

Full Length Research Paper

Conflict management and employee's job satisfaction of private security firms in Rivers State

Nwagboa, Innocent Chukwuemeka

Department of Management, Faculty of Management Sciences, University of Port Harcourt, Nigeria.

Accepted 5 January, 2018

The purpose of this paper is to examine how conflict management affects employee's job satisfaction having in focus on private security firms in Rivers State. A sample size of 115 was adopted from the population of 115 using census study technique. Two null hypotheses were drawn from the variables. Pearson's correlation coefficient was used to examine the null hypotheses, via the aid of Statistical Package for Social Sciences (SPSS) version 21, at 5% level of significance. Hence, there is a significant relationship between conflict management and employees' job satisfaction of private security firms in Rivers State. It was thus recommended that Managerial practices should incorporate conflict management orientation strategies to help shape the thinking of the employees towards accommodating one another and enhancing job satisfaction of the employees. Management practices that promote conflict management should be adopted by managers to manage conflicts through collaborating within the organization with a view to achieve employee job satisfaction.

Key words: Conflict Management, Employee's Job satisfaction, Private security Firms.

INTRODUCTION

Security and safety is paramount in the life of any given society as it betters the lot of members of that society at any point in time. It is for this reason that institutional arrangements are made to put security apparatus in place for a better society. In essence, the arm forces of a given state are inaugurated to tackle security challenges when they arise. Because of the importance of this aspect of life; the security of life and property is not left in the hands of the armed forces alone as private security firms are also in the business of securing lives and properties. Private security firms are contracted at different levels to carry-out their function; to achieve this – these firms engage the services of certain individuals.

To get the best from these individuals, they have to be satisfied with their job at one point or the other. Because, when employees are satisfied, they tend to care more about the value they create at work, they are more dedicated to the firm, they have higher retention rates, and they are usually more productive (Devaney and Chen, 2003).

Spector (1997) proposes that employee job satisfaction data is helpful in evaluating the emotional wellness and mental fitness of employees and that organization can use the information to improve departmental policies and

practices where dissatisfaction is expressed. Training programs at higher learning institutions also value the research for evaluating their practices and addressing areas of dissatisfaction with practicing professionals in the field. The significance of job satisfaction specially emerges to surface if had in mind the many negative consequences of job dissatisfaction such a lack of loyalty, increased absenteeism, increase number of accidents etc. (Devaney and Chen, 2003).

To achieve the organizational quantitative and qualitative goals and enhancing employee's performances, effective intrinsic and extrinsic incentives must be given to employees (Greenberg and Baron, 1995). Monetary and non-monetary benefits given to employees by recognizing their work and developing good and healthy employers and employee's relationship is a key factor in motivating employees to work harder. Intrinsic motivate and enhance job satisfaction.

Ting (1997) noted that employee's job satisfaction however, may not always be attained because of the differences in the educational background, sexual orientation, personalities, etc. and this is an indication of traces of conflict in the system. And steps should be put in place to adequately manage it. Conflict naturally

occurs within a social framework; wherever humans are found - at home, work, in religious settings, etc. everywhere there are two or more individuals (Algert and Watson, 2002). Conflict as it suggests can be misinterpreted and misunderstood to be bad within the context of firms because of its undesirable influence and negative impression to a firm but in the other hand, it has a positive side as it serves as a check and balance to impunities in the firm when it is properly managed (Eisenhardt, Kahwajy, and Bourgeois, 1997).

Employees are indispensable asset to a firm. Conflict on the other hand cannot be effectively divorced from employees in the firm since they - employees will strive for job satisfaction and will agitate for it when they perceive an infringement in their quest either by other colleagues or the management of the firm. The conflict management style adopted by a manager to resolve conflicts in the organization determines the positive or negative side of conflicts and affects employee job satisfaction or otherwise, consequently determines the output of the individual employees (Eisenhardt, Kahwajy, and Bourgeois, 1997).

