



INFLUENCE OF PERCEIVED CONFLICT RESOLUTION STYLES, AND AGE ON EFFECTIVENESS AMONG HOSPITAL PERSONNEL IN FEDERAL TEACHING HOSPITAL IN SOUTH EAST, NIGERIA.

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ABSTRACT

This Study investigated the influence of Perceived Conflict Resolution styles, and Age on effectiveness among Hospital personnel in Federal Teaching Hospitals. Two hypotheses were postulated and tested from data received from 302 participants who were selected through convenience sampling technique. Participants comprised of 96 Medical Doctors, 114 Nurses and 92 Medical Laboratory Scientist (147 males, 155 Females) with ages ranging from 24 to 57 years ($M = 42.41$, $SD = 9.33$). The participants were administered with a perceived conflict Resolution styles scale (CRSS) developed by Howat and London (1980) and Workers effectiveness scale developed by Onwuamaegbu (2015). Cross Sectional Survey design was adopted while 2-Way Analysis of Variance (ANOVA) was used to analyse data collected. The study's finding indicated that Perceived Conflict Resolution styles had significant Influence on the effectiveness of Hospital personnel ($P < .05$) while age was found not to have any influence on workers effectiveness. Based on these results, organizations are advised to take procedure measures to prevent or manage conflict even though it's inevitable, adopting the right conflict resolution styles will go a long way in improving workers effectiveness.

Introduction

Every organization or industry select and recruit employees who work tirelessly towards the realization and the achievement of the organization's goals and objectives. These workers are known as personnel. When they are recruited in an organization, they come with so many traits which include their strength and weakness, both combining to affect the way they discharge their duties in the organization. Despite the popularity of the concept, there continues to be much confusion in HR literature about how to define and measure effectiveness. Over the years different models and approaches have been developed. The most important are outlined below.

Goal Attainment Approach:

An organization is effective if it achieves its goals. This approach can only be used in organisations with clearly defined, time-sensitive, measurable and operational goals. In the literature relating to organisational effectiveness, it has been proposed that only a few organisations meet these criteria. Even so, it is difficult to determine an organisation's effectiveness without relating it to the organisation's goals, even if these are not clearly defined. Broadly speaking, the goal attainment approach reflects the views about effectiveness of senior management and shareholders.

System Resource Approach:

An organisation is effective if it obtains the necessary resources.⁴ Input variables are more important in this approach than output variables. Organisations are seen as entities that operate to survive and are competing continuously for scarce and valuable resources such as money and personnel. Survival is the most important criteria for organisational effectiveness.⁵ This approach is relevant for stakeholders on the side of input, such as suppliers and financial backers.

Internal Processes Approach:

An organisation is effective if it functions internally without problems. The focus here is on the internal processes that increase organisations' ability to react to change around them.⁸ Broadly speaking, this process-oriented approach reflects the views of employees about organisational effectiveness. Criteria for effectiveness include: strong culture, positive working environment and good communication.

Multiple Constituencies Approach:

An organisation is effective if it can meet the needs of its different stakeholders. That is, when the organisation performs well in the eyes of these stakeholders. This approach takes into account the fact that an organisation serves several goals. After all, the various groups of stakeholders have different needs and therefore apply different criteria to evaluate organisational effectiveness. As the previous approach already stated, when evaluating organisational effectiveness the following question should be asked: 'From which perspective is the effectiveness of the organisation being evaluated?' Evaluations of effectiveness are based on the values and preferences individuals have with regard to the organisation and can thus vary depending on the different groups of employees in the organisation. As a result, evaluations of effectiveness are in effect always dealing with perceived effectiveness.

The Importance of Effectiveness:

Effectiveness means 'doing the right things or occupying oneself with the right things. The concept 'effectiveness' is linked to the assumption that organisations are goal-oriented. The focus is on the actual attainment of organizational goals and not so much on the means necessary to reach them or the speed at which they are reached. For this reason, not everything that is effective has to be efficient; but everything that is efficient has to be effective. Effectiveness is essential for improving results; and in order to perform effectively, clarity is needed. If your employees do not know what results are expected of them, there is a risk that they will work but will not perform. They are not doing the right things and so contribute insufficiently to the success of your organization. Working effectively and efficiently are clear signs of a good performance, although variables are interdependent. But not only do the variables influence each other, they also influence and are influenced by other factors.

