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Mechanism for Promoting Collaborative Behaviour among Organizational Participants: Evidence from Ae-Fetha 1, Ebonyi State Nigeria

Dr. Lawrence C. Okafor

Senior Lecturer, Department of Business Management and Entrepreneurship Studies
Ebonyi State University (EBSU), Nigeria

Cassius Ayam Ogar

Assistant Lecturer, Department of Business Administration,
Cross River University of Technology (CRUTECH), Nigeria

Onah, Ikenna Anthony

Ph.D. Candidate, Department of Business Management and Entrepreneurship Studies,
Ebonyi State University (EBSU), Nigeria

Nwigwe, Martin Jidefor

Ph.D. Candidate, Department of Business Management and Entrepreneurship Studies,
Ebonyi State University (EBSU), Nigeria

Djobissie, Ijeoma Catherine

Ph.D. candidate, Department of Business Management and Entrepreneurship Studies,
Ebonyi State University, Nigeria

Abstract:

This study examined mechanism for promoting collaborative behaviour among organizational participants with Evidence of Alex Ekwueme Federal University Teaching Hospital Abakaliki (AE-FETHA 1). The purpose was to; determine the outcomes of collaborative behaviours of employees on the attainment of corporate goals, explore how collaborative behaviours of employees influence the settlement of conflict in the workplace and assess how collaborative behaviour of employees in the work place can foster participation of employees in organization decision processes. The study adopted descriptive survey research design with an interpretivist philosophy, 64 questionnaires were distributed while 50 were retrieved from the respondents sampled population. Data were presented using simple percentage method and hypotheses were tested using Pearson Product correlation analysis. The findings revealed that there is a relationship between collaborative behaviours of employees and the attainment of corporate goals. It was also revealed that there is a relationship between collaborative behaviours of employees and the settlement of conflict in organizations. It was equally showed that there is no relationship between collaborative behaviour of employees and the participation of employees on organization decision processes. Based on this, it was recommended that management of organization should encourage team work practice among employees. Also, management of organization should always communicate the goals of the organization to employees and ensure practice participative management.

Keywords: Behaviour, collaboration, conflict, organization, mechanism

1. Introduction

Organizations everywhere throughout the world exist in a domain encompassed by strife circumstances (Riedlinger, Gallois, McKay and Pittam (2004). By expansion, strife is a central and unavoidable piece of human presence (Choi and Cho 2019). Choi and Cho (2019) set that, the possibility of conflict, being an aftereffect of practices, is a fundamental bit of human life. Any place there is a qualification of inclination there are chances of dispute. Directing conflict enough demands differing master limits and astuteness. To decide and direct hardship, the affiliations must understand the causes, theories, strategies and systems of harmony making. Battle and stress are interlinked as they are liable to each other. It is a psychological marvel that requires an unusual condition of thought and serious appreciation. It makes the feeling that there is an alongside no edge to remain unaffected from the hold of stress in contemporary time (Valle and Levy, 2019). Conflict is inevitable among individuals. At whatever point in any event two social components (i.e., individuals, get-togethers, affiliations, and nations) interface with one another in achieving their goals, their associations may end up opposing or clashing. Associations among such substances may finish up clashing when in any event two of them need a near resource that is difficult to find; when they have to some degree select direct tendencies regarding their

joint movement; or when they have unmistakable outlooks, characteristics, feelings, and aptitudes. "Conflict is the perspective on differences of interests among people" (Valle and Levy (2019)).

From 2015 to date, the Chief Medical Director Dr Emeka Onwe Ogah and his group, have pulled in the help of the State Government into the clinic. The official Governor of Ebonyi State Engr Dave Nweze Umahi FNSE, FNATE has manufactured, prepared and gave over the Virology (Lassa Fever) focus to Federal Teaching Hospital Abakaliki and this was dispatched by the Hon Minister of wellbeing Prof Isaac Adewole.

The establishment was made by redesigning the previous Federal Medical Center Abakaliki to a Teaching Hospital in December 2011. Government Medical Center Abakaliki used to be a setback control post for warriors injured in the Second World War. This loss control post was the Cameroon theatre built up during the 1930s by the provincial organization. It in this manner turned into the Abakaliki General Hospital, controlled progressively by the then Eastern Regional Government, the then East Central, Anambra, Enugu lastly Ebonyi.

By 1973, the Hospital had a full supplement of Consultant Staff in various fields of Medicine and was endorsed for preparing of house officials. In this way, the offices disintegrated and the dynamic loss of Consultant Staff as the East Central State was part into numerous States affected unfavourably on the clinic administrations. In this manner, accreditation for preparing of the house officials slipped by and administrations disintegrated to such a degree, that the Hospital nearly ended up doomed. Following the understanding between the Federal administration of Nigeria and the Enugu state Government, the General Hospital Abakaliki, was taken over by the Federal Ministry of Health as a Federal Medical Center on March 1, 1990 with Dr Ekuma Orji Uzor as the pioneer Medical Director.

