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Employee Voice, Intention to Quit and Workplace Conflict Resolution Management in FUGAZ Banks in Delta State, Nigeria

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Abstract

This study examined the influence of employee voice, intention to quit, and workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria. The study was motivated by increasing concerns about organizational communication breakdowns, unresolved workplace disputes, and high employee turnover within the Nigerian banking sector. Four Researcher questions were asked with the embodiment of variables for the study which led to the development of four hypotheses. The descriptive survey research design was adopted, with a population of 741 bank employees across the selected banks. Using Yamane's sample size determination and a proportionate stratified sampling technique, a sample size of 260 was derived. Out of the 260 questionnaires distributed, 233 were correctly filled and returned, representing a response rate of 90%. Data were analyzed using descriptive statistics, Pearson correlation, and multiple regression techniques. Findings revealed that promotive voice, prohibitive voice, and openness in communication had significant positive effects on workplace conflict resolution management, while intention to quit showed a significant negative effect. The regression model explained 82.3% ($R^2 = 0.823$) of the variance in workplace conflict resolution management, confirming the strong predictive power of the independent variables. Promotive voice ($\beta = 0.347, p < 0.05$), prohibitive voice ($\beta = 0.371, p < 0.05$), and openness in communication ($\beta = 0.339, p < 0.05$) emerged as strong predictors of effective conflict resolution. Conversely, intention to quit ($\beta = -0.052, p < 0.05$) significantly and negatively impacted conflict resolution efforts, suggesting that employees contemplating exit are less engaged in resolving workplace issues. From the findings recommendations made include promoting open and safe communication environments, strengthening leadership responsiveness to employee input, and implementing strategic retention measures to lower turnover intentions.

Keywords: Promotive Voice; Prohibitive Voice; Openness in Communication; Intention to Quit; Workplace Conflict Resolution Management

INTRODUCTION

In the dynamic and highly competitive Nigerian banking sector, fostering effective communication and employee engagement has become a strategic necessity, particularly within the FUGAZ banks, First Bank, UBA, GTB, Access Bank, and Zenith Bank, whose operations are central to national financial stability. Employee voice, encompassing promotive voice (constructive suggestions for improvement) and prohibitive voice (expressions of concern about harmful practices), is widely acknowledged as a catalyst for organizational effectiveness and positive change (Morrison, 2022; Eruvwe et al., 2024). However, employees often

hesitate to speak up due to fear of retaliation, weak communication systems, and limited managerial receptiveness, conditions that may intensify unresolved workplace conflicts. Research emphasizes that openness in communication enhances mutual respect, trust, and dialogue, thereby strengthening conflict prevention and resolution mechanisms (Kim et al., 2023). At the same time, rising intention to quit, frequently driven by dissatisfaction with conflict management practices, lack of voice, and perceived injustice, poses serious challenges to employee retention and service quality in Nigerian banks (Adisa et al., 2022; Akpomiemie et al., 2026).



Despite growing recognition of the importance of employee voice and open communication, many FUGAZ banks in Delta State continue to experience recurring workplace conflicts, strained relations, and elevated turnover intentions, raising concerns about the effectiveness of existing conflict resolution frameworks. Unresolved conflicts reduce morale, productivity, and team cohesion, while poor communication climates further entrench mistrust and disengagement. Effective workplace conflict resolution management depends significantly on the extent to which organizations institutionalize employee voice and transparent communication practices (Rahim & Magner, 2021). Yet, empirical evidence within the Nigerian banking context remains limited regarding how promotive voice, prohibitive voice, and openness in communication jointly influence conflict resolution outcomes. This gap underscores the need for a comprehensive investigation to generate context-specific, evidence-based insights capable of informing managerial strategies aimed at enhancing conflict management effectiveness and reducing intention to quit in FUGAZ banks.

Research Questions

The following research questions are being asked:

- i. What is the effect of promotive voice on workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria?
- ii. What is the effect of prohibitive voice on workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria?
- iii. What is the effect of openness in communication on workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria?
- iv. What is the effect of intention to quit on workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria?

Objective of the Study

The main objective of this study is to examine the effect of employee voice, intention to quit and workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria. Specifically, the study aims to:

- i. determine the effect of promotive voice on workplace conflict resolution management.
- ii. assess the effect of prohibitive voice on workplace conflict resolution management.
- iii. examine the effect of openness in communication on workplace conflict resolution management.
- iv. determine the effect of intention to quit on workplace conflict resolution management.

Hypotheses of the Study

- H₀₁:** Promotive voice has no significant effect on workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria.
- H₀₂:** prohibitive voice has no significant effect on workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria.
- H₀₃:** Openness in communication has no significant effect on workplace conflict resolution

management in FUGAZ banks in Delta State, Nigeria.

