

Workplace Conflict Management Styles: Comparative Study of Indian and Nigerian Employees

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Abstract

Conflict is all pervasive in nature and organizations around the world are not untouched with it. Present study deals with interpersonal conflict in corporate and academic organizations of India and Nigeria on a comparative basis. The study has a non-experimental, descriptive, and quantitative research design, in which a sample size of 103 Indian and 88 Nigerian employees was analyzed through stratified random sampling. Statistical measures like Cronbach's alpha, One Way Analysis of Variance (ANOVA) and associated Games Howell procedure for multiple comparisons, bivariate correlation and chi square tests were employed to analyze the data. Examination of various independent variables and findings of the research reveal that there is a significant difference in how employees of both the countries differ in their approach to conflict handling. Interpersonal conflict understanding is crucial for smooth functioning of globalized organizations. Managers today are devising innovative handling techniques as conflict poses a great challenge for them. The present study can facilitate the management practitioners in understanding the concept and its implications in Indian and Nigerian context, the two countries which share a very warm, solid and seasoned socio-economic relationship.

Keywords: Organizations, Conflict, Handling Style, Employees, India, Nigeria

1. Introduction, Rationale and Literature Review

Interpersonal conflict –which is the underlying essence of the present research-is considered to be one of the most difficult challenges organizational members face (Phillips and Cheston, 1979) and one of the most frustrating and uncomfortable experiences for managers (Earnest and McCaslin, 1994). Conflicts are the chief reality of organizations and the basic political systems in organizations through which conflict is signified is observed in many organizations (Burns and Stalker, 1961; Zald and Berger, 1978; Noon and Blyton, 2002). According to Roloff (1987), “organizational conflict occurs when members engage in activities that are incompatible with those of colleagues within their network, members of other collectivities, or unaffiliated individuals who utilize the services or products of the organization” (p. 496).

Conflict is a term commonly having negative connotation, but organizations today are trying to understand the functionalities of conflict as not all conflicts are good or bad (interactionist viewpoint). Understanding the optimal level of conflict, which is neither too much nor too little, is the best bet for businesses. Thus researches in organizational conflict and its management are gaining much currency in contemporary times.

The researcher has already worked in the Indian organizations and presently is serving in Nigeria. The research at hand is an extension of one which was done earlier in Indian context. India and Nigeria have a solid, warm and concrete mutual relations, which includes the spheres of business and economics as well (Kura, 2009) and this is the reason of conducting a comparative study on organizational conflict between the two countries.

This work would help in understanding the comparative aspects of conflict handling in Indian and the Nigerian context. The relevance of present study is that in organizations, interpersonal conflict is prevalent and troublesome for managers (Putnam, 1988), thus the need of the study. Further it is reported that middle managers are spending 25 percent of their time handling conflict (Meyer et al., 1997). Measures like proper planning, mediation, and evaluation of conflict management strategies and developing partnerships with workers are recommended by managers to deal with dysfunctional organizational conflict.

Directing conflict in a positive or negative way may affect the nature of the conflict whether beneficial or destructive (Cetin and Hacifazlioglu, 2004). It is imperative to understand that if interpersonal conflicts are not handled appropriately, it can lead to bad feelings, high turnover and costly litigation (Hirschman, 2001). Nonetheless, if dealt with suitably, conflict can increase the innovativeness and productivity of individuals' (Uline et al., 2003), further offering the interpersonal relationship satisfaction, creative problem solving, the growth of the global workforce, and domestic workplace diversity (TingToomey and Oetzel, 2001, p. 3) and leads to “improved efficiency, creativity, and profitability” (Axelrod and Johnson, 2005, p. 42).

Litterer (1966) defines conflict as “a type of behavior which occurs when two or more parties are in opposition or in battle as a result of a perceived relative deprivation from the activities of or interacting with another person or group”. Tedeschi et al. (1973) term conflict as “an interactive state in which the behaviors or goals of one actor are to some degree incompatible with the behaviors or goals of some other actor or actors” (p.

232). Here “actor” refers to any social entity, starting from the individual to the corporate body itself.

Smith (1966) defines conflict as “a situation in which the conditions, practices, or goals for the different participants are inherently incompatible”. The difference between the views of Smith and Litterer is whereas former deem conflict as a situation, the latter considers it as a type of behavior. However, both of these authors and Tedeschi et al. consider conflict to result from incompatibility or opposition in goals, activities, or interaction among the social entities.