The concept or perception that conflict is evil that could lead to only loss, has changed over the years and people has seen the positive side of it. Conflict now often leads to creative abilities, increase in productivity, job satisfaction and loyalty to the firm (Schwenk, 1990). Conflict can now be seen as "the livewire of the firm" as any firm without conflict does not exist, and conflict does not exist without members of the firm as these members depends on each other to complete their different tasks (Algert and Watson, 2002).

Nonetheless, there are adequate literary works on conflict management; but, there seems to be few literary works examining the influence of conflict management on employee's job satisfaction, precisely in private security firms in Port Harcourt. The consequence of employee's job satisfaction in the well-being of private security firms cannot be overemphasized. Based on this remark, this strand of literary work is aimed at filling this void by scrutinizing the influence of conflict management on employee's job satisfaction of private security firms in Port Harcourt.

Statement of the Problem

Job satisfaction is crucial problem for all organization no matter whether in public or private organizations or working in advanced or underdeveloped countries. It becomes worse when there is clash of interest. It is only satisfied personnel that can show some level of commitment which is an indication for organizational output and effectual operations (Devaney and Chen, 2003). There is no doubt that the valuable asset of any organization is employees. They build fortune for the firm. There is accord about the truth that all other factors are

meaningless without the existence of effective employees. So at the point where their interest clashes; some would to a large extent be dissatisfied.

Aim and Objectives of the Study

The general objective of this work is to examine the relationship between conflict management and employee's job satisfaction. Specifically, the objectives are:

- i. To examine the relationship between accommodating and employee's job satisfaction in private security firms in Rivers State.
- ii. To ascertain the relationship between collaborating employee's job satisfaction in private security firms in Rivers State.

Research Questions

In an attempt to realize the drive for this study, the research question below will be adopted.

- i. What is the relationship between accommodating and employee's job satisfaction in private security firms in Rivers State?
- ii. What is the relationship between collaborating employee's job satisfaction in private security firms in Rivers State?

Research Hypotheses

To derive answer to the research questions that are stated above, this research work is guided by the following propositions stated in a null form:

Ho1: There is no significant relationship between accommodating and employee's job satisfaction in private security firms in Rivers State.

Ho2: There is no significant relationship between collaborating employee's job satisfaction in private security firms in Rivers State.

Significance of the Study

This study is substantial because of numerous reasons listed below:

- i. It will help organizations; especially security firms to sustain and enhance feasible benefits in today's highly competitive business environment.
- ii. It would highlight the relevance of conflict management in stimulating job satisfaction on the part of the employees which will enhance profitability of private security firms.
- iii. It will contribute to existing literature on conflict

management and employee's job satisfaction in organizations as it would enhance theoretical building.

iv. It will aid researchers in conducting assignments as it would provide sufficient insight of the relevance of the knowledge of conflict management and how it influences accommodating and collaborating of employees.

Theoretical Framework

Following a thorough review of relevant management literature; it was revealed that employee relationship management theory is used to back-up conflict management owing to the fact that most empirical studies have depended intensely on this theory for underpinning conflict management and employee job satisfaction (Chapman and Goodwin, 2001). Chapman and Goodwin (2001) have identified employees' lack of productivity in most organization and advocated that building a cordial relationship within employee is one sure way of closing such productivity gap. Again, it tends to promote effective and productive the employees will now be because management has taken time to develop, nurture these relationship and in the long run will guide employees to produce more quality work. Building a cohesive organization is based on the premise of good relationship and a combination of strong and sensitive leadership.

Concept of Conflict Management

What one perceives as conflict varies from person to person; as it is based on personal lifestyle; tolerance, dominance etc. Conflict can be seen as a process by which one of the parties is aware that his interest had been opposed or resisted or been adversely affected by another party or group (Neale and Northcraft, 1991). This process explodes due to differences in goal, values, lack of resources, transparency and communication among the parties involved. A number of sequential events that culminate into conflict begin with frustration when there is no agreement, ended by conflict behavior (Neale and Northcraft, 1991). Conflicts arising from lack of agreement or differences in values, goals and interests results in tension accompanied by frustration, for failure to achieve targets generated by perceptions of conflict to one of the parties, which could lead to severe emotions (anger or fear), clear conflict with another party or may realize the existence of conflict; conflict could arise due to regulatory factors or because of personal factors among workers. However, in managing conflict; accommodating and collaborating has been employed to effectively manage conflict.