- H₀₄:** Intention to quit has no significant effect on workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria.

REVIEW OF RELATED LITERATURE

Conceptualization of the Study

Employee voice has emerged as a critical concept in contemporary organizational behavior, representing the ways in which employees communicate suggestions, concerns, and feedback with the intention of improving workplace processes and relationships (Morrison, 2022). It encompasses both promotive voice, offering constructive ideas for improvement, and prohibitive voice, expressing concerns about harmful practices (Liang, Farh & Farh, 2012). Openness in communication, which facilitates transparency, trust, and inclusiveness, plays a complementary role by enabling employees to engage in meaningful dialogue with management (Kim, Lee, & Yun, 2023). These elements are particularly important in high-pressure sectors like banking, where workplace conflicts often arise from communication breakdowns and unresolved grievances. Effective conflict resolution management, therefore, depends not only on formal mechanisms but also on the extent to which employee voices are acknowledged and acted upon (Jehn & Rispens, 2022). This study conceptualizes employee voice through the lenses of promotive voice, prohibitive voice, and openness in communication, and examines their collective and individual effects on workplace conflict resolution management in the FUGAZ banks in Delta State, Nigeria.

Concept of Promotive Voice

Promotive voice refers to employees' proactive and constructive expression of ideas, suggestions, or recommendations aimed at enhancing organizational performance and processes (Garrido-Moreno et al., 2024). It is a forward-looking behavior grounded in optimism and a genuine desire to contribute to organizational development through innovation, improved procedures, or policy reforms, and is strongly associated with employee engagement, psychological safety, and participative leadership (Morrison, 2022). In dynamic sectors such as banking, where adaptability and continuous improvement are vital for competitiveness, promotive voice has been linked to stronger team collaboration, higher job satisfaction, and more effective problem-solving, particularly when managers respond positively to employee input (Kim, Han, & Lee, 2023). However, hierarchical cultures characterized by high power distance may suppress such voice behaviors, as suggestions can be ignored or undervalued, thereby discouraging future contributions and weakening trust. Consequently, sustaining promotive voice requires not only open communication channels but also consistent leadership commitment to recognizing, evaluating, and acting on employee feedback (Tangirala & Ramanujam, 2022).

Concept of Prohibitive Voice

Prohibitive voice refers to employees' expression of concerns, warnings, or criticisms intended to prevent harmful practices, unethical conduct, or poor decisions that could negatively affect organizational performance (Bai, Lin, & Li, 2023). Unlike promotive voice, it is problem-focused and risk-averse, playing a critical role in promoting accountability and ethical compliance, particularly in regulated sectors such as banking; however, employees may hesitate to express it due to fear of retaliation or damaging superior relationships, making psychological safety a key determinant (Morrison, 2022; Omoye et al., 2025). Research indicates that ethical leadership, organizational support, and inclusive communication climates significantly encourage prohibitive voice, as constructive managerial responses build trust and strengthen conflict resolution processes (Kim, Han, & Lee, 2023; Park & Kwon, 2023). In hierarchical contexts such as Nigerian banks, institutionalized and protected channels like anonymous whistleblowing mechanisms, are essential, as effectively managed prohibitive voice functions as an early warning system that prevents escalation of workplace conflicts and supports long-term organizational sustainability.

Concept of Openness in Communication

Openness in communication refers to the free and transparent exchange of information within an organization, characterized by honesty, clarity, mutual respect, and constructive dialogue between leaders and employees (Men & Yue, 2019). It fosters trust, reduces ambiguity, and promotes psychological safety, enabling employees to voice concerns without fear of retaliation. In high-pressure contexts such as the Nigerian banking sector, open communication supports early conflict detection and timely resolution, thereby enhancing workplace harmony (Liu, Tang, & Zhou, 2021). Studies further associate communication openness with greater engagement, collaboration, and commitment, as employees who feel heard are more aligned with organizational goals (Park & Kwon, 2023; Chukwugozeim et al., 2025). Since openness is largely leadership-driven, transparent and receptive leaders help institutionalize trust and effective conflict management, whereas restrictive communication climates tend to breed tension and unresolved grievances (Kim & Kang, 2022).