Rahim Organisational Conflict Inventory (ROCI I and II) instruments have been widely used in various researches on organizational conflict. A study done by Lee (2008) in major industries of Malaysia found that subordinates were more satisfied with their superiors’ supervision through their exercise of integrating, compromising, and obliging styles. Meanwhile, subordinates who perceived their superiors as primarily utilizing dominating and avoiding style viewed them as incompetent in supervision and thus lowering their level of job satisfaction.

Analyzing the relationship between biological sex, gender role, organizational status and conflict management behavior in three comparable organizations, Brewer et al. (2002) found dominating style among masculine and avoiding style among feminine individuals. Additionally it was confirmed that employees on upper level positions used integrative while lower level management cadres used avoiding and obliging styles of conflict handling.

The main focus of the present study is interpersonal conflict. Antonioni (1998) has opined that interpersonal conflict tend to occur when there is a struggle or between people with opposing needs and ideas, beliefs and goals and he further reports that gender in general had little relationship with the variance of the conflict-management style. Many studies have dealt with the sources of conflict but there is a general lack of empirical support as they are mostly theoretical conceptualizations (Van Tonder, Havenga and Visagie, 2008). Nelson and Quick (2001, p. 424–8) has given structural reasons (those that develop from within the organization and initiate from the manner in which work is organized), and personal factors, which crop up as a result of individual differences among employees as sources of conflict.

Researches have also found no difference between men and women in conflict handling if they were on same status in the organization (Brewer et al. op. cit.; Korabik et al., 1993; Renwick, 1977). Antonioni op. cit. claims that age usually had little relationship with the conflict-management style. Friedman et al. (2000) associate individual conflict styles and employees’ experience of stress. His research emphasizes that those who use a more integrative style experience lower levels of task conflict, reducing relationship conflict, which reduces stress. Further those who exercise more of dominating or avoiding style experience higher levels of task conflict, increasing relationship conflict and stress.

An exploratory study of interpersonal conflict handling in multinational organizations in India reported one third of all the conflicts and that of boss-subordinate (often) did not get resolved. Additionally, communication, whether by mutual consent, by management intervention, or by developing better interpersonal relationship helped in conflict resolution in majority of the cases (Gupta and Sasidhar, 2010).

To understand the effect of organizational conflict on organizational performance as well as causes, types, reason and strategies for managing conflicts in some service organizations in Nigeria, Hotepo et al. (2010) found that limited resources were the chief cause of conflict. Examining the challenges and prospects of effective industrial conflict resolution in Nigeria, Akume & Abdullahi (2013) put lack of signed agreement with labour unions as one of the reasons for conflicts.

Numerous studies (De Dreu and Vliert, 1997; Tjosvold, 1997) propose that conflict is a positive force if handled appropriately. In contemporary heterogeneous organizational environment the possibility of using conflict as a driving force to sustain competitive spirit, growth and innovation rather than an unconstructive, crippling force, is crucial. Consequently the focus has therefore shifted from prevention of conflicts to management of conflicts (Callanan et al., 2006). A study on manufacturing and service organizations in Nigeria has espoused the use of the Creative-Contingency Model of Conflict Management as an enduring answer to conflict situations in firms (Osisioma et al. 2012).

In a study of Julius Berger Nigeria Plc. Bonny Island, Nigeria, integration of all stakeholders’ interests was a suggested way to reduce conflicts in organizations among both the managerial and non managerial employees. Promotion of industrial democracy, regular management/employees meetings, and strict implementation of collective agreements and regular review of personnel policies were another recommended measure to check organizational conflicts in the study (Agwu, 2013).

2. Conceptual Framework and Objectives

Ohbuchi and Fukushima (1997) describe interpersonal conflict as an event in which an individual potentially jeopardizes another’s goals, wishes, or expectations. The conceptual framework for the study encompassed independent and dependent variables as illustrated in figure 1. The independent variables included the demographic ones like gender, age, nationality, income, qualification, marital status and employees’ tenure in the

profession.