Today the medical clinic has been renamed as Alex Ekwueme Federal University Teaching Hospital Abakaliki (AE-FETHA), which is included FETHA 1 and 2. It has rustic augmentation administrations at Nwezenyi out-post(its partner), and supports provincial administrations at Mile 4 clinic and Mata Misericordiae Hospital Afikpo. The Institution has MOU with Presbyterian Joint Hospital Uburu for provincial clinic administrations and country posting of inhabitant doctors. The emergency clinic likewise has therapeutic group taking care of various rustic wellbeing focuses in the country territories of Ebonyi State, who offer essential, auxiliary and tertiary social insurance benefits inside the various networks.

Li, Zhang, Cao, Liu, and Qu (2019) also focused on that 'contention conduct is the particular activities of gatherings coordinated against different gatherings, to prevent them from accomplishing their objectives'. Hardship, which is a trademark consequence of human correspondence, begins when one individual sees that his or her goals, attitudes, characteristics, or feelings are incongruent with those of someone else. The closeness of conflict among specialists can have both negative and positive implications for affiliations. Perhaps most evident are the adversarial results, which consolidate broken practices (e.g., low work effort, hurt) originating from weight and poor social relations between the conflicting delegates.

Loads of procedures are misused to determine and decrease strife in associations, for example, cooperation. Choi and Cho (2019) opined that coordinated effort practice is one in which people include cooperate without anyone else to determine issues and difficulties through productive exchange or different exercises like joint tasks, and so forth which lift common regard and individual's certainty.

1.1. Statement of Problem

Conflict, being an after effect of practices, is a basic bit of human life. Any place there is a refinement of supposition there are chances of conflict. Supervising battle satisfactorily demands various master limits and perception. To decide and direct battle, the affiliations must grasp the causes, speculations, procedures and frameworks of refereeing. Battle and stress are interlinked as they are dependent on each other. It is a psychological wonder that requires an anomalous condition of thought and thorough understanding. It makes the feeling that there is beside no edge to remain unaffected from the grasp of stress in contemporary time (Wang, Fang and Fu, 2019).

Conflict, which is a trademark consequence of human joint effort, begins when one individual sees that his or her targets, attitudes, characteristics, or feelings are incongruent with those of someone else. The closeness of dispute among specialists can have both negative and positive consequences for affiliations. Perhaps most evident are the adversarial results, which join broken practices (e.g., low work effort, harm) beginning from weight and poor social relations between the conflicting agents. Possible positive outcomes join updated innovativeness and headway, higher quality fundamental initiative, and improved normal seeing (Zhang, Gong and Tian, 2019). Gainful organization of definitive conflict, for instance, the dispute among laborers and their boss that is the point of convergence of this paper, requires that its negative outcomes be constrained and its positive results helped (Valle and Levy, 2019).

One factor that critically influences the accommodating organization of various levelled conflict is the style delegates use to manage conflicts they are locked in with. There are various styles of lead by which social conflict may be dealt with. Zhang, Gong and Tian (2019) proposed three guideline strategies for overseeing conflict: authority, deal, and joining. He moreover perceived other discretionary techniques for managing battle in relationship, for instance, avoiding and disguise. Choi and Cho (2019) were the first to display a hypothetical arrangement for portraying the modes (that is., styles) of dealing with social conflict into five sorts: obliging, pulling back, smoothing, exchanging off, and basic reasoning. They isolated the five strategies for managing struggle on two estimations related to attitudes of the administrator: stress for age and stress for people.

Azman, Sirat, Pang, Lai, Govindasamy, and Din (2019) Conflict at work is certain; nevertheless, the result may be affected by the manner by which the dispute is overseen.

- The volume and intensity of moving toward conflict is managed by how the dispute is taken care of.
- Effective harmony making engages energy, helps confirmation, and invigorates individual and definitive improvement; while inadequate refereeing produces more conflict and ruinously impacts the whole association.

- Effective refereeing incorporates the usage of a gathering of styles subject to the conditions of the contention.

Pratono, (2019) kept up that refereeing are procedures used to lessen strife. These practices are a result of both outside conditions and the individual's own procedure for correspondence with people and issues, and are picked subordinate upon the general significance of one's uneasiness for self, versus stress for other individuals. The leading body of dispute is basic for the convincing working of affiliations and for the individual, social, and social improvement of individuals. The manner by which the conflict is regulated customarily makes more strain in the condition as restricted the dispute itself. Any master who is stressed over supporting others and the relationship in changing negative conflict conditions should have an objective of creative and helpful harmony advancement.

1.2. Research Hypotheses

The following theoretical assumptions were postulated to facilitate the understanding the discourse:

- H₀₁. There is no relationship between collaborative behaviours of employees and the attainment of corporate goals.
- H₀₂. There is no relationship between collaborative behaviours of employees and the settlement of conflict in organizations.
- H₀₃. There is no relationship between collaborative behaviour of employees and the participation of employees on organization decision processes.