Conflict is an unavoidable part of any workplace, as well as in any relationship. Whether you're at odds with a coworker, your spouse, or your best friend, how you manage those conflicts makes all the difference. It's an essential part of building strong personal relationships and maintaining healthy business relationships. On some levels, we each hold different conflict management styles that help inform how we react to conflict. At BetterUp, this is something we discuss in the employee onboarding process. The way you manage conflicts at work can have a significant impact on the success or failure

of your organization. Yet surprisingly little attention is devoted to this important topic in the literature of management. Learning how to manage conflicts in the workplace isn't easy. This is especially true if you don't know which management style will work best with your specific employee or situation.

What is the goal of conflict management?

The purpose of conflict management in the workplace is to avoid or manage conflict in the most productive way possible. Effective communication, decision-making, and problem-solving are all key components of conflict management. The style that works best for your team may not be the best for another. The first step to managing a conflict is understanding what kind of conflict you're dealing with. Understanding different types of conflicts will help you better understand how to approach each one. There are two types of conflict — productive and unhealthy. Believe it or not, you actually want productive conflict on your team. When employees can disagree with one another in a respectful way, it's a sign of high psychological safety. It boosts innovation, creativity, and problem-solving skills. Although productive conflict isn't always easy, it's often necessary in order to come up with the best solutions. Unhealthy conflict is often characterized by anger, resentment, or aggression. This kind of conflict can poison relationships. Whereas productive conflicts stem from a healthy respect for one another, unhealthy conflicts come from frustration. One or more parties feel as if they're not being heard or acknowledged.

The intention of conflict management is to bring everyone to a working consensus. Now, this doesn't mean that everyone will agree, or that challenges won't arise in the future. What it means is that people can (together) find the best path to move forward, and leave the conversation feeling as if they've been heard and taken seriously. Depending on the situation, you may have to adjust your conflict management strategy to come to the best solution. The five styles of conflict management include: Accommodating, Avoidance, competing, Compromising and, Collaborating.

The avoiding style of conflict resolution is one where one has low concern for his or her ultimate goal and low concern for his or her relationship with the other. In this situation. Imagine where there are two workers:(Heitor and Teresa). Heitor might avoid any discussion with Teresa, not

wanting to start any fights. He's just not that kind of guy. But his idea isn't getting furthered along, nor is hers, nor is the company meeting its goals. The conflict hasn't gone away, and the job just isn't getting done.

The accommodating style of conflict resolution is where one party focuses on the needs of the other, and not the importance of the goal. If Heitor wants to adopt the accommodating style, he might look at Teresa as a valued team player who really needs a break after a couple of tough months. Without thought to the goal and the outcome the company expects, he tells Teresa to go ahead with the direct mail program.

The competing style of conflict resolution is defined by one party pushing ahead with his or her own mission and goals with no concern for the other party in the conflict. If Teresa were to adopt the competing style of conflict resolution, she might move forward with the plan to use direct mail and ignore anything to do with Heitor's suggestion. She'd take her idea to their boss and implement and run right over any objections Heitor had. As you might guess, this approach may exacerbate other conflicts down the road!

The compromising style of conflict management talks about moderate concern for others and moderate concern for the ultimate goal are exhibited, and a focus is placed on achieving a reasonable middle ground where all the parties can be happy. For Heitor and Teresa, this might mean a joint decision where they devote half of their marketing funds to the direct mail campaign that Teresa wants to do, and the other half to the television spots that Heitor wants to do. Neither party has gotten exactly what he or she wanted, but neither party is completely dissatisfied with the resolution.

Finally, the collaborating style is one where there is high concern for relationships and high concern for achieving one's own goal. Those with a collaborating style look to put all conflict on the table, analyze it and deal openly with all parties. They look for the best possible solution: a win for each party in the conflict. In this situation, Heitor and Teresa would sit down, look at the possible conversion rate of each of their planned marketing campaigns. Perhaps they would find that a third option—online advertising—would provide a more targeted audience at a discounted price. With this new option that both parties could get behind,

conflict is resolved and both feel like the company's goal will be satisfied.

