CONFLICT MANAGEMENT TRAINING AND EMPLOYEES' PERFORMANCE: A STUDY OF NIGERIAN BOTTLING COMPANY (NBC) PLC, ASEJIRE PLANT, OYO STATE

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ABSTRACT: In today's competitive business environment, organizations are increasingly concerned with the need to manage conflicts effectively in order to enhance employee performance. This is because when conflicts are not quickly managed and resolved they invariably negatively affect the achievement of organizational goals and objectives. Conflict management training therefore, equips employees and managements with the required skills to address and resolve conflicts constructively. The study therefore examined the impact of conflict management training on employee performance at the Nigerian Bottling Company (NBC) PLC, Asejire Plant in Oyo State, South/West, Nigeria. The study employed a cross-sectional survey technique to generate data from employee and managers to determine the links between conflict management training and improved employee performance. Sample sizes of 294 respondents were selected via a Raosoft calculator from a population of 1246 employees. A structured questionnaire was used to generate primary data from the participants. The data were analysed via multiple regression analysis, to determine the relationship between conflict management training and employee performance. The results revealed that well- planned conflict management training programs with a wide range of training content frequent training programs and innovative training approaches are all likely to positively improve employee performance and enhance collaboration between management and employees. The results also show that well-planned management training programs reduce workplace tension by fostering a conducive and highly productive work environment. The study concluded that conflict management training is a vital component of organizational development that can significantly impact employee performance. By equipping employees with the ability to manage conflicts effectively, organizations can enhance workplace harmony and improve overall performance. The study recommends that, organizations should ensure that conflict management training content directly aligns with the specific needs and challenges of employees, which may trigger conflict.

Keywords: Conflict Management Training, Employee Performance, Training Content, Training Programs

INTRODUCTION

In today's competitive business environment, organizations are increasingly concerned with the need to manage conflicts effectively to enhance employee performance. The dynamic nature of business environments, particularly in the manufacturing sector, often results in conflicts among employees and between employees and management due at most to

divergent interests between management and employees. These conflicts, if left unmanaged, lead to decreased productivity, high turnover rates, and low morale. Conflict management training has been recognized as a strategic tool to mitigate such issues by equipping management and employees with the skills to resolve disputes amicably and foster a collaborative working environment (Zelenko et al., 2023). In the context of Nigerian organizations, where rapid economic changes and cultural diversity often exacerbate conflict (Ojo, 2013), the implementation of effective conflict management strategies becomes even more critical. The unique socioeconomic and cultural dynamics of this region necessitate a tailored approach to conflict management that considers local practices and norms (Ojo et al., 2021; Odey et al., 2023).

A critical factor in achieving this goal is the provision of high-quality training programs that address specific workplace challenges. However, many organizations, fail to tailor their conflict management training content to meet the unique needs of their employees, which adversely impacts the performance outcomes of such programs (Wardana et al., 2023). Specifically, training programs that offer generic content without considering actual workplace conflicts or the diverse learning needs of employees may not effectively equip employees with the skills necessary for resolving conflicts. This mismatch between training content and practical conflict scenarios can result in poor knowledge retention, inadequate application of conflict resolution strategies, and a subsequent decline in employee performance (Worthington et al., 2023). Studies further suggest that poorly designed training content not only fails to improve performance but also demotivates employees and increases workplace tension (Jehn & Bendersky, 2003). In many organizations in Nigeria, conflict management training programs tend to focus on surface-level communication skills or provide a one-size-fits-all solution, neglecting critical aspects such as emotional intelligence, negotiation techniques, and context-specific conflict resolution strategies (Omilion-Hodges & Baker, 2014). The absence of comprehensive, relevant content in training programs could result in employees being ill-prepared to handle conflicts effectively, leading to reduced job satisfaction, lower productivity, and increased turnover rates (Bhakuni et al., 2023).

Furthermore, the frequency with which training is conducted may play a critical role in determining its effectiveness. Training that is less frequent may fail to reinforce key skills, whereas overly frequent training sessions could lead to diminishing returns or employee fatigue (Misra et al., 2023). Despite the importance of training frequency, there is a lack of empirical research on its specific impact on employee performance. Many organizations, especially in developing regions such as Nigeria, tend to conduct conflict management training sporadically due to budget constraints or a lack of structured training programs (Kumar & Pandey, 2017). This inconsistent approach may undermine the potential benefits of such training programs, leading to suboptimal performance outcomes. Furthermore, the ideal frequency of training for sustaining long-term improvements in conflict management and performance remains unclear, leaving organizations with little guidance on how to structure their training programs effectively.