2. Conceptual Review

Conflict, being an aftereffect of practices, is a basic bit of human life. Any place there is a qualification of supposition there are chances of dispute. Supervising battle sufficiently demands various master limits and insight. To decide and administer battle, the affiliations must fathom the causes, speculations, procedures and frameworks of refereeing. Battle and stress are interlinked as they are dependent on each other. It is a psychological wonder that requires a strange condition of thought and thorough understanding. It makes the feeling that there is a by no edge to remain unaffected from the hold of stress in contemporary time (Wang, Fang and Fu, 2019).

Strife, which is a trademark consequence of human joint effort, begins when one individual sees that his or her targets, attitudes, characteristics, or feelings are incongruent with those of someone else. The closeness of dispute among labourers can have both negative and positive implications for affiliations. Possibly most clear are the adversarial results, which fuse broken practices (e.g., low work effort, harm) beginning from weight and poor social relations between the conflicting agents. Possible positive outcomes consolidate updated innovativeness and progression, higher quality fundamental administration, and improved regular seeing (Zhang, Gong and Tian, 2019). Beneficial organization of definitive conflict, for instance, the dispute among specialists and their boss that is the point of convergence of this paper, requires that its negative outcomes be constrained and its positive results supported (Valle and Levy, 2019).

One factor that critically influences the accommodating organization of various levelled conflict is the style delegates use to manage conflicts they are locked in with. There are various styles of lead by which social conflict may be dealt with. Zhang, Gong and Tian (2019) proposed three rule strategies for overseeing conflict: authority, deal, and joining. He also perceived other discretionary techniques for managing battle in relationship, for instance, avoiding and covering. Choi and Cho (2019) were the first to display a hypothetical arrangement for describing the modes (that is., styles) of dealing with social conflict into five sorts: obliging, pulling back, smoothing, exchanging off, and basic reasoning. They isolated the five techniques for managing hardship on two estimations related to tempers of the administrator: stress for age and stress for people.

Azman, Sirat, Pang, Lai, Govindasamy, and Din (2019) Conflict at work is certain; in any case, the result may be affected by the manner by which the dispute is overseen.

- The volume and intensity of moving toward conflict is directed by how the dispute is taken care of.
- Effective harmony making enables enthusiasm, helps affirmation, and energizes individual and definitive improvement; while lacking refereeing produces more conflict and ruinously impacts the whole association.
- Effective refereeing incorporates the usage of a gathering of styles subject to the conditions of the contention.
- Pratono, (2019) kept up that peace promotion are methodologies used to decrease strife. These practices are a result of both outer conditions and the individual's own strategy for correspondence with people and issues, and are picked subordinate upon the general significance of one's uneasiness for self, versus stress for other individuals. The leading body of conflict is basic for the convincing working of affiliations and for the individual, social, and social improvement of individuals. The manner by which the conflict is managed conventionally makes more strain in the situation as restricted the dispute itself. Any master who is stressed over supporting others and the relationship in changing negative conflict conditions should have an objective of inventive and helpful harmony advancement.

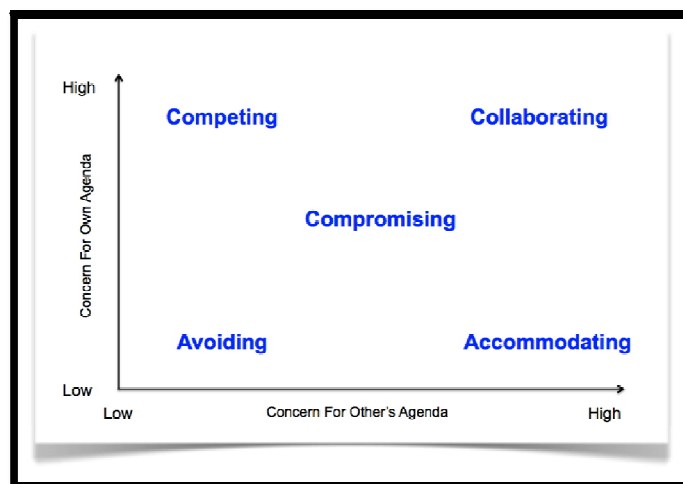


Figure 1

Adopted from The Thomas Kilmann Conflict Resolution Style (p:26)

As demonstrated by Thomas and Kilmann's MODE instrument there are five modes to overseeing battle along two components of direct (see Figure 1 above). The five modes are: battling (certain and uncooperative), cooperating (definitive and accommodating), exchanging off (falls into the inside), avoiding (unassertive and uncooperative), and obliging (unassertive and pleasant) (Wang, and Hung, 2019).

Zhang and Zhu (2019) declare that cooperating incorporates finding a response for the conflicting situation that satisfies the two gatherings. An effort must be made to viably look for after effective basic reasoning exercises all together that all social affairs can accomplish correspondingly satisfying results (win-win). In this system, individuals have all the earmarks of being also as stressed over the necessities of others as their own; regardless, they are not willing to give up their own one of a kind circumstances to just quiet the requirements of various individuals. Inventive contemplations normally create when people use the network approach to manage refereeing. Exactly when gatherings must continue participating after a conflict has occurred, a communitarian harmony advancement framework must be used to continue coordinating in comprehension (Zhang and Zhu, 2019).

