

## **DISPUTE MANAGEMENT STRATEGY AND PERFORMANCE OF DEPOSIT MONEY BANKS IN ANAMBRA STATE, NIGERIA**

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## **Abstract**

This study investigates the relationship between Dispute Management Strategy and Performance of Deposit Banks in Anambra State, Nigeria. Specifically, the objective is to determine the relationship that exists between Mediation and operational Efficiency of Money Deposit Banks in Anambra State, Nigeria. The study was anchored on Mediation theory by John Stacey Adams (1963). The theory explains how fairness affects employee motivation and satisfaction in organizations. The study employed descriptive survey research design and enumeration-based method. The study population was 327 employees, which comprises; managers, human resources staff, teller staff, and customer service representatives from ten major banks in the region. The entire population was used. Out of 327 copies of questionnaire distributed, 317 were completely filled and retrieved. One hypothesis was raised and tested, using Pearson Product Moment Correlation Coefficient Statistical Packages for Social Science (SPSS Version 23) at 5% level of significance. The finding revealed a significant positive relationship between mediation and operational efficiency, with a correlation coefficient of  $r = 0.711$  and a p-value of 0.024, indicating that effective mediation practices are crucial for enhancing banks' operational performance. The study concludes that, prioritizing mediation not only improves employee

satisfaction and engagement but also positions banks for sustainable growth and competitiveness in the rapidly evolving financial landscape. Based on the results, the study recommends that banks should implement comprehensive training programs that focused on mediation techniques and conflict resolution skills, fostering a culture of proactive dispute management.

**Keywords:** Dispute, Dispute Management Strategies, Mediation, Performance, and Operational Efficiency

## **Introduction**

Dispute can generally be defined as a formal disagreement or grievance between two or more parties over rights, claims, or obligations arising from the party's relationships. Dispute starts when one party thinks that the other party might thwart their objectives. In organizations, the objectives of worker representatives are to guarantee that their members continue to have better conditions of service. Dispute may also occur as a result of the employer's desire to maximize profits due to noncompliance with collective bargaining agreements.

Abalaka, Ajiteru and Sulaiman (2025) emphasize the rights of workers and the prerogatives of employers, which may lead to dispute if violated. Dispute management means improving on the number of solutions, broadening the understanding of the issue, striving to achieve consensus and a sincere commitment to decision making (Abalaka, Ajiteru and Sulaiman, 2025).

Dispute management strategies play a crucial role in shaping the performance of deposit money banks, particularly in regions like Anambra State, Nigeria, where the banking sector is undergoing rapid transformation (Weiss, Schmidt and Hlava, 2023). In an environment marked by increasing competition, technological advancements, and evolving regulatory frameworks, banks face various disputes that can arise from customer grievances, employee conflicts, and contractual disagreements with stakeholders. Effective dispute management is essential not only for resolving conflicts but also for enhancing customer satisfaction, ensuring compliance with regulations, and maintaining a positive reputation (Salman, 2021). By implementing strategic dispute management practices, banks can mitigate the risks associated with unresolved conflicts, thereby fostering a more stable and productive banking environment.

To understand the impact of dispute management strategies on the performance of deposit money banks in Anambra State, it is important to examine the specific mechanisms employed by these institutions in handling disputes. These strategies may include formal processes such as mediation and arbitration, as well as informal approaches like negotiation and open dialogue (Kim, Yu, Wolters and Anderman, 2023). Unresolved dispute within an organization have far-reaching effects, leading to both high human and financial costs (Shehu-Uzman, Uzochukwu, Gambo and Abubakar, 2024). Mismanagement of disputes can lead to tension, frustration, diminished self-confidence, low morale, communication breakdowns, missed deadline, reduced trust, absenteeism, and legal proceedings ((Usman, Uzochukwu, Gambo and Abubakar, 2024). Banks that prioritize effective communication and transparent dispute resolution processes tend to experience better relationships with customers and employees alike. For instance, a bank that actively listens to customer complaints and resolves issues promptly not only enhances customer loyalty but also reduces the likelihood of negative word-of-mouth, which can significantly affect its market position. Furthermore, training employees in conflict resolution skills equips them to handle disputes more effectively, leading to improved operational efficiency and a more harmonious workplace (Kromidha, 2023).