Many organizations continue to rely on outdated or inefficient training approaches, leading to suboptimal outcomes in terms of employee performance (Warsame, 2023). While various training methods such as on-the-job training, seminars, workshops, and online learning are available, there is limited understanding of which method is most effective in enhancing employee performance, especially in specific industries and organizational settings (Mvuyisi et al., 2023). Studies have shown that training methods directly impact employee learning and

performance outcomes (Noe, 2017). Interactive and experiential training methods, such as role-playing and simulations, have been found to improve employees' problem-solving abilities and retention of knowledge better than do passive learning approaches such as lectures (Tan et al., 2023). Despite this, many organizations continue to favour traditional lecture-based training, which may not be aligned with modern employees' needs for engaging and practical learning experiences (Zhou et al., 2023). This disconnected the training methods employed and the actual performance improvements needed within the workforce. This issue is compounded by a lack of evaluation and customization of training methods to suit employees' diverse learning styles and job requirements.

Consequently, there is the need to investigate the relationship between conflict management training and employee performance to understand how conflict management training programs influence employee performance. This study therefore, examined the main influence of conflict management training techniques on employee performance, with a focus on identifying the conflict management training approach that can lead to the best performance outcome for the Nigerian Bottling Company (NBC) Plc, Asejire Plant, Oyo State.

Study Objectives

The general objective of the study was to examine the main influence of conflict management training on employee performance at the Nigerian Bottling Company (NBC) Plc, Asejire Plant in Oyo State. Specifically, the

1. Find out the major causes of conflict between management and employees in the Nigerian Bottling Company (NBC) Plc, Asejire Plant in Oyo State.
2. Identify a conflict management training approach that can lead to improved employee performance at the NBC Asejire Plant in Oyo State
3. Determine how frequently conflict management training programs are organized in the Nigerian Bottling Company (NBC) Plc, Asejire Plant in Oyo State.

Research Questions

1. What are the main influences of management training on employee performance in the Nigerian Bottling Company (NBC) Plc, Asejire Plant in Oyo State?
2. What are the major causes of conflict between the management and employees of the Nigerian Bottling Company (NBC) Plc, Asejire Plant in Oyo State?
3. What is the best conflict management training approach that yields positive results that improve employee performance in the Nigerian Bottling Company (NBC) Plc, Asejire Plant in Oyo State?

4. How frequently are conflict management training organized in the Nigerian Bottling Company (NBC) Plc, Asejire Plant, Oyo State?

LITERATURE REVIEW

Conflict Management in Organizations

Conflict management refers to the practice of minimizing the negative effects of conflict while leveraging its potential to foster growth, creativity, and innovation within an organization. According to Rahim (2017); and Ajirowo (2019), conflict management focuses on improving learning and enhancing group outcomes, such as effectiveness and performance. As conflicts arise naturally from differences in individual goals, values, and perceptions, particularly in diverse and dynamic workplaces, conflict management is essential for creating harmonious work environments. Ojo et al. (2021) also emphasized the need for organizations to adopt proactive conflict management strategies to reduce workplace tensions and improve employee relationships and performance.

In the workplace, conflict is inevitable due to varying personalities, goals, and communication styles (De Dreu et al., 2018; Abdul et al., 2018). These differences can either disrupt the organizational process or, when managed properly, contribute to innovation and problem-solving. Conflict management strategies, therefore, serve as frameworks to address these disputes constructively, transforming conflict from a potentially destructive force into an opportunity for learning and collaboration.

Conflict Management Training

Conflict management training refers to a structured and systematic efforts aimed at equipping employees with the necessary skills and knowledge to effectively manage and resolve workplace conflicts. According to Lang (2009) and Adham (2023), such training typically encompasses a variety of topics, including conflict resolution techniques, communication skills, emotional intelligence, and negotiation strategies. These components are designed to enhance employees' ability to approach conflicts constructively, fostering more harmonious working environments.

Conflict management training often begins with teaching specific conflict resolution techniques, such as collaborative problem-solving and interest-based negotiation. The goal is to empower employees to address disagreements by focusing on mutual interests rather than opposing positions.

