele (2019), who reported

no significant association between the accommodating conflict management style and organizational performance.

Futhermore, a t-statistic of 8.019, coupled with a beta coefficient of 0.406, and a significance level of 0.000, illustrates that the collaborative conflict management style significantly and positively impacts organizational performance. This deduction stems from the rejection of the null hypothesis (Ho3), which proposed no substantial positive effect, due to the p-value falling below 0.05. This also means that a unit increase in collaborating conflict management style leads to a unit increase in organizational performance. These findings align with the research conducted by Shariq *et al*. (2022) and Yusufu and Otajele (2019), both of whom identified a significant relationship between collaborative conflict management styles and organizational performance.

**Conclusion and Recommendations**

Accommodating and collaborating conflict management styles were found to have a positive impact. These result offers valuable contribution for organizational leaders and managers, suggesting that a proactive approach to conflict management can contribute positively to performance outcomes in the context of the Independent National Electoral Commission in Kogi State, Nigeria. Further studies and interventions in conflict management practices may help optimize organizational performance in this and similar settings.

While concluding that the choice of conflict management style within the Independent National Electoral Commission of Nigeria holds undeniable sway over organizational performance. The ability to effectively navigate and resolve conflicts, whether through collaboration and accommodating directly impacts the Commission's overall efficiency and effectiveness. Thus, it is imperative for INEC to recognize the profound correlation between its chosen conflict management style and its operational outcomes, striving for a balanced approach that optimally serves the nation's democratic processes.

The study recommended the following:

i. Given the substantial positive impact of accommodating conflict management style on organizational performance, the study recommend that the Independent National Electoral Commission in Kogi State, Nigeria, consider integrating and promoting this conflict resolution approach within their organizational culture.
ii. Given the positive and significant impact of collaborating conflict management style on organizational performance, organizations should actively promote this approach, particularly in scenarios where creative problem-solving and consensus-building are critical.

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