

CONFLICT RESOLUTION STRATEGIES A VERITABLE INSTRUMENT FOR EMPLOYEE PERFORMANCE AT FEDERAL TEACHING HOSPITAL LOKOJA

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ABSTRACT

This study examined the influence of conflict resolution strategies on employee performance at the Federal Teaching Hospital (FTH) Lokoja, Nigeria. The research adopted a survey design and utilized both primary and secondary sources of data. Primary data were collected through structured questionnaires administered to 246 staff members of FTH Lokoja. The data gathered were analyzed using chi-square statistics with the aid of the Statistical Package for Social Sciences (SPSS). The findings revealed that conflict resolution strategies have a significant positive effect on employee performance, as the chi-square analysis yielded a calculated value ($\chi^2 = 472.58$, $p < 0.05$) far exceeding the critical table value. The study concluded that effective conflict management fosters teamwork, improves communication, and enhances overall productivity. It recommended continuous training in conflict resolution, establishment of a mediation unit, improved reporting mechanisms, and integration of conflict-management indicators into staff performance appraisals to sustain and strengthen these gains.

Keywords: Conflict resolution, employee performance, workplace management, Federal Teaching Hospital Lokoja, Nigeria

1.1 Introduction

Conflicts are an inherent aspect of human interaction and are therefore unavoidable in the workplace. In healthcare settings like the Federal Teaching Hospital (FTH), Lokoja, Kogi State, conflicts can arise due to several factors, including role ambiguity, lack of resources, poor communication, and cultural differences. When not properly managed, conflicts can result in low morale, high staff turnover, and decreased productivity, all of which can negatively impact patient care (De Simone & Dearen, 2017). As such, there is a need for effective conflict resolution strategies that can enhance employee performance and positively influence patient outcomes.

Conflicts in the workplace have become a pervasive issue across organizations globally, causing substantial harm to individuals, teams, and entire businesses. According to recent studies, these disputes often culminate in severe financial repercussions, diminished productivity levels, and

reduced employee commitment towards achieving organizational goals (Bodla & Checker, 2016; Ramlall, 2014).

African countries, including Nigeria, face unique challenges regarding workplace conflicts due to complex factors such as language barriers, religious differences, and tribal affiliations that contribute to misunderstandings and mistrust amongst employees (Adewale & Ajayi, 2018). Compounding these issues are poor communication habits, unequal power distribution, and bureaucratic red tape, which exacerbate existing tensions and impede productive dialogues. Consequently, grievances fester, eroding trust between colleagues and supervisors, undermining teamwork, and engendering hostility that spills over into patient interactions.

Notwithstanding the daunting landscape, proactive measures can be taken to defuse volatile situations before irreparable damage ensues. Mediation emerges as a viable option for addressing interprofessional feuds involving physicians and nurses, two key stakeholders integral to delivering holistic patient care (Ogunbajo, Oladimeji, Adetoro & Salawudeen 2015). Skilled mediators facilitate honest conversations around contentious matters, helping parties reach common understandings and equitable agreements. Furthermore, instituting inclusive decision-making processes allows previously marginalized voices to participate meaningfully in shaping policies, procedures, and norms governing everyday practice (Adewale & Ajayi, 2018). Collaborative approaches minimize power disparities, empower underrepresented groups, and pave the way for stronger partnerships built upon mutual respect, understanding, and appreciation of diverse perspectives. By integrating these evidence-based strategies, healthcare institutions like FTH Lokoja stand to benefit immensely from enhanced employee wellbeing, fortified interdisciplinary relations, and superior clinical outcomes anchored in compassionate, person-centered care.