Concept of Intention to Quit

Intention to quit refers to an employee's conscious and deliberate willingness to leave an organization within the near future and is widely recognized as a strong predictor of actual turnover (AlZgool, 2023; Otoo et al., 2022). It often arises from adverse workplace conditions such as toxic leadership, burnout, limited career advancement, and poor work-life balance (Adams & Nyuur, 2021), while psychosocial stressors including emotional exhaustion and job insecurity further intensify turnover intentions, particularly in high-pressure sectors like banking (Ahmed et al., 2024; Mensah & Amponsah-Tawiah, 2023; Omoye et al., 2024). Moreover, organizational communication patterns significantly shape employees' quitting intentions, as low openness, limited participation in decision-making, ineffective conflict resolution systems, and weak employee engagement

mechanisms heighten dissatisfaction and withdrawal cognitions (Effiong & Essien, 2023; Owusu et al., 2021; Bakare et al., 2022; Salihu & Shehu, 2023). In the context of Nigerian banks, including FUGAZ institutions, rising job demands, rapid digital transformation, and perceived employee alienation have amplified turnover intentions, underscoring the strategic importance of strengthening communication openness, employee voice platforms, and structured conflict management systems to enhance retention and organizational stability (Omoye 2025).

Concept of Workplace Conflict Resolution Management

Workplace conflict resolution management refers to the structured processes organizations adopt to identify, manage, and resolve disputes arising from role ambiguity, communication breakdowns, interpersonal tensions, or resource competition, with the goal of not only settling immediate disagreements but also addressing root causes and restoring working relationships (Barki & Hartwick, 2022; Zhang, Wang, & Xu, 2021; Schieman & van Gundy, 2020). This function is particularly vital in high-stakes sectors such as banking, where teamwork, trust, and regulatory compliance are essential, and in contexts like Nigerian banks where hierarchical systems and cultural diversity demand inclusive and context-sensitive approaches (Ojo, Akinlabi, & Alabi, 2022). Contemporary perspectives emphasize collaborative strategies, like negotiation, mediation, and consensus-building as supported by psychological safety, emotional intelligence, and open communication to prevent escalation of disputes (Nguyen, Kim, & Tran, 2023; Choi & Lee, 2023; Ayoko, 2022). Evidence further shows that fair, empathetic, and transparent conflict handling enhances employee satisfaction and performance, whereas poorly managed conflicts increase stress, turnover, and organizational inefficiency (Khan, Hussain, & Islam, 2021). Beyond operational stability, effective conflict resolution also serves a strategic role by promoting organizational learning, innovation, and resilience, as constructively managed conflicts can stimulate dialogue and positive change (Mikkelsen & Clegg, 2020; Kim, Park, & Lee, 2023; Riaz, Ramzan, & Yasmin, 2021).

Conceptual Framework

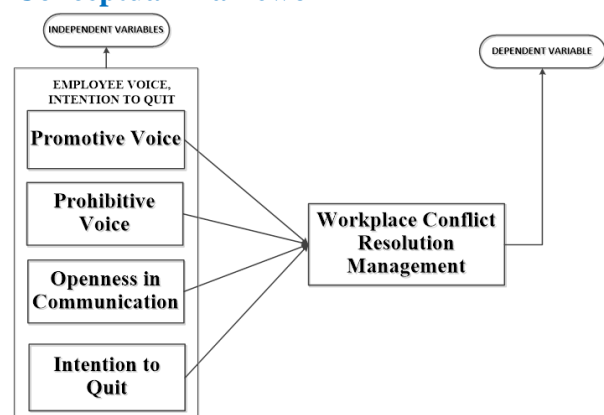


Fig. 1: Conceptual Framework for employee voice, intention to quit and workplace conflict resolution management (Source: Researcher's model, 2025)

Theoretical Review

The study is anchored on Social Exchange Theory (SET) and Voice Behavior Theory. Social Exchange Theory, propounded by Blau (1964), posits that workplace relationships are governed by reciprocity, such that when employees perceive organizational support, fairness, and respect, they are more inclined to reciprocate through constructive behaviors like promotive voice and active conflict resolution (Cropanzano, Anthony, Daniels, & Hall, 2017). Empirical evidence indicates that trust, transparency, and participatory management reduce turnover intentions and workplace conflicts (Sharma & Dhar, 2022; Qadeer & Ahmad, 2021), suggesting that in hierarchical contexts such as Nigerian banks and FUGAZ institutions, fostering mutual respect can enhance open dialogue and smoother conflict resolution. Complementing this, Voice Behavior Theory explains that employees' willingness to speak up—whether through promotive voice (suggesting improvements) or prohibitive voice (raising concerns)—is shaped by perceived psychological safety, leadership support, and organizational openness (Morrison, 2014). Recent studies affirm that supportive and fair leadership, alongside open communication channels, strengthens voice behavior and mitigates workplace tensions (Knoll & van Dick, 2022; Fatima, Razzaq, & Hassan, 2023). Together, these theories underscore that cultivating trust, safety, and inclusive leadership within FUGAZ banks can enhance employee voice, improve conflict resolution management, and reduce intention to quit.