Another variable that may influence effectiveness of workers is Age. In this section, age is commonly investigated as a construct related to work. In addition to work approach, will be important for the development of our conceptual model. The gerontology and lifespan developmental literatures most frequently conceptualize age in terms of chronological age, or the time that has passed since a person's birth (Schwall, 2012). As chronological age is a continuous variable, there is no clear cutoff value at which someone can be considered an "older worker" (Bohlmann, Rudolph, & Zacher, 2018). Nevertheless, policy makers and organizations often set such cutoffs to assign certain benefits (e.g., memberships, discounts). The labels "younger worker" and "older worker" are typically used by researchers in a relative sense and for descriptive purposes only. It is important to distinguish between, on the one hand, age differences that are detected in cross-sectional, between-person research designs and, on the other hand, aging (or age-related changes), which can only be detected using longitudinal designs. Effects of aging on work outcomes have to be further distinguished from birth cohort and historical time period effects (Hofer & Sliwinski, 2006).

Scholars have suggested that there are alternative ways to conceptualize age, including functional age (e.g., health status), career age (e.g., job and organizational tenure), and psychological or subjective age (e.g., how old a person feels; Cleveland & Hanscom, 2017; Kooij, De Lange, Jansen, & Dijkers, 2008). In addition, the notion of "successful aging at work" refers to the maintenance or growth in important work outcomes over time, compared to average age-related trajectories in these outcomes (Kooij, 2015; Zacher, 2015). Finally, age stereotypes are favorable or unfavorable generalized beliefs about different age groups (Posthuma & Campion, 2009). For instance, common stereotypes about older workers are that they are less able to learn new things compared to younger workers, but that they are more dependable than younger workers. A comprehensive, meta-analytic evaluation of six common age stereotypes (i.e., older workers are less motivated, less willing to participate in training and career development, more resistant and less willing to change, less trusting, less healthy, and more vulnerable to work-family imbalance) found that only one of these stereotypes (i.e., older workers are less willing to

participate in training and career development) was somewhat consistent with empirical evidence (Ngozi & Feldman, 2012). A related concept based directly on the social identity approach are age-related meta-stereotypes, which refer to beliefs about how other people think about one's age group (Finkelstein, King & Voyles, 2015). For instance, a meta-stereotype may suggest that an older worker believes that other people at his or her workplace think that older workers are performing less well than younger workers. The concepts of age stereotypes and age meta-stereotypes connect the literature on age and aging with workers effectiveness approach and are, therefore, important for the development of our conceptual model and our review of the empirical literature. At the same time, we acknowledge that the social identity approach is not the only factor of negative age stereotypes and age discrimination (or ageism).

In particular, researchers have argued that negative stereotypes about and discrimination against older people may also have an evolutionary basis (see North & Fiske, 2012, for a review of theories). The rationale of the evolutionary explanation for ageism is that older people, as compared to younger people, are more likely to be perceived as unfit in a Darwinian sense (e.g., weak, frail, unhealthy, ineffective), which leads to more positive attitudes about younger compared to older people. Consistent with this explanation, a number of large-scale empirical studies provide support for a persistent negative bias against old workers.

Statement of Problem

A lot of hospital workers in our federal teaching hospitals are not effective in their jobs (Beggs, 2009). So many reasons have given rise to this. First, some workers lack abilities, knowledge, and competence needed to make them effective in their jobs. This may arise due to the fact that some of them are not placed where they ought to be. With this, work effectiveness cannot be realized. Moreover, some organizations do not train their workers even when they do such trainings are not thorough. Workers from time to time need to be equipped with current knowledge and information about their jobs. When this happens, work effectiveness cannot be attained.

Conflict in the work place may reduce workers effectiveness. All conflicts should be resolved but if not properly handled can lead to chaos, disunity and poor working relationship between workers. Age on the other hand may influence workers effectiveness.

Younger workers with little or no experience may find it difficult to be effective on their jobs. The researcher ventured into this area to breach this obvious gap in knowledge.

Purpose of Study

This aims to investigate the predictive capabilities of conflict resolution and Age on the effectiveness of hospital personnel in southeast Nigeria. Specifically, the study seeks to determine;

1. Whether conflict resolution styles will significantly Predict Effectiveness among Personnel in Federal Teaching Hospitals Southeast Nigeria.
2. Whether Age will significantly predict Effectiveness among Personnel in Federal Teaching Hospitals in Southeast Nigeria.

Theoretical Framework

This study is grounded in Beggs model of Workers Effectiveness which submitted that the productivity of workers is largely determined by their wages because when Hospital personnel perceives an equilibrium between their efforts and salaries they are bound to be effective which will increase the productivity of the organisation. Higher wages on the other hand increases overall quality of the job and motivates the employee to put more efforts in the job. Thus, this study seeks to analyze the intricate interplay of these factors within the context of the Nigerian health care industry.