The Federal Teaching Hospital (FTH) Lokoja, grapples with endemic conflicts within the healthcare sector, primarily attributable to systemic shortcomings such as meager compensation packages, dilapidated infrastructure, and restricted upward mobility avenues (Nweke & Ezeudu, 2019). Regrettably, these contentious circumstances precipitate adverse ramifications for worker output and obstruct timely patient attention provision. It is imperative to underscore that squabbles originating from unsatisfactory salary scales, outdated equipment, and confined advancement possibilities yield debilitating ripple effects, perpetuated by despondency, apathy, and impaired performance metrics among practitioners.

The Federal Teaching Hospital (FTH) Lokoja continues to experience persistent conflicts among healthcare professionals, largely stemming from systemic deficiencies such as inadequate infrastructure, poor remuneration, and limited career progression opportunities (Nweke & Ezeudu, 2019). These challenges are common in many Nigerian tertiary health institutions and contribute significantly to workplace tension, inter-professional rivalry, and reduced employee morale.

Health workers at FTH Lokoja often operate in resource-constrained environments where competition over limited facilities, outdated medical equipment, and insufficient support staff fuels discord and communication breakdowns (Afolabi & Olamide, 2021). These resource-related conflicts are further aggravated by perceptions of inequity in workload distribution, favoritism in promotional opportunities, and lack of recognition for professional efforts, which collectively hinder teamwork and organizational harmony (Okonkwo & Onuoha, 2020).

Unresolved conflicts in the healthcare sector have been shown to negatively affect job satisfaction, commitment, and performance among health professionals (Adebayo & Ogunwale, 2018). At FTH Lokoja, the implications are particularly severe, as interpersonal and interdepartmental tensions often translate into poor patient care, increased medical errors, staff absenteeism, and high turnover rates. These outcomes not only compromise service delivery but also strain the already overstretched healthcare workforce (Nweke & Ezeudu, 2019). The absence of effective conflict resolution mechanisms further exacerbates these problems. In many cases, conflict management at the hospital is either reactive, informally administered, or inconsistently enforced, leading to a cycle of grievances and dissatisfaction among employees (Ibrahim & Lawal, 2022). Consequently, there is an urgent need to evaluate and implement structured conflict resolution strategies tailored to the hospital's unique organizational dynamics.

This study is therefore imperative as it aims to investigate the link between conflict resolution approaches and employee performance within FTH Lokoja. Understanding the root causes of conflict and the effectiveness of current resolution practices will provide evidence-based insights that can inform policy reforms, enhance workplace relations, and ultimately improve healthcare outcomes for patients.

1.2 Research Questions

1. Is there a statistically significant relationship between conflict resolution strategies and employee performance at FTH Lokoja?

1.3 Objectives of the study

The general objectives of the study is to examine conflict resolution strategies and employee performance in Federal Teaching Hospital Lokoja, Kogi state. The specific objectives are to:

1. determine whether a statistically significant relationship exists between conflict resolution strategies and employee performance at the Federal Teaching Hospital (FTH) Lokoja.

2.0 Conceptual Framework

2.1 Concept of Conflict Resolution

Conflict resolution is a structured process aimed at identifying, addressing, and ultimately resolving disputes between individuals or groups to achieve durable, mutually satisfactory outcomes (Wall & Callister, 2014; Coleman et al., 2014). Unresolved conflicts can escalate into hostility and violence, undermining organizational effectiveness and profitability (Leung et al., 2015).

Modern scholarship highlights interest-based bargaining also known as principled negotiation as a key method of conflict resolution. This approach moves beyond adversarial positions, encouraging parties to express underlying concerns and aspirations, which fosters empathy and facilitates win-win solutions (Fisher et al., 2015; Menkel-Meadow, 2014; Kimmel, 2014).

Another important development is proactive conflict management, where potential disputes are detected and addressed early. Managers can arrange regular check-ins, hold open discussions, and collect anonymous feedback to prevent escalation (Trapp & Krizan, 2014; Vora, 2017). Technological innovations have also introduced hybrid conflict resolution models, combining traditional methods with digital platforms. Online dispute resolution, often powered by algorithms, offers cost-effective and speedy solutions to minor disagreements (Greene, 2018; Beck & Martínez, 2019).