Moreover, the performance of deposit money banks in Anambra State can be significantly influenced by their ability to manage disputes proactively. Banks that adopt a proactive approach to dispute management can identify potential conflicts before they escalate, thereby minimizing their impact on their operations and financial performance (Carbery & Cross, 2018). This proactive stance often involves the development of clear dispute resolution policies, regular training for staff, and the establishment of dedicated teams to handle conflict situations. As a result, these banks are better positioned to maintain regulatory compliance, enhance their service delivery, and ultimately achieve sustainable growth in a competitive market. By understanding the intricate relationship between dispute management strategies and bank performance, stakeholders can appreciate the value of fostering a dispute-aware culture that not only addresses conflicts effectively but also contributes to the overall success of deposit money banks in Anambra State.

The banking sector in Anambra State, Nigeria, is increasingly confronted with a myriad of disputes that arise from various sources, including customer complaints, employee conflicts, and contractual disagreements with stakeholders. These disputes, if not managed effectively, can lead to significant negative repercussions, including decreased customer satisfaction,

reduced employee morale, and potential regulatory non-compliance. Despite the critical importance of effective dispute management strategies, many deposit money banks in the region struggle to implement comprehensive frameworks that address conflicts proactively. This lack of effective dispute management can result in prolonged resolution times, increased operational costs, and a tarnished reputation in the competitive banking landscape.

Moreover, rapid digital transformation within the banking sector has introduced new challenges, such as cyber-related disputes and complexities in customer interactions through digital platforms. Banks that fail to adapt good dispute management strategies to these evolving challenges risk alienating their customer base and losing market share. The problem is further compounded by the cultural and socio-economic dynamics unique to Anambra State, which may influence how disputes are perceived and resolved. Consequently, there is a pressing need to investigate the relationship between dispute management strategies and the overall performance of deposit money banks in Anambra State. This study, therefore, aims to examine the relationship that exists between dispute management strategy and performance of deposit money banks in Anambra State. Understanding this relationship is essential for developing tailored strategies that not only enhance

operational efficiency but also foster customer trust and loyalty, ultimately leading to sustainable growth in deposit money banks in Anambra State, Nigeria. Specifically, the study seeks to ascertain the extent of relationship that exists between mediation and operational efficiency of Deposit Money Banks in Anambra State, Nigeria.

## **Review of Related Literature**

### **Conceptual Review**

#### **Dispute Management Strategy**

Dispute can be generally defined as a formal disagreement or grievance between two or more parties over rights, claims, or obligations arising from parties' relationships. Dispute starts when one party thinks that the other party might thwart their objectives. Dispute management strategies are essential frameworks that organizations utilize to prevent, address, and resolve conflicts that arise within various contexts, including workplaces, contractual relationships, and community interactions (Olannye and Aliku, 2022). These strategies encompass a wide range of practices, methodologies, and principles aimed at fostering a collaborative environment and promoting effective communication among stakeholders. At the core of dispute management is the recognition that conflicts, if not managed properly, can escalate into more significant issues, leading to

financial losses, damaged relationships, and a toxic organizational culture (Kromidha, 2023). Effective dispute management strategies often incorporate a combination of negotiation, mediation, arbitration, and conflict resolution techniques, tailored to the specific needs of the parties involved. By proactively addressing potential disputes, organizations can enhance their operational efficiency, maintain positive relationships, and create a culture of trust and collaboration.

The implementation of a comprehensive dispute management strategy typically involves several key components. First, organizations must establish clear communication channels that facilitate open dialogue among stakeholders, enabling them to express concerns and grievances without fear of retaliation (Gastón, 2022). Training programs that focus on conflict resolution skills are also critical, equipping employees and management with the tools necessary to navigate disputes effectively. Additionally, organizations should develop formal policies outlining procedures for dispute resolution, ensuring that all parties understand their rights and responsibilities. By fostering an environment where disputes can be addressed constructively, organizations not only minimize the potential for escalation but also empower individuals to take ownership of their conflicts. Ultimately, a well-structured dispute management strategy not only

resolves existing issues but also serves as a foundation for building a resilient organizational culture, capable of adapting to change and thriving in the face of challenges (Carbery & Cross, 2018).

