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# Accommodating, Compromising and Collaborating Behaviours as Determinants of Employee Performance of Rice Mills in Anambra and Enugu States, Nigeria

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**ABSTRACT**: This study examined the effect of accommodating behaviour, compromising behaviour and collaborating behaviour on the employee performance of rice mills in Anambra and Enugu States, Nigeria. The specific objectives were to determine the effect of accommodating behaviour on employee performance, to examine the effect of compromising behaviour on employee performance, and to evaluate the effect of collaborating behaviour on employee performance of rice mills in Anambra and Enugu States. The study adopted a descriptive survey design. The population comprised 1,345 employees of four rice mills, namely Cosharis Rice Mills, Anambra Rice Mills Ltd., Adani Rice Integrated Resources Ltd. and Umejit Rice Mill Manufacturing, Ugbawka, from which a sample size of 262 employees was determined using the Borg and Gall formula and selected through simple random sampling. The instrument was validated for content validity by experts in management, and reliability was established through the test-retest method with a Spearman's Rank Order Correlation coefficient of 0.84. Out of the 262 copies of the questionnaire distributed, 242 copies (92.4%) were correctly completed and used for analysis. The three hypotheses were tested using multiple regression analysis with the aid of SPSS Version 23 at the 0.05 level of significance. Findings revealed that accommodating behaviour, compromising behaviour and collaborating behaviour each have a positive and significant effect on employee performance of rice mills in Anambra and Enugu States, with collaborating behaviour being the strongest predictor. The study concluded that the way conflicts are managed in rice mills is not incidental to, but forms a genuine determinant of, how well employees perform their duties. It was recommended, among others, that management of rice mills should institutionalize collaborating behaviour through joint problem-solving committees and open dialogue forums, that rice mill managers should formally adopt compromising as a frontline approach to settling disputes over wages, working conditions, resource allocation.

**Keywords:** Accommodating behaviour, Compromising behaviour, Collaborating behaviour, Conflict management behaviour, Employee performance, Rice mills

## INTRODUCTION

Conflict is an inevitable phenomenon in organizations across the world, particularly in developing economies where competition for scarce resources and structural challenges often intensify workplace tensions. In rice mills specifically, disputes may emerge due to competition over essential resources such as land, water,

machinery and labour required for rice production, while disagreements between management and employees over issues such as profit-sharing, wages and working conditions may heighten tensions. The hierarchical management structures common in many African organizations often concentrate decision-making power at the top, leaving employees feeling excluded from important organizational processes, thereby increasing the likelihood of conflict (Afolayan & Adeyemi, 2021). When poorly managed, conflict can lead to reduced productivity, high employee turnover, low morale and a hostile work environment; when handled appropriately, however, constructive conflict can stimulate innovation, encourage creative thinking and improve problem-solving processes (Nwankwo & Chukwu, 2022).

Because rice milling contributes significantly to local economies through employment creation and food production, unresolved conflicts within these organizations may affect not only the performance of the mills but also the livelihoods of surrounding communities (Ogunbiyi & Adedayo, 2023). Scholars have emphasised that conflict management behaviour, when properly implemented, promotes open communication, collaborative decision-making, regular feedback and timely resolution of disputes, which improve employee morale, strengthen working relationships and enhance overall organizational effectiveness (Awan & Anjum, 2015).

Okeke, Akpamgbo, Dike and Williams (2025), examining workplace management and organizational productivity among aluminum manufacturing firms in Anambra State, established that the manner in which management organises and handles the workplace significantly shapes organizational productivity, underscoring the reality that the internal environment which management constructs, including the way workplace disagreements are handled, has measurable performance consequences for manufacturing and processing firms in the State.

Despite the recognised importance of conflict management, many Nigerian organizations still handle workplace conflicts in an unsystematic and fragmented manner, and rice mills are not immune to these challenges (Bijlsma & Koopman, 2018; Bollen, Euwema & Munduate, 2020). In many rice mills in Anambra and Enugu States, poor communication systems, inadequate employee training in conflict resolution, weak managerial practices and the limited promotion of collaboration and compromise have created a confrontational work environment that negatively affects employee morale and performance. If these challenges are not properly examined and addressed, workplace conflicts may continue to escalate, leading to persistent disputes, declining employee commitment, low productivity and possible operational inefficiencies. This study, therefore, sought to investigate the effect of accommodating behaviour, compromising behaviour and collaborating behaviour on the employee performance of rice mills in Anambra and Enugu States, Nigeria.