A synergistic philosophy is decidedly associated with correspondence satisfaction and assistant limit and trust. The collaborating style is synonymous with the organizing style under the Kraybill Conflict Style Inventory. This harmony making style has a high focus on the arrangement and the relationship with the other party. This sort of harmony advancement style works best when the general population connected with the conflict situation have a typical respect and trust one another. Exactly when the working together style is used the two social affairs are satisfied in light of the way that both of their needs have been met; regardless, this harmony causing style to can take up a great deal of the general population's time and degrade other imperative errands (Barrutia & Echebarria, 2019).

2.1. Contending

The fighting harmony advancement framework is seen when individuals seek after their own one of a kind necessities and destinations to the shirking of others. People who use a battling technique endeavour to grow pro or effect by the usage of open antagonistic vibe. When dealing with this kind of procedure dissatisfaction, exacerbation, or dispute may be used; and conflicting social affairs may be totally ousted from the situation by use of intensity. The conflict could be unexpectedly diminished while fighting systems are used, yet no last objectives is ever settled upon. Centered techniques are a "win-lose" situation, where one individual undertaking to weight the other to change. The Kraybill Conflict Style Inventory insinuates fighting as a planning harmony advancement system. Exactly when the individual uses an organizing harmony making style there is a high focus on the arrangement (battle) and a low focus on the relationship with the other party. The organizing style has an "I win and you lose" approach (Qin, Chen, Fu, Kang, & Perc, 2018). Exactly when individuals use this style, they more than likely hold a type of power over the other party included and can enthusiasm for the dispute to be settled to help them. The organizing strategy isn't commonly a "dreadful" harmony advancement style, it might be significant in emergency conditions when decisions ought to be made fast. Exactly when this style is used by a manager it gives the agent a sentiment of soundness to understand that their supervisor is relentless in their essential authority (Qin, Chen, Fu, Kang, & Perc, 2018).

2.2. Trading off

A bartering harmony advancement strategy incorporates attempting to find a "mutual conviction" that to some degree satisfies the two gatherings. With this procedure, individuals comprehend that each social event can't for the most part be through and through satisfied in every dispute situation. The get-togethers recognize that there are times when one must be set up to separate individual needs and needs in tendency for other people in order to find a "common conviction." In Sportsman and Hamilton's examination of nursing and related prosperity understudies, the haggling framework was picked most, eagerly sought after by evasion (Pratono, 2019).

Wang and Hung (2019) demonstrated informational measurement was vehemently associated with a haggling style and unfavourably related with a satisfying style. The boss in their examination picked exchanging off as the most

unquestionable refereeing system. Kraybill portrays the haggling with a medium focus on the inspiration and the relationship with the other party drew in with the conflict. Right when individuals use this sort of harmony making style, they have a sentiment of sensibility and credibility. In spite of the way that this kind of harmony making style may show up the "best" style, it can normally provoke issues after some time, individuals will wind up tired of persistently getting to some degree, yet never being totally satisfied avoiding this framework is used when the two social events' miracles are dismissed by not keeping an eye on the issue. The avoiding procedure is depicted by the affirmation that any push to either discuss or challenge the direct of another is tense and futile.

Zhang and Zhu (2019) the individuals who use a keeping up a key separation from philosophy have no stress for their own needs; it isn't unpredictable to find these people intentionally removing themselves from conditions that could provoke possible logical inconsistencies. These individuals are not inclined to act normally sure, disregard to look for after assistance from colleagues, and are unequipped for taking solid remains on conflicting issues. Routinely individuals who use a keeping up a vital separation from harmony advancement strategy may choose not to reply or develop a state of obliviousness. The radiologic sciences understudies from Sportsman and Hamilton's examination picked the avoidance harmony making procedure regularly. A few examinations have found that medicinal chaperons will all in all pick the dodging style of conflict the executives (Zhang, and Zhu, 2019).

Evasion can be a regarded refereeing method when the issues influencing the conflict are of low hugeness. One examination delineates two sorts of harmony making procedures: lovely and unpalatable. People who use satisfying peace making will undoubtedly intertwine each other's contemplations through collaboration and endeavour to fulfil the wants for everyone. This kind of harmony advancement makes work less conflicting after some time. The upsetting style of harmony making evades battle all together or revolves around having quite recently the individual's contemplations and prerequisites met (Zhang, and Zhu, 2019).