## **Mediation**

Mediation is an essential dispute management strategy that plays a pivotal role in the operational performance of deposit money banks in Anambra State, Nigeria. This process, characterized by its collaborative and voluntary nature, involves a neutral third party, known as a mediator, who facilitates discussions between conflicting parties to help them reach a mutually acceptable resolution. In the banking sector, where disputes can emerge from a variety of sources—such as customer complaints regarding service delivery or transaction errors, employee conflicts over workplace policies, and contractual disagreements with vendors or partners—mediation offers a constructive alternative to traditional litigation (Sharma & Sharma, 2021). The advantages of mediation are particularly significant in the banking context, where maintaining customer trust and a positive reputation is paramount. Unlike litigation, which can be time-consuming, costly, and publicly scrutinized, mediation allows for quicker resolutions that minimize disruption to the bank's operations. Furthermore, the confidentiality inherent in mediation processes protects sensitive financial information, thereby safeguarding the

institution's reputation and fostering customer loyalty (Robinson, 2008). By engaging in mediation, banks demonstrate their commitment to addressing stakeholder concerns and valuing their perspectives, which enhances customer satisfaction and employee morale.

Additionally, mediation encourages a culture of collaboration, enabling banks to resolve disputes amicably while preserving relationships, which is crucial in a competitive marketplace. In Anambra State, where the banking sector is increasingly influenced by digital transformation and changing customer expectations, effective mediation strategies can be instrumental in adapting to these challenges. By proactively implementing mediation as a core component of their dispute management frameworks, deposit money banks can not only resolve conflicts efficiently but also strengthen their operational performance and competitive advantage (Mayer, Oosthuizen & Tonelli, 2019). This proactive approach to dispute resolution aligns with the evolving dynamics of the banking industry, where agility, responsiveness, and customer-centric practices are vital for long-term success. Ultimately, mediation not only serves as a tool for resolving disputes but also as a means of fostering a positive organizational culture that values dialogue and collaboration, which are essential for navigating the

complexities of the modern banking environment in Anambra State.

The mediation process includes; preparation stage, communication stage, negotiation stage and resolution stage. The mediator begins by understanding the context of the dispute, the parties involved, and their desired results. During the communication stage, each party has the opportunity to present their side of the story. The mediator then facilitates discussion, guiding the parties toward mutually beneficial solutions (Chen, 2025). In the final stages, agreements are reached, and action plans are created to prevent future disputes.

## **Performance**

Organizational performance refers to the achievements made by an organization over a period of operation, including business performance and economic efficiency. Therefore, performance is the extent to which an individual, group, or institution achieves predefined goals or objectives, measured through observable and quantifiable outcomes. Performance is a critical construct in management that affects the outcomes and behavior that contributes to the achievement of organizational objectives (Marshall, Aguinis and Beltran, 2024). Further, it is the degree to which an individual, organization or institution achieves its set goals and objectives through the effective

utilization of resources and accomplishment of desired outcomes (Marshall, et., 2024).

The concept of performance has its roots in mechanics and sports, where it denoted exceptional or superior results that had the potential to be replicated or surpassed. When applied to other domains, performance shifted its focus to encompass achievement and quality rather than just efficiency. At its essence, "performance" entails the favorable evaluation of outcomes in relation to objectives, standards, or benchmarks. The understanding of performance is heavily influenced by contextual factors, leading to variations in definitions depending on the specific situation. In their study, Aguilera, et., al (2024), conceptualized organizational performance as the extent to which an organization achieves its goals and objectives through the effective and efficient utilization of available resources while satisfying the expectations of stakeholders. It reflects the overall success of an organization in terms of financial outcomes; operational efficiency, customer satisfaction, innovation, and long-term sustainability. Sarwar and Khattak (2024) opined that performance is often measured through several dimensions, including:

The ability to achieve objectives with minimal waste of resources - .Efficiency

The extent to which predetermined goals are achieved -  
Effectiveness

The quantity and quality of output generated within a  
specified period - Productivity.