The dependent variables comprises of conflict handling styles which are typically seen as a response to particular situations. According to Wilmot & Hoeker (2001), conflict management styles are patterned responses or clusters of behavior individuals' use in conflict situations utilizing various interaction methods (p. 130). Concern for self and for others has been identified as two fundamental elements of handling interpersonal conflict (Follet, 1940; Thomas, 1976; Rahim and Bonoma, 1979). On the basis of them five styles of handling conflict have been described by Sorenson and Hawkins (1995) as follows:

- a. **Integrating style**, identified with problem solving, has high concern for self and others. It involves the assessment of differences so that an effective solution can be reached, acceptable to conflicting parties. It is further associated with openness and exchange of information for the purpose.
- b. **Obliging Style** has high concern for others and low for self, it is related to emphasizing commonalities and playing down the differences to satisfy the concern of other party.
- c. An employee having **Compromising Style** acts to serve as intermediary in concern with self and others, which means a reciprocal relationship to make a mutually acceptable decision.
- d. **Dominating style** has high concern for self and low for others. This style is associated with forcing behavior to win one's position.
- e. **Avoiding style** is associated with pulling out or sidestepping from a situation and passing the buck. The peculiarity of this approach is low concern for others as well as for self.

Independent Variables

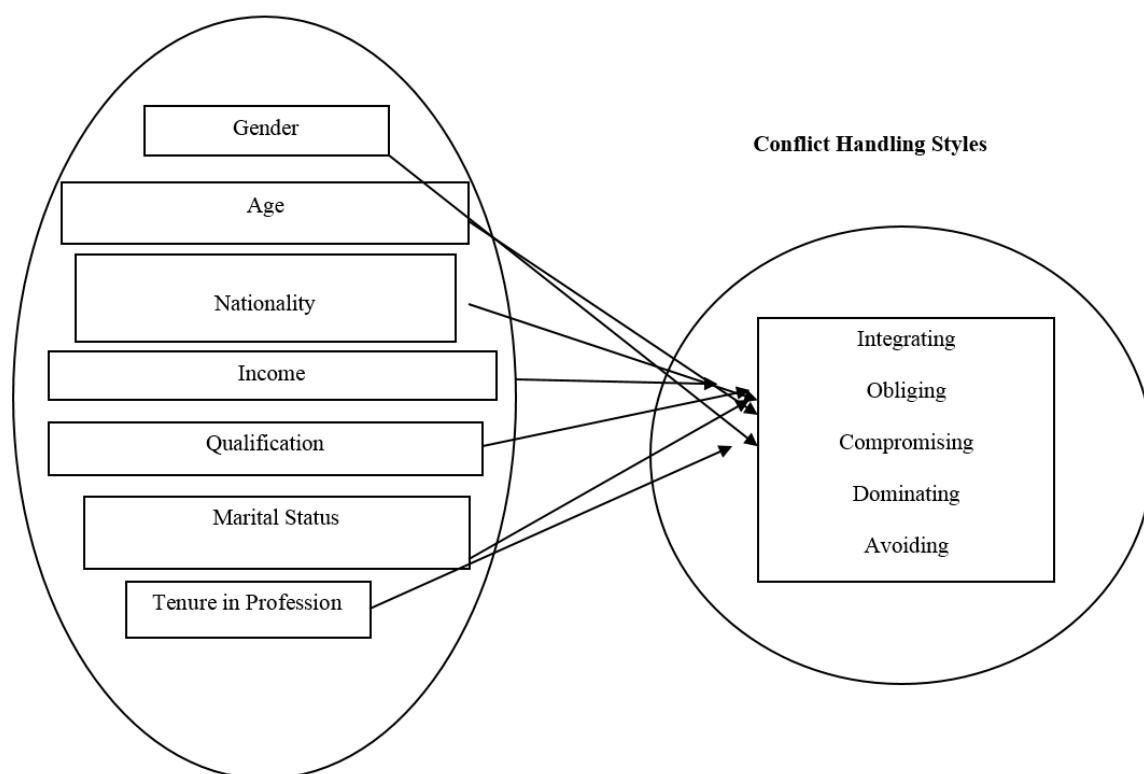


Figure 1. Conceptual Framework of the Study

The conceptual suggestion of the study is employees' conflict handling styles (dependent variables) would be affected and differed by the independent variables, thus the objective of conducting the present study was to investigate the comparative conflict management styles based on these variables among the Indian and the Nigerian employees. Further it seeks to understand the differences and parallel between the workers of the two countries and draw inferences thereof and to aid the same below mentioned hypotheses were tested.

