

KIU Journal of Education (KJED)

Volume 3 Issue 2

Page 1 - 8

October – November 2023

<https://www.kjed.kiu.ac.ug>

Training in conflict management and workers' productivity in companies in Cross River State, Nigeria

Ekpenyong Violet Oyo (Ph.D.)

Department of Continuing
Education and Development
Studies, University of Calabar,
Calabar

violet.oyo2016@gmail.com
Orchid No: 0000-0002-3050-5013

Tawo Catherine N. (Ph. D.)

Department of Continuing
Education and Development
Studies, University of Calabar,
Calabar

katetawo001@gmail.com
Orchid No: 0000-0003-1951-3802

Ojong Aganyi A. (Ph. D.)

Department of Environmental
Education, University of Calabar,
Calabar

aganyiojongasu@gmail.com
Orchid No: 0000-0002-9560-7037

Abstract

The study examined the influence of human resource training in conflict management on workers' productivity in companies in Cross River State, Nigeria. One null hypothesis was formed to guide the study. Ex-post facto research design was employed for the research. A sample of 609 workers from ten companies were randomly selected via stratified and simple random sampling techniques in Cross River State. A 60-item research instrument tagged, "Human Resource Training in Conflict Management and Workers' Productivity Questionnaire" (HRTCMWPQ) was used for data collection. One-way analysis of variance was used for data analysis. The reliability estimate using Cronbach alpha ranged from .73 to .97. The hypothesis was tested at 0.05 level of significance. The result showed that conflict management training significantly influences workers' productivity in companies in Cross River State, Nigeria. It therefore recommended that training opportunity should be organized for employees to enable them acquire skills would enhances their productivity

Keywords: Training, Conflict Management, Workers, Productivity

Introduction

Organizations today are faced with conflicting situations and this hampers their productivity rate. Conflict is prevalent in societies and also work organizations (Uwa, 2014). Conflict management

involves implementing strategies to limit the negative aspects of conflict; hence the need to train workers in conflict management as it will lead to the growth of organizations. Ushie and Ekpenyong (2019) are of the view that the system of industrial relations in Nigeria has been

overtaken by persistent industrial disputes that have manifest different sectors of the economy, this as such leads to low productivity rates in the industrial sector. Furthermore, conflict situations in organizations leads to collective bargaining process which according to Ushie, Ekpenyong and Itari (2018), the protracted collective bargaining process between employers and employees impedes their ability to live in harmony and peace since it frequently results in worker strikes and lockouts.

Human capital is fundamental for the sustainability of growth in any industrialized economy. Generally, human capital is a set of talents that workers acquire on the job via education and practical experience. Employee morale, productivity, and job turnover are all greatly increased by training, and it also helps organizations function better.

Numerous empirical studies demonstrate the beneficial effects of education and training on productivity and innovation, particularly in an industrial system structure that is changing quickly. Since it helps workers to grow their human capital and make more money, the capacity to assimilate and share new knowledge is crucial (Rozenweig, 1996).

Human resource management is viewed as a prerequisite for Nigeria to meet the political, social, cultural, and economic objectives of a modern society. The methodical process of imparting knowledge and developing the abilities and attitudes that each person needs to accomplish a certain activity or position at work is called training.

Its goal is to provide workers at all levels with adequate direction and instructions so they may carry out their duties efficiently and get ready for promotions and more responsibility (Inyang, 2004).

Training, in all its forms, is an essential component of human management for any kind of business,

local, national, or global. This is done to guarantee that workers gain the skills required to perform in a range of jobs that their companies give them in order to maximize productivity and successfully meet their goals. Companies must to consistently prioritize the training of their employees, as training encompasses structured initiatives aimed at enhancing individual, group, and organizational performance. Better performance then suggests that knowledge, skills, attitudes, and social behaviors have changed in a measurable way.

According to Uwa (2014), no organization can successfully go about its daily business without running into conflict of some kind. Consequently, conflict is synonymous with group activity and it is therefore inevitable in any organization. As a result of this, it becomes necessary to train workers in conflict management which is an attempt to regulate conflict through a number of measures.

The effective management of conflict gives rise to increase productivity in organizations. The goal of this study is to ascertain how much human resource training can increase the productivity of employees in Cross River State businesses.