Accommodating

Accommodating in this sense involves high cooperation

as well as low confrontation (Neale and Northcraft, 1991). It tends to play down the differences and stresses a kind of commonalities. Here, the both party tend to accommodate each other all the way. Accommodating mode is low assertiveness and high cooperation. Times when the accommodating mode is appropriate are to show reasonableness, develop performance, create good will, or keep peace. Some people use the accommodating mode when the issue or outcome is of low importance to them.

Collaborating

Collaborating tends to find some solution that can be a middle ground for both parties that are in a conflict situation. It tends to show the willingness to accept as valid the interest of the other party, whilst protecting one's own interest (Eisenhardt, Kahwajy, and Bourgeois, 1997). Collaborating mode is high assertiveness and high cooperation. Collaborating has been described as "putting an idea on top of an idea on top of an idea in order to achieve the best solution to a conflict". The best solution is defined as a creative solution to the conflict that would not have been generated by a single individual. With such a positive outcome for collaborating, some researchers profess that the collaborating mode is always the best conflict mode to use. However, collaborating takes a great deal of time and energy. Therefore, the collaborating mode should be used when the conflict warrants the time and energy.

Employee's Job Satisfaction

Employees' job satisfaction is concerned with how well an employee's expectations at work are in tune with outcomes (Nagy, 2002). More precisely, it is an agreeable emotional state resulting from the assessment, emotional feedback and attitudes towards one's job (Nagy, 2002). The quality of the staff implies acceptable social and financial status, a wish to reduce inequality such as, those relating to gender; a concern to supervise force in accordance with the deserve belief and give them within the service instruction they require, in turn to carry out their function in a altering society; the formation of motivation and constitutions to promote scholars to work in multidisciplinary groups on thematic projects, therefore violation with the custom of entirely sole technical job (Noordin and Jusoff, 2009). Thus, firms should have human face therefore be steered by human values. Such firms will be oriented towards treating workers fairly and with respect. In such cases the assessment of job satisfaction may serve as a good pointer of employee success. Increased levels of job satisfaction may be symbol of a reputable emotional and mental state of employees. Again, the behavioural pattern of the workforces is dependent on their level of job satisfaction

Table 1. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.974 ^a	.948	.947	.163

a. Predictors: (Constant), Accommodating, Collaborating

Table 2. Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	4.864	.123		39.432	.000
1 Collaborating	.857	.058	.844	14.807	.000
Accommodating	.169	.069	.139	2.438	.016

a. Dependent Variable: Employees' Job satisfaction

will affect the functionality and happenings of the business of the firm. From this it can be concluded that job satisfaction will result in positive behavioural pattern and job dissatisfaction will result in negative behavioural pattern of the employees. Third, job satisfaction may serve as pointers of the activities of the firm (Spector, 1997).

RESEARCH DESIGN

Levin (2006) defined research design as a model which allows a researcher to draw inference concerning causal relations among the variables under investigation. In this study the cross-sectional survey, which is a type of quasi-experimental research design, will be used. The quasi-experimental design was adopted since the respondents are not under the control of the researcher, while the cross-sectional design was adopted because the study has to do with the collection of data from respondents at different locations and time, and because the study involves the analysis of interrelationships among variables.

Population for the Study

The accessible population among the ten private security firms included employees. It is clear from the records obtained from the personnel desk of the various firms that there are a total of one hundred and fifteen (115) employees among the ten firms. The Instruments for the study was proportionately distributed according to the number of employees of the various firms.

Sample Size and Sampling Techniques

The simple random sampling method was used in order to ensure that each affiliate of the subset has an equivalent probability of being selected. Census study

was adopted for sample size determination which gave us a sample size (S) of 115 employees from the population size (N) 155 of the ten private security firms selected. The census study was adopted since the population for this study was manageable. Pearson's correlation coefficient was used to analyze the variables.