The degree to which products or services satisfy  
customer expectations - Quality of service.

The ability of an organization to perform its activities  
smoothly and achieve desired operational outcome -  
Operational Performance.

Achievement of financial objectives, such as  
profitability, returns on investment and revenue growth -  
Financial Performance - Financial Performance (Sarwar  
and Khattak, 2024).

## **Operational Efficiency**

Operational efficiency is a critical factor that significantly influences the performance and competitiveness of deposit money banks in Anambra State, Nigeria. It refers to the ability of an organization to deliver services and products with minimal waste, optimal resource utilization, and maximum productivity. For banks, achieving operational efficiency is essential not only for enhancing profitability but also for meeting the increasing demands of customers in a rapidly

evolving financial landscape (Islam and Rimi, 2017). Additionally, operational efficiency is closely linked to the adoption of digital banking solutions, which allow banks to automate routine tasks, enhance data management, and offer services that meet the expectations of tech-savvy customers. By embracing innovations like mobile banking and online platforms, deposit money banks can not only improve their service delivery but also enhance their overall operational efficiency. Furthermore, a focus on operational efficiency fosters a culture of continuous improvement within organizations, encouraging employees to identify bottlenecks and suggest improvements that can lead to better performance outcomes. Ultimately, the pursuit of operational efficiency is not merely an internal objective but a strategic imperative that directly impacts customer loyalty, market share, and the long-term viability of deposit money banks in the region, making it a fundamental aspect of their overall business strategy (Donko, 2023). Operational efficiency is considered to be a determinant of banking performance as it pertains to how well an institution is able to control its costs, improve effectiveness, and provide superior services to its customers (Burhanuddin, Andi and Hery, 2025).

## **Theoretical Framework**

### **Mediation Theory**

This study was anchored on Mediation Theory developed by Baron and Kenny in (1986). Mediation theory is most commonly attributed to Baron and Kenny who formally developed and popularized it in 1986, through their land mark paper. Mediation theory explains the mechanism through which dispute management strategy influence operational efficiency through employee satisfaction. This theory suggests that dispute management improves employee satisfaction which, in turn improves operational efficiency.

### **Equity theory**

Equity theory was developed by John Stacey Adams in (1963). Equity theory explains how fairness affects employee motivation and satisfaction in organizations. It suggests that when employees perceive fairness in the distribution of rewards and resources, they are more motivated and satisfied. This theory is relevant to understanding of organizational dispute and performance of deposit money banks in Anambra. As opined by Adams (1963), employees in the bank compare their rewards, such as salaries and promotions, with those of their colleagues. If they think that the rewards are

distributed unfairly, it can lead to dissatisfaction and lower performance. For example, if employees feel that their peers who contribute less are being rewarded more, it creates a sense of injustice and lowers morale.

## **Empirical Studies**

Gashion, Galoji, and Adamu (2025), examines the effects of conflict management and team coordination on organizational performance: moderating role of organizational commitment within the Federal Inland Revenue Service (FIRS) Bauchi office, Nigeria. Data is collected from 184 FIRS employees in Bauchi State using a cross-sectional survey design. In order to get quantitative data, questionnaires are distributed. Statistical Packages for Social Science (SPSS) V. 26 is used to analyze quantitative data. To determine the significance of the variables, methods including frequencies, means, standard deviations, correlations, and regression analysis are used. To gain a more thorough knowledge of the correlations between the variables, partial least squares structural equation modeling, or PLS-SEM, is utilized. Findings reveal that conflict management greatly effects organizational success. Moreover, organizational commitment moderates the association between conflict management and organizational performance. These findings'

theoretical ramifications highlight how crucial it is for corporations to include conflict management systems. Furthermore, the practical ramifications imply that using conflict management to improve organizational performance requires organizational commitment. In order to promote organizational performance within FIRS Bauchi state, this study emphasizes the critical significance that organizational commitment and effective conflict management play. The study recommends among others to include stressing the developmental nature of conflict management procedures and incorporating conflict management systems at higher organizational commitment levels.