2. Statement of the Research Problem

In Cross River State, the majority of businesses have seen a sharp decline in production. Certain businesses that come to invest in the state run for a while before failing to meet expectations and going out of business. This inhibits the state's and the country's overall economic growth, which results in employment losses for workers. Also most organizations spend most of their economic time attending to and settling disputes or conflicts, this also hampers the growth of organizations.

Therefore, industrial conflict is viewed by Ekpenyong (2018) as an inevitable disagreement between actors in a work environment. This not

withstanding, if conflict occurs frequently, it could result in low productivity, therefore it becomes necessary for organizations in Cross River State be it public or private to train their workers and management in conflict management, as training has been viewed by Ekpenyong and Ushie (2018) as a process whereby human capital, employees, or workers acquire additional knowledge and qualification which is geared towards increasing their proficiency and effectiveness for greater productivity. Because they are working in fields where they lack competence or do not qualify as such, the employees of the companies are inept.

Employee ineptitude has a detrimental impact on an organization's ability to achieve high productivity. It is anticipated that training employees in pertinent skills, such as dispute resolution, will increase productivity rates, which will boost business expansion and the state's economy by generating jobs.

This is the reason that the study was warranted, and it answers the following question: How much does conflict management training for human resources affect employees' productivity in Cross River State?

Purpose of the study

The purpose of this study was to examine the extent to which conflict management training (in terms of technical efficiency. Motivation, labour efficiency and overall productivity) influence workers' productivity in companies in Cross River State

Statement of hypothesis

There is no significant influence of the conflict management training on workers' productivity in companies.

Methodology

Ex-post facto design was the research design used for this study. The study was conducted in Cross River State, Nigeria. Stratified and simple random sample technique were applied in this study. Stratified random selection was used based on local government area and simple random sampling technique was used to select 23 companies. Simple random sampling technique was also applied to select 609 workers for the study. The questionnaire titled "Human Resource Training in Conflict Management and Workers Productivity Questionnaire (HRTCMWPQ)" was designed by the researcher and used for the study.

The questionnaire consists of sections A and B. Section A had respondents' personal data while section B consists of 60 items constructed based on four (4) point Likert type scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD) was designed to elicit information from the workers. The questionnaire was duly validated and its reliability estimate established using Cronbach Alpha liability method ranged from .93 to .97. This reliability coefficient was considered high enough to justify the used of the instrument for the study.

The researcher distributed the questionnaire copies in person, assisted by three study assistants who had received specialized training. The researcher and the research assistants collected back all the copies of the questionnaire at the conclusion of the activity. To facilitate the process of preparing data, a coding schedule was developed as key for every item in the instrument construct. One Way Analysis of Variance (ANOVA) was used to test the research hypothesis at the .05 level of significance.

Results

Hypothesis one

There is no significant influence of conflict management training on workers' productivity in companies. The independent variable in this hypothesis is conflict management training, while the dependent variable is workers' productivity in companies (in terms of technical efficiency, motivation and labour efficiency).

The statistical analysis technique deployed to test the hypothesis was one way analysis of variance (ANOVA). The results of the analysis are presented in Table 1 and 2. The group size, mean and standard deviation, are presented in Table 1, while the actual results of ANOVA are presented in Table 2. Table 1 shows the mean and standard deviation of worker productivity (in terms of technical efficiency, motivation and labour efficiency). All the dimensions of training skill were classified into (low, moderate, high) and were compared to know how its influence workers' productivity.

The sum of respondents scores on items on dimensions of conflict management training in research questionnaire 11 and below were classified as those that had low training, those sum of score between 12 and 18 are classified as those that had moderate training while those sum of score above 19 are classified as those that had high training. Their means and standard deviation were computed and compared using One Way Analysis of Variance.

The result presented in table 1 shows that 200 workers' has high level of training in terms of technical efficiency, motivation, labour efficiency and overall productivity with mean score of 18.39, 17.82, 19.37 and 55.37 respectively, 221 workers' has moderate level of training in terms of technical efficiency, motivation, labour efficiency and overall productivity with mean score of 17.20, 17.59, 18.47 and 53.14 respectively while 188 workers' has low level of training in terms of

technical efficiency, motivation, labour efficiency and overall productivity with mean score of 16.77, 16.20, 18.37 and 53.13 respectively.