This sort of harmony advancement results in an antagonistic and concentrated on work environment. This examination found that therapeutic orderlies working in gatherings with high conflict were progressively ready to administer hardship with a shocking style (control or shirking). Medical attendants were vigilant to ended up being locked in with open talk to decide the condition. Exactly when high conflict was accessible, therapeutic specialists will undoubtedly keep away from inspecting the condition because of agony or tension, or they overpowered the condition. The avoiding difficulty response has a low focus on plan and relationship under Kraybill's scale in that capacity, the individual isn't stressed over what the dispute is about or the other party related with the condition (Barrutia, & Echebarria, 2019).

This style is used by individuals who are the calm, non-savage sort, or by individuals who feel they are basically "excessively incredible" to be in any capacity required with the whole condition. Right when the keeping up a vital separation from style is used over some stretch of time it can provoke stagnation inside an office. Individuals will end up being less included and feel less in charge of their exercises. Regardless, the avoiding system can be the most ideal style to use in inconsequential conflicts with individuals whose relationship is unimportant (Ran, and Qi, 2019).

2.3. Obliging

An obliging style of harmony advancement incorporates ignoring one's own special stresses to satisfy the stresses of others. This framework is seen as the affirmation that the protecting of superb social endeavours is more vital than forming contrasts among associates. People accepting a satisfying style of refereeing have an intense requirement for affirmation and sponsorship from others. The satisfying individual is logically ready to take a "broadly engaging" mindset when a specific conflict rises. These individuals will when all is said in done utilize placating slant or preoccupation, or express their needs in an unusual way instead of coming legitimately to the issue (Molho, Balliet, and Wu, 2019).

Molho, Balliet, and Wu (2019) observe that the mixing style has a low focus on the arrangement and a high focus on the relationship. Individuals will routinely use this style when they have to fit in with the other party. Right when this style is over-used, the individual will over the long haul become disheartened on account of the truth of constantly giving the other party what they need and consistently losing what is fundamental to the individual.

Qin, Chen, Fu, Kang, and Perc (2018) reinterpreted their arrangement by considering the points of a social event (accommodation, i.e., attempting to satisfy the other party's stresses; and determination, i.e., trying to satisfy one's own one of a kind stresses) in describing the strategies for dealing with conflict into five sorts. Zhang, Cao, and Wang (2018) and (Ho., Kong, Lee, Dubreuil, and Forest, (2018) isolated the styles of managing social conflict on two crucial estimations: stress for self and stress for other individuals. The essential estimation explains the degree (high or low) to which an individual undertaking to satisfy his or her own work.

2.4. Evading

This style, which incorporates low stress for self similarly concerning the other party, is moreover called inaction, withdrawal, or the neglecting style. It has been connected with buck-passing, maintaining a strategic distance from, or "see no despicable, hear no disgusting, talk no malicious" conditions. Avoiding may show up as conceding an issue until a predominant time, or fundamentally pulling over from an undermining situation. A keeping up a key separation from individual satisfies neither his or her very own stresses nor the stresses of the other party. This style is every now and again depicted by an unconcerned mien toward the issues or social affairs connected with battle. An avoiding individual may reject to perceive in open that there is a dispute that should be overseen (Hossu, Ioja, Susskind, Badiu, & Hersperger, 2018).

2.5. *Compromising*

This style, which incorporates moderate stress for self similarly with respect to the next gathering, is in like manner called the mixed expectation style in preoccupation speculation. It incorporates give-and-take or sharing, whereby the two social occasions quit any misrepresentation of something to choose a generally sufficient decision. An exchanging off individual gives up more than an instructing individual, yet not actually an obliging person. In like way, an exchanging off individual watches out for an issue more clearly than an avoiding individual, anyway does not examine it in as much significance as a planning person. Therefore, exchanging off routinely infers discovering some center ground, or searching for other quick focus ground positions (Hossu, Iojă, Susskind, Badiu, & Hersperger, 2018).

2.6. *Empirical Review*

2.6.1. The Concept of Collaboration

Review a social affair when you had a lot of people collected around a whiteboard and one individual is drawing and talking, explaining what she suggests. In mid-flight, an accomplice gets another pen and adds to the outline, proposing another perspective. A different line of thinking creates. Everyone contributes and the discourse is electric with considerations, and with each word advance is made toward their ordinary target. Shouldn't something be said about when you had a thorny issue at work and recalled that someone from your master association who had examined a tantamount issue? You go to the month to month meeting and search for insight, and return blamed up for new musings from others in the system. Today, we can cast our collaboration net much increasingly broad by putting an inquiry on the web and discover arrangements again from people we don't have the foggiest idea. Additionally, they can be smart reactions. Basically, look at the arrangement of programming specialists adding to open Source programs, or the plenitude of data filled Wikipedia. We can deliver new arrangements past the dividers of our own associations (Bond-Barnard, Fletcher & Steyn, 2018).

Joint effort is a methodology through which people who see unmistakable pieces of an issue can gainfully research their differences and output for game plans that go past their own one of a kind obliged vision of what is conceivable. Furthermore, today it's more than social occasions of people coordinating as gatherings and systems. Joint exertion makes new contemplations and new courses of action that ascent up out of the exchange of these perspectives, comprehension and data that help us complete work, beginning from people both inside and outside an affiliation, understood and, in reality, even untouchables. We can have solid joint exertion—or present moment, formal or extemporaneous (Bond-Barnard, Fletcher & Steyn, 2018).