Shehu-Usman et.al (2024) Evaluate conflict management strategies and organizational performance of Federal Road Maintenance Agency in Abuja, Nigeria. The objectives of this study are to determine the relationship between conflict management strategies, specifically, avoidance strategy, collaboration, compromising and accommodation strategies and organizational performance. The research design employed a survey research technique, with a close-ended questionnaire serving as the principal instrument for data collection. The sample size for the study included 235 staff members of FERMA. Hypotheses were tested using regression analysis as the selected statistical method. The study found a significant positive relationship between

organizational performance and all the examined conflict management strategies. Namely, avoidance strategy, collaboration strategy, accommodation strategy and compromising strategy. In light of the study's results, it is recommended that managers consider employing the identified conflict management techniques due to their demonstrated effectiveness in effectively handling conflicts within organizational setting.

Kalu and Queen (2024), examined the relationship between conflict management strategies and organizational performance of Oil and Gas Firms in Rivers State. The study adopted correlational survey research design. The population of the study comprised twenty-five (25) Oil and Gas companies. The data for this study were collected through primary data source, the questionnaire were distributed in frame of 5 copies per firm. Reliability analysis was performed on the data using Cronbach Alpha coefficient and it stood at 0.88. The data collected for the study were analyzed through descriptive and inferential statistics. The Spearman Rank-Order Correlation was adopted. The findings revealed a significant relationship between accommodation strategy and organizational performance of Oil and Gas firms in River State. The study concludes that oil and Gas firms should embrace collaboration and accommodation strategy as preferred strategies for effective conflict management within the organizational

context. The study recommends that all Oil and Gas firms should focus on increasing the utilization of conflict management strategies like collaboration, and accommodation strategy to increase organizational performance.

Afriyie, Donkor, Nimsah, and Danquah (2016) analyzed the impact of customer complaint management on customer satisfaction at Ghana Water Company Limited (GWCL). They surveyed 403 randomly selected GWCL customers in Kumasi, Ghana, using questionnaire. Descriptive statistics, factor analysis, correlation, and regression were conducted using SPSS. The study found that complaint handling practices had a significant positive relationship with customer satisfaction. Poor communication was a major cause of complaints, while low employee morale resulted from complaints. Constant dialogue between GWCL management and customers was effective in handling complaints. The researchers concluded that efficient complaint resolution improved GWCL's service performance. They recommended enhancing communication and interpersonal relationships between employees and customers to optimize results. Strengthening information sharing and improving interactions between staff and customers would help resolve complaints effectively and boost satisfaction.

Ampoma, et. al. (2022) investigates on the influence of conflict management in the performance of Guinness Ghana Limited, Accra-Headquarters as an organization. The study employed a quantitative research approach and descriptive survey and inferential statistics as the study design. The study was based on the views of 200 employees from the study institution with a self-administered questionnaire as the main research instrument. The study found that the higher the organization adopt negotiation, the more the performance increased, hence it helped improve the general working environment. It was also found that mediation has been used as a conflict management strategy and has proved to be an effective conflict management strategy. Finally, effective arbitration channel was in place and it had a direct influence on the level of organizational performance. In light of the finding, it was recommended that management should focus on increasing the utilization of of conflict management strategies such as negotiation, mediation and arbitration to increase organizational performance. In addition, the use of negotiation, mediation and arbitration as form of conflict management strategy should be encouraged in resolving conflicts in the organization.

Olang (2017) empirically examined the influence of conflict management on organizational performance

using Stima Sacco Society Limited as a case study Stima SacconSocietn Nairobi, Kenya.y Limited . A census survey research design was utilized to collect quantitative data with structured questionnaire distributed to all 153 employees. Data was analyzed using descriptive and inferential statistics like correlation and linear regression modeling in SPSS. Results showed negotiation and third-party intervention were statistically significant in positively influencing performance, but communication was not. Therefore, the researcher concluded Stima Sacco had effective conflict management processes in place. However, recommendations included the management increasing utilization of productive strategies like negotiation and third-party intervention to boost organizational performance further. Improving sensitivity to conflicts and establishing communication channels were also suggested to enhance conflict management. This provided insight for Stima Sacco to continue optimizing performance through analyzing relationships between conflict handling approaches and results.