TABLE: 1. Group size, mean and standard deviation of respondents on productivity based on their group mean under conflict management

Productivity sub variance	Group	Group sizes (N)	Group mean	Group SD
Technical efficiency	Low level of training	188	16.77	2.95
	Moderate level of training	221	17.20	2.85
	High level of training	200	18.39	2.93
	Total	609	17.45	2.98
Motivation	Low level of training	188	16.20	3.52
	Moderate level of training	221	17.56	2.84
	High level of training	200	17.82	2.86
	Total	609	17.22	3.14
Labour efficiency	Low level of training	188	18.37	3.14
	Moderate level of training	221	18.47	2.68
	High level of training	200	19.37	2.95
	Total	609	18.64	3.08
Overall productivity	Low level of training	188	51.13	6.84
	Moderate level of training	221	53.14	5.91
	High level of training	200	55.57	6.30
	Total	609	53.31	6.57

TABLE: 2. One way analysis of variance of the influence of training in conflict management on workers' productivity

Productivity sub variables	Source of variables	Sum of square	Df	Mean square	F-ratio	Sig level
Technical efficiency	Between groups	276.711	2	138.356	16.362*	.000
	Within groups	5124.297	606	8.456		
	Total	5401.008	608			
Motivation	Between groups	293.330	2	146.665	15.494*	.000
	Within groups	5736.298	606	9.466		
	Total	6029.629	608			
Labour efficiency	Between groups	164.588	2	82.294	8.851*	.000
	Within groups	5634.485	606	9.298		
	Total	608	608			
Overall productivity	Between group	1919.949	2	969.974	23.851*	.000
	Within groups	24391.148	606	40.249		
	Total	26311.097	608			

* P<.05, critical F 2,606 = 3.02; N = 609

The information in Table 2 indicates that there is a significant influence of conflict management training on workers' productivity in companies in terms of technical efficiency (F=16.352; p=.000); motivation (F=15.494; p=.000); labour efficiency (F=8.851;p=.000)and the overall productivity (F=23.851;p=.000). Hence, the null hypothesis was

rejected while alternative hypothesis was retained at the 0.05 level of significance.

Since the result s are significant. Fisher's least square comparative teat was examining the significant difference in different dimension of conflict management training based on classification and how it influences worker productivity and the result is presented in Table 3.

Table: 3. Fishers' least significance difference (LSD) multiple comparison analysis of significance influence of training on conflict management on workers' productivity.

Productivity sub-variables	Training level	Low	Moderate	High
Technical efficiency	Low	16.770	-0.43 ^b	-1.62
	Moderate	-1.490 ^c	17.20	-1.19
	High	-5.484*	-4.193*	18.39
Mean square within (MSW)= 8.456)				
Motivation	Low	16.20 ^a	-1.36 ^b	-1.62
	Moderate	-4.455* ^c	17.56	0.260
	High	-5.183*	0.866	17.82
Mean square within (MSW)= 9.466)				
Labour efficiency	Low	18.17 ^a	-0.206	-1.20
	Moderate	-0.661 ^c	18.37	-1.00
	High	-3.874*	3.360*	19.37
Mean square within (MSW)= 9.298)				
Overall productivity	Low	51.13 ^a	-2.00 ^b	-4.44
	Moderate	-3.177* ^c	53.13	-2.44
	High	-6.889*	3.944*	55.57

Mean square within (MSW)= 40.249)

A – Group means are placed along the diagonal

B - Group means difference are placed above the diagonal

C – Fishers' t-values are placed below the diagonal

* - Significant at .05 level (critical t = 1.96)

The results presented in Table 3 shows the significant difference between low and high training in terms of technical efficiency, motivation, labour efficiency and overall productivity with their corresponding t- value of 5.844, 5.183, 3.874 and 6.889 respectively.

The result also shows the significant difference between moderate and high training in technical efficiency, labour efficiency and overall productivity with their corresponding t-value of 4.193, 3.380 and 3.944 respectively. Also, the finding shows the significant difference between low and moderate in terms of motivation and overall productivity with t-value of 4.455 and 3.177 respectively. There was no significant difference low and moderate training in terms of technical efficiency and labour efficiency. Also, there was no significant difference between moderate and high training in motivation.

Discussion of findings

The result of the finding shows that there is a significant influence of t conflict management training on workers' productivity in companies in terms of technical efficiency, motivation, labour efficiency and the overall productivity. This is in line with Hayford (2005) who in his study conducted in South African found a significant influence of training on workers' productivity.