**Objectives of the Study**

The broad objective of this study is to examine the effect of conflict management behaviour on employee performance of rice mills in Anambra and Enugu States, Nigeria. The specific objectives are to:

i. determine the effect of accommodating behaviour on employee performance of rice mills in Anambra and Enugu States, Nigeria.
ii. examine the effect of compromising behaviour on employee performance of rice mills in Anambra and Enugu States, Nigeria.
iii. evaluate the effect of collaborating behaviour on employee performance of rice mills in Anambra and Enugu States, Nigeria.

**Hypotheses**

The following null hypotheses guided the study:

H01: Accommodating behaviour has no significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria.

H02: Compromising behaviour has no significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria.

H03: Collaborating behaviour has no significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria.

## LITERATURE REVIEW

### *Conflict Management Behaviour*

Conflict management behaviour refers to the deliberate conduct and approaches adopted by individuals or groups in an organization to address, resolve or manage disagreements and disputes in the workplace in ways that promote cooperation and enhance organizational performance. The manner in which conflict is managed typically causes more tension in the situation than the conflict itself. Thomas and Kilmann's MODE instrument identifies five approaches to dealing with conflict along two dimensions of behaviour: competing (assertive and uncooperative), collaborating (assertive and cooperative), compromising (falls in the middle), avoiding (unassertive and uncooperative) and accommodating (unassertive and cooperative). These behaviours are chosen depending upon the relative significance of one's concern for self versus concern for others (Thomas & Kilmann, 2021). Conflict is widely regarded as a common component of interpersonal relationships and organizational dynamics, though it is neither always inevitable nor inherently harmful (Coleman, Deutsch & Marcus, 2014), and the way individuals perceive the relationship between their goals and those of others greatly influences how they respond to conflict situations (Deutsch, 2019).

### *Employee Performance*

Employee performance refers to the extent to which employees effectively and efficiently carry out assigned duties and responsibilities in achieving organizational objectives. Armstrong (2016) defines performance in terms of output as the successful achievement of objectives and the manner in which those objectives are attained, while Cascio (2016) explains employee performance as the degree to which individuals perform their work roles effectively and contribute to organizational efficiency. Organizations often use performance indicators such as productivity levels, quality of work, adherence to standards and the ability of employees to meet organizational targets (Petkovic, 2018). In this study, employee performance was measured using task completion, work quality, productivity and organizational commitment. Williams and Okeke (2025), in their study of economic factors of corporate sustainability and performance of foam manufacturing firms, found that internal economic and organisational factors significantly shape firm-level performance outcomes, reinforcing the view that performance is not driven by external market conditions alone but also by how internal relationships and resources, including the handling of workplace conflict, are managed.

### *Accommodating Behaviour and Employee Performance*

Accommodating as a conflict management behaviour is characterised by a high level of cooperativeness and a low level of assertiveness. This approach involves one party giving in to the needs or demands of another, often at the expense of their own interests, and is typically employed to preserve harmony, maintain relationships or avoid further escalation of conflicts (Thomas & Kilmann, 2021). The accommodating style is particularly useful where maintaining the relationship is more critical than winning the conflict, and in such cases it can be a strategic move to

foster goodwill and trust within the team (Osei & Boateng, 2022). Social Exchange Theory further explains this relationship by suggesting that when employees feel valued and supported by their colleagues, they tend to reciprocate with higher commitment and improved job performance (Johnson & Lee, 2021).

However, excessive reliance on this style may have negative implications for employee performance. Over-accommodation may cause individuals to ignore their own ideas or concerns, which can result in poor decision-making and reduced creativity in problem-solving situations; consequently, although accommodating behaviour can improve cooperation and team cohesion, it must be applied appropriately to ensure that organizational goals and employee effectiveness are not compromised (Smith & Carter, 2022). Nwokedi, Osaheghe, Okereke and Gbenga (2022), examining conflict management and organizational performance in breweries of South East States of Nigeria, found that the way conflicts are managed significantly influences organizational performance, which lends support to the proposition that conflict management behaviours that preserve goodwill, such as accommodating the concerns of others, create conditions under which employees are willing to commit greater effort toward organizational goals.