## **Methodology**

This study adopted survey research design. The design was appropriate because it enabled the collection of first-hand data from employees regarding their experiences and perceptions. The target population comprised staff of deposit money banks infive major government approved

by Central Bank of Nigeria (CBN) and publicly declared commercial urban centers in Anambra State, which are Onitsha, Umunze, Awka, Ekwulobia and Nnewi. Records from the personnel departments of the five selected deposit money bank, operating in Anambra State, have a total population of 327 staff. The study made use of stratified random sampling technique in selecting the staff five selected deposit money banks, the reason for this is because it affords every member of the sample an equal opportunity to be selected and also to reduce bias to the barest minimum. Complete enumeration because the size is manageable. The data collection instrument was a questionnaire structured in Likert form. Items were rated on a five-point Likert scale ranging from Strongly Disagree (1) to Strongly Agree (5). Content and construct validity were established through expert review by scholars in management and department of Educational Evaluation. Reliability was tested using Cronbach alpha, producing coefficient above 0.80 for all major constructs, indicating strong internal consistency. Descriptive statistics was used to summarize responses, while Pearson Product Moment Correlation Coefficient was used to test the hypothesis with the aid of Statistical Package for Social Science (Version 23) at 5% level of significance.

## Data Presentation and Analysis

**Objective:** To ascertain the extent of relationship that exists between Mediation and operational efficiency of Deposit money Banks in Anambra State, Nigeria.

**Table 1: Distribution of responses for Mediation and operational efficiency**

S/ N	Question naire Items	A	S A	N	D	S D	N o.	ME AN	Rema rk
	Mediation								
1.	I believe that mediation is an effective method for resolving disputes in my	1 0 2	1 0 8	6 3	2 2	2 2	3 1 7	3.79	Accepted

	bank.								
2.	Mediation contributes to higher customer satisfaction in resolving complaints	42	68	121	58	28	317	3.11	Accepted
3.	The mediation process in my bank leads to quicker resolution of disputes compared to traditional	192	80	23	12	10	317	4.36	Accepted

	methods.								
4.	Mediation fosters better communication and engagement among employees in conflict situations	1 4	1 9	3 8	1 1	1 3 5	3 1 7	1.95	Rejected

Source: Field Survey, 2026.

Table 1 shows the distribution of responses on how mediation relate to operational efficiency of the respondents. The object of analysis here is the mean with a threshold of 3 above meaning that any questionnaire item with a response with a mean of 3 and above should be accepted otherwise, it will be rejected. Starting with the questionnaire item used in measuring mediation, when they were asked if they believed that mediation is an effective method for resolving disputes in their bank, from the staff at work, a mean of 3.79, shows that they

agreed. However, the questionnaire responses on how mediation contributes to higher customer satisfaction, has a mean of 3.11, also shows they agreed. The responses of respondents with 4.36 shows that mediation process in their bank leads to quicker resolution of dispute compared with traditional methods. However, they disagreed that mediation fosters better communication and engagement among employees in conflict situation, with a mean of 1.95.

**Table 2: Distribution of responses for Operational Efficiency**

S/ N	Question naire Items	A	SA	N	D	S D	No .		Remark
	Operatio nal Efficienc y								

5.	My bank has streamlined processes that enhance operational efficiency.	69	208	16	14	10	317	4.42	Accepted
6.	The use of technology in my bank significantly improves our operational efficiency.	72	48	112	60	25	317	3.18	Accepted

7.	Operational efficiency initiatives have positively impacted employee productivity in my bank.	38	18	70	115	76	317	2.39	Accepted
8.	Our operational efficiency directly contributes to faster customer service delivery.	102	108	58	31	18	317	3.79	Rejected

Source: Field Survey, 2026.