Training content

Training content refers to the specific knowledge, skills, and competencies that are imparted during a training program. The selection and design of training content are crucial factors influencing the effectiveness of employee training initiatives, as they determine how well employees can apply what they learn to improve job performance. According to Mvuyisi et al. (2023), well-structured and relevant training content enhances employees' ability to absorb new information, improves their job-related skills, and ultimately increases their overall performance.

For training programs to be effective, the content must be relevant and closely aligned with employees' actual job requirements. Training that directly addresses the tasks and challenges employees face in their roles is more likely to result in performance improvement (Noe,

2017). When training content is designed with a focus on practical applications and real-world scenarios, employees can more easily transfer what they have learned into their daily work activities (Abdulkareem et al., 2023; Gajewski et al., 2023). This is particularly true for industries that require specific technical skills, such as manufacturing, healthcare, and information technology.

Training frequency

Training frequency refers to how often training programs are conducted within an organization. It plays a crucial role in determining the effectiveness of knowledge retention, skill acquisition, and overall employee performance. Frequent and strategically spaced training sessions allow employees to consistently refine their skills, stay updated with industry trends, and address any knowledge gaps (Noe, 2017). The frequency of training has a direct effect on learning retention and the practical application of new skills. Spaced learning theory suggests that knowledge and skills are better retained when training is spaced out over time, as opposed to being concentrated in a single session (Walsh et al., 2022; Ajirowo, 2024). Frequent, ongoing training allows employees to revisit and reinforce key concepts, improving long-term retention and performance on the job. Studies have shown that employees exposed to regular training sessions are more likely to demonstrate improved problem-solving skills and adaptability to changing work environments (Kumari, 2022).

Training methods/techniques

Training methods refer to the techniques or approaches used by organizations to impart skills, knowledge, and competencies to employees to improve their performance and productivity. These methods are critical for workforce development, and they vary on the basis of organizational needs, employee learning styles, and the nature of the skills being taught. The selection of appropriate training methods can influence the effectiveness of training and, consequently, employee performance.

Training methods can be broadly categorized into two types: on-the-job training (OJT) and off-the-job training. On-the-job training involves learning while performing job tasks, whereas off-the-job training takes place away from the work environment in structured settings such as classrooms or online platforms (Perera, 2023). The effectiveness of a training method depends on its alignment with organizational goals and learner engagement levels.

As Aguinis and Kraiger (2009) highlight, effective training methods contribute not only to individual employee development but also to organizational growth. Different methods, such as lectures, role-playing, e-learning, and coaching, cater to diverse learning preferences and organizational settings (Noe, 2017). The key to successful training lies in selecting methods that foster both learning retention and practical application.

Employee performance

Employee performance refers to the effectiveness with which employees carry out their job responsibilities and contribute to organizational goals (Triansyah et al., 2023). High-performing employees are crucial to organizational success, as they help drive productivity, innovation, and competitiveness (Alqarni et al., 2023; Ajirowo et al., 2023). Various factors

influence employee performance, including job satisfaction, motivation, leadership style, and conflict management (Akanji, 2015; Susanto et al., 2023).

Major causes of conflict

Conflict is endemic in all relationships and organizations where people work and relate with one another. Conflict must also be resolved amicably whenever; it arises for the smooth running of organizations to achieve organizational goals and objectives. However, conflict cannot be resolved if one does not first understand the causes of the conflict. Only when a diagnosis develops into concrete terms will alternate solutions be proposed. The following methods and skills improve one's understanding of how to manage conflict. In a chronological approach, the first approach to the conflict management process was based on the premise that all conflicts are potentially destructive and counterproductive to the objectives of the organization. Therefore, conflict management was synonymous with conflict avoidance. This particular way of treating people involved in conflict leaves us with one scenario: beating the winner. In this situation, whoever was defeated became frustrated and felt the need to fuel new conflicts. Therefore, most managers view conflict as a problem to be removed from their organizations. This approach of avoidance was predominant in the second half of the nineteenth century. Conflict management is planning measures to avoid conflict when possible, and taking rapid and effective measures when it is made. However, there are six major causes of conflict.

The Six Major Broad Causes of Conflict:

1. **Poor Communication:** Most conflict arises in many relationships, associations and groups or even among governments or organizations as a result of communication problems. A lack of common communication skills or unclear or unfair remarks can lead to conflict. Sometimes, conflict arises from a small unintentional remark or outburst. The communication problem is therefore a common contributor to conflict and can occur among all levels of staff within an organization or between management and labor representatives or other relationships.