### *Compromising Behaviour and Employee Performance*

Compromising as a conflict management behaviour is characterised by the mutual willingness of parties involved in a conflict to make concessions and reach a middle ground. By encouraging both sides to give up some of their demands to achieve an acceptable solution, compromising can help maintain relationships and prevent conflicts from escalating, although its effectiveness largely depends on the context in which it is applied and the willingness of both parties to engage in the process (Adamu & Okafor, 2021). One of the key advantages of compromising is that it promotes fairness and equality, as both parties are required to make sacrifices, and in organizational settings it is particularly valuable when time is of the essence and a solution is needed to keep operations running smoothly (Nnamani & Eze, 2022).

The relationship between compromising behaviour and employee performance can be explained through Equity Theory, which suggests that employees are motivated when they perceive fairness in workplace interactions and decision-making processes; this perception of fairness often leads to increased job satisfaction, improved morale and stronger commitment to organizational goals (Nwankwo & Udeh, 2021). Through timely resolution of disagreements, employees are able to refocus on their tasks and maintain productivity (Adeoye & Adeyemi, 2022; Okeke & Nwaogu, 2023). Despite its advantages, compromising may result in a suboptimal solution where neither party's needs are fully met, and repeated reliance on compromise can create a culture of mediocrity (Ogunbiyi & Fadare, 2023).

### *Collaborating Behaviour and Employee Performance*

Collaborating as a conflict management behaviour is characterised by both high assertiveness and high cooperativeness, making it the most integrative of the five Thomas-Kilmann conflict management styles. Unlike accommodating, where one party yields entirely to another, or compromising, where both parties give up part of their demands, collaborating seeks a solution that fully satisfies the needs and interests of all parties involved through open dialogue, joint problem-solving and a genuine commitment to understanding the perspectives of all stakeholders (Thomas & Kilmann, 2021). In rice milling enterprises, where disputes may involve multiple stakeholders including production workers, supervisors and management, a

collaborative approach can facilitate more durable and mutually beneficial resolutions that address the root causes of conflicts rather than merely managing their symptoms (Amaeshi, Ugwu & Okoye, 2021).

When employees engage in collaborative conflict resolution processes, they develop stronger mutual understanding, enhanced interpersonal trust and a deeper sense of shared organizational purpose, which promote greater employee engagement, improved team cohesion and stronger collective commitment to organizational goals (Nwadike, 2019; Mwaniki & Muathe, 2021). Okeke, Akpamgbo, Dike and Williams (2025) similarly found that workplace management significantly enhances organizational productivity among aluminum manufacturing firms in Anambra State, a finding consistent with the integrative orientation of collaborating behaviour, which draws management and employees together to jointly resolve workplace problems.

## Empirical Review

### *Accommodating Behaviour and Employee Performance*

Nwadike (2019) used the survey research method on employees of Nigerian Breweries Plc in the South-East zone of Nigeria to explore the influence of accommodating, avoiding, collaborating and compromising strategies on organizational performance. With a sample of 337 participants and data analysed using Pearson Moment Correlation Coefficient and Multiple Regression in SPSS version 21, the results revealed that accommodating, compromising and collaborating strategies had significant positive effects on organizational performance. Osei and Boateng (2022) examined accommodating conflict management and team performance in Ghanaian organizations using a structured questionnaire administered to 210 respondents and found that accommodating behaviour significantly improved team performance, as strategic concessions fostered goodwill and trust within teams. Similarly, Ekezie and Okafor (2023) investigated accommodating behaviour and employee productivity in agro-processing enterprises in Southeast Nigeria with a sample of 215 respondents, and multiple regression analysis demonstrated that accommodating behaviour significantly enhanced employee productivity by preserving workplace harmony and reducing operational disruptions. In contrast, Smith and Carter (2022), through an experimental design and survey analysis involving 180 participants, revealed that excessive accommodating behaviour negatively affected decision-making quality and ultimately undermined team performance.

### *Compromising Behaviour and Employee Performance*

Ezeoba and Nwosu (2023) examined compromising conflict management behaviour and employee output in rice mills in Southeast Nigeria. A survey research design was employed with a sample of 196 respondents, and regression analysis revealed that compromising behaviour was positively and significantly associated with employee output in rice milling enterprises. Okeke and Nwaogu (2023) examined conflict resolution approaches and employee productivity in Anambra State enterprises with a sample of 230 respondents, and multiple regression analysis via SPSS revealed that compromising behaviour contributed positively to employee productivity by enabling quick and equitable resolution of resource allocation disputes.