3. Statement of Hypothesis

“Hypothesis testing is a systematic procedure for deciding whether the results of a research study, which examines a sample, support a particular theory or practical innovation, which applies to a population” (Aron et al., 2007, p.115). Based on the above mentioned conceptual frame work the following null hypotheses are affirmed.

3.1 Null Hypothesis (H_0)

There is no significant country wise difference in conflict management style used among employees in organizations.

3.2 Null Hypothesis (H_0)

Age has no significant effect on conflict handling between employees of India and Nigeria.

3.3 Null Hypothesis (H_0)

There is no income differential in conflict handling for Indian and Nigerian employees stand rejected for these factors.

3.4 Null Hypothesis (H_0)

There no significant gender based difference in conflict handling styles among Indian and Nigerian employees.

3.5 Null Hypothesis (H_0)

Education leads to no significant difference in conflict handling styles among Indian and Nigerian employees.

3.6 Null Hypothesis (H_0)

There is no significant difference between married and single employees in handling conflict among Indians and Nigerians.

3.7 Null Hypothesis (H_0)

Number of years of work experience has no significant difference in conflict handling among Indian and Nigerian employees.

3.8 Null Hypothesis (H_0)

There is no significant difference among Indian and Nigerian employees conflict handling styles on the basis of work hours.

4. Methodology

4.1 Research Design and Sample

The present study employed a non-experimental, descriptive, and quantitative research design with primary data having a sample size of 103 from India and 88 from Nigeria. Not withholding rejected samples 191 responses were included in the study. The employees were from corporate (financial, marketing and information technology) and educational sectors of the economy from both the countries. The data was collected using stratified random sampling, the strata being gender based on and country of origin.

4.2 Participant Profile

In majority, there were 56.3% females (India) and 58% males in Nigerian samples. There were more married respondents in Nigerian data (70.5%) than the Indian one (54.4%). Greater part of the sample was in the age group of 25-30 years (59.6%) with their income ranging from Indian Rupees INR 15 to 25000 (60.3%) in India. In the Nigerian sample most of the respondents were of above 40 years age group (36.4%) and having income of Naira 35-40000 (approximately same income band). The sample also shows post graduate degree for most Indian (70.2%) and Nigerian (50%) respondents. Majority (48.6%) of Indian respondents was having work experience of 1-3 years and the same for Nigerian counterparts was 8-9 years (19.1%). Some Indian respondents from education sector with doctorates were also added to make data more even with the Nigerian one. Average work hour for Indian employees was 8.58 hours while that of Nigerians was 9.28 hours.

4.3 Reliability Statistics and Instrumentation

No pilot study was done here as the instrument's (five point Likert type scale) validity was already tested in the study based on Indian sample earlier (Abbas & Joshi, 2013). Some items were removed and a few added to append the reliability value of the scale. The reliability coefficient for the factors was: Integrating Style, .635;

Obliging Style, .605; Compromising Style, .590; Dominating style, .573; Avoiding Style, .669 and the overall scale value being .721. Nunnally and Bernstein (1994) consider values that vary around 0.50 as being the lower limit of acceptability for that reason all the above mentioned values are thus deemed acceptable. Table 1 demonstrates the reliability statistics of the present study, having constructs with adequate reliability.

Table 1: Reliability Statistics

Reliability Statistics		
Factors	Cronbach's Alpha	No. of Items
Integrating Style	.635	5
Obliging Style	.605	6
Compromising Style	.590	3
Dominating Style	.573	4
Avoiding Style	.669	5
Overall Scale	.721	23

4.4 Other Statistical Tools

Some other statistical tools employed in for the analysis of the findings were Pearson chi square test, one way analysis of variance (ANOVA) and related procedures thereof like test of homogeneity of variance (Levene Statistics), post hoc multiple comparisons where equality of variances are not assumed (Games-Howell test), Pearson correlations (bivariate). Besides simple means and percentages is also brought to use. Statistical Package Social Sciences (SPSS) version 16 was used for the analysis of data.

5. Data Analyses, Hypotheses Testing and Findings

5.1 Country wise Differences in Conflict Handling

Table 2 displays the differentials in conflict handling styles with the country of origin as independent variable. It is apparent that Indian employees excel in compromising, avoiding and integrating styles of conflict handling (their mean scores being 3.79, 3.66 and 3.34 respectively). While Nigerians score more in compromising, integrating and obliging styles with mean score of 4.12, 3.80 and 3.72 in that order.

