PSYCHOLOGICAL CAPITAL AS A STRATEGY FOR ENHANCING ALTERNATIVE DISPUTE RESOLUTION IN NIGERIA'S HIGHER EDUCATION

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Keywords

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Abstract

Research Problem: *Despite the suggestions that Alternative Dispute Resolution (ADR) strategies are effective in managing grievances and persistent conflict situations, no studies have been identified that demonstrate a direct relationship between Psychological Capital (PsyCap), especially with respect to self-efficacy and resilience.*
Method/Theory: *The study was grounded in the Conservation of Resources (COR) theory and Social Learning Theory, employing a descriptive survey research design with 292 academics from Nigerian Federal Universities using a cluster sample approach.*
Results: *The finding that self-efficacy and resilience have a significant relationship with ADR strategies in selected federal universities emphasises the role of individual confidence and belief in one's capabilities in conflict resolution and underscores resilience as a key psychological resource in managing interpersonal and organisational conflicts.*
Conclusion: *It was discovered thatthere is a need to integrate the PsyCap intervention into university conflict management frameworks to mitigate the persistent strike actions by union members.*
Key Contributions and Recommendations: *The findings of this study will be beneficial in determining how PsyCap, in relation to self-efficacy and resilience, is utilised as an ADR strategy in Nigerian higher education. The universities should incorporate PsyCap training into their academic and extracurricular programs to help students develop resilience and self-efficacy, which are essential for personal and professional growth.*

1.0 Introduction

Psychological capital (PsyCap) is a notion that originated in the early 2000s following the American Psychological Association (APA) President Seligman's advocacy for increased research focused on positive psychology (Estiri et al., 2024; Zhou et al., 2025). Prior to this call, Luthan and associates formulated the notion as an individual's affirmative psychological state of development, defined by four fundamental components: hope, efficacy, resilience, and optimism (Balogun, 2025). PsyCap signifies a transition from deficit-oriented psychological models, which highlight issues and deficiencies, to strength-based methodologies that concentrate on development and potential. This redirection has received acclaim for its relevance to workplace development, leadership, and conflict resolution (Estiri et al., 2024).

Nonetheless, several researchers contend that the constructs of PsyCap are not wholly original, since they exhibit considerable overlap with established psychological theories, including Bandura's self-efficacy, Snyder's hope theory, and Seligman's optimism framework (Estiri et al., 2024; Kang et al., 2025). This prompts enquiries over whether PsyCap is a truly integrative design or simply a rebranding of pre-existing concepts (Balogun, 2025).

Simultaneously, the use of alternative dispute resolution (ADR) signifies a clear acknowledgement by management of the pivotal position that conflict occupies inside the workplace, a reality that companies frequently hesitate to confront. These findings signify a significant transformation in the perspectives and approaches of numerous organisations towards workplace disputes and conflict situations (Alessandri&Filosa, 2024; Lanchimba et al., 2024). Disputes in contemporary organisations are a persistent and unavoidable phenomenon, necessitating the development of methods to handle them amicably and prevent escalation. This can be effectively accomplished by implementing ADR spectrums to address concerns among organisational members.

Statement of the Problem

Prior research has advocated for Alternative Dispute Resolution procedures to address grievances and conflicts (Albaheth&Elfakharani, 2024; Kesten&Özyurt, 2025; Quintana-Navarrete &Fondevila, 2025). Nonetheless, no research has been found that establishes a direct correlation between ADR and psychological capital (PsyCap). For instance, Balogun (2025) has established the correlations between PsyCap and performance, providing a strategy to comprehend positive psychological emotions and their contribution to elucidating socioeconomic inequities (De Moorte et al., 2024). This indicates a deficiency in the assumption that PsyCap can be implemented by the Nigerian government, considering the necessity for a deeper comprehension of the mental conditions of higher education employees and the means to resolve the ongoing strike actions commonly organised by union members.
PsyCap has been demonstrated in prior research as a positive psychological construct that empowers employees to surmount obstacles, adjust to change, and excel in performance (Estiri et al., 2024; Kang et al., 2025)

. Conversely, of the four dimensions, self-efficacy and resilience have received comparatively less attention. This contradicts the viewpoint that resilient employees in the workplace can aid in change management and are less impacted by new operational processes (Hazan-Liran& Miller, 2025). This also contradicts the attitude of Kačmár et al. (2024), which posits that excessive resilience may result in individuals being unduly tolerant

of adversity and persisting in untenable situations. In light of the aforementioned issue, the subsequent research objective is proposed: i. To investigate the degree of correlation between self-efficacy and alternative dispute resolution procedures. ii. To investigate the correlation between resilience and alternative dispute resolution options.