Empirical Review

Empirical evidence consistently demonstrates that employee voice, ethical and empowering leadership, and supportive organizational climates significantly enhance conflict resolution and reduce turnover intentions. Budd and Colvin (2020), analyzing data from 1,000 Australian employees, found that higher levels of employee voice improve dispute resolution and lower intention to quit, while Khan and Khan (2023) reported that voice mitigates top management team conflicts and reduces turnover intention, particularly where union support is strong. Similarly, Singh and Sharma (2022) showed that employee voice strengthens organizational culture, whereas silence is detrimental, and Ali and Ahmed (2021) revealed that role conflict increases intention to leave, though job embeddedness can buffer this effect. Work stressors such as workload, organizational constraints, and interpersonal conflict were also identified as strong predictors of quitting intentions through negative affect (Nowakowska & Zawadzka, 2022). Furthermore, ethical and transformational leadership styles foster employee voice and subsequently lower turnover intention while improving conflict resolution effectiveness (Sharma & Dhar, 2022; Choi & Lee, 2023). Supporting this, Nguyen, Kim, and Tran (2023) found that psychological safety enhances voice and conflict resolution, Kim, Park, and Lee (2023) linked job embeddedness to stronger commitment and reduced turnover, and Zhang and Liu (2021) concluded that empowering leadership promotes effective conflict management and organizational performance. Collectively, these studies suggest that strengthening voice mechanisms, psychological safety, job

embeddedness, and leadership effectiveness is essential for improving conflict resolution and retention outcomes in banking contexts such as FUGAZ institutions.

Gap in literature

Despite the growing volume of empirical research investigating the relationships between employee voice, intention to quit, and conflict resolution, a significant contextual and thematic gap persists, especially within the Nigerian banking sector, and more specifically in FUGAZ banks operating in Delta State. While prior studies (e.g., Budd & Colvin, 2020; Sharma & Dhar, 2022; Khan & Khan, 2023) have established associations among these constructs in developed economies and formalized corporate contexts, very few have addressed how promotive and prohibitive voice, as well as openness in communication, concretely affect workplace conflict resolution in the uniquely structured and often hierarchically rigid Nigerian financial institutions. Additionally, the interaction between these dimensions of employee voice and turnover intentions remains underexplored in relation to their joint effect on conflict resolution practices in local bank branches. Therefore, this study fills a critical gap by focusing on the under-researched intersection of employee voice types, quitting intention, and conflict resolution outcomes within the context of the FUGAZ banks in Delta State, thus contributing localized insights to the broader body of human resource and organizational behavior literature.

METHODOLOGY

This study adopted a descriptive survey design to examine the effects of employee voice and intention to quit on workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria, as this design allows data collection from a sizable population without manipulating variables. The population comprised all 741 employees across the five selected banks, First Bank (165), UBA (150), GTBank (140), Access Bank (145), and Zenith Bank (141), including both managerial and non-managerial staff. Using Yamane's (1967) formula with a 5% precision level, a sample size of approximately 260 respondents was determined and selected through proportionate stratified random sampling to ensure representation across job cadres, resulting in 26 top management, 78 middle management, and 156 operational staff. Data were collected using a structured questionnaire divided into sections on Promotive Voice, Prohibitive Voice, Openness in Communication, Intention to Quit, and Workplace Conflict Resolution Management, adapted from validated instruments and measured on a four-point Likert scale (SA, A, D, SD). Content validity was ensured through expert review, and reliability testing yielded Cronbach's Alpha coefficients ranging from 0.79 to 0.89, with an aggregate of 0.86, indicating high internal consistency. Questionnaires were administered both physically and electronically after obtaining management permission, and ethical considerations including confidentiality and voluntary participation were strictly observed. The collected data were analyzed using both descriptive and inferential statistics. Descriptive statistics such as mean and standard deviation

were used to summarize the data, while inferential statistics, including multiple regression analysis, were employed to test the formulated hypotheses. The analyses were carried out using Statistical Package for the Social Sciences (SPSS) version 25.

Model Specification

The general form of the multiple regression model can be stated as:

$$WCRM = \beta_0 + \beta_1 PV + \beta_2 PHV + \beta_3 OC + \beta_4 ItQ + \epsilon$$

Where:

WCRM = Workplace Conflict Resolution Management (Dependent Variable)

PV = Promotive Voice

PHV = Prohibitive Voice

OC = Openness in Communication

ItQ = Intention to Quit

β_0 = Intercept

$\beta_1 - \beta_3$ = Coefficients of the independent variables

ϵ = Error term

RESULT

This section deals with the results and discussion of findings.