Table 2: Shows that the distribution of responses on operational efficiency of the respondents. The object of analysis here is the mean with a threshold of 3 and above. That is, any questionnaire item with a mean of 3 and above should be accepted as happening or being entrenched in the selected banks, otherwise, it will be rejected. Starting with the questionnaire item 5, use in measuring operational efficiency, when they were asked if their bank has streamlined processes that enhance operational efficiency, from the colleagues at work, a mean of 4.42 shows that they agreed. The questionnaire responses on the use of technology in their bank significantly improves their operational efficiency has a mean of 3.18, also shows they agreed. However, they disagreed that operational efficiency initiatives have positively impacted employee productivity in their bank, with a mean of 2.39. The responses of respondents with a mean of 3.79 shows that their operational efficiency directly contributes to faster customer service delivery.

## **Hypotheses Testing**

### **Hypothesis One**

**H<sub>01</sub>:** Mediation does not significantly relate with Operational Efficiency of Deposit Money Banks in Anambra State, Nigeria.

**H<sub>a</sub>:** Mediation do significantly relate with Operational Efficiency of Deposit Money Banks in Anambra Stat, Nigeria.

**Correlation between Mediation and Operational Efficiency of Deposit Money Banks in Anambra State, Nigeria**

**Table 3: Correlations Analysis**

		Mediati on	Operational Efficiency
	Pearson correlation	1	.711**
Mediation	Sig. (2-tailed)		.024
	N	317	317
	Pearson correlation	.711**	1
Operational Efficiency	Sig. (2-tailed)	.024	
	N	317	317

**Source: SPSS version 27 Outputs.**

**Result Summary**

Table 3: Shows that there is a positive significant relationship between Mediation and Operational Efficiency of Deposit Money Banks in Anambra State, Nigeria with  $r = 0.711$ ,  $n = 317$  and  $p$  value of  $0.024$  ( $p < 0.05$ ). Therefore, we accept the alternate hypothesis and conclude that mediation has positive significant relationship on operational efficiency of Money Deposit Bank in Anambra State, Nigeria.

### **Discussion of Findings**

The tested hypothesis indicated that there is a positive significant relationship between Mediation and Operational Efficiency of deposit money banks in Anambra State with  $r = 0.711$ ,  $n = 317$  and  $p$  value of  $0.024$  ( $p < 0.05$ ). Therefore, we accepted the alternate hypothesis and concluded that there is a positive significant relationship between Mediation and Operational Efficiency of deposit money banks in Anambra State, Nigeria. This finding is in congruent with the result of Olang (2017) which maintained that Mediation in organization had a significant positive relationship with Operational Efficiency in the study on influence of conflict management on organizational performance: a case of Stima Sacco Society Limited, Nigeria. Also, this corresponds with the views of Shehu-Usman et.al (2024), who found that there is a positive significant relationship between conflict management strategies and organizational performance.

## **Summary, Conclusion and Recommendations**

### **Summary of Findings**

The hypothesis indicated that there is a positive significant relationship between Mediation and Operational Efficiency of Deposit Money Banks in Anambra State with  $r = 0.711$ ,  $n = 317$  and  $p$  value of  $0.024$  ( $p < 0.05$ ). This implies that effective mediation practices are crucial for enhancing banks' operational performance.

### **Conclusion**

Prioritizing Mediation leads to a motivated workforce and the ability to pursue growth opportunities. Ensuring organizational justice fosters a positive work environment, enhances employee satisfaction, and drives goal achievement. By focusing on these aspects, deposit money banks position themselves for long-term success, improved performance, and a competitive edge in the banking industry.

### **Recommendation**

The study recommended that Banks needs to implement comprehensive training programs for employees on mediation techniques and conflict resolution skills.

## **Contribution to Knowledge**

The work offers a practical approach for banks to integrate mediation into their organizational culture, thereby providing a framework for future research on the impact of employee training on dispute management and operational performance in financial institutions. This insight can serve as a valuable reference for banks seeking to navigate the complexities of modern banking environments while maintaining high standards of service and efficiency.

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