Despite these advances, critics argue that dominant conflict resolution frameworks are overly Western-centric and may overlook cultural diversity, global power imbalances, and the potential downsides of compromise (Donohue, 2014; Müller, 2019; Kovacs, 2021). Future approaches must integrate diverse cultural perspectives, translate theory into practice, and address structural inequalities to produce more just and inclusive outcomes.

Conflict Resolution Strategies

Conflict resolution strategies are deliberate techniques or methods used to handle disagreements constructively, with their success depending on cultural, institutional, and interpersonal contexts (Adebayo & Ogunleye, 2020; Okoli & Ijeoma, 2022).

The primary strategies include:

1. **Avoiding:** Ignoring or sidestepping conflict may offer short-term relief but often fails to resolve root causes and can lower morale (Ezenwafor & Ojo, 2020).
2. **Accommodating:** Yielding to another party's preferences preserves harmony but may create power imbalances if overused (Uche & Nwokoro, 2021).
3. **Competing:** Assertive and uncooperative, this approach may be necessary during emergencies requiring quick decisions but can harm collaboration if frequent (Bello & Salawu, 2023).

4. Compromising: Each side makes concessions to reach a solution, balancing interests and fostering fairness when time or resources are limited (Ogundele & Akinyemi, 2022).
5. Collaborating: Promotes open dialogue and joint problem-solving to achieve win-win outcomes. Though time-consuming, it strengthens teamwork and morale, making it ideal for hospital settings (Adeyinka & Yusuf, 2020).
6. Mediation/Third-Party Intervention: A neutral mediator facilitates dialogue and helps disputants reach a mutually acceptable resolution, effective in building trust and reducing tension (Chukwuemeka & Ogbonna, 2019).
7. Organizational Policy & Training: Implementing clear conflict management policies and providing training enhances communication, emotional intelligence, and problem-solving skills, reducing conflict frequency and severity (Ibrahim & Lawal, 2023).

2.3 Employee Performance

Employee Performance

Employee performance defined as the measurable outcome of an individual's contribution within an assigned role has become a central concern in modern organizational research (Williams, 2015). It influences talent management, compensation, and overall corporate success. Recent scholarship highlights a decisive shift toward feedback loops, continuous learning, and self-regulation as critical drivers of superior performance (Park, 2017; Grant, 2018; Steelman et al., 2018).

Studies demonstrate that when employees monitor their progress, identify skill gaps, and recalibrate performance goals, they develop stronger motivation, accountability, and adaptability (Silva & Caetano, 2016; Parker et al., 2017). This aligns with self-determination theory, which links autonomy and intrinsic motivation to higher achievement (Deci & Ryan, 2016). Empirical evidence supports these claims: Park (2017) showed that real-time feedback helps employees correct errors quickly and maintain workflow efficiency, while Grant (2018) found that goal setting and regular check-ins boost customer satisfaction and employee engagement. Steelman et al. (2018) confirmed through a large meta-analysis that ongoing assessment enhances metacognitive skills, self-efficacy, and focus.

In contrast, rigid hierarchical structures with strict controls often stifle creativity and erode trust (Langfred & Larsen, 2017; Albrecht et al., 2018). Progressive organizations increasingly adopt decentralized models featuring flat structures and flexible roles, which encourage lateral thinking, faster innovation, and entrepreneurial risk-taking (Gravenhorst, 2016; Fullerton, 2019). However, experts caution that feedback mechanisms must be tailored to individual differences, organizational culture, and environmental factors (Steelman et al., 2018). What energizes some

employees may overwhelm others, demanding thoughtful customization and iterative refinement (VandeWalle, 2015).

Overall, the evolving discourse on employee performance underscores dynamic capabilities, continuous improvement cycles, and distributed agency. Organizations must balance innovative practices with sensitivity to context to maintain productivity and employee well-being.