Data Presentation

Table 1: Analysis of Questionnaire distributed

Questionnaire	Frequency	Percentage
Returned	233	90%
Not used	27	10%
Total Distributed	260	100%

Researcher's fieldwork 2026

Table 1 presents the analysis of the questionnaire distribution for the study. Out of a total of 260 questionnaires distributed to respondents across the selected staff of FUGAZ banks in Delta State, 233 questionnaires representing 90% were duly completed and returned, indicating a high response rate. Meanwhile, 27 questionnaires, accounting for 10%, were either not returned or improperly filled and thus not usable for analysis. The high return rate demonstrates a strong level of engagement from the respondents and provides a reliable basis for drawing valid conclusions from the data collected.

Table 2: Demography of the Respondents

S/N	Category	Frequency (n)	Percentage (%)
	Gender		
1	Male	128	54.90%
	Female	105	45.10%
	Total	233	100%
	Age Group		
2	<20–25 years	42	18.00%

	26–30 years	61	26.20%
	31–35 years	54	23.20%
	36–40 years	39	16.70%
	41 and above	37	15.90%
	Total	233	100%
	Qualification		
3	NCE/ND	41	17.60%
	Professional Qualification	47	20.20%
	B.Sc	127	54.50%
	MBA/M.Sc./Ph.D	18	7.70%
	Total	233	100%

Researcher's fieldwork 2026

The demographic distribution of respondents as presented in Table 2 reveals insightful details about the participants involved in the study. In terms of gender, the data shows that out of the total 233 respondents, 128 (54.90%) were male, while 105 (45.10%) were female. This indicates a relatively balanced gender representation, with a slight male dominance among the participants drawn from the FUGAZ banks in Delta State. Regarding the age distribution, the largest group of respondents fell within the 26–30 years age bracket, comprising 61 (26.20%) individuals. This was followed by 54 (23.20%) respondents aged between 31–35 years, and 42 (18.00%) who were within the <20–25 years range. The 36–40 years group accounted for 39 (16.70%), while those aged 41 and above constituted 37 (15.90%) of the sample. These figures suggest that a majority of the respondents were young to middle-aged adults, reflecting an active workforce that is likely to be directly involved in organizational communication and conflict resolution practices. In terms of academic qualification, the majority of the respondents held a B.Sc degree, totaling 127 (54.50%). This was followed by those with Professional Qualifications, numbering 47 (20.20%), and those with NCE/ND, comprising 41 (17.60%). A smaller group, 18 (7.70%), had advanced degrees such as MBA/M.Sc./Ph.D. These figures indicate that the sample is largely composed of well-educated individuals, particularly at the undergraduate level, which enhances the reliability of the responses in evaluating constructs such as employee voice, intention to quit, and conflict resolution management in the workplace.

Table 3: Respondent Rate of Responses

S/N	Question Item	Mean	Std.	Remark
	Promotive Voice			
1	Suggestions for improving work procedures are frequently	3.10	0.83	Agree



	presented.			
2	Innovative ideas are often shared to enhance team productivity.	3.13	0.85	Agree
3	Creative solutions to work-related problems are regularly proposed.	3.09	0.83	Agree
4	Recommendations aimed at improving service delivery are encouraged.	3.10	0.85	Agree
5	Constructive contributions for achieving organizational goals are welcomed.	3.15	0.82	Agree
	Mean Aggregate	3.12	0.83	Agree
	Prohibitive Voice			
6	Concerns about potential issues are communicated promptly.	3.01	0.88	Agree
7	Warnings are given when decisions may negatively impact outcomes.	3.00	0.86	Agree
8	Unethical practices are reported without hesitation.	2.85	0.93	Agree
9	Risky or harmful procedures are challenged when identified.	2.94	0.89	Agree
10	Feedback is provided to prevent errors or undesirable outcomes.	3.03	0.88	Agree
	Mean Aggregate	2.97	0.87	Agree
	Openness in Communication			
11	Communication channels are open and transparent within the organization.	3.01	0.87	Agree
12	Constructive	3.00	0.86	Agree

	feedback is encouraged regardless of rank.			
13	Discussions on sensitive issues are handled freely and respectfully.	2.98	0.89	Agree
14	Employees are allowed to express opinions without fear of backlash.	2.95	0.88	Agree
15	Management demonstrates receptiveness to different viewpoints.	3.00	0.88	Agree
	Mean Aggregate	2.99	0.86	Agree
	Intention to Quit			
16	Thoughts of leaving the current organization occur frequently.	2.54	1.00	Agree
17	Efforts are made to seek employment in another organization.	2.51	1.00	Agree
18	Serious consideration is given to resigning from the current job.	2.63	1.00	Agree
19	Job satisfaction is low, prompting a desire to quit.	2.58	1.01	Agree
20	The likelihood of leaving the organization is increasing.	2.58	0.99	Agree
	Mean Aggregate	2.57	0.99	Agree
	Workplace Conflict Resolution Management			
21	Conflicts are resolved fairly and consistently across all levels.	3.09	0.85	Agree
22	Conflict resolution strategies are clearly established and followed.	3.05	0.85	Agree
23	Disagreements are managed	3.00	0.89	Agree

	constructively in the organization.			
24	Leadership responds quickly to emerging workplace conflicts.	2.98	0.88	Agree
25	Employees feel confident in the organization's ability to resolve conflicts.	3.03	0.89	Agree
	Mean Aggregate	3.03	0.86	Agree