Validity/Reliability of Instrument

Steps were taken to make sure that the instrument covered all facets of the constructs under study to satisfy the content validity of the instrument (Nunnally, 1978), as the instrument adapted for this study has been previously used in similar studies by Neale and Northcraft (1991), Nagy (2002); and Noordin and Jusoff (2009).

RESULTS AND DISCUSSION

From the model summary above, adjusted R Square value of .947 (94.7%) indicates the degree of change in the criterion variable (employees' job satisfaction) as caused by the dimensions of conflict management strategies, consequently .974^a represents the correlation coefficient value of 97.4% informing there exists strong positive relationship among the variables.

The coefficient table above, the beta value of ($\beta = .844$, 0.01) represents the effect of collaborating as a conflict management strategy on employees' job satisfaction and ($r = .000 < .05$) suggests that there is a significant relationship between collaborating and employees' job satisfaction so we reject the stated H_0 .

Accordingly, ($\beta = .139$, 0.05) reported for accommodating implies its positive effect on employees' job satisfaction though with a relatively low positive value of 13.9% thus yielding ($r = .016 < .05$) indicating that there exists a significant relationship between accommodating as a conflict management approach and increased job

satisfaction among employees; so we reject the null hypothesis (H_0).

CONCLUSION

In conclusion however, one of the main factors that affect efficiency especially in service organization is job satisfaction. Conflict on the other hand, is part of the system and cannot be divorced from the organization; therefore managers must see conflict as a factor in the life of the firm thereby creating a work-friendly environment that would enhance accommodating and collaborating on the part of the employees as this would indicate relevance of the interest of the parties in conflict and give them a sense of satisfaction on their job at all times.

RECOMMENDATIONS

The study therefore recommends that;

- i. Managerial practices should incorporate conflict management orientation strategies to help shape the thinking of the employees towards accommodating one another and enhancing job satisfaction of the employees.
- ii. Management practices that promote conflict management should be adopted by managers to manage conflicts through collaborating within the organization with a view to achieve employee job satisfaction.

REFERENCES

- Algert, N.E., and Watson, K. (2002). *Conflict management: Introductions for individuals and organizations*. Bryan, TX: (979)775-5335.
- Chapman, E., and Goodwin, C. (2001). *Supervisors survival kit your first step into management* (Ninth Edition Ed.). Prentice Hall.
- Devaney, A. S., and Chen, Z. S. (2003). *Job satisfaction of recent Graduates in Financial Services*. Chen Purdu University, U.S. Department of Labor, Bureau of Labor Statistics.
- Eisenhardt, K.M., Kahwajy, J.L., and Bourgeois, L.J. (1997). *Conflict and strategic choice: How top management teams disagree*. *California Management Rev.* 39 (2), 42–62.
- Greenberg, J., and Baron, R.A. (1995). *Behavior in organizations: Understanding and managing the human side of work* (5th ed.). Trenton: Prentice-Hall International, Inc.
- Levin, K.A. (2006). *Study design III: Cross-sectional studies, Evidence-Based Dentistry*, 7, 24–25.
- Nagy, M.S. (2002). *Using a single-item approach to measure facet job satisfaction*. *J. Occupational and Organizational Psychol.* 75(1): 77-86.
- Neale, M.A. and Northcraft, G.B. (1991). *Behavioral negotiation theory: A framework for conceptualizing dyadic bargaining*. *Res. in organizational Behav.* Greenwich, CT: JAI
- Noordin, F., Jusoff, K. (2009). *Levels of job satisfaction amongst Malaysian Academic Staff*, *Asian Social Sci.* 5(5).
- Nunnally, J.C. (1978). *Psychometric theory* (2nd ed.), McGraw-Hill, New York.
- Schwenk, C.R. (1990). *Conflict in organizational decision making: An exploratory study of its effects in for-profit and not-for-profit organizations*. *management, science.* 36: 436–448.
- Spector, P.E. (1997). *Job Satisfaction: Application, assessment, causes and consequences*. New York: Harper and Row.
- Ting, Y. (1997). *Determinants of job satisfaction of Federal Government employees*. *Public Personnel Manage.* 26(3), 313-334.