Table 2: Descriptive Group Statistics and Directional Measures-Country (n=191) (independent sample t test)

Factors	Country	M	SD	T	Df	Sig. (2-tailed)
Integrating Style	India	3.34	.587	-6.138	189	.000
	Nigeria	3.80	.406			
Obliging Style	India	3.20	.549	-6.228	189	.000
	Nigeria	3.72	.586			
Compromising Style	India	3.79	.709	-3.565	189	.000
	Nigeria	4.12	.584			
Dominating Style	India	2.86	.960	3.499	189	.001
	Nigeria	2.44	.641			
Avoiding Style	India	3.66	.869	1.854	189	.065
	Nigeria	3.44	.725			

The t-tests revealed significant differences among Indian and Nigerian employees in integrating, $t=-6.138$, $p<.05$, obliging, $t=-6.228$, $p<.05$, compromising $t=-3.565$, $p<.05$ and dominating styles, $t=3.499$, $p<.05$ thereby rejecting the null hypothesis that there is no significant country wise difference in conflict management style used among them for these factors. While there was no significant difference in avoiding style of conflict handling among Indians and Nigerians with $t=1.854$, $p>.05$, which accepts the null hypothesis for avoiding style.

5.2 Age and Conflict Handling

Table 3: Bivariate Correlations (Age)

		Age	Integrating Style	Obliging Style	Compromising Style	Dominating Style	Avoiding Style
Age (India)	Pearson Correlation	1	-.124	.463**	.153	.489**	.011
	Sig. (2-tailed)		.211	.000	.122	.000	.912
	N	103	103	103	103	103	103
Age (Nigeria)	Pearson Correlation	1	-.022	-.116	-.230*	.049	-.101
	Sig. (2-tailed)		.842	.280	.031	.653	.351
	N	88	88	88	88	88	88

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Bivariate correlation to measure relationship between the independent variable age and all the five conflict handling was employed for the Indian and the Nigerian data. The Indian analysis shows a very positive significant correlation among age, obliging and dominating styles of conflict management with correlation coefficient of $r = .463$ at $p < 0.01$ and $r = .489$, $p < 0.01$ (one-tailed significance value = .000 in both) in that order. Nonetheless only compromising style shows statistically significant negative correlation with age at $r = -.230$, $p < 0.05$ (significance value = .031) among Nigerians. Therefore null hypothesis age has no significant effect on conflict handling between employees of India and Nigeria is rejected for these factors.

5.3 Income based Differentials in Conflict Handling

Table 4: Bivariate Correlations (Income)

		Income	Integrating Style	Obliging Style	Compromising Style	Dominating Style	Avoiding Style
Income (India)	Pearson Correlation	1	-.313**	.207*	-.050	.701**	-.191
	Sig. (2-tailed)		.001	.036	.614	.000	.054
	N	103	103	103	103	103	103
Income (Nigeria)	Pearson Correlation	1	-.212*	-.058	-.189	.162	.006
	Sig. (2-tailed)		.047	.591	.078	.132	.955
	N	88	88	88	88	88	88

Among Indian employees, as the income earned increases, they resorted to decrease in integrative style of conflict management ($r = -.313$, $p < 0.01$). Whilst there was positive highly significant correlation in case of obliging style ($r = .207$, $p < 0.05$) and dominating style ($r = .701$, $p < 0.05$) of conflict handling. Among Nigerian employees as the income increases they are likely to be less integrative in organizational conflict handling, this attitude is shared with their Indian counterparts ($r = -.212$, $p < 0.05$). Other styles among the two data sets do not have any statistically significant correlation (refer to table above). Therefore null hypothesis that there is no income differential in conflict handling for Indian and Nigerian employees stand rejected for these factors.

5.4 Gender based Country Differences

One way analysis of variance show a statistically significant difference in all the conflict handling techniques with gender based on country of origin taken as independent variable. $F(3,187) = 15.898, 14.023, 6.839, 13.558, 6.610$ and Levene statistic $8.464, 5.086, 22.758, 3.254$ and 12.164 for integrating, obliging, compromising, dominating and avoiding styles of conflict handling correspondingly ($p < .05$ in all the cases) establishes the same, additionally rejecting the assumption that group variances are equal.