Empirical Review

Conflict Resolution Styles and Workers Effectiveness

Buchi [2019] conducted a study the impact of conflict resolution styles, Educational level on effectiveness in health care delivery. The researcher drew 246 health workers from Umuguma General Hospital, Participants comprised of 163 males and 83 females. After data collected was analysed, Result revealed that educational level had influence on workers effectiveness as workers with high educational level were more effective in their job than their counterparts with low educational level. On the other hand, Conflict resolution styles was found not to predict workers effectiveness. Furthermore, Kim [2017] investigated the relationship between organizational context, conflict resolution styles and subordinates satisfaction with supervision. One hundred and thirty-nine [139] participants were selected through random sampling from manufacturing and mining industries in Malaysia. Findings showed that subordinates were more satisfied with their

superior's supervision through their exercise of integrating, compromising and obliging styles. This made the employees to be efficient and effective in their work.

Heagreaves [2012] worked on conflict handling styles on worker's effectiveness among Hispanics and non-Hispanics in the department of Army organization. The study explored whether conflict handling styles influences willingness to use mediation to resolve work place disputes. The quantitative study adopted a descriptive-correlational design. Rahims organiosational conflict instrument was used to assess conflict handling Styles and a supplementary questionnaire to glean attitudes towards mediation. Independent sample t-test was analysis of variance [ANOVA]was used to test the mean between the sample group. Findings showed that there is no difference between conflict resolution styles and workers effectiveness on willingness to use mediation.

Ahmed and Ahmed (2015) investigated on the relationship between conflict management styles and job satisfaction on workers' effectiveness among workers in public and private sectors. The study was conducted on a sample of (329) persons, 198 (60.2%) public organizations who are employees of a university and private sector sample of 131 (39.8%) workers in different industrial factories. Conflict management style questionnaire, job satisfaction and workers' effectiveness inventories were prepared by Ahmed and Ahmed (2015) was used to measure conflict resolution style, job satisfaction and workers' effectiveness respectively. Multivariate Analysis of Variance (MANOVA) was used as statistics. Result showed significant difference between the two groups on the style of avoidance, there are no significant difference between job satisfaction and workers effectiveness.

Age and Workers Effectiveness

A study on the relationships between age, work experience, cognition, and work ability in older employees working in heavy industry was carried out by Chung, Juhung, Yunhee, DeokJu, Dongju, & Yeongae (2015). The study was conducted using 100 subjects who were over 55 years old and worked in heavy industry. To obtain data, the researchers first had the subjects complete the MoCA-K test and Work Ability Index (WAI). The data were then analyzed by frequency and correlation using statistical software (SPSS 21.0).

Through this study, the researchers discovered a significant positive correlation between WAI and MoCA-K, age, and work experience. This study revealed that work ability in older employees increases not with the number of years worked but with the enhancement of cognitive ability. Special management that focuses on cognition is therefore required for senior employees working in the field of heavy industry. Fuda, Shuang, Fawang, and Huagian (2022) Researched on the relationships among employee aging, working memory capacity, and task performance in the context of information technology were studied, and these investigations in turn provide insight into improving employee task performance and mitigating the negative effects of employee aging. Based on the limited resource theory and the inhibitory deficit theory, a total of 296 valid questionnaires were collected and the relationships among the variables were examined using cascaded linear regression via SPSS 22.0.

Results: Aging negatively affects working memory capacity and task performance. Working memory capacity partially mediates the relationship between age and task performance. Time pressure can exacerbate the negative effects of age on task performance, and Workers Effectiveness mitigates the negative effects of age on task performance. Daniela, Gudetti, Cortini, Sottimano, Loera, and Viotti (2017) worked on the Aging and Workers Effectiveness: The moderating role of job and Personal Resources.

The study was cross-sectional and not randomized; data were collected by a self-report questionnaire during a multi-center survey conducted in two Italian hospitals in 2016. In this way, 333 nurses were reached. Multiple linear regression was employed as statistic, findings showed that age is significantly and negatively associated to workers Effectiveness, and that job resources (e.g., decision authority and meaning of work) and personal resources (e.g., hope and resilience).

In another study carried Eric, Shawn and Petrov (2007) in Mexico on length of service, gender and age on work performance. One hundred and sixty-three fulltime workers were drawn through convenience techniques which comprised of workers who has worked from five years to fifteen years. The participants comprised ninety-two males and seventy-one females, their ages ranged from 32-49 years with a mean of 42.6 years. Data collected was analyzed. Result showed that length and service and age predicted work performance, while gender did not predict work effectiveness.

