Impact of Conflict Resolution on the Performance of Workers of Federal Airport Authority of Nigeria (FAAN), Abuja: An Econometrics Approach.

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Abstract

This study examined the impact of conflict resolution on the performance of workers at the Federal Airport Authority of Nigeria (FAAN), Abuja. The study used the primary source of data collection, and data were collected using questionnaires that were self-administered to the staff at FAAN, Abuja. Two hundred and ninety (290) questionnaires were administered, out of which two hundred and twenty (220) were filled and returned, representing a 75% response rate. The data were exported to STATA 14.2 and were analyzed using both descriptive and inferential statistics. The major findings revealed that the collaboration strategy of

conflict resolution has a positive statistical impact on the workers' performance in FAAN, Abuja. Therefore, the study recommended that the management of FAAN, Abuja, should adopt a collaborative strategy in a bid to improve the performance of workers at FAAN, Abuja.

Keywords: Conflicts, Performance, and FAAN

1.0 Introduction

The effective management of conflict is essential to bring about enormous benefits to employees and the organizations they work for as a whole. As a result, knowing the best conflict management strategy to adopt is an important factor that organizations have to take into consideration to improve their performance level. The type of conflict resolution strategy adopted by managers of organizations to a large extent has positive or negative effects on the workers' performance of such organizations be it collaboration, dominant or communication strategy. If conflicts are well managed using appropriate strategy, they will yield desired results and have a positive impact on employee performance of the organization. On the other hand, if not well-managed conflict negatively impacts employees' job performance and by extension the general productivity level of the organization. At all costs, organizational leaders should not ignore workplace conflict because doing so will send a wrong message down the level that conflict is an acceptable norm in a workplace (Abdul and Sehar, 2015).

When organizations adopt good and well-coordinated conflict management strategies, it will help to expose weaknesses in the organizational decision-making style thereby prompting them to make

amendments where necessary for better performance of the organization. A well-managed conflict leads to a positive performance in an organization, while badly managed conflict heats the work environment to bring about dislocation and polarization of the entire group with a reduction in productivity and job performance (Akanji, 2005).

Conflicts are unavoidable in all organizations and institutions, but their impact varies, especially regarding an organization's interests (Ukata & Silas-Dikibo, 2021). Hence, conflicts are inevitable and are continual in each organization, whether publicly or privately owned. Conflict can either be positive or negative - the difference lies in how each conflict situation evolves and the strategy adopted to manage it. Consequently, at the management level, officials within each organization are duty-bound to resolve conflicts correctly to increase organizational performance, which is dependent on good communication, collaboration, time management, and teamwork. Workplace conflict is defined as discord occurring when the objectives, interests, or values of several individuals or groups within an organization are incompatible and frustrate each other's attempt to achieve their set objectives (Kazimoto, 2013). Conflict resolution involves limiting the negative aspects of conflict while increasing positive outcomes that include maximum performance in organizational settings (Rahim, 2011).

Managers need effective conflict management strategies to deal with the outbreak of conflict, which affects employee morale and turnover, and, if not properly managed, can negatively affect the prosperity of an organization. Therefore, the effectiveness attained while managing conflict depends mainly on how well the roots of the conflict have been understood. This understanding will guide managers in choosing the type

of strategy to manage the conflict in such an organization. Hence, when conflict is well managed, it is expected to bring enormous benefits to people and organizations because conflict management is often one of the biggest drivers of change in the workplace. If well managed, it can create stronger bonds, help people be more innovative, build effective teams, establish strong working relationships, and eventually improve individual performance and the overall performance of the organization. The goal is to openly face an issue and negotiate a win-win outcome from and for the various parties involved (Garcia, 2013). The Thomas-Kilmann Conflict Mode Instrument (TKI), adopted by human resource (HR) experts worldwide, indicates five major conflict management styles - collaborating, competing, avoiding, accommodating, and compromising.

The Nigerian Government, over the years, however, has set up various techniques that will guide organizations in the management of conflicts. These management techniques are available in the Labour / Employment Act, 1971, Workmen's Compensation Act, 2010, Trade Dispute Amendment Decree, 1988, and Trade Dispute Act 18, 2004. These provisions contain the five steps for the legal management of conflict in public institutions and corporations in the country (Akinwale, 2011). According to Akinwale, 2011, these policies promote voluntary settlements of conflict based on the following internal machinery: constructive expression of grievances. On the other hand, external machinery includes mediators, conciliators, Industrial Arbitration Panels, the National Industrial Court, and Special Boards of Enquiry. In the resolution of conflict, the judgment of the National Industrial Court is final and obligatory on employers and employees from the date of the

judgment. Longe (2015) identified the Trade Union Act, of 2005 as one of the instruments used to manage union-related conflict in an organization and adopted by some multinational firms operating in Nigeria. Over time, managing organizational conflict has become necessary to improve organizational performance.

Siljanen (2010) pointed out that an employee's performance is characterized by accomplishing their responsibilities as provided for by the establishment. From these stated perspectives, it is evident that employee performance means the contribution put in by an individual employee towards attaining organizational goals (Parmenter, 2015). Performance in an organization is characterized by the indicators set by management and the ability of stakeholders to agree on the set indicators during periodic assessments. This process is constant and flexible (Armstrong & Taylor, 2014; Mwaniki & Muathe, 2021). Performance in any organization is a sequence of processes that are done in an agreed flow from the gathering of resources to the development of competencies, capabilities targeted at developing systems to act as a guide to ensure employees of such an organization achieve desired results (Al-Matari, Al-Swidi & Fadzil, 2014). Because of this, firm performance can be viewed as a result or outcome of organizational activities and operational processes (Stannack, 2016). Al-Matari et al. (2014) and Lazarus (2014) explained that the essence of an organization's performance lies in its link to employees' and customers' satisfaction, employees' productivity, and reported margins.

The challenge of conflict among workers hampers their performance and the general organizational performance. Employee performance is a core part of every organization, and an organization's overall performance

primarily reflects its officials' performance (Agusioma, 2018). Managers spend about twenty percent of their time addressing conflict situations due to the growing complexity of organizations, in which officials must collectively work and make decisions as a team and take into cognizance the interests of the organization's external (local/foreign) stakeholders (Mullins, 2005). This method proved that conflict could not be eliminated within an organization because there is bound to be conflict at whatever levels wherever you find human beings interacting. What is, however, important is the way conflicts are managed to forestall future occurrences. The public sector like the Federal Airport Authority of Nigeria (FAAN) exists to provide public goods and services to the people. Hence, employee performance in the public sector is determined by the results of a specific activity (or aggregate results from several or all activities) within a public institution, being measured either in absolute terms (as an index) or concerning the results achieved in the previous years, Handler et al. 2004 cited in Mihaiu (2013). Measuring performance in the public sector considers efficiency, effectiveness, financial performance, quality of service, and the fulfilment of social and environmental requirements.

In Nigeria, airports are managed by the Federal Airports Authority of Nigeria (FAAN) on behalf of the Federal Government of Nigeria. FAAN was established in 1995 to execute the functions of two defunct public institutions, the Nigerian Airports Authority (NAA) and the Federal Civil Aviation Authority (FCAA). However, conforming to the International Civil Aviation Organization's (ICAO) standard practice led to another restructuring in the Nigerian Aviation Industry in 1999. Since ICAO stipulates the separation of regulatory bodies from service providers, it

became imperative for FAAN's affiliates to detach and established an entirely independent organization. The reason was to ensure compliance with other domestic aviation industry segments. Subsequently, it led to the creation of a fully autonomous Nigerian Civil Aviation Authority (NCAA) in 1999 Balogun, (2008) cited (Baross & Ibiwoye, 2012). Employee welfare is an essential source of motivation for employees. The failure of FAAN to address it has led to employees having grievances against the management, which has often resulted in conflict between both parties, impacting the performance of the employees and the entire organization ((Baross & Ibiwoye, 2012). The management of (FAAN) is known for adopting a domination strategy in conflict management, which is only beneficial to them at the employees' expense resulting in conflict. This current study takes a looked at the collaboration strategy for managing conflicts in FAAN, Abuja.

Collaboration strategy is one type of conflict management strategy that is well documented in the literature. It is a strategy where there is cooperation and the search for a mutually beneficial outcome when each conflicting party desires to fully satisfy each other's concerns, that is, deep concern for self and others (Ezeanyim, 2010). The parties intend to solve the issue by clarifying differences and accommodating various points of view through openness, exchanging information, and examining differences to reach an acceptable solution. This strategy builds a friendly environment in an organization, where both employers and employees feel confident and free to share their knowledge or perceptions to make a single point, that is, reach a single decision to combat conflict.

A few scholars like Ukata & Silas (2021), Muathe (2021) M'mbwanga,

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Maore & Were (2021) and Osabiya, (2015) have carried out studies on conflict management, conflict prevention, and conflict resolution. However, very little (or no) research has focused on such concepts while being tied to FAAN. This study improves previous studies on conflicts resolution and workers' performance in FAAN, Abuja, using an econometric approach. The remaining part of the paper is structured thus: Literature and theoretical framework, methodology, Results and Discussion, Conclusion and Recommendations.

2.0 Literature and theoretical framework

2.1 Empirical Review

Different scholars have conducted studies on conflict resolution and organizational performance. For instance, Ukata &Silas-Dikibo (2021) studied the "Conflict Management and Conflict Management Skills Needed in Educational Tertiary Institutions in Nigeria." The study adopted the descriptive research design with a qualitative style in data collection through knowledge and opinions gathered from various scholars, including the author's personal experiences, to describe the variables under investigation. The study discovered from the various scholars' views that conflicts are destructive, constructive, and unavoidable across every organization, irrespective of nature. Some Nigerian tertiary institution administrators and managers, including employees, display excessive power leading to conflicts and seem to forget that conflict is always part of human existence without a common understanding of the dynamics of conflicts, conflict management, and conflict resolution.

The study recommended that Nigerian tertiary institution administrators

and managers, including union members, learn and know the dynamics of conflicts, conflict management, and conflict resolution. Mwaniki & Muathe (2021) examined the effect of organizational conflict management techniques, namely negotiation, mediation, collaboration, and communication, on employees' performance in selected public universities in Kenya. The study used a positivist quantitative approach adopting a descriptive research design. The study population covered employees of the chosen public universities in Kenya. About 160 participants were chosen to be part of the sample using stratified and simple random sampling methods. Both ANOVA and regression analysis were used in the analysis of the data. The study established a positive and significant relationship between negotiation, mediation, collaboration, and employee performance in the chosen Kenyan public universities. The study concluded that negotiation, mediation, and collaboration positively influenced employees' performance while communication adversely affected employees' performance. Consequently, the study recommends that the management officials of public universities in Kenya apply a cocktail of these organizational conflict management techniques to obtain optimal outcomes while resolving corporate conflicts.

In examining how collaborative conflict management strategies influence the performance of microfinance institutions, M'mbwanga, Maore & Were (2021) used a descriptive survey research design targeting 90 managers of microfinance institutions that operate within Nairobi, Kenya. The study adopted a census method. Questionnaires were used as the research instrument. The result shows a significant direct correlation between collaborating strategy and performance of microfinance institutions in Nairobi with a coefficient of 1.121 and a significance value

of 0.000.

The study recommended that managers should always use dominating and collaborating strategies as they have a direct relationship with organizational performance. Igbokwe-Ibeto (2019) examined the effect of job analysis on service delivery in the Federal Airports Authority of Nigeria (FAAN) from 2005-to 2014. Two research questions and hypotheses guided the study. The study used the survey research design. The research relied on first-hand and secondary data, and a multiple-stage sampling technique was utilized to develop the sample population. The researcher utilized Pearson Product Moment Correlation Coefficient and Simple Regression Analysis statistical techniques with the aid of SPSS to test the research hypotheses. The study found that job analysis significantly affects employee commitment in FAAN at the 5-percent level. Given the core role that job analysis plays in the 21st century, the study recommends that FAAN management should adopt job analysis as a fundamental human resource management tool for proper personnel utilization and improvement of quality-of-service delivery.

Focusing on factors that influenced an organizations' decision Osabiya (2015) conducted research on conflict management and resolution in Nigeria's public sector. The scholar employed descriptive statistics to analyze the data collected from a sample of 170 employees of the Nigerian public sector. The experimental survey of conflict management and resolution in the public sector showed that conflict could be addressed through compromise between the employee and management. Thus, certain leadership styles can promote discord in the organization.

Olukayode (2015) investigated the impact of workplace conflict

management on organizational performance in a Nigerian manufacturing firm. Participants comprising 250 employees were picked through the use of a stratified random sampling technique. The study employed descriptive and inferential statistics and found a significantly positive correlation between conflict management strategies (collective bargaining, compromise, as well as accommodation) and an organization's productivity. Non-integrative conflict management strategies (competition, domination, and communication) harmed organizational performance. The study concluded that conflict was an inevitable phenomenon in organizational life, and if properly managed it can contribute to organizational performance, else it poses a problem in the workplace.

Adilo (2019), to determine the link between conflict strategies and organizational performance of some selected breweries in the south-eastern part of Nigeria, employed unitarist, pluralist, and radical theories using primary data sourced from five breweries companies. The study found that all the conflict management strategies studied - namely negotiation, collective bargaining, joint consultation, and alternative dispute resolution - were found to have a significant positive relationship with the organizational performance of brewery companies in Nigeria's southeast. The study recommends that managers adopt the conflict management adopts these conflict management strategies since they are effective in managing conflicts in organizations. In a study conducted by Obasan (2011) on the impact of conflict management on organizational performance in First Bank of Nigeria Plc (Lagos Branch) involving 50 respondents, the result showed that the conflict management strategies adopted by the organization were found to be helpful in conflict

management thereby impacting positively on workers' productivity.

Ongori (2009) conducted a research survey to examine the leading cause of organizational conflict and its effects on organizational performance. Using a survey research design - with a sample of 130 managers selected from government departments, public sector parastatals, and private companies in Gaborone, Botswana, the study found that most conflicts in organizations are resolved by compromising with parties involved by encouraging open communication. From the reviewed empirical literature, it can be deduced that there is no one conflicts management strategy that is a fit for all. Furthermore, most scholars did not focus on the empirical testing of these strategies on organizational performance, and there is yet to be a study that focused on FANN, Abuja using an econometric approach. Hence, the need for this current study to improve on the previous study.

2.2 Theoretical Framework

The theory underpinning this study is the Contingency Theory by Fred Fiedler in 1964 because, according to the theory, the effectiveness of a leader depends on a combination of two forces: the Leader's leader-managerial style, and the favoured situation. One of the essential problems when it comes to the success of a company is the perfect position of the leader in the context where it fits the most, for example in the case when the company is focused on increasing production where the work is technically a leader focused on achieving the goal will design any plan that can lead there without necessarily taking into consideration the relationships of employees or their wishes, on the other hand, if a company is working to increase teamwork for a project where you need

collaboration then a leader more focused on getting the consent of the workers then the leader with such a personality would fit better.

The main assumptions of the contingency theory are: (i) there is no better way to manage an organization. (ii) Leaders should be able to identify which management style will help achieve the goals of the organization when faced with a particular situation. (iii) The main component of Fiedler's contingency theory is the most preferred co-worker scale (LPC) which measures a manager's leadership orientation. The theory argued that a manager's effectiveness depends on the interplay of task, relation, motivation, and circumstance. In other words, certain events require different management approaches, focusing on motivating task completion or maintaining harmonious group relations. It can be summarized as an "it all depends" approach. The appropriate management actions and approaches depend on the situation. Managers with a contingency view use a flexible approach, draw on various theories and experiences, and evaluate many options as they solve problems.

3.0 Methodology

The study employed a survey design to describe the basic features of the data in the study and is cross-sectional. The population of this study consisted of 1,250 staff of FAAN, Abuja, obtained from the organization's staff register. The population is stratified into five (5) departments. They are further stratified into five groups with Admin called group 1; Finance called group 2; Internal Audit called group 3; Information Technology called group 4; Operations called group 5; Commercial called group 6. From the groups, seventy (70) staff were selected randomly from group 1, thirty-seven (37) from group 2, thirty (30) from groups 3 and 4, as well as sixty-five (65) from groups 5 and 6,

making a total sample size of two hundred and ninety-seven (297) staff sampled. All questions were in close-ended form and all responses were measured using a five-point Likert scale ranging from "Strongly disagree" (1), "Disagree" (2), "Neutral" (3), "Agree" (4) and "Strongly agree" (5).

3.1 Model Specification

Model Specification for Research Objective

So, in achieving research objective - which is to examine the impact of collaboration strategy on the performance of FAAN workers? The functional relationship, as well as econometric model for answering the research question is given as:

$$WP = f(COL) \quad (1)$$

Where,

WP = Workers' Performance

COL = Collaboration Strategy of Conflict Management.

This can be restated further as follows:

$$WP = f(OP, EXCHINF, REL) \quad (2)$$

Where,

OP = Openness

EXCHINF = Exchange of Information

REL = Relationship Building

Correspondingly, the econometrics model is given as:

$$WP_i = \beta_0 + \beta_1 OPENi + \beta_2 EXCHINFi + \beta_3 REL_i + \mu_i \quad (3)$$

4.0 Results and Discussion

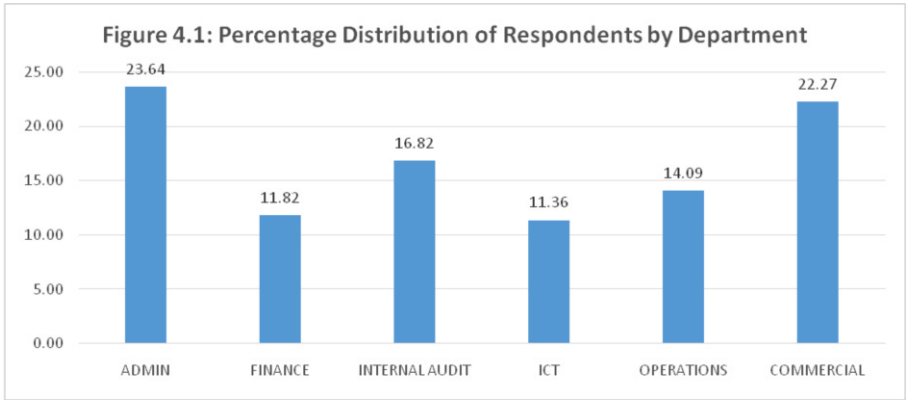
4.1 Descriptive Statistics

This section presents results on the characteristics of the respondents based on their responses. These include gender, age, level of education, respondents' organizational department, and years of experience. From their responses, males constitute most of the respondents (70%), between 36-45 years (45%). Most of the respondents had higher education HND