The finding of this study is in line with the finding of Shadare (2010) who explored if peace making preparing affected specialists' efficiency in

organizations in Nigeria and found that preparation of laborers on peace promotion significantly influence laborers' efficiency in organizations.

The finding of the above examination is fundamentally the same as this one in light of the fact that the investigation zone was Nigerian firms and there is likewise likeness in the measurable device used to break down information. Besides, different Authors like Colombo and Stanca (2008), Sepulveda (2005) and Konning and Venomeligen (2009) in their different investigations are all on the side of preparing in peace-making as this will prompt high productivity in firms.

In as much as these creators are outside creators, their discoveries are comparable with the discoveries of this investigation.

Conclusion

The finding of the study shows that that conflict management training significantly influences workers' productivity in companies in Cross River State.

The consequences of the speculation created to manage the investigation indicated that the reliant variable fundamentally affected the free variable. Based on the discoveries from the examination, it was inferred that expanded efficiency in organizations in Cross River State and the country when all is said in done will be upgraded by a powerful preparing of the workforce.

In any work association, struggle is unavoidable so laborers ought to be made to experience peace promotion preparing as this will bring about higher efficiency.

Recommendations

In light of the discoveries of the investigation, the following recommendation were made:

1. Employers and government should guarantee a reasonable situation to improve a successful interest of laborers in peace making instructional meetings.
2. Employers and government ought to guarantee that certified mentors are utilized to prepare the work power in the different zones of work and refereeing.
3. Prompt consideration ought to be given to laborers preparing needs particularly in peace promotion accordingly spurring them to top execution
4. Funds ought to be made accessible by fitting quarters (government and bosses) to encourage preparing in peace promotion. Management should not ignore conflict but should effectively manage it to avoid unnecessary escalation.

References

Anyanwu, C. M. (2004). Productivity in the manufacturing industry. Central Bank Of Nigeria Bulletin 13, 124 – 135.

Colombo, E. & Stanka, L. (2008). The impact of training on productivity: Evidence from a large panel of firms, International Journal of Research and Economics and Social Sciences, 2(2), 32-42.

Ekpenyong, V. O & Ushie, G. B. (2018). Training in customers services and workers' productivity in Cross River State, Nigeria. A multi-disciplinary Journal of social science 9(7) 107-115.

Ekpenyong, V. O. (2014). Human resources training and workers productivity in companies in cross

river state. Unpublished Ph.D. thesis Department of Continuing Education University of Calabar.

Ekpenyong, V. O. (2017). Role of adult education in conflict management training in organizations in Nigeria. Nigerian Journal of Clinical and Counseling Psychology. 25 71-82.

Hayford, B. (2005). Human resource training and workers' productivity in companies in South Africa. Retrieved May 29, 2012 from <http://kenow.curtain.edu.au>.

Inyang, B. J. (2004). Management theory: Principles and practice (2nded) Calabar: Merb Publisher.

Kennings, J. & Venomelligen, S. (2009). The impact of training on productivity and wages firm level evidence. Retrieved July 5th, 2011 from www.learningexpeine389.com

Obikoya, J. O. (2003). Human resource management. Ijebu: Ode Vebric Publications.

Rosenstein, A. (2008). Human resource and employee training. Retrieved May 28, 2012 from <http://Ezine Articles com./12157527>.

Rozenwig, I. (1996). Psychology of work behaviour. California: Cole Publishing.

Shadare, A. O. (2010) influence of workers' training programmes on conflict reduction in industrial organizations in Nigeria. African Journal of Business Management, 14(7), 1240 – 1246.

Shank, R. C. (2000). Active learning through multimedia. IEEE Multimedia, 1(1), 69- 78.

Ushie, B. B., Ekpenyong, V. O. & Itari, P. E. (2018) Print communication and collective bargaining in manufacturing companies in Akamkpa Local Government Area of Cross River State, Nigeria. International Journal of Contemporary Social Science education. 1(1) 108-112.

Ushie, G. B. & Ekpenyong, V. O. (2019) Collective bargaining as an instrument of conflict management and workers' productivity in manufacturing companies in Cross River State, Nigeria. *LWATI: A Journal of contemporary Research*. 16(3) 103-112.

Uwa, K. L. (2014). Conflict management strategies and employee's productivity in a Nigerian State civil service. *Journal of Business and management Sciences*, 2 (4) 90-93.