Researcher's compilation, 2026

The data presented in Table 3 provides insight into respondents' perceptions regarding the core variables of the study: Promotive Voice, Prohibitive Voice, Openness in Communication, Intention to Quit, and Workplace Conflict Resolution Management. Each item was rated on a 4-point Likert scale, and the interpretation is based on the mean \pm standard deviation of responses.

For Promotive Voice, the mean scores ranged from 3.09 ± 0.83 to 3.15 ± 0.82 , with an aggregate mean of 3.12 ± 0.83 , indicating that respondents generally agreed that they regularly engage in suggesting improvements, sharing innovative ideas, and providing constructive input toward achieving organizational goals. This suggests a culture that values and encourages employee-driven innovation and participation in shaping work procedures. Under Prohibitive Voice, the mean scores were slightly lower, ranging from 2.85 ± 0.93 to 3.03 ± 0.88 , with an aggregate mean of 2.97 ± 0.87 . While all responses still fall within the "Agree" category, the relatively lower scores imply a moderate level of proactive behavior in pointing out risks or unethical practices. This may reflect some hesitancy among employees to voice concerns or challenge decisions that could harm organizational performance. In terms of Openness in Communication, responses showed a moderate agreement, with scores between 2.95 ± 0.88 and 3.01 ± 0.87 , and an aggregate mean of 2.99 ± 0.86 . This indicates a fair level of openness and receptiveness in communication within the organization, although the scores also suggest potential room for improvement in ensuring employees can freely express themselves and engage in transparent dialogue without fear. Regarding Intention to Quit, mean values were the lowest among the variables, ranging from 2.51 ± 1.00 to 2.63 ± 1.00 , with an overall mean of 2.57 ± 0.99 . Despite all items being rated within the "Agree" range, the values suggest a noticeable tendency among employees to consider leaving the organization. This signals potential dissatisfaction that may be influenced by unresolved workplace concerns or unmet expectations. Thus, for Workplace Conflict Resolution Management, mean scores ranged from 2.98 ± 0.88 to 3.09 ± 0.85 , with a composite mean of 3.03 ± 0.86 , indicating that employees generally perceive conflict resolution strategies as fair and effective. The responses reflect confidence in leadership's ability to manage disagreements constructively and to implement

structured mechanisms for resolving disputes across various levels within the organization.

Table 4 Descriptive Statistics

Variable	N	Min.	Max.	Mean	Std.
PV	233	1.00	4.00	3.1159	.82742
PHV	233	1.00	4.00	2.9665	.87183
OC	233	1.00	4.00	2.9906	.86965
ItQ	233	1.00	4.00	2.5657	.99057
WCRM	233	1.00	4.00	3.0335	.85968

SPSS 25v Output 2026

Table 4 presents the descriptive statistics for the main variables investigated in the study, with a total of 233 respondents. The Promotive Voice (PV) variable recorded the highest mean value of 3.12 ± 0.83 , suggesting that employees generally agree with behaviors that support proactive idea-sharing and organizational improvement. Prohibitive Voice (PHV) had a mean of 2.97 ± 0.87 , reflecting moderate agreement with behaviors that involve cautioning against risks or harmful practices. Openness in Communication (OC) yielded a mean of 2.99 ± 0.87 , indicating that while communication is perceived as open, there remains space for improvement in transparency and inclusiveness. The Intention to Quit (ItQ) showed the lowest mean value of 2.57 ± 0.99 , implying that although a number of employees are considering leaving the organization, the tendency is not extremely high but warrants management attention. Lastly, Workplace Conflict Resolution Management (WCRM) recorded a mean of 3.03 ± 0.86 , indicating general satisfaction with how conflicts are managed within the organization. Overall, the variables demonstrate favorable perceptions, with some areas identified for further managerial focus and improvement.