Adeoye and Adeyemi (2022) investigated conflict management strategies and employee performance among 312 respondents in Nigerian organizations and found that compromising behaviour significantly contributed to employee performance by promoting fairness and equality in conflict resolution. In a related vein, Obi, Nnamdi and Eze (2022), with 218 respondents, demonstrated that

compromising behaviour significantly enhanced organizational stability in Nigerian agribusiness enterprises by reducing the escalation of workplace disputes and improving employee morale.

***Collaborating Behaviour and Employee Performance***

Mwaniki and Muathe (2021) looked into the effects of organizational conflict management approaches including accommodation, negotiation, mediation, collaboration and avoidance on employee performance in Kenyan public universities. Using a descriptive research approach with a sample of 160 participants and ANOVA and regression analysis via SPSS, the study discovered a strong positive and substantial relationship between collaborative approaches such as teamwork and mediation and employee performance. Anyakie (2018) investigated conflict management and organizational effectiveness in Port Harcourt, collecting data from 98 managers and heads of departments in 16 microfinance institutions, and found through Spearman correlation that conflict management through collaboration was highly associated with organizational effectiveness.

Tjosvold, Wong and Chen (2016), through a meta-analytical synthesis of empirical studies, found that collaborative conflict management produced superior team and organizational performance outcomes compared to competitive, avoiding or other conflict management approaches. In the South-East Nigerian context, Nwokedi, Osaheghe, Okereke and Gbenga (2022) examined conflict management and organizational performance in breweries of South East States of Nigeria and found that conflict management has a significant effect on organizational performance, reinforcing the importance of constructive, jointly negotiated conflict resolution in the region's manufacturing and processing firms.

## METHODOLOGY

The study adopted a descriptive survey design, which enables the researcher to gather data on the current state of conflict management behaviours and their perceived effects on employee performance without manipulating the research variables (Kothari, 2004). The study was conducted in Anambra and Enugu States, both located in the South-East geopolitical zone of Nigeria. The population of the study comprised 1,345 employees of four rice mills situated in commercial areas with large production capacity, namely Cosharis Rice Mills, Igbariam (328), Anambra Rice Mills Ltd., Agu-Awka (389), Adani Rice Integrated Resources Ltd., Uzo-Uwani (329) and Umejit Rice Mill Manufacturing, Ugbawka (299). Using the Borg and Gall (1973) formula at a 0.05 margin of error, a sample size of 262 employees was determined and allocated proportionately across the four mills, after which simple random sampling was employed to select respondents within each mill.

Primary data were collected using a structured questionnaire of twenty-five items on a five-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1), while secondary data were obtained from textbooks, journals, seminar papers and dissertations. The instrument was subjected to content validity by experts in the field of management, and their suggestions and corrections were incorporated into the final draft. Reliability was established using the test-retest method with 20 respondents drawn from rice mills not included in the main study, and the responses from the two administrations, two weeks apart, were correlated using Spearman's Rank Order Correlation Coefficient, yielding a coefficient of 0.84, indicating a high level of consistency and stability of the instrument. Out of the 262 copies of the questionnaire distributed, 242 copies (92.4%) were correctly completed and used for analysis. Data were analysed using frequency tables, percentages, means

and standard deviations, while the hypotheses were tested using multiple regression analysis with the aid of SPSS Version 23 at the 0.05 level of significance, with the model specified as $EP = \beta0 + \beta1AB + \beta2CB + \beta3VB + \beta4CLB + \varepsilon$, where EP is employee performance, AB is accommodating behaviour, CB is compromising behaviour, VB is avoiding behaviour (retained in the model as a control) and CLB is collaborating behaviour. The decision rule was to reject the null hypothesis where the p-value was less than 0.05 and to accept it where the p-value was greater than 0.05.

## DATA PRESENTATION AND ANALYSIS

The multiple regression model of employee performance on the conflict management behaviours produced an R value of 0.552, an R Square of 0.305 and an Adjusted R Square of 0.294, showing that the conflict management behaviours jointly account for 30.5% of the variance in employee performance in the rice mills sampled. The F-statistic of 26.032 (df = 4, 237) is significant at p = .000, indicating that the model as a whole is statistically significant and fits the data well. The Durbin-Watson statistic of 2.010 indicates that the residuals are independent, while the Tolerance values (.934 to .994) and Variance Inflation Factor values (1.006 to 1.071) confirm that multicollinearity is not a problem in the model. The coefficients for the three hypotheses are presented below.