2. **Personality differences:** Personality differences among coworkers, teams or groups are also common reasons for conflict, which can metamorphose into major conflicts and breakdown in productive processes or breakdown in law and order if not quickly managed and amicably resolved. Individual personality differences are related to mental abilities, vocational interests, religious beliefs, political attitudes and perceptions as well as sexuality. This is because individuals are blessed with unique personality traits which can lead to clashes and discord due to difference in their beliefs, perceptions or views. Personality traits and beliefs can have a significant effect on an individual's leadership style and ability at work or even how he or she relates to other team or group members.

3. Task interdependence: Another major cause of conflict particularly within the industrial relation system or organization is generally task interdependence. This arises when the accomplishment of one's goal requires reliance on others to perform their tasks too. For example, if you are tasked with creating advertising for your product, you are dependent on the creative team to design the words and layout, the photographers or videographer to create the visuals, the media buyer to purchase the advertising space, etc. Because the completion of tasks depends on the others

completing their own tasks, these can lead to conflict when one group is dragging others behind.

4. **Incompatible goals:** Incompatibles goals arise as a result of differentials in individuals or group objectives and goals. Sometimes, conflict arises when two groups' or parties' interests clash with one another. In the industrial relationship system there are usually divergent Interests particularly among the owners of the means of production, the management and their employees. While the first group is interested in increased profitability, increased production, etc. the employee are more interested in increasing salaries and improving welfare packages, providing health and well- being facilities. These divergent interests are bound to lead to conflict at most times in the industrial relation system.

5. **Limited Resources:** Resources such as money, time, and equipment are often scarce. Hence, competition over these scarce resources is common among people and groups or among different departments. For example, the allocation of resources, work gadgets equipment or even bonuses or compensation can often lead to major conflicts within relationships or in the industrial relation system.

6. **Organizational Structure:** Conflict also tends to occur or take different forms depending on how the organization is structured. A structure can be effective or defective; a defective organizational structure can lead to communication problems or role conflict which may lead to conflict.

Empirical Review

Several studies highlight that conflict management training improves not only the ability to handle conflicts but also overall employee performance. According to a study by Shah et al. (2022), employees who underwent structured conflict management training showed a 25% improvement in productivity compared with those who did not receive training. The training helped them develop better communication skills, which enhanced teamwork and collaboration, leading to more efficient task completion.

Moreover, conflict management training has been linked to higher levels of employee engagement and satisfaction. Employees trained in conflict resolution reported lower levels of stress and frustration at work, which positively affected their morale and performance (Rahim et al., 2021). A study by Jordan and Troth (2020) explored how conflict management training affected teamwork in technology firms. They reported that employees who received training were better able to handle interpersonal disputes, which led to a 15% increase in team efficiency and innovation. The study suggests that employees who can resolve conflicts constructively are more likely to contribute to collective decision-making, which enhances overall team performance.

Karaca and Şahin (2021) reported that conflict management training improved interpersonal trust and collaboration among team members in healthcare organizations. The researchers emphasized that training programs that focus on mediation, active listening, and problem-solving significantly enhance group dynamics, leading to higher overall team output and better patient care outcomes.

A study conducted by Al-Hamadi and Budhwar (2021) in the hospitality industry revealed that conflict management training reduced workplace conflicts by 40%, and employees demonstrated improved job commitment and loyalty posttraining. Additionally, Pooja and

Setia (2021) reported that organizations that implemented conflict management training programs saw a reduction in turnover rates, especially in industries prone to high employee churn due to interpersonal conflicts, such as customer service and retail. By reducing conflict-induced turnover, organizations can retain valuable talent, which in turn strengthens organizational performance and continuity.

According to a study by Holtz and Harold (2020), managers who received conflict resolution training demonstrated a 30% improvement in handling team disputes, leading to higher overall team satisfaction and goal achievement. Holtz and Harold (2020) further argue that training managers in conflict management fosters better organizational cultures by promoting open communication and trust. This, in turn, creates an environment where employees feel empowered to share their ideas without fear of conflict, thus promoting innovation and performance.

Theoretical Framework

Human Relations Theory

This study adopts the human relations theory, which emphasizes that conflicts are a natural part of organizational life and, when managed properly, can lead to positive outcomes. The theory, developed by early organizational theorists such as Mary Parker Follett in 1940, suggests that conflicts are not inherently negative but rather opportunities for growth and development within teams and organizations (Follett, 1940). According to Follett, conflict arises from the differing viewpoints and interests of individuals working together, but these differences, if properly addressed, can lead to innovative solutions, increased collaboration, and overall organizational improvement.