2.0 Conceptual Clarifications

Psychological Capital

In 1997, Goldsmith et al. (1998) introduced the notion of PsyCap in a study examining the impact of psychological and human capital on employee compensation, describing psychological capital as a trait that affects productivity. In 2002, the APA incorporated the concept of psychology emphasising individual good behaviour into PsyCap. The definition of the notion continues to be a contentious issue. Amin et al. (2024) propose that PsyCap is an acquired psychological attribute that is learnt and a stable personality trait. They assert that the construct signifies persistent and more stable psychological frameworks, including personality traits and orientations, cognitive abilities, self-awareness, and proficient emotional expression.

Luthans (2015) provides the most representative definition of PsyCap, conceptualising it as a positive disposition exhibited by an individual in relation to growth and development, encompassing self-efficacy, hope, optimism, and resilience.

Nevertheless, certain scholars (Alessandri&Filosa, 2024; Balogun, 2025) contend that PsyCap should amalgamate the aforementioned two perspectives, which are predominantly employed by scholars currently (Luthans, 2015). Firstly, self-efficacy in confronting demanding tasks and the requisite effort for success; secondly, a positive attribution regarding current and future achievements (optimism); thirdly, perseverance towards objectives and strategies for attainment (hope) is essential for success; fourthly, in the face of adversity and challenges, the ability to recover swiftly and excel (resilience) is crucial for achievement.Literature has revealed that PsyCap comprises a collection of traits that empower an individual to execute work responsibilities efficiently by utilising accessible resources to attain favourable outcomes. Balogun (2025) affirms that the construct is manifested in an individual through the following aspects: self-belief in performing official duties, sound judgement in achieving success, diligence in promptly attaining organisational goals, and the capacity to endure specific limitations in the pursuit of objectives (Maslakçı et al., 2024; Saman & Wirawan, 2024).

Alternative Dispute Resolution Strategies

ADR is a formal designation for a collection of methods aimed at resolving conflicts outside of judicial processes. Alhasan (2025) characterises ADR as a mechanism for settling conflicts beyond the conventional judicial decision-making process. ADR is generally defined as the utilisation of negotiation, mediation, conciliation, or arbitration (Chen & Liu, 2025; Wang et al., 2020). Kesten and Özyurt (2025) proposed that ADR serve as a 'umbrella word for methods, excluding judicial determination, wherein an impartial individual aids disputants in resolving their difficulties. Certain techniques, like mediation, entail pursuing a resolution through an agreement established between the parties. Alternative dispute resolution processes, such as arbitration, may rely on a third-party adjudication. The methods by which court officers can involve independent third parties to aid in case litigation are diverse and referred to as alternative ways (Mota et al., 2023).

This indicates that ADR may be utilised by mutual consent of the parties, upon the court's recommendation, or at the discretion of the parties involved. In the fields of social and management sciences, the term ADR occasionally includes methodologies that allow parties to independently manage and resolve their disagreements without external intervention (Hamaker, 2023; Mota et al., 2023; Winter et al., 2022).

Hypothesis Research indicates that persons with elevated self-efficacy are more inclined to view conflicts as controllable, employ constructive communication strategies, and exhibit resilience in the face of opposition during Alternative Dispute Resolution (ADR) processes (Baboolal-Frank, 2022; Wolfs et al., 2024). This assurance diminishes the probability of growing conflicts and enhances receptiveness to cooperative resolutions. Furthermore, ADR procedures including mediation, negotiation, and conciliation necessitate emotional management, problem-solving, and trust-building, all of which are enhanced by self-efficacy. Research suggests that individuals with high self-efficacy are better at reframing conflicts, exhibiting empathy, and maintaining cooperative behaviours, hence improving the efficacy of Alternative Dispute Resolution (ADR) procedures (Chen & Liu, 2025; Crampton, 2022). In contrast, low self-efficacy is associated with avoidance, inactivity, or antagonistic attitudes that hinder dispute settlement efforts. The evidence delineates a reciprocal relationship in which ADR procedures enhance self-efficacy; successful conflict resolution experiences bolster individuals' confidence in managing future disagreements. Thus, self-efficacy serves as both a predictor and a result of good ADR methods. Is there a correlation between self-efficacy and alternative dispute resolution (ADR) in addressing persistent issues? Therefore, this hypothesis:

H_{01}: Self-efficacy does not have a significant correlation with alternative dispute resolution strategies

Likewise, prior research has not investigated the relationship between resilience as a form of psychological capital (PsyCap) in mediating conflicts. Alessandri and Filosa (2024) and De Moorte et al. (2024) suggest that the use of positive adaptation patterns and processes can transcend adversity or risk factors by leveraging personal, social, or psychological benefits. De Moorte et al. (2024) contended that workplace resilience is a developmental process characterised by demonstrable competence during and professional advancement subsequent to workplace hardship. PsyCap resilience, next to the POB position, focusses on the proactive assessment of risks and personal resources that affect employee outcomes. The heightened probability of an adverse outcome is termed risk. (Hazan-Liran& Walter, 2024). Risks can be transferred to the workplace, encompassing external causes (such as macroeconomic instability) or internal variables (such as harassment or the inability to reach a critical project deadline). As individuals possess varying risk preferences, an action deemed risky by one person may not be regarded as such by another. Is there a correlation between resilience and Alternative Dispute Resolution (ADR) in addressing persistent issues? Therefore, this hypothesis:

H_{02}: Resilience does not have a significant association with alternative dispute resolution strategies.

Theoretical Framework

Conservation of Resources Theory

The Conservation of Resources (COR) hypothesis offers a framework for comprehending the processes related to experiencing, coping with, and developing resilience to chronic and catastrophic stress.

The hypothesis posits that individuals are driven to obtain, safeguard, and preserve the resources they regard as valuable goods (Abele et al., 2021). Stress is perceived as a response to situations that result in the potential or actual loss of resources. The stress response is an endeavour to mitigate losses and optimise benefits, with the loss aspect of the equation being disproportionately significant. Consequently, behaviours in stressful settings may vary considerably in manifestation yet serve the overarching purpose of resource conservation (Balogun, 2025). COR theory posits that a significant portion of human activity is governed by the necessity to obtain and maintain valued resources. The interplay of phylogenetic and ontogenetic factors dictates the worth of any specific resource. Thus, certain resources are essential for survival and intrinsically enhance human beings, while others are influenced by cultural and personal experiences, thereby transcending cultures and individuals over time. The resources are characterised by their exterior or interior placement relative to the individual. Self-efficacy and resilience reside within the individual and are crucial since they furnish the motivation and determination to seek and maintain external resources, like steady jobs and supportive relationships.

Social Learning Theory

The social learning theory (SLT) posits that learning occurs through interactions with others in a social context (Abele et al., 2021). Individuals often emulate the actions of others through observation. Individuals internalise and adopt the behaviour of others, especially when their observations are positive or linked to benefits connected with that behaviour. Traditional learning theory's core principles form the basis of Social Learning Theory (SLT), bridging behaviourist and cognitive learning theories through the inclusion of attention, memory, and motivation (De Moorte et al., 2024; Rew et al., 2024). Nonetheless, the study posits that direct reinforcement cannot encompass all forms of learning and social dynamics, asserting that individuals might acquire new information and behaviours through observation of others.

Table 1: Summary of Empirical Review

Author(s)	Focus	Methodology	Findings	Conclusion
Balogun (2025)	Frontline healthcare professionals during the COVID-19	sample of 72 health workers	There was a substantial correlation between ADR and the health workers' performance.	Management, as well as administrators, adopted ADR mechanismsto resolve disputes among parties
Huang et al. (2025)	Prioritising mental health for future practitioners: Self-care as a key mediator between PsyCap and stress perception.	Qualitative (interpretative phenomenological analysis) with in-depth interviews	The entrepreneurs' levels of self-efficacy, resilience, hope, and optimism influenced their choice of conflict management strategies.	PsyCap can help actors in a dispute choose more constructive strategies.

Prochazka et al. (2025)	The Revised Compound Psychological Capital Scale (CPC-12R)	Quantitative meta-analysis of many empirical studies	PsyCap positively relates to job satisfaction, OCB, and performance; it negatively relates to undesirable behaviours.	The need to create "just climate" and leadership that builds trust and empowerment can enhance parties' PsyCap.
Trung et al. (2025)	Psychological capital and mental health problems among the unemployed in the post-COVID-19 era	Quantitative; surveys; modeling mediators & moderators	Higher PsyCapleads to lower burnout; coping strategies mediate this; perceived stress moderates.	This suggests that in high-stress dispute contexts, boosting PsyCap may buffer negative emotional outcomes
Baboolal-Frank (2022)	A review of judicial enforcement of arbitral awards in South Africa	Descriptive & prospective	Found a medium degree of existing PsyCap; resilience highest, hope lowest	The mechanisms identified could be adapted to ADR settings
Yao et al. (2024)	The impact of collective psychological capital on complex problem-solving performance	Mixed (surveys, meta-analysis	PsyCap improves engagement, helps mediate stress, helps organisational variables,and acts as a resource under strain	Investing in PsyCap through interventions likely to increase the capacity of parties to engage

3.0 Research Methodology

This study utilised a descriptive survey research approach to examine the research context, with no factors being changed. As of the second quarter of 2024, Nigeria had 62 federal universities, as reported by the National Universities Commission (NUC), distributed over the six geopolitical zones. The six geopolitical zones are North Central, Northeast, Southeast, Southwest, and South-South. The study concentrated on federal universities as they are the government-funded institutions of Nigeria. Consequently, these universities are anticipated to possess access to resources.

Table 2: Proportional Sample from Study's Population

North Central	8	2	University of Ilorin, Nigeria	1018	13%	51	13%
			Federal University, Lokoja	118	2%	6	2%
North	8	2	University of Maiduguri,	8	11	4	11

East			Nigeria	86	%	4	%
			Federal University, Gashua, Nigeria	125	2 %	6	2 %
North West	12	2	Bayero University, Kano	834	10 %	42	10 %
			Federal University, Birnin Kebbi	208	3 %	10	3 %
South East	6	2	University of Nigeria, Nsukka	1511	19 %	75	19 %
			Federal University, Ndifu-Alike	189	2 %	9	2 %
South South	8	2	University of Port-Hacourt, Nigeria	1098	14 %	55	14 %
			Federal University, Otuoke Nigeria	187	2 %	9	2 %
South West	8	2	University of Lagos, Nigeria	1504	19 %	75	19 %
			Federal University, Oye-Ekiti	203	3 %	10	3 %
Total	**50**	**12**		**7881**	**100%**	**292**	**100%**

Sources: Author's Computation, (2024)

The cluster sampling method facilitates the understanding of a scattered research sample since it eliminates the necessity for a sampling frame (Hazan-Liran& Walter, 2025). The institutions were originally divided into the six geopolitical zones that currently constitute Nigeria. Secondly, two universities were randomly picked from each of the six geopolitical zones: one from a long-standing institution and one from a newly created university. Thirteen (13) institutions were selected. 7,881 individuals, predominantly academic staff, engaged in the research. The proportional sample size of academics at each school was established at 292, constituting 5% of the population.

Validity/Reliability

Content validity was established through expert judgement, as the researcher consulted several faculty members to confirm that the questionnaire instrument was pertinent, well-articulated, and comprehensible. This was conducted in collaboration with chosen PhD-holding academics to improve the quality of the questionnaire. Furthermore, reliability refers to the degree to which a test is free from measurement errors; an increase in measurement errors correlates with a decrease in test reliability. The lower the reliability of a specific assessment, the less errors it encompasses. The Cronbach's Alpha reliability coefficients for the measuring variables of self-efficacy (0.871), resilience (0.799), and ADR (0.775) are presented, respectively. The

CA spans from 0.775 to 0.871, signifying an adequate Cronbach's alpha, exceeding the threshold of 0.7 (Saman &Wirawan, 2024).

Data Collection and Analysis

Data were gathered from faculty members of the chosen federal universities via a Google form. The study employed an online questionnaire selection approach, as the chosen federal universities facilitated convenient access to the respondents. This was accomplished with the assistance of the branch Chairperson of the Academic Staff Union of Universities (ASUU). The study utilised descriptive statistics, including percentages and frequency counts, to examine and interpret certain obtained data. Moreover, inferential statistics were utilised for data analysis. The hypothesis will be tested at a 5% significance level. This work received ethical approval from the Ethics Committee of the University of South Africa. The researcher complied with ethical standards, including preserving anonymity, ensuring transparency and honesty, and accurately citing all pertinent sources referenced in the work.

4.0 Results and Discussion

This subsection presents and analyses the socio-demographic data of the respondents in terms of gender, age, length of service, marital status, and educational background of the faculty members. It is important to note that out of 292 target respondents, only 239 copies of the questionnaire were successfully completed and fit for this analysis, resulting in an 82% response rate.

Table 3: Demographic Analysis

Constructs	Frequency	Percentage
Gender		
Male	131	54.8%
Female	108	45.2%
Age		
Below 25	22	9.2%
25-34	47	19.7%
35-44	71	29.7%
45 - 54	66	27.6%
55 and above	33	13.8%
Length of service		
Less than five years	38	15.9%
5 years - 10 years	67	28.0%
11 years - 20 years	98	41.0%
Above 20 years	36	15.1%
Marital Status		

Single	116	48.5%
Married	123	51.5%
Education		
B.SC	52	21.8%
MSC	79	33.0%
PhD	108	45.2%
Total	**239**	**100**

Table 3 illustrates the frequency distribution of participants categorised by gender. The table reveals that 131 respondents (54.8%) are male, while 108 respondents (45.2%) are female. Age distribution indicates that 22 respondents (9.2%) are under 25 years; 47 respondents (19.7%) fall within the 25 to 34 age range; 71 respondents (29.7%) are aged 35 to 44; 66 respondents (27.6%) are between 45 and 55; and 33 respondents (13.8%) are 55 years or older. The duration of service indicates that 38 respondents (15.9%) have served less than five years; 67 respondents (28.0%) have served between five and ten years; 98 respondents (41.0%) have served between eleven and twenty years; and 36 respondents (15.1%) have served twenty years or more. The marital status indicates that 116 (48.5%) of the respondents are single and unmarried, whilst 123 (51.5%) are married. The research suggests that literacy levels in federal institutions are elevated, indicating that the majority of staff are well-educated and capable of delivering reliable and objective responses in the survey.

Table 4: Descriptive Analysis of the Constructs

Constructs	SD		D		U		A		SA	
	Frq.	%	Frq.	%	Frq.	%	Frq.	%	Frq.	%
Level of efficacy Scale										
I can withstand pressure and focus on my tasks.	2	0.84	3	1.26	6	2.51	29	12.13	199	83.26
I can identify effective solutions when faced with problems.	1	0.42	5	2.09	22	9.21	95	39.75	116	48.54
I feel capable of influencing situations to my advantage.	3	1.26	1	0.42	16	6.69	96	40.17	123	51.46
I feel confident in my ability to handle unexpected challenges.	1	0.4	1	0.4	1	0.4	35	14.6	201	84.1
I can achieve my goals if I put in the necessary effort	6	2.51	2	0.84	9	3.77	43	17.99	179	74.90

Level of Resilience Scale										
I maintain a positive attitude during difficult situations.	1	0.42	1	0.42	3	1.26	81	3 3.89	153	6 4.02
I view challenges as opportunities to grow.	2	0.84	4	1.67	5	2.09	112	4 6.86	116	4 8.54
I can find ways to stay optimistic even in tough circumstances.	3	1.26	5	2.09	11	4.60	91	3 8.08	129	5 3.97
Everyone has the capacity to build resilience.	4	1.67	4	1.67	8	3.35	35	1 4.64	188	7 8.66
Resilience is a skill that can be developed over time.	2	0.84	3	1.26	6	2.51	52	2 1.76	176	7 3.64
ADR Scale										
Governments should embark on alternative dispute resolution reform as a means of dispute resolution	2	0.84	4	1.67	9	3.77	14	5. 86	210	8 7.86
Proper implementation af alternative dispute resolution is necessary in the institutions	2	0.84	3	1.26	4	1.67	45	1 8.83	185	7 7.41
ADR ensures confidentiality in dispute resolution.	1	0.4	5	2.1	7	2.9	93	3 8.6	133	5 5.2
ADR reduces stress and emotional tension for the disputing parties.	3	1.26	3	1.26	2	0.84	82	3 4.31	149	6 2.34
ADR is a more cost-effective way to resolve disputes than litigation.	4	1.67	6	2.51	9	3.77	93	3 8.91	127	5 3.14

Table 4 indicated that respondents expressed high agreement with my ability to endure pressure and concentrate on my tasks. SA = 199 and 83.26%. I can discern effective answers when confronted with challenges. Some staff are ambivalent regarding my ability to devise effective solutions when confronted with problems (SA= 116 and 48.54%), while I perceive myself as capable of influencing situations to my advantage (SA= 123 and 51.46%). Additionally, a significant number of respondents strongly concurred that I possess confidence in managing unforeseen challenges (SA= 201 and 84.1%). This result demonstrates the respondents' overall awareness of the significance of efficacy and alternative dispute settlement options. Table 4 indicated that the respondents overwhelmingly concurred with the statement on my maintenance of a positive attitude in challenging circumstances (SA = 153 and 64.02%). I perceive problems as opportunities for growth (SA = 116 and 48.54%). I can identify methods to maintain optimism even in challenging situations (SA = 129 and 53.97%). All individuals possess the ability to cultivate

resilience (SA= 188 and 78.66%). Resilience is a skill that may be cultivated over time, resulting in a notable enhancement in SA (176 and 73.64%). Consequently, this outcome indicates that the respondents possess a general awareness of the significance of resilience. The Table indicated that the respondents overwhelmingly concurred that governments should initiate reforms in alternative dispute resolution as a method of resolving disputes (SA = 210, 87.86%). The effective execution of alternative dispute resolution (ADR) is essential within institutions (SA=185 and 77.41%). ADR guarantees confidentiality in the resolution process (SA=133 and 55.2%). Additionally, ADR alleviates stress and emotional strain for the parties involved (SA=149 and 62.34%). Furthermore, ADR is a more economical method for resolving disputes compared to litigation (SA=127 and 53.14%). Consequently, this outcome demonstrated the overall awareness of the responders.

Test of Hypotheses

H_{01}: Self-efficacy does not have a significant correlation with alternative dispute resolution strategies

Table 5: Self-efficacy and ADR

		Self-efficacy	PsyCap	ADR
Self-efficacy	Pearson Correlation	1	.083	.269*
	Sig. (2-tailed)		.295	.009
PsyCap	Pearson Correlation	.083	1	.801*
	Sig. (2-tailed)	.295		.045
ADR	Pearson Correlation	.269*	.801*	1
	Sig. (2-tailed)	.009	.045	
	N	239	239	239

*Correlation is significant at the 0.05 level (1-tailed).

Table 5 presents the correlation coefficients for the independent variable efficacy, recorded as 0.269 and 0.801. The Pearson Correlation results indicated a substantial association between efficacy and alternative conflict resolution procedures in selected federal universities. A correlation coefficient of 0.173 and a value of +1 indicate a positive and substantial association between the independent and dependent variables. This indicated that a unit increase in employee efficacy concerning their job would result in a 13% rise in ADR strategies at the chosen federal universities, at a 0.05 level of significance. The correlation coefficient of 0.730 and the value of +1 for PsyCap indicate a positive and substantial association between the independent and dependent variables. This indicated that a unit increase in PsyCap during the settlement process would lead to a 73%

rise in employee engagement levels at the chosen federal universities, at a 5% significance level. Therefore, it can be asserted that efficacy via PsyCap has a positive and significant correlation with employee engagement levels at the chosen federal institutions.

H_{02}: Resilience does not have a significant association with alternative dispute resolution strategies.

Table 6: Resilience and ADR

		Resilience	PsycCap	ADR
Resilience	Pearson Correlation	1	.048	.723**
	Sig. (2-tailed)		.543	.000
PsyCap	Pearson Correlation	.048	1	.447**
	Sig. (2-tailed)	.543		.002
ADR	Pearson Correlation	.723**	.447**	1
	Sig. (2-tailed)	.000	.002	
	N	239	239	239

**. *Correlation is significant at the 0.01 level (2-tailed).*

Table 6 presents the correlation coefficients for the independent variable resilience, (0.723) and (0.447). The Pearson Correlation indicated a substantial association between resilience and alternative dispute resolution procedures in selected federal colleges. The correlation coefficient of 0.614, indicating a positive value of +1, demonstrated a substantial positive link between the independent and dependent variables. A unit improvement in resilience inside alternative conflict resolution procedures would yield a 61% enhancement in the settlement process at the chosen federal institutions, with a significance level of 0.05. The correlation coefficient of 0.247 and the value of +1 for psychological capital indicated a positive and substantial association between the independent and dependent variables. This indicated that a unit rise in psychological capital among employees of the selected federal institutions would result in a 24% enhancement in the settlement process, facilitating their sustainability in the educational sector at a 5% rate. Therefore, it can be asserted that employee resilience, via psychological capital, exhibits a positive and significant correlation with the ADR tactics in designated federal universities.

Discussion of Findings

The discovery that self-efficacy significantly correlates with ADR strategies in specific federal universities corroborates prior research highlighting the importance of individual confidence and belief in one's abilities for conflict resolution. Researchers such Brandt et al. (2025), De Moorte et al. (2024), Mansouri and Lorenz (2025), and Szerdahelyi et al. (2024) contend that persons possessing high self-efficacy are more inclined

to utilise proactive and constructive approaches in conflict situations, as opposed to evasion or escalation. Comparable research in higher education has demonstrated that self-efficacious faculty and students are more predisposed to engage in conversation, negotiation, and compromise, hence supporting the notion that Psychological Capital (PsyCap) augments the efficacy of Alternative Dispute Resolution (ADR) methods (Rew et al., 2024; Sigal&Michoń, 2024). This outcome, consequently, validates established theoretical frameworks while broadening their application to the Nigerian higher education milieu, where distrust in formal legal processes frequently intensifies institutional disputes.

The notable correlation between resilience and ADR techniques aligns with prior research, highlighting resilience as a crucial psychological asset in navigating interpersonal and organisational conflicts. Previous studies in organisationalbehaviour indicate that resilient individuals exhibit adaptability, optimism, and problem-solving abilities, allowing them to persist in pursuing mutually advantageous solutions even in adverse conditions (Brandt et al., 2025; De Moorte et al., 2024; Zoromba et al., 2024). In Nigerian federal institutions, resilience is crucial due to recurrent industrial conflicts, student discontent, and administrative issues that require adaptive conflict resolution solutions (Balogun, 2025). This discovery enhances the current literature by offering empirical evidence that resilience mitigates stress in conflict scenarios and promotes the implementation of sustainable ADR tactics inside higher education institutions.

5.0 Conclusion and Recommendations

The results revealed that both self-efficacy and resilience are significantly associated with ADR techniques in specific federal universities. This indicates that psychological resources are crucial in determining the efficacy of conflict management strategies in higher education settings. Self-efficacy, which denotes an individual's conviction in their capacity to manage issues, seems to bolster confidence and dedication in participating in ADR processes. Resilience, defined as the ability to adapt and recover from setbacks, fosters positive engagement and perseverance in dispute resolution endeavours. It is essential to incorporate PsyCap development into academic conflict management frameworks. Although institutional policies and structural mechanisms are crucial, the human characteristics of staff and students play a vital role in the sustainability of ADR practices. Consequently, enhancing self-efficacy and resilience through specific interventions may not only improve ADR outcomes but also foster a more pleasant academic atmosphere. Here are several recommendations for this study.

Universities ought to integrate PsyCap training into their academic and extracurricular curriculum to facilitate the development of resilience and self-efficacy in students, which are crucial for personal and professional advancement. Universities must to offer mentorship and counselling services aimed at enhancing students' psychological capital, thereby equipping them to manage stress, disappointments, and career uncertainty more proficiently.

Universities ought to promote study and discourse on PsyCap by including it into business, psychology, and management curricula, thus enhancing comprehension of its influence on organisational success and employee welfare.

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