*Hypothesis One: Accommodating Behaviour and Employee Performance*

H01: Accommodating behaviour has no significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria.

**Table 1: ANOVA and Regression Coefficient for Accommodating Behaviour and Employee Performance**

| Model | F | Beta | t | Sig. (p-value) | Decision |
|---|---|---|---|---|---|
| Accommodating Behaviour (AB) → EP | 26.032 | 0.153 | 2.752 | 0.006 | Reject H0 |

*Source: Field Survey, SPSS Version 23 Output (2026). F refers to the overall multiple regression model ($R^2 = 0.305$, $p = .000$).*

Table 1 shows that accommodating behaviour has a positive effect on employee performance (B = 0.137; β = 0.153) which is statistically significant at the 5% level of significance, since the p-value (0.006) is less than the alpha value (0.05). Holding the other conflict management behaviours constant, a one-unit increase in accommodating behaviour is associated with a 0.137-unit increase in employee performance. Since the p-value of the test statistic is less than the level of significance, the null hypothesis is rejected, and the alternative hypothesis, that accommodating behaviour has a significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria, is accepted. This implies that employees who yield to the concerns of others to preserve harmony tend to record higher levels of performance in the rice mills, other things being equal.

*Hypothesis Two: Compromising Behaviour and Employee Performance*

H02: Compromising behaviour has no significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria.

**Table 2: ANOVA and Regression Coefficient for Compromising Behaviour and Employee Performance**

| Model | F | Beta | t | Sig. (p-value) | Decision |
|---|---|---|---|---|---|
| Compromising Behaviour (CB) → EP | 26.032 | 0.228 | 4.084 | 0.000 | Reject H0 |

*Source: Field Survey, SPSS Version 23 Output (2026). F refers to the overall multiple regression model ($R^2$ = 0.305, p = .000).*

Table 2 shows that compromising behaviour has a positive effect on employee performance (B = 0.201; β = 0.228) which is statistically significant at the 5% level of significance, since the p-value (0.000) is less than the alpha value (0.05). Holding the other conflict management behaviours constant, a one-unit increase in compromising behaviour is associated with a 0.201-unit increase in employee performance. Since the calculated p-value is less than the alpha value, the null hypothesis is rejected, and the alternative hypothesis, that compromising behaviour has a significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria, is accepted. This implies that where employees and management make mutual concessions to reach middle-ground solutions, disputes are settled quickly and performance in the rice mills improves.

*Hypothesis Three: Collaborating Behaviour and Employee Performance*

H03: Collaborating behaviour has no significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria.

**Table 3: ANOVA and Regression Coefficient for Collaborating Behaviour and Employee Performance**

| Model | F | Beta | t | Sig. (p-value) | Decision |
|---|---|---|---|---|---|
| Collaborating Behaviour (CLB) → EP | 26.032 | 0.368 | 6.572 | 0.000 | Reject H0 |

*Source: Field Survey, SPSS Version 23 Output (2026). F refers to the overall multiple regression model ($R^2$ = 0.305, p = .000).*

Table 3 shows that collaborating behaviour has a positive effect on employee performance (B = 0.319; β = 0.368) which is statistically significant at the 5% level of significance, since the p-value (0.000) is less than the alpha value (0.05). Holding the other conflict management behaviours constant, a one-unit increase in collaborating behaviour is associated with a 0.319-unit increase in employee performance, and its standardised coefficient is the largest in the model, making collaborating behaviour the strongest predictor of employee performance. Since the p-value of the test statistic is less than the level of significance, the null hypothesis is rejected, and the alternative hypothesis, that collaborating behaviour has a significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria, is upheld. This implies that joint problem-solving, open dialogue and the active involvement of all affected parties in resolving disputes yield the greatest performance benefit in the rice mills.

**Discussion of Findings**

The test of hypothesis one revealed that accommodating behaviour has a positive and significant effect on employee performance of rice mills in Anambra and Enugu States (β = 0.153, t = 2.752, p = .006). This finding is consistent with Nwadike (2019), who found that accommodating strategy had a significant

positive effect on organizational performance among employees of Nigerian Breweries Plc in South-East Nigeria, and with Ekezie and Okafor (2023), who found among agro-processing enterprises in Southeast Nigeria, a context closely comparable to the rice mills studied, that accommodating behaviour enhanced employee productivity by preserving workplace harmony. It also resonates with Nwokedi, Osaheghe, Okereke and Gbenga (2022), who found that conflict management significantly influences organizational performance in breweries of South East States of Nigeria. It is noteworthy, however, that accommodating behaviour has the smallest standardised effect of the three behaviours, which supports the caution of Thomas and Kilmann (2021) and Smith and Carter (2022) that excessive reliance on accommodating can weaken decision quality over the long term.