Follett introduced the idea that conflict should be embraced and addressed through collaborative processes rather than avoided or suppressed. She proposed that conflict could be managed effectively through a method she called "integration" a process where all parties involved in the conflict work together to find a solution that satisfies everyone's needs, rather than compromising or overpowering one another (Follett, 1940). This perspective forms the foundation for modern conflict management strategies, where the emphasis is on understanding differing viewpoints and using these as a basis for problem-solving.

METHODOLOGY

This study employed a cross sectional survey design to collect and analyse data on the impact of conflict management training on employees' performance at NBC Plc, Asejire Plant, Oyo State. The total population of staff both management and employees is 1246 employees at NBC Plc, Asejire Plant. From the entire population, a sample size of 294 respondents was selected for the study through simple random sampling and purposive sampling techniques determined via the Raosoft calculator. This was targeted at ensuring that employees from different departments and levels are represented as well as managerial and non -managerial employees. In the same vein, a structured questionnaire was used to generate primary data for the study. The questionnaire consists of closed-ended questions measured on a 5-point Likert scales ranging from strongly disagree to strongly agree. The data were analysed via multiple regression analysis to determine the influence of conflict management training on employee performance.

RESULTS AND DISCUSSION OF THE FINDINGS

This study examined the main influence of conflict management training on employee performance. A total of 294 respondents who are staff of the Nigerian Bottling Company (NBC) Plc, Asejire Plant in Oyo State participated in the study.

Demographic characteristics of respondents

Reports from the study indicate that 64.6% of the respondents were within the age brackets of 21- 35 years and 36-50 years. This shows that the Nigerian Bottling Company (NBC) Plc, Asejire Plant in Oyo State has a large number of vibrant young employees in their workforce who are likely to have the zeal and energy to withstand the rigor and the challenging nature of the activities in the State bottling plant. A previous report shows that 25percent of the respondents had ordinary level certificates that 60.5% of the respondents had first tertiary/university degrees and 15.5% had higher degrees. It can therefore be affirmed that the Nigerian Bottling Company (NBC) Plc, Asejire Plant, Oyo State has a large literate workforce that is likely to contribute positively to the development of the bottling Plant.

Research Hypotheses

H_{1o}: Conflict management training has no significant relationship with employee performance at the NBC Asejire Plant.

H_{1a}: Training content has no significant effect on employee performance at the NBC Asejire Plant.

H_{1b}: Training frequency has no significant effect on employee performance at the NBC Asejire Plant.

H_{1c}: Training methods have no significant effect on employee performance at the NBC Asejire Plant

Table 1a: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.594[a]	.355	.342	.581	2.111

a. Predictors: (Constant), Training Content, Training Frequency, Training Methods
b. Dependent Variable: Employee Performance

Source: Author's Fieldwork computation, 2024

The regression results are presented in Table 1a: Model Summary reveals an R-square value of 35.5%. This R-square value indicated a strong correlation between the observed and predicted values of the variables. Specifically, the model, which includes factors such as training content, training frequency, training methods, accounts for approximately 35.5% of the variance in the dependent variable, perceived employee performance. Additionally, the Durbin-Watson Statistic of 2.111 suggests that there is no serial correlation in the model's error terms, thereby eliminating concerns about spurious regressions. Consequently, this

regression model is considered reliable for making predictions, given that the R-square value is notably close to 1.

Table 1b: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	16.303	3	5.4343	17.817	.000[b]
1	Residual	88.875	291	.305		
	Total	105.178	294			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Training Content, Training Frequency, Training Methods

Source**:** Author's fieldwork computation, 2024

The results of regression as presented in Table 1b: ANOVA, results that the F-test was 17.817, significant at 1% [$p<.000$]. This showed that the model was well specified.