Hypotheses

1. There will be statistically significant influence of conflict resolution styles on effectiveness among Personnel in Federal Teaching Hospitals in Southeast Nigeria.
2. There will be statistically significant influence of Age on effectiveness among Personnel in Federal Teaching Hospitals in Southeast Nigeria.

Method

Participants

The researcher employed three hundred and two hospital personnel who were drawn from three federal teaching hospitals; Federal Teaching Hospital Abakiliki, Nnamdi Azikiwe University Teaching Hospital Nnewi, and University of Nigeria Teaching Hospital Enugu through convenience sampling technique. The participants comprised of one hundred fifty-five females and one hundred and forty-seven males out of which one hundred and fifty-seven were single while one hundred forty-five were married. Participants include doctors, nurses and medical laboratory scientists. Their ages ranged from 24-57 years with a mean age of 42.41 and a standard deviation of 9.33.

Instruments

Two instruments were utilized in this study: conflict resolution strategy scale (CRSS), and workers' effectiveness scale.

Conflict strategy scale was developed by Howat and London (1980) which measures conflict resolution style and contains twenty-five items scored on a Likert format ranging from 1 – Never to 5 – Always. Howat and London (1980) provided the original psychometric properties for English samples while Akinmarine (1994) provide properties for Nigerian samples. Howat and London (1980) obtained a Cronbach Alpha internal consistency and test-retest reliability coefficient for subscale. Divergent validity was obtained by Howat and London (1980) by inter-correlating some of the subscales of conflict resolution strategy; confronting/smoothing/compromise .43 while forcing/withdrawal .23. The Nigerian norm for confrontation is 3.77, withdrawal 2.50, forcing 2.59, smoothing 3.99, compromise 3.51. Scores higher than the norm indicate that the client predominantly uses one or more strategies in resolving conflicts.

The second instrument is workers' effectiveness scale developed by Onwamaegbu (2015), which originally contained fifteen items scored on a five point Likert format ranging from 1 – Rarely or None of the Time to 5 – Most or All of the Time. Four of the items were derived from Gao and Taormina (2002) to increase strength of the scale.

Validity of the Instruments

In order to ascertain the reliability of the scale it was subjected to item analysis using 83 hospital personnel drawn from Federal Medical Center Owerri out of the fifteen items, nine items loaded above .30 the nine items were selected with an internal consistency reliability of .75 and a norm of 38.13. Item 3, 5, and 9 are scored reversely. Scores above the norm indicate high effectiveness while scores below the norm indicate low effectiveness. The content and face validity of the scale were ascertained by experts in the field by going through and ensuring that all items measure what it ought to measure.

Procedures

The researcher initiated their study by obtaining permission from the relevant institution specifically Federal Teaching Hospital Abakiliki, Nnewi and Enugu. This involves presenting a letter of permission and identification to the management which enable them to engage hospital personnel for their study. The researcher also selected individuals to assist in the administration and collection of questionnaires. These assistants received training on study topic and proper approach to respondents. Once the ground work was laid the researcher and their assistants visited the medical centres to introduce themselves, explain the purpose of the study, establish rapport and distribute questionnaires to the willing health personnel. The distribution

Results

Table 1: Descriptive Statistics Showing the Mean and Standard Deviation on Dependent Variable (Workers Effectiveness)

Variables	Mean	Standard Deviation	N
Withdrawal	26.09	5.12	32
Compromise	23.60	5.05	40
Forcing	20.93	4.71	48
Smoothing	29.49	7.20	136
Confrontation	23.84	7.05	46
Younger Workers	25.87	6.92	155
Older Workers	26.40	7.41	147

process occurred across the three centres. One hundred and tree copies of questionnaires were distributed at Abakiliki (85) (28.15%) were returned completed. Eighty-five copies were distributed at Nnewi (79) (26.15%) were returned completed. One hundred and sixty-two were distributed at Ozalla-Enugu (138) (45.70%) were returned completed. In all three hundred and fifty copies were distributed, (48) (15.90%) were excluded due to incomplete or missing information. This comprehensive process spanned approximately one month to be completed.