Table 5. Multiple Comparisons

Games-Howell

Dependent Variable	(I) Country/Gender	(J) Country/Gender	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Integrating Style	Males India	Males Nigeria	-.646*	.101	.000	-.91	-.38
		Females Nigeria	-.579*	.112	.000	-.87	-.29
	Females India	Males Nigeria	-.358*	.092	.001	-.60	-.12
		Females Nigeria	-.291*	.103	.030	-.56	-.02
Obliging Style	Males India	Males Nigeria	-.405*	.129	.012	-.74	-.07
		Females Nigeria	-.616*	.115	.000	-.92	-.31
	Females India	Males Nigeria	-.438*	.114	.001	-.74	-.14
		Females Nigeria	-.648*	.099	.000	-.91	-.39
Compromising Style	Males India	Males Nigeria	-.576*	.164	.004	-1.01	-.14
	Females India	Males Nigeria	-.245*	.084	.022	-.46	-.03
Dominating Style	Males India	Females India	.794*	.182	.000	.31	1.27
		Males Nigeria	.919*	.185	.000	.43	1.41
		Females Nigeria	.798*	.176	.000	.33	1.26
Avoiding Style	Males India	Females India	-.620*	.173	.004	-1.08	-.16
		Females India	.500*	.131	.001	.16	.84
		Females Nigeria	.472*	.137	.006	.11	.83

*. The mean difference is significant at the 0.05 level.

Therefore Games Howell procedure is employed, which states that there is a significant difference among males and females in India and Nigeria for Integrating and obliging styles of conflict handling. Amongst male employees from India and male and female employees from Nigeria as well as female employees from India there is a significance difference in handing conflicts for compromising, dominating and avoiding styles. Males in India and females in Nigeria and female in India and their counterparts in Nigeria however have significant difference in handling conflict for dominating and avoiding styles of conflict handling ($p < .05$ in all the cases, please refer to table above). Null hypothesis that there no significant gender based difference in conflict handling styles among Indian and Nigerian employees stands rejected for the above mentioned strata.

5.5 Conflict Handling on the basis of Qualification of Employees

Table 6. Correlations

	Qualification	Integrating Style	Obliging Style	Compromising Style	Dominating Style	Avoiding Style
Qualification (India)	Pearson Correlation	1	-.052	.081	-.116	.346**
	Sig. (2-tailed)		.599	.418	.244	.000
	N	103	103	103	103	103
Qualification (Nigeria)	Pearson Correlation	1	-.159	.072	-.262*	-.077
	Sig. (2-tailed)		.138	.507	.014	.478
	N	88	88	88	88	88

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

It is surmised that the education a person receives would affect the behaviour he displays. The results of the bivariate correlation however show that among the Indian employees only dominating style shows a statistically

positive significant correlation with qualification ($r = .346, p < 0.01$). In the Nigerian employees its negative significant correlation for compromising ($r = -.262, p < 0.05$) and avoiding ($r = -.262, p < 0.01$) styles. Therefore it can be safely said that as the educational levels of the Indian employees increase, they become more dominating while their Nigerian counterparts are less compromising and avoiding in conflicts with increase in education. Null hypothesis education leads to no significant difference in conflict handling styles among Indian and Nigerian employees stands rejected for the above mentioned techniques of conflict handling.

5.6 Marital Status and Conflict Handling

In a study of military personnel in Nigeria on conflict handling strategy, main and interactive effect of marital status was found to be insignificant (Yara and Tunde-Yara, 2010). Chi-square test values for all the conflict handling techniques show a very significant relationship between marital status and conflict handling styles for both Indian and Nigerian employees (refer to table below). The null hypothesis that there is no significant difference between married and single employees in handling conflict among Indians and Nigerians is rejected.