Table 1c: Regression Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.568	.367		4.279	.000
Training Content	.150	.080	.115	2.884	.006
Training Frequency	.289	.070	.270	4.147	.000
Training Methods	.733	.065	.715	11.339	.000

a. Dependent Variable: Employee Performance

Source: Author's fieldwork computation, 2024

The regression analysis results from Table 1c reveal a significant and positive relationship between perceived conflict management training content and perceived employee performance. This implies that as the quality and relevance of conflict management training content increases, employee performance is likely to improve. Specifically, a one-unit increase in the perceived quality of training content corresponds to a 0.150-unit increase in perceived employee performance, indicating that even incremental improvements in the training content can have a measurable effect on performance. This finding aligns with prior studies emphasizing the critical role of well-structured training content in enhancing employee capabilities. According to Colquitt et al. (2017), conflict management training that is carefully designed to address both practical and theoretical aspects equips employees with the necessary skills to resolve conflicts effectively, which in turn improves their overall job performance. The significant p-value (p = 0.006) also strengthens the evidence for the reliability of this relationship, suggesting that the perceived effectiveness of conflict management training is a strong predictor of employee performance outcomes. Furthermore, the results support the work of Elnaga and Imran (2013), who reported that employee performance is heavily influenced by the quality of training programs. When employees perceive the content to be relevant, comprehensive, and applicable to real-world scenarios, they are more likely to engage with the material, leading to better performance on the job.

The fact that this relationship is significant at the 1 percent level indicates that organizations can make substantive gains in performance by improving the content and delivery of conflict management training programs. This finding collaborate the reviewed literature where Shah et al. (2022), noted that employees who underwent structured conflict management training showed a 25% improvement in productivity compared with those who did not receive training. The training helped them develop better communication skills, which enhanced teamwork and collaboration, leading to more efficient task completion.

The above finding also aligns with previous research by Albrecht et al. (2018), who reported that well-designed conflict management programs enhance employees' skill in communication, negotiation, and problem-solving, directly impacting their job efficiency and collaboration within teams. Similarly, Shah et al. (2022) confirmed that employees who receive high-quality conflict resolution training exhibit improved interpersonal relations, which translates into better job performance. The effect size of 0.150 indicates that even marginal improvements in the quality and depth of conflict management training content can lead to meaningful increases in employee productivity and engagement. This finding reinforces the need for organizations to invest in developing rich and practical conflict resolution curricula tailored to the specific needs of employees, as supported by Rahim and Bonoma (2021); and Ajirowo et al. (2022), who emphasize the importance of content relevance in training programs. Consequently, the alternative hypothesis that training content has significant effect on the employee and performance was accepted and the null hypothesis was rejected.

Additionally, the findings of this study demonstrate a significant positive relationship between perceived conflict management training frequency and perceived employee performance. Specifically, a one-unit increase in the frequency of conflict management training was associated with a 0.289-unit increase in employee performance scores, with the relationship being statistically significant at the 1 percent level (p-value of 0.000). This finding indicates that the more frequently employees receive conflict management training, the better their performance tends to be. These results align with a growing body of research that highlights the importance of regular training interventions in improving employee skills, job satisfaction, and overall productivity. The frequency of conflict management training plays a critical role in reinforcing the skills and techniques employees need to resolve workplace conflicts. Regular training ensures that employees continuously sharpen their ability to resolve conflict, which not only improves their individual performance but also contributes to a more harmonious and productive work environment. As noted by Karaca and Şahin (2021); and Ajirowo (2024), consistent conflict management training enhances employees' interpersonal skills, leading to improved team collaboration and reduced workplace tension.. This continuous reinforcement helps in prevent conflicts from escalating into larger issues that could disrupt performance and morale. Furthermore, the significant relationship observed in the findings is consistent with the literature that supports frequent training as a key factor in employee development. As Al-Hamadi and Budhwar (2021) noted that frequent conflict resolution training provides employees with updated strategies to handle dynamic workplace issues, which can have a direct positive effect on their performance. This continuous learning helps employees stay adept at addressing new and emerging conflicts, ensuring that they can maintain high performance levels over time. The statistical significance of the relationship (p-value = 0.000) indicates a very low probability that the observed relationship between the frequency of conflict management training and employee performance is due to chance. This suggests that the frequency of conflict

management is a reliable predictor of employee performance. The result further emphasize the importance of integrating conflict management training into organizational development strategies, especially in workplaces where conflicts may frequently arise due to the nature of tasks or diverse teams. The findings support the rejection of the null hypothesis, confirming that the frequency of conflict management training has a significant effect on employee performance. These results echo those of Shah et al. (2022), who reported that organizations with frequent training interventions experienced substantial improvements in productivity, teamwork, and employee morale. Regular training also fosters a proactive approach to conflict resolution, helping employees address issues before they escalate, which in turn boosts organizational efficiency.