2.6.2. Strategies to Help Shared Practices in the Work Place

2.6.2.1. Team Structure Exercises

Having your specialists play diversions is an unimaginable technique to build associations and even change old ones that have bombed out. Despite making direct amusements entertainments or basic reasoning preoccupations empowers laborers to bond and produces beneficial joint exertion associations. Gathering building beguilement in like manner encourage specialists to share which is a need the ability to satisfactorily complete business targets. Gathering building activities are the way by which to help joint exertion in the workplace since they advance participation (Wyatt, Hébert, Fortier, Blanchet, and Lewis, 2019).

2.6.2.2. Create Objectives

A nonappearance of goals is an issue that immensely influences delegate upkeep. Exactly when laborers aren't given clear destinations to achieve or the association hasn't developed an undeniable picture of their goals and how delegates can achieve them, agents don't feel stirred and will consistently leave the association to get another profession that offers clear targets to achieve. Have a go at realizing a system that urges specialists to offer significant recommendations and analysis that can streamline the association's techniques. Various agents will offer suggestions that are particularly profitable and when an association executes a specialist's idea, that delegate feels endorsed and like they're a bit of the ground breaking strategy (Wyatt, Hébert, Fortier, Blanchet, and Lewis, 2019).

2.6.2.3. Collaboration Gateway

There is a lot of development available for you to improve business methodology and one of them is a participation portal. A joint exertion passage is an unfathomable technique to achieve convincing collaboration in the workplace. Gathering participation programming urges laborers to share more and supports them get instructional classes better through accounts and video social affairs. Gathering joint exertion programming moreover brings agents from different zones together which for the most part wouldn't in light of the fact that it wouldn't be possible to do all things considered. Realizing joint exertion programming in your association is the methods by which to improve correspondence and composed exertion in the workplace reasonably (Gomez and Taylor, 2018).

2.6.2.4. Improve Engagement

Increase the choice for representatives to telecommute. This won't just give representatives the opportunity to work from an increasingly agreeable condition that is peaceful however it additionally spares time on movement and improves responsibility also. Numerous organizations may not believe their representatives to finish their work when they're telecommuting yet it has been demonstrated that representatives who work from home are considerably more

beneficial than the customary 9-5 specialist. This is on the grounds that these workers are more joyful which builds their inspiration. Additionally, take a stab at assembling more organization occasions and exercises. This will separate the tedium of the work week and support cooperation through joint effort also (Gomez and Taylor, 2018).

2.7. Theoretical Review

The contention hypothesis, proposed by Karl Marx, claims society is in a condition of never-ending struggle due to rivalry for constrained assets. It holds that social request is kept up by control and power, instead of agreement and similarity. As per struggle hypothesis, those with riches and influence attempt to clutch it using any and all means conceivable, mostly by stifling poor people and weak. A fundamental reason of contention hypothesis is that people and gatherings inside a general public work to augment their very own advantages' (Chappelow, 2019).

There are many clash hypotheses, Marxist hypothesis is embraced as the grapple hypothesis, this is on the grounds that, the hypothesis tends to practically all the dim issues that causes struggle both in the general public and in associations.

2.3.1. The Marxist hypothesis of contention: A champion among the most prevailing sociological explanations of social conflict is that of Karl Marx, who set a class fight among regular workers and bourgeoisie trademark for business visionary, present day culture. This idea is pivotal in being dynamic, normally persuasive, and appearing to fit well with history. It is astounding in giving in one group a depiction, an explanation, and a gauge of contemporary issues, and a fix. In portraying out this point of view on social conflict and relating it to the dispute helix, we endeavour to exhibit that the dispute helix agrees with Ralf Dahrendorf's "refreshes" of Marx and aggregates up Dahrendorf's very own speculation to every single social request. Perceive that Marx saw the structure of society in association with its genuine classes, and the fight between them as the engine of advancement in this structure. His was no parity or understanding speculation. Conflict was not deviational inside society's structure, nor were classes' down to earth parts keeping up the system. The structure itself was an auxiliary of and fixing in the skirmish of classes. His was a conflict point of view on modern (nineteenth century) society (Gomez and Taylor, 2018).

3. Methodology

The research design used for this study was survey design which enables the researcher to describe the nature of the population and determine the nature of relationships between variables of the study. The study area was Alex Ekwueme Federal University Teaching Hospital Abakaliki (FETHA). The population of the study consists of all the staff of FETHA 1 which is 76.