Table 5 Correlations Matrix

Variable	PV	PHV	OC	ItQ	WCRM
PV	1				
PHV	.462	1			
OC	.433	.220	1		
ItQ	.882	.602	.688	1	
WCRM	.721	.891	.780	.590	1

Correlation is significant at the 0.05

Table 5 presents the correlation matrix showing the relationships among the key variables in the study. The results reveal a strong positive correlation between Promotive Voice (PV) and Intention to Quit (ItQ) ($r = .882$), indicating that as promotive voice increases, intention to quit also tends to rise, suggesting that even proactive employees may be considering leaving if their contributions are not valued. Similarly, Prohibitive Voice (PHV) is strongly correlated with Workplace Conflict Resolution Management (WCRM) ($r =$

.891), implying that voicing concerns and highlighting potential issues contribute significantly to resolving workplace conflicts. Openness in Communication (OC) also shows strong correlations with WCRM ($r = .780$) and ItQ ($r = .688$), highlighting the crucial role of transparent communication in both retaining employees and managing conflict. The correlation between PV and WCRM ($r = .721$)

indicates that proactive suggestion-sharing positively influences conflict resolution effectiveness. Overall, all variables exhibit moderate to strong positive correlations, underscoring their interdependence and the importance of fostering voice and communication practices to enhance organizational outcomes and reduce turnover intentions.

Testing of Hypotheses

Table 6 Summary of Multiple regression analysis for Hypotheses 1, 2, 3 and 4,

Dependent Variable: WCRM			Metric		Value		
			R		0.987		
			R Square		0.823		
			Adjusted R Square		0.751		
			Std. Error of the Estimate		0.07120		
Source	Sum of Squares	df	Mean Square	F		Sig.	
Regression	170.303	4	42.576	8398.950		.000	
Residual	1.156	228	.005				
Total	171.459	232					
Independent Variable	B	Std. Error	Beta	t	Sig.	Collinearity Statistics	
						Tolerance	VIF
(Constant)	-.062	.020		-3.171	.002		
PV	.360	.018	.347	20.004	.000	.099	1.149
PHV	.366	.046	.371	8.035	.000	.014	2.302
OC	.335	.043	.339	7.840	.000	.016	3.335
ItQ	-.045	.011	-.052	-3.976	.000	.173	1.766

a. Dependent Variable: WCRM

b. Predictors: (Constant), ItQ, PV, OC, PHV

The multiple regression analysis summarized in Table 6 examined the influence of Promotive Voice (PV), Prohibitive Voice (PHV), Openness in Communication (OC), and Intention to Quit (ItQ) on Workplace Conflict Resolution Management (WCRM) in FUGAZ banks in Delta State, Nigeria. The model yielded a high multiple correlation coefficient ($R = 0.987$), indicating a strong positive relationship between the independent variables and the dependent variable. The R Square value of 0.823 suggests that approximately 82.3% of the variance in WCRM can be explained by the combined predictors. The Adjusted R Square of 0.751 further confirms the model's robustness, adjusting for the number of predictors and sample size. The F-ratio of 8398.950 with a significance level of 0.000 indicates that the model is statistically significant, and the predictors collectively contribute meaningfully to explaining changes in workplace conflict resolution management.

Examining the individual predictors, Promotive Voice ($B = 0.360$, $t = 20.004$, $p < .000$) significantly and positively influences WCRM, implying that employees who make

constructive suggestions contribute to conflict resolution processes. Similarly, Prohibitive Voice ($B = 0.366$, $t = 8.035$, $p < .000$) is a significant positive predictor, showing that raising concerns about harmful practices enhances conflict management effectiveness. Openness in Communication ($B = 0.335$, $t = 7.840$, $p < .000$) also positively and significantly affects WCRM, affirming that transparent communication channels are crucial for resolving workplace conflicts effectively. In contrast, Intention to Quit ($B = -0.045$, $t = -3.976$, $p < .000$) shows a significant negative effect on WCRM, suggesting that employees who are inclined to leave the organization are less likely to participate in or contribute positively to conflict resolution processes.

The Variance Inflation Factor (VIF) values for all independent variables are below the critical value of 10, and the Tolerance values are well above 0, indicating that multicollinearity is not a concern in this model. Overall, these findings lead to the rejection of all four null hypotheses (H_{01} to H_{04}), confirming that each independent variable has a statistically significant impact on workplace conflict resolution management in FUGAZ banks. This highlights the importance of fostering



employee voice and communication practices, while also addressing turnover intentions to enhance conflict resolution effectiveness.