Table 7. Test Statistics

	Marital	Integrating Style	Obliging Style	Compromising Style	Dominating Style	Avoiding Style
(India)						
Chi-Square	.786	38.350	55.942	1.071E2	49.961	1.352E2
Df	1	2	2	3	4	4
Asymp. Sig.	.035	.000	.000	.000	.000	.000
(Nigeria)						
Chi-Square	55.182	30.727	1.228E2	1.097E2	66.091	47.000
Df	2	1	3	3	3	3
Asymp. Sig.	.000	.000	.000	.000	.000	.000

5.7 Conflict Handling based on Number of Years Experience of Employees

It was discovered in the study that work experience of an Indian employee has negative highly significant correlation ($r = -.507, p < 0.01$) with integrating style of conflict handling. Further a positive correlation is displayed in dominating style ($r = .205, p < 0.05$) which means among Indians as the work experience increases they try to dictate the terms of conflict and at the same time are less assimilating. Whereas among the Nigerian employees it was found that they have negative correlation with compromising ($r = -.329, p < 0.01$), dominating ($r = -.219, p < 0.05$) and avoiding ($r = -.287, p < 0.01$) styles, which implies that as the occupational experience increases they give less concession, are in lower side of control and are less avoid in the organizational conflict situations. Thus for these conflict handling styles null hypothesis that number of years of work experience has no significant difference in conflict handling among Indian and Nigerian employees stands rejected.

Table 8. Correlations

	Experience	Integrating Style	Obliging Style	Compromising Style	Dominating Style	Avoiding Style
Experience (India)						
Pearson Correlation	1	-.507**	-.053	-.064	.205*	-.066
Sig. (2-tailed)		.000	.592	.521	.038	.506
N	103	103	103	103	103	103
Experience (Nigeria)						
Pearson Correlation	1	.005	.105	-.329**	-.219*	-.287**
Sig. (2-tailed)		.966	.328	.002	.040	.007
N	88	88	88	88	88	88

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

5.8 Work Hour and Conflict

As can be established from the above table among the Indian employees as the number hours of work increases the dominating and avoiding styles of conflict handling takes a back seat ($r = -.368, p < 0.01$ and $r = -.241, p < 0.05$

in respectively attest the same). Judged against the Nigerian data with $r = -.250$, $p < 0.05$ only compromising style shows significant difference with work hours, as it increase the Nigerian employees are less conciliating in conflict handling. Rest of the styles shows no significant differences. Thus the null hypothesis that there is no significant difference among Indian and Nigerian employees conflict handling styles on the basis of work hours stand rejected for these factors.

Table 9. Correlations

		Working Hour	Integrating Style	Obliging Style	Compromising Style	Dominating Style	Avoiding Style
Working Hour (India)	Pearson Correlation	1	-.148	-.117	-.089	-.368**	-.241*
	Sig. (2-tailed)		.136	.241	.372	.000	.014
	N	103	103	103	103	103	103
Working Hour (Nigeria)	Pearson Correlation	1	-.054	-.006	-.250*	-.129	-.103
	Sig. (2-tailed)		.616	.958	.019	.233	.338
	N	88	88	88	88	88	88

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

6. Discussion, Limitation, Implication and Conclusion

In the present study interpersonal conflict and its handling was researched in the Indian as well as Nigerian context. After establishing the reliability of the study through Cronbach's alpha, the hypotheses of the study were tested. Indian and Nigerian employees were having statistically significantly difference in the ways they handle conflicts in there organizations accept for avoiding style. While Nigerians were found to be integrating, obliging and compromising in handling organizational conflicts, Indians were more dominating and avoiding.

As the age of Indian workers increase they were found to be more obliging and dominating while their Nigerian counterparts were less obliging in conflict handling with advanced age. The Indian employees with increase in income are less integrative (the only style shared with their Nigerian counterparts) more obliging as well as dominating in conflict handling.

Additionally it was found that gender based country difference also had a noteworthy effect on all the conflict handling techniques. Indians if more educated were dominating in conflict situations, nevertheless their Nigerian counterparts were less compromising and avoiding. There is a very significant difference between the married and single employees of both the nations in all the conflict handling styles. Indian employees display a less integrating and more dominating attitude towards conflict resolution with the increase in their professional experience, whereas Nigerians are on lesser side of compromising, dominating and avoiding styles. Further, if Indian employees are devoting more time at workplace they are less dominating and are avoiding in conflict situation, however Nigerian workers are less compromising in such situation.

Knowing the causal relationship between conflict and its sources and secondly outcome of the same are limitations of the present research and implication for further researches. Nonetheless, development of valid and reliable measure of interpersonal conflict in a country wise comparative context can be facilitated through the study for today's globalized organizations. It can be easily concluded here that several demographic variables have important role to play as far as conflict and its handling is concerned, both in India and Nigeria. A better understanding of discrepancies, disagreements, unconstructive and negative perceptions and emotions can be facilitated through the use of present study for further researches.

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