This study used simple random sampling technique. This allowed selection of a sample without bias. In determining the sample size for the study, the Taro Yamane (1967) formula was used.

$$n = \frac{N}{1 + N(e)^2}$$

Where; n = Sample size, N = Finite population, e = Unit of tolerable error (0.05) and I = constant. The formula applied for each of the companies selected. Substituting N = 76

$$= \frac{76}{1 + 76(0.05)^2}$$

$$= \frac{76}{1 + 0.19}$$

$$= \frac{76}{1.19} = 64$$

Thus, the sample population was 64 respondents. Out of 64 copies of questionnaire distributed, only 50 copies were retrieved and analysis was done on the 50 copies available. A structured questionnaire was used the adopted Likert scale measure which ranged response of respondents from strongly agree to strongly disagree.

Data were collected from primary and secondary sources. The questionnaire and personal interview were in collecting primary data from respondents, while secondary data were collected through the review of relevant literature from the textbooks, journals, news local and official company reports. The statistical method used for the validation of the research hypothesis formulated in chapter one is Pearson Product Moment Correlation. The formula is represented below:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum X^2 - (\sum X)^2)(n\sum y^2 - (\sum y)^2)}}$$

Where; r = Coefficient of correlation, X = Dependent variable, Y = Independent variable, \sum = Summation. To test the level of significance of the hypothesis, t-test was used, that is;

$$t = \frac{r \sqrt{n-2}}{\sqrt{1-r^2}}$$

Decision Rule: Accept the null hypothesis if the calculated t-test is less than the table value and reject the null hypothesis if the calculated t-test is greater than table value. The hypothesis was tested at 0.05 or 5 percent level of significance and df (degree of freedom) = n - 2.

4. Findings

Based on the data gathered from fieldwork, the analysis of the study was done.

Options	Frequency	Percentage
SA	12	24
A	13	26
U	10	20
D	8	16
SD	7	14
Total	50	100

*Table 1: The Mechanism for Promoting Collaborative Behaviour Of Employees in Your Organization Is Effective
Source: Field Work, 2019*

Table 1 reveals that 12 respondents representing 24 percent indicate 'strongly agree' to the statement. 13 respondents representing 26 percent indicate 'agree', 10 respondents representing 20 percent indicate 'undecided', eight respondents representing 16 percent indicate 'disagree' and seven respondents representing 14 percent indicate 'strongly disagree' to the statement above.

Options	Frequency	Percentage
SA	20	40
A	15	30
U	5	10
D	8	16
SD	6	12
Total	50	100

*Table 2: Collaborative Behaviours of Employees Enhance the Attainment of Corporate Goals
Source: Field Work, 2019*

Table 2 shows that 20 respondents representing 40 percent indicate 'strongly agree' to the statement, 15 respondents representing 30 percent indicate 'agree', five respondents representing 10 percent indicate 'undecided', four respondents representing 8 percent indicate 'disagree' and six respondents representing 12 percent indicate 'strongly disagree' to the statement.

Options	Frequency	Percentage
SA	25	50
A	19	38
U	2	4
D	2	4
SD	2	4
Total	50	100

*Table 3: Collaborative Behaviours of Employees Can Help to Settle Conflict in Your Organization
Source: Field Work, 2019*

Table 3 reveals that 25 respondents representing 50 percent indicate 'strongly agree' to the statement, 19 respondents representing 38 percent indicate 'agree', two respondents representing four percent indicate 'undecided', two respondents representing four percent indicate 'disagree' and two respondents representing four percent indicate 'strongly disagree' to the statement.

Options	Frequency	Percentage
SA	15	30
A	17	34
U	6	12
D	6	12
SD	6	12
Total	50	100

*Table 4: Collaborative Behaviours of Employees Foster the Involvement of Employees in Organization Decision Processes
Source: Field Work, 2019*

Table 4 reveals that 15 respondents representing 30 percent indicate 'strongly agree' to the statement, 17 respondents representing 34 percent indicate 'agree', six respondents representing 12 percent indicate 'undecided', 'disagree' and 'strongly disagree' to the statement respectively.

4.1. Test of Hypotheses

In testing the hypotheses formulated, it is important to restate the null hypothesis and alternative hypothesis as well as the model for the test.

4.1.1. Hypothesis One

H_{01} . There is no relationship between collaborative behaviours of employees and the attainment of corporate goals.

H_{a1} . There is a relationship between collaborative behaviours of employees and the attainment of corporate goals.

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{(n \sum X^2 - (\sum X)^2)(n \sum y^2 - (\sum y)^2)}}$$

Decision rule: The decision rule is that if the calculated t-test was greater than the table value (critical value); the null hypothesis is rejected at the stated level of significance. On the other hand, if the t-test was less than the critical value (table value), the null hypothesis is accepted. The level of significance at which the hypothesis was tested was 0.05 with $n - 2$ degree of freedom.