Discussion of findings

Having analyzed the data and the result being interpreted, the discussion of findings are as follows:

Promotive voice and workplace conflict resolution management

The first hypothesis proposed that promotive voice does not significantly affect workplace conflict resolution management in FUGAZ banks. However, the regression results revealed a significant positive effect ($\beta = .360$, $t = 20.004$, $p < .001$), indicating that employees who frequently engage in promotive voice, by suggesting improvements and innovative solutions, contribute significantly to better conflict resolution practices. This finding is in line with recent studies by Alshahrani et al. (2023) and Mensah et al. (2022), who found that constructive employee input fosters a more collaborative and solution-oriented work environment. Similarly, Chen et al. (2022) noted that organizations promoting employee voice tend to handle workplace disagreements more constructively. This result supports the Social Exchange Theory, suggesting that when employees feel valued and heard, they reciprocate by engaging positively, which improves organizational processes including conflict resolution. However, this contradicts the findings of Ayinde and Osibanjo (2021), who argued that employee voice is often overlooked in hierarchical structures, thus reducing its impact.

Prohibitive voice and workplace conflict resolution management

The second hypothesis stated that prohibitive voice has no significant effect on workplace conflict resolution management. The analysis showed a significant positive relationship ($\beta = .366$, $t = 8.035$, $p < .001$), implying that when employees raise concerns or point out harmful practices, it enhances conflict detection and resolution mechanisms. This aligns with the findings of Huang and Paterson (2023), who asserted that a culture of open dissent improves proactive conflict management. Likewise, Adusei et al. (2022) and Mohan and Ayub (2022) highlighted that reporting potential issues leads to timely interventions. From a theoretical perspective, this supports the Voice Behavior Theory, which posits that prohibitive voice helps organizations identify and address problems early, thereby minimizing conflicts. Nonetheless, opposing findings from Liu et al. (2020) suggested that excessive prohibitive voice could be seen as disruptive in traditional or autocratic organizational settings, thereby reducing its effectiveness.

Openness in communication and workplace conflict resolution management

Hypothesis 3 examined whether openness in communication affects workplace conflict resolution management. The regression coefficient ($\beta = .335$, $t = 7.840$, $p < .001$) demonstrated a significant positive effect, emphasizing that transparent and inclusive communication fosters trust and constructive conflict resolution. These findings are consistent

with studies by Enwereuzor et al. (2023) and Ojo and Salau (2022), who found that open communication correlates strongly with reduced conflict intensity and faster resolution in the banking sector. Also, research by Duru and Onyema (2023) stressed that employees who feel free to express themselves help de-escalate workplace tensions. Theoretically, this aligns with the Open Communication Climate Theory, which asserts that open communication channels reduce misunderstandings and build a harmonious workplace. Contrarily, Owolabi and Balogun (2021) argued that openness may lead to information overload or misinterpretation in settings where emotional intelligence is lacking.

Intention to quit and workplace conflict resolution management

The fourth hypothesis suggested that intention to quit has no significant effect on workplace conflict resolution management. The analysis, however, found a significant negative effect ($\beta = -0.045$, $t = -3.976$, $p < .001$), indicating that employees with a high intention to quit are less likely to participate in constructive conflict resolution. This finding aligns with the works of Kwame et al. (2022), who showed that disengaged employees often withdraw from organizational processes, including conflict resolution. Similarly, Hassan and Ahmed (2023) found that turnover intentions are linked to increased workplace tension and unresolved disputes. This finding is theoretically supported by the Withdrawal Cognition Theory, which suggests that employees contemplating exit mentally detach from their responsibilities. On the contrary, Yusuf and Oboh (2021) argued that some employees considering resignation may still contribute meaningfully to conflict management to maintain professional relationships or reputations. Nonetheless, the predominant implication is that organizations must address the root causes of turnover intentions to enhance their conflict resolution frameworks.

Conclusion

In conclusion and based on the findings, the study concludes that promotive voice, prohibitive voice, and openness in communication significantly and positively influence workplace conflict resolution management in FUGAZ banks in Delta State, Nigeria, while intention to quit has a negative but significant effect. This underscores the critical role of employee engagement through constructive communication and the need for organizations to create an environment that encourages feedback, transparency, and innovation. Moreover, reducing employees' turnover intention is essential for fostering a stable and collaborative workforce capable of resolving conflicts effectively. Overall, effective conflict resolution in the workplace is largely dependent on how well employees are encouraged to express their ideas, concerns, and opinions within a supportive and communicative organizational culture.

Recommendations

Based on the findings and conclusion, the following recommendations are made:

- i. Management of FUGAZ banks should actively promote a culture that encourages employees to share innovative ideas and constructive feedback to enhance conflict resolution practices.
- ii. Clear channels should be established for reporting concerns and unethical practices, ensuring that prohibitive voice is welcomed and protected within the organization.
- iii. Banks should invest in leadership training programs that emphasize open communication, emotional intelligence, and conflict management skills to build trust and transparency across all levels.
- iv. Strategic efforts should be made to reduce employees' intention to quit by improving job satisfaction, recognition systems, and creating opportunities for career advancement and growth.

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