The test of hypothesis two showed that compromising behaviour has a positive and significant effect on employee performance of rice mills in Anambra and Enugu States ($\beta = 0.228$, $t = 4.084$, $p = .000$). This finding agrees with Ezeoba and Nwosu (2023), who studied rice mills in Southeast Nigeria and found that compromising behaviour was positively and significantly associated with employee output, and with Okeke and Nwaogu (2023), who found among Anambra State enterprises that compromising contributed positively to employee productivity by enabling quick and equitable resolution of resource allocation disputes. It is also in line with Adeoye and Adeyemi (2022) and Nnamani and Eze (2022), suggesting that mutual concessions help rice mills to settle disputes over resources, wages and production processes quickly enough to protect output.

Finally, the test of hypothesis three showed that collaborating behaviour has a positive and significant effect on employee performance of rice mills in Anambra and Enugu States ($\beta = 0.368$, $t = 6.572$, $p = .000$), and it is the strongest predictor of the three behaviours. This finding is consistent with Mwaniki and Muathe (2021), who found a strong positive relationship between collaborative approaches and employee performance in Kenyan public universities, and with Tjosvold, Wong and Chen (2016), whose synthesis found that collaborative conflict management produces superior team and organizational outcomes. It also aligns with Okeke, Akpamgbo, Dike and Williams (2025), whose study of aluminum manufacturing firms in Anambra State found that workplace management significantly enhances organizational productivity, and with Williams and Okeke (2025), who found that internal organisational factors significantly shape the performance of foam manufacturing firms. The strong effect observed suggests that rice mill employees who work jointly with colleagues and management to resolve disputes, rather than merely settling or suppressing them, are best placed to sustain their task performance, commitment, work quality and problem-solving capacity.

**Summary of Findings**

i. Accommodating behaviour has a positive and significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria, with a Beta of 0.153, a t-value of 2.752 and a p-value of 0.006, statistically significant at 5% level of significance.
ii. Compromising behaviour has a positive and significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria, with a Beta of 0.228, a t-value of 4.084 and a p-value of 0.000, statistically significant at 5% level of significance.
iii. Collaborating behaviour has a positive and significant effect on employee performance of rice mills in Anambra and Enugu States, Nigeria, with a Beta of 0.368, a t-value of 6.572 and a p-value of 0.000, statistically significant at 5% level of significance, and is the

strongest predictor of employee performance.

## CONCLUSION

The study concludes that conflict management behaviour, specifically accommodating behaviour, compromising behaviour and collaborating behaviour, has a significant positive effect on employee performance of rice mills in Anambra and Enugu States, Nigeria. Collaborating behaviour, through joint problem-solving and open dialogue, contributes most strongly to performance, followed by compromising behaviour, which allows disputes over resources and production processes to be settled quickly through mutual concessions, while accommodating behaviour supports performance by preserving harmony and goodwill, although its effect is the smallest. These findings agree with the Maturity-Immaturity Theory and the Socio-Cognitive Conflict Theory, in that constructive handling of disagreement supports employee growth and productive engagement. This underscores the reality that the way conflicts are managed in rice mills is not incidental to, but forms a genuine determinant of, how well employees perform their duties.

### Recommendations

Based on the findings, the following recommendations are made:

i. Management of rice mills in Anambra and Enugu States should encourage accommodating behaviour where preserving working relationships is more important than the issue in dispute, but should apply it in a balanced manner alongside other approaches, so that employees are not consistently required to yield at the expense of their legitimate interests.
ii. Rice mill managers should formally adopt compromising as a frontline approach to settling disputes over wages, working conditions, resource allocation and production processes, by setting up clear negotiation and grievance-handling procedures and joint consultative committees that allow both parties to reach mutually acceptable middle-ground solutions quickly.
iii. Management of rice mills should institutionalise collaborating behaviour, given that it had the strongest effect on employee performance, by establishing joint problem-solving committees, regular open dialogue forums between management and employees, and training programmes that equip supervisors and workers with collaborative conflict resolution skills.

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