X	Y	XY	Y ²	X ²
12	20	240	400	144
13	15	195	225	169
10	5	50	25	100
8	4	32	16	64
7	6	42	36	49
$\sum x = 50$	$\sum y = 50$	$\sum xy = 559$	$\sum x^2 = 702$	$\sum y^2 = 526$

Table 5: Collaborative Behaviours of Employees (X) and the Attainment of Corporate Goals (Y)
Source: Researcher Computation, 2019

$$r = \frac{5(559) - 50(50)}{\sqrt{(50(526) - (50)^2)(5(702) - (50)^2)}}$$

$$= \frac{11.40 \times 31.78}{362.292} = 295$$

$$r = \sqrt{0.81}$$

$$t = \frac{rn-2}{1-r^2} = \frac{0.815-2}{1-(0.81)^2}$$

$$= 0.81 \times 2.9536 = 2.39$$

Critical

$$Df = n - 2 \text{ at } 0.05$$

$$= 5 - 2 = 3 \text{ at } 0.05 = 2.006$$

Decision: The result of the test revealed that the calculated value (2.39) is greater than the critical value (2.006), when tested at 0.05 level of significance. Thus, the null hypothesis (H_{01}) is rejected and it was concluded that there is a relationship between collaborative behaviours of employees and the attainment of corporate goal

4.2. Hypothesis Two

- H_{02} . There is no relationship between collaborative behaviours of employees and the settlement of conflict in organizations.
- H_{a2} . There is a relationship between collaborative behaviours of employees and the settlement of conflict in organizations

X	Y	XY	Y ²	X ²
12	25	300	625	144
13	19	247	361	169
10	2	20	4	100
8	2	16	4	64
7	2	14	4	49
$\Sigma x = 50$	$\Sigma y = 50$	$\Sigma xy = 597$	$\Sigma x^2 = 998$	$\Sigma y^2 = 526$

Table 6: Collaborative Behaviours of Employees (X) and the Settlement of Conflict (Y) in Organizations
Source: Researcher Computation, 2019

$$r = \frac{5(597) - 50(50)}{\sqrt{(50(526) - (50)^2)(5)(998) - (50)^2}}$$

$$= \frac{11.40 \times 49.90}{568.86}$$

$$r = 0.85$$

$$t = r \sqrt{\frac{n-2}{1-r^2}} = \frac{0.85 \sqrt{5-2}}{\sqrt{1-(0.85)^2}}$$

$$= 0.85 \times 3.288 = 2.79$$

Critical value: 2.006

Decision: The result of the test revealed that the calculated value (2.79) is greater than the critical value (2.006). Thus, the null hypothesis (H₀₂) is rejected and it was concluded that there is a relationship between collaborative behaviours of employees and the settlement of conflict in organizations

4.3. Hypothesis Three

- H₀. There is no relationship between collaborative behaviour of employees and the participation of employees on organization decision processes.
- H₁. There is a relationship between collaborative behaviour of employees and the participation of employees on organization decision processes

X	Y	XY	Y ²	X ²
12	15	180	225	144
13	17	221	289	169
10	6	60	36	100
8	6	48	36	64
7	6	42	36	49
$\Sigma x = 50$	$\Sigma y = 50$	$\Sigma xy = 551$	$\Sigma x^2 = 622$	$\Sigma y^2 = 526$

Table 7: Collaborative Behaviour of Employees (X) and the Participation of Employees in Organization Decision Processes (Y)
Source: Researcher Computation, 2019

$$r = \frac{5(551) - 50(50)}{\sqrt{(50(526) - (50)^2)(5)(622) - (50)^2}}$$

$$= \frac{11.40 \times 24.70}{281.58} = 0.91$$

$$r = 0.91$$

$$t = r \sqrt{\frac{n-2}{1-r^2}} = \frac{0.91 \sqrt{5-2}}{\sqrt{1-(0.91)^2}}$$

$$= 0.91 \times 4.1776 = 3.80$$

Critical value: 2.006

Decision: The result of the test revealed that the calculated value (3.80) is greater than the critical value (2.006). Therefore, the null hypothesis (H₀₃) is rejected and it was concluded that there is a relationship between collaborative behaviour of employees and the participation of employees in organization decision processes.

4. Summary of Findings

The following findings were made:

- There is a relationship between collaborative behaviours of employees and the attainment of corporate goals.
- There is a relationship between collaborative behaviours of employees and the settlement of conflict in organizations.
- There is a relationship between collaborative behaviour of employees and the participation of employees in organization decision processes.

5. Conclusion

Based on the analysis of data, it was concluded that collaborative behaviours of employees lead to the attainment of corporate goals. This implied that through collaborative effort of employees' attitude in an organization, goals are achieved.

It was also concluded that collaborative behaviours of employees enhance the settlement of conflict in organizations. This implied that employees' collaborative effort helps to settle organizational conflict.

Lastly, it was concluded that collaborative behaviour of employees fosters the participation of employees on organization decision processes. This implied that the good attitude of employees encourages management to involve them in the decision-making process.

6. Recommendations

The following recommendations were made for the study:

- Management of organization should encourage team work practice among employees
- Management of organization should always communicate the goals of the organization to employees and ensure practice participative management
- Training and development programs should be organized for both employees and management staff so as to equip them of the needed collaborative behaviour in the organization.

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