Ethical Considerations

Hospital administration evaluated, endorsed and authorized the research allowing the researchers to use the data for scientific purposes. Upon approval department chiefs for each unit/service were asked for authorization to administer the questionnaires to doctors, nurses, and medical laboratory scientists. An additional ethical approval was not required since there was no treatment including medical invasive diagnostic or procedures causing psychological or social discomfort for the participants nor were patients subject to data collection.

Design and Statistics

The researcher used cross sectional survey as design because sample from a large population cutting across people with different age, gender, and marital status were used. 2-Way Analysis of Variance was adopted for analysis of data because the study had two independent variables and the dependent variable was scored at a continuous level.

The table above shows the levels of conflict resolution styles, and age. It also revealed differences in their various mean and standard deviation. A look at the means reveal that none of the variables had a mean above the norm for workers' effectiveness scaled which is 38.14 this implies that workers scored low in their workers' effectiveness.

Table 2: Summary Table of the 2-Way ANOVA

Sources	Type III Sum of Squares	df	Mean Square	F	Sig
A Conflict Resolution Style	3335.872	4	833.968	20.506	.000
B Age	79.739	79.739	1.961	.163	
Error	11468.779	282	40.669		
Total	221664.000	302			

The table above revealed that conflict resolution styles had significant influence on perceived workers' effectiveness. Therefore, the first hypothesis which stated that conflict resolution styles will influence workers effectiveness is accepted ($F(4, 282) = 20.506, P < .05$). More so, hospital personnel who perceived their superior to adopt smoothing styles ($M = 29.49$) in resolving conflicts were more effective in their jobs than their counterparts who perceived their superior to use withdrawal ($M = 26.09$), confrontational ($M = 23.84$), compromise ($M = 23.60$) and forcing ($M = 20.93$) in resolving conflict even though they all scored below the norm.

Contrarily the result revealed no significant influence of age on perceived effectiveness of hospital personnel thereby rejecting the second hypothesis which stated that there will be statistically influence of age on perceived workers effectiveness ($F(1, 282) = .163, P = .163$).

Discussion

The initial finding derived from this study underscores that conflict resolution style is a significant predictor of perceived workers effectiveness among hospital personnel. This observation aligns with similar conclusions drawn by Kim (2017) and Laroche (2007), where their respective investigations reveal that conflict resolution styles has significant influence on perceived workers effectiveness. Conversely the research conducted by Buchi (2019) and Pamela (2012) presents contradictory result. This disparity in outcome may stem from variations in contextual factors between the current study location and cultural differences.

The subsequent finding of this study ascertains that the concept of age does not emerge as a prominent factor in determining workers effectiveness of medical practitioners within the federal teaching

hospitals in south east Nigeria. Contrary to the hypothesis positing a significant predictive relationship between age and perceived workers effectiveness among medical professionals. The empirical data gathered in this study do not substantiate this proposition. This non-collaborative stance aligns with the previous research as evidenced by the studies conducted by Chung *etal* (2015) and Fuda *etal* (2022), which indicates the absence of substantial disparity in age. Conversely, the investigations conducted by Daniela *etal* (2017) introduced contradictory perspectives suggesting a predictive capacity of age on perceived workers effectiveness.

Implications of the Study

The primary implication stemming from the study is the discernment that conflict resolution style is a determinant predictor of perceived workers

effectiveness among medical practitioners in federal teaching centres in south east. This will educate managers of organization to choose the right conflict resolution styles when resolving conflict because it helps to increase workers effectiveness.

The discovery that age does not significantly forecast perceived workers effectiveness among medical professionals in federal teaching hospitals in south east. The human resources practitioners and recruitment personnel who utilize age as a selection criterion should reevaluated their approach considering that this construct alone cannot guarantee heightened work effectiveness.

Recommendations

Derived from the outcome of this study several recommendations can be advanced. Firstly employers of organization should not discriminate against younger or older workers during recruitment because age is not a significant predictor of perceived workers effectiveness. Secondly, superiors and supervisors should be enlightened on the conflict resolution styles to adopt when resolving conflict because adopting the right style will lead to increase in workers effectiveness.

Conclusion

In conclusion, this study derived into influence of perceived conflict resolution styles and age on effectiveness of hospital personnel among health personnel in federal teaching hospitals in south east. The investigation encompassing three hundred and two (302) participants selected through convenience sampling from federal teaching hospital in Abakiliki, Nnewi, and Enugu was supported by a 2-Way Analysis of Variance. The research findings revealed that conflict resolution style had significant influence on workers effectiveness while age had no influence on workers effectiveness among hospital personnel in south east Nigeria.

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