Finally, the findings reveal a statistically significant positive relationship between perceived conflict management training methods and perceived employee performance. Specifically, a one-unit increase in conflict management training methods is associated with a 0.733-unit increase in employee performance scores. The strength of this relationship, evidenced by a p-value of 0.000 at the 1% significance level, confirms that the observed relationship is highly unlikely to have occurred by chance, and that conflict management training methods indeed play a pivotal role in enhancing employee performance. This result aligns with the literature, which consistently highlights the positive impact of conflict management training on various aspects of organizational effectiveness. Holtz and Harold (2020) reported similar findings, indicating that conflict resolution training improves managerial decision-making and team dynamics, leading to increased employee productivity. Additionally, Shah et al. (2022) reported that employees with access to structured conflict management training programs showed notable improvements in their ability to handle interpersonal disputes, which translated into greater job performance. Moreover, organizations that invest in conflict management training create a culture that encourages open dialogue and problem-solving, reducing the incidence of unresolved conflicts that could harm productivity. A Study by Jordan and Troth (2020) further supports this, noting that conflict management training leads to better teamwork, as employees are better equipped to navigate disagreements in a way that enhances collective decision-making and performance.

The rejection of the null hypothesis, in favour of the alternative hypothesis, revealed the significant effect of conflict management training methods on employee performance. This finding indicates that organizations that fail to implement conflict management training may miss opportunities to improve employee performance and overall organizational success.

The regression equation above therefore, establishes that when all the factors considered (training content, training frequency, training methods) are constant at zero, employee performance will be 1.568. Overall, the extent of influence that training methods modification has on employee performance is greater than that of training content and training frequency. These results indicate that there is a significant relationship between conflict management training and employee performance.

Conclusion

This study examined the main influence of conflict management training on employee performance. The results of the survey exercise revealed that conflict management training is a vital component of organizational development that can significantly positively impact employee performance. By equipping employees with the ability to manage conflicts

effectively, organizations can enhance workplace harmony and improve overall performance. It is therefore important as demonstrated by the findings that efforts be channelled by management to improve and increase conflict management training as also collaborated by literature. According to a study by Shah et al. (2022), employees who underwent structured conflict management training showed a 25% improvement in productivity compared with those who did not receive training. The training helped them develop better communication skills, which enhanced teamwork and collaboration, leading to more efficient task completion.

Specifically, the results of this study demonstrate that perceived training content plays a crucial role in enhancing employee performance. The positive and statistically significant relationship between these two variables indicated that improving the quality and relevance of training content can lead to tangible improvements in employee performance. The findings reinforce the idea that training is a valuable tool for human resource development, as it enhances the skills and competencies of employees.

Additionally, the study findings clearly demonstrate a strong, positive, and statistically significant relationship between training frequency and employee performance. This fiding reinforces the idea that consistent, frequent training programs are vital for ensuring that employees maintain and improve their skills, ultimately contributing to higher levels of productivity and job satisfaction. By equipping employees with the necessary conflict resolution skills and ensuring that these skills are consistently reinforced, organizations can foster a more productive, harmonious, and efficient workplace.

Finally, the study findings demonstrated a strong positive relationship between conflict management training methods and employee performance. The statistical evidence strongly supports the notion that as organizations increase their conflict management training efforts, they can expect a corresponding increase in employee performance.

Recommendations

On the basis of these findings, the following recommendations are made:

i. Organizations should ensure that training content is directly aligned with the specific roles and responsibilities of employees. By making training content more job specific, organizations can increase its relevance and applicability, leading to higher levels of engagement and improved performance. Additionally, given the role of emotional intelligence in effective conflict resolution, organizations should incorporate elements of emotional intelligence into their training programs. Training that teaches employees to manage their emotions and understand others' perspectives will likely lead to better conflict outcomes and improved job performance.

ii. Organizations should adopt a consistent training schedule to ensure that employees receive frequent opportunities to enhance their skills and knowledge. This will help keep the workforce adaptable and productive in an evolving business environment. E-learning platforms can provide employees with access to training materials at any time, making it easier to maintain high training frequency, especially for geographically dispersed teams.

iii. Organizations should track the effectiveness of conflict management training programs by regularly measuring employee performance and the occurrence of

workplace conflicts. By doing so, they can make data-driven adjustments to training content and frequency, ensuring that it remains effective over time.

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