Factors Contributing to Conflicts in FTH Lokoja

Effective conflict management is critical for sustaining employee performance in healthcare institutions such as the Federal Teaching Hospital (FTH) Lokoja. Multiple interrelated factors contribute to workplace conflicts:

Role Ambiguity: Unclear job descriptions and overlapping responsibilities create misunderstandings and turf wars. Clear communication of roles and periodic updates can prevent confusion (Opata, 2015).

Resource Scarcity: Limited funding, manpower, or equipment fosters competition and undermines collaboration. Adequate resource allocation and technological investment are essential (Agbalajobi et al., 2019). **Poor Communication:** Miscommunication breeds isolation and conflict. Open, multichannel communication and regular feedback help prevent disputes (Abdulrazaq et al., 2020). **Cultural Differences:** Diverse ethnic, religious, and socioeconomic backgrounds can lead to misunderstandings. Diversity education and inclusion programs build tolerance and empathy (Opata, 2015). **Personal Characteristics:** Individual temperaments, such as aggressiveness or defensiveness, influence conflict responses. Personality assessments and counseling can help address these issues (Ohiku, 2014). **Power Struggles:** Hierarchical imbalances may spark resentment and sabotage. Flattening organizational structures and rewarding merit reduce tensions (Oghuvbu, 2017). **Generational Divides:** Differing values and technological skills among age groups can cause friction. Intergenerational mentoring and team-building activities encourage mutual respect (Alakija & Otiike, 2018). **Unresolved Past Issues:** Historical grievances resurface if left unaddressed. Closure ceremonies, apologies, and memorial projects can help organizations move forward (Ohiku, 2014).

Environmental Conditions: Poor physical environments such as cramped spaces or inadequate lighting raise stress and irritability. Improved layout and ventilation foster calm (Oghuvbu, 2017).

Technostress: Rapid technological change can overwhelm employees, especially those less tech-savvy. Training and user-friendly resources reduce anxiety and resistance (Alakija & Otiike, 2018).

Recognizing these root causes enables FTH Lokoja to design targeted interventions. Strategies include fostering transparent communication, encouraging collaboration, and promoting compromise to maintain a positive work environment (Morrison, 2015; Schein, 2016). Effective conflict resolution improves employee satisfaction and patient care by reducing ambiguity, strengthening relationships, and sustaining productivity (Goldhaber-Fiebert et al., 2017; Shaller, 2016).

2.5 Conflict Resolution Strategies at the Federal Teaching Hospital Lokoja

At the Federal Teaching Hospital Lokoja, establishing open lines of communication between administration, medical staff, and ancillary workers plays a critical role in resolving conflicts (Onwasigwe & Ezemonye, 2015). Regular meetings and town hall sessions allow staff members to voice their concerns and share ideas in a safe space, fostering an atmosphere of trust and collaboration (Usman, 2017). Furthermore, anonymous reporting platforms provide employees with additional means of expressing their opinions without fear of retribution, enabling the early detection and resolution of disputes (Onwasigwe & Ezemonye, 2015).

Promoting collaboration among various stakeholder groups is another essential aspect of conflict resolution in healthcare institutions (Morrison, 2015; Schein, 2016). Collaboration encourages teamwork, interprofessional communication, and the pooling of resources and expertise (Reeves et al., 2017). By fostering a sense of unity and shared purpose, conflicts can be addressed collectively, minimizing negative impacts on employee performance (Goldhaber-Fiebert et al., 2017). At the Federal Teaching Hospital Lokoja, collaboration can take many forms, such as interdisciplinary committees, quality improvement projects, and continuing education workshops (Usman, 2017).

Compromise is often required to resolve conflicts effectively, especially when opposing interests or viewpoints cannot be entirely reconciled (Schein, 2016; Morrison, 2015). By acknowledging each party's concerns and working towards a mutually agreeable solution, healthcare institutions can minimize the destructive potential of conflicts (Onwasigwe & Ezemonye, 2015). At the Federal Teaching Hospital Lokoja, compromise can be achieved through negotiation, mediation, or arbitration, with the ultimate goal of finding common ground and preserving working relationships (Usman, 2017).

Healthcare institutions like the Federal Teaching Hospital Lokoja must continuously invest in conflict resolution strategies to maintain a harmonious work environment and ensure optimal employee performance (Okoro, 2017; Agomo & Odimegwu, 2018). By prioritizing

communication, collaboration, and compromise, these organizations can effectively manage conflicts, reduce their negative impacts, and foster a culture of trust, respect, and understanding (Goldhaber-Fiebert et al., 2017; Shaller, 2016). Continuous evaluation and improvement of conflict resolution strategies are essential to keep pace with changing organizational dynamics and ensure their long-term effectiveness (Brockner et al., 2017).

3.0 Theoretical Framework

3.1 Thomas-Kilmann Conflict Mode Instrument (TKI) – 1974.

The Thomas–Kilmann Conflict Mode Instrument (TKI), developed by Kenneth Thomas and Ralph Kilmann in 1974, is a widely used framework for understanding how individuals approach and manage conflict (Thomas & Kilmann, 1974; Kilmann & Thomas, 1977/2008). The TKI categorizes conflict-handling behavior along two key dimensions: assertiveness, which reflects the extent to which a person seeks to satisfy their own concerns, and cooperativeness, which indicates the extent to which they attempt to satisfy the concerns of others (Kilmann & Thomas, 1977/2008).

From these dimensions, the TKI identifies five conflict-handling styles (Thomas & Kilmann, 1974):

Competing – High assertiveness and low cooperativeness, where individuals pursue their own interests at the expense of others. This approach can be useful for quick, decisive action, such as in emergencies or when unpopular but necessary decisions must be made.

Collaborating – High assertiveness and high cooperativeness, seeking solutions that address the concerns of all parties for a win-win outcome. This requires open communication and mutual respect.

Compromising – Moderate levels of both assertiveness and cooperativeness, aiming for a middle ground through mutual concessions, appropriate when parties have comparable power and stakes.

Avoiding – Low assertiveness and low cooperativeness, characterized by sidestepping or withdrawing from the conflict. This can be suitable when issues are minor, when emotions are high, or when additional information is needed.

Accommodating – Low assertiveness and high cooperativeness, placing others' concerns above one's own, often used to preserve harmony or when the issue is more important to the other party.

Each style can be effective depending on context, goals, and stakes (Kilmann & Thomas, 1977/2008).

Strengths of the TKI Model

The TKI's main advantages lie in its simplicity and clarity, making it accessible to managers, employees, and human resource professionals (Kilmann & Thomas, 1977/2008). It emphasizes that no single style is universally best, encouraging people to adapt their approach to circumstances. By helping individuals recognize their dominant conflict style, it promotes self-awareness and personal development, improving relationships and team performance. The TKI also serves as a practical diagnostic tool for evaluating conflict-handling preferences and identifying areas for improvement (Kilmann, 2017).

Weaknesses of the TKI Model

Despite its usefulness, the TKI may oversimplify complex interpersonal dynamics by reducing them to five categories, overlook contextual factors such as culture and power imbalances, and assume rational actors capable of logical self-assessment (Borisoff & Victor, 2019; Kilmann & Thomas, 1977/2008). It is also not prescriptive and relies on self-reported data, which can introduce bias (Borisoff & Victor, 2019). Within the Federal Teaching Hospital (FTH) Lokoja, systemic challenges such as limited promotional opportunities, inadequate infrastructure, and low compensation have been documented as significant conflict triggers (Nweke & Ezeudu, 2019). The TKI framework is particularly relevant for examining how these issues shape conflict resolution and affect employee performance. Using the TKI, this study categorizes the dominant conflict-handling styles among healthcare professionals and administrative staff. For example, competing styles may appear when unit heads enforce authority without input from subordinates, while avoidance may surface when employees suppress grievances for fear of victimization or due to hierarchical power distance. In contrast, collaboration might be found in departments that value teamwork and achieve higher patient satisfaction (Kilmann & Thomas, 1977/2008).

By correlating these styles with performance indicators such as task efficiency, absenteeism, and interpersonal relationships, the research explores how different strategies influence employee output. The TKI model also supports the view that conflict styles are learned behaviors and can be improved through targeted interventions (Kilmann, 2017). Training staff to recognize and adopt more collaborative or compromising styles can enhance cooperation, reduce workplace friction, and improve clinical outcomes. Furthermore, the TKI highlights the importance of transparent reporting structures that enable staff to raise concerns safely, reducing reliance on avoiding or accommodating behaviors (Kilmann & Thomas, 2008).

In summary, the TKI provides a structured analytical lens for assessing conflict-management practices at FTH Lokoja. By identifying which styles are overused or underutilized, the study can recommend actionable strategies such as leadership development, policy reforms, and regular dialogue forums to promote more effective resolution approaches.

4.0 Methodology

This study adopted a descriptive survey design to systematically examine the influence of conflict resolution strategies on employee performance at the Federal Teaching Hospital (FTH), Lokoja, Kogi State, from 2015 to 2024. The target population comprised 731 staff members of the hospital (Desk Officer, FTH Lokoja Registry Unit, July 2025). Using the Taro Yamane (1964) formula at a 5% margin of error, a sample size of 259 respondents was determined as representative of the population. Simple random sampling guided the distribution of questionnaires to ensure fairness and objectivity.

Data were obtained from both primary and secondary sources. Primary data were collected through a structured questionnaire designed on a five-point Likert scale (Strongly Agree to Strongly Disagree) and segmented according to the study objectives. Secondary data were sourced from textbooks, peer-reviewed journals, government publications, organizational records, and credible internet materials. The questionnaire served as the principal research instrument. Validity was established through expert review by scholars in social and management sciences, while reliability was confirmed through a pilot test administered to a subset of respondents with similar characteristics to the study population, followed by repeated measures to ensure consistency.

Inferential statistics, specifically the chi-square (χ^2) test, to evaluate relationships and test hypotheses at the 0.05 significance level. All analyses were conducted with the aid of SPSS software to enhance accuracy and reliability.

Hypothesis

H₀: Conflict resolution strategies have no significant effect on employee performance at the Federal Teaching Hospital, Lokoja.

H₁: Conflict resolution strategies have a significant effect on employee performance at the Federal Teaching Hospital, Lokoja

5.0 Test of Hypotheses

This Section analyses the hypotheses for the research, in which hypothesis was tested and interpreted using Chi-Square. The level of significance is 0.05.

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	4.1	4.1	4.1
Disagree	26	10.6	10.6	14.6
Undecided	8	3.3	3.3	17.9
Agree	185	75.2	75.2	93.1
Strongly Agree	17	6.9	6.9	100.0

Total	246	100.0	100.0	
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Source: *Researcher's Computation Using SPSS 25.0 Version*

Chi-Square Test of Hypothesis

Null Hypothesis (H₀): Conflict resolution strategies have no significant effect on employee performance at the Federal Teaching Hospital, Lokoja

Alternate Hypothesis (H₁): Conflict resolution strategies have a significant effect on employee performance at the Federal Teaching Hospital, Lokoja.

Observed Frequencies (O): [Strongly Disagree 10, Disagree 26, Undecided 8, Agree 185, Strongly Agree 17]

Expected Frequencies (E): Equal distribution across 5 categories = $246 \div 5 = 49.2$ each.

Chi-square calculation:

$$\chi^2 = \sum \frac{(O-E)^2}{E} \approx 472.58$$

Degrees of Freedom: $5 - 1 = 4$

p-value: $\approx 5.7 \times 10^{-101}$

Decision: At $\alpha = 0.05$, $p < 0.05$, so **reject H₀**.

Conclusion:

There is a statistically significant association between conflict resolution strategies and employee performance at the Federal Teaching Hospital, Lokoja, supporting the alternative hypothesis (H₁).

5.1 Findings and Discussion

The result of the hypothesis tested using the Chi-square statistic revealed that the calculated value ($\chi^2 = 472.58$) is far greater than the critical table value ($\chi^2_{0.05,4} = 9.49$) at the 0.05 significance level. This implies that the null hypothesis stating that conflict resolution strategies have no significant effect on employee performance at the Federal Teaching Hospital (FTH) Lokoja is rejected. Consequently, the study accepts the alternate hypothesis that conflict resolution strategies have a significant effect on employee performance at FTH Lokoja.

These findings align with empirical literature. According to Leung, Au, and Wang (2015), well-implemented conflict resolution strategies strengthen organizational cohesion and improve

employee outcomes by reducing tensions and fostering mutual respect. Similarly, Menkel-Meadow (2014) emphasized that collaborative and interest-based approaches enhance teamwork and reduce workplace friction, which in turn improves overall performance. In the healthcare sector, Adeyinka and Yusuf (2020) noted that collaboration and compromise directly support better patient care and staff morale, echoing the results of this study.

The present findings also corroborate the Thomas-Kilmann Conflict Mode Instrument (TKI) framework, which underscores the situational appropriateness of various conflict-handling styles. Evidence from FTH Lokoja shows that collaborative and compromising approaches are predominant and closely associated with higher employee performance, consistent with the TKI assertion that these styles yield the most constructive outcomes.

However, as highlighted by Goldberg, Allen, and Floyd (2016), sustaining these positive effects requires continuous investment in conflict management training and periodic evaluation of resolution mechanisms. While FTH Lokoja demonstrates significant success, strengthening institutional capacity and ensuring consistent policy enforcement will help maintain and enhance these gains.

In summary, the study establishes that effective conflict resolution strategies particularly collaboration and compromise significantly improve employee performance at the Federal Teaching Hospital Lokoja, reinforcing both theoretical expectations and broader empirical evidence.

6.0 Conclusion

This study has established that effective conflict resolution strategies play a critical role in enhancing employee performance at the Federal Teaching Hospital (FTH) Lokoja. By fostering open communication, encouraging collaboration, and promoting compromise, the hospital provides a structured framework for managing disputes and maintaining workplace harmony. These mechanisms reduce tension, improve teamwork, and strengthen staff morale, all of which directly contribute to improved service delivery and organizational productivity. Given the demanding nature of healthcare and the potential for interpersonal and interdepartmental conflicts, it is imperative for hospital management and relevant stakeholders to continuously strengthen and support these conflict resolution practices as a sustainable mechanism for institutional efficiency. Ensuring regular training in collaborative problem-solving, guaranteeing transparent reporting systems, and providing adequate resources for mediation will enhance the hospital's capacity to manage conflicts effectively. Such measures will help maintain a culture of trust and cooperation, ultimately improving patient care, staff satisfaction, and the overall performance of the Federal Teaching Hospital Lokoja.

7.0 Recommendations

Based on the findings of this study, the following recommendations are proposed to strengthen conflict resolution strategies and enhance employee performance at the Federal Teaching Hospital (FTH) Lokoja:

1. Implement Continuous Conflict-Management Training: The management of FTH Lokoja should organize regular workshops and seminars at least twice a year on communication, negotiation, and conflict-resolution skills to build staff capacity for proactive dispute management.
2. Establish a Dedicated Mediation Unit: FTH Lokoja should create a Conflict Resolution and Mediation Desk within the Human Resources Department, staffed with trained mediators to promptly and confidentially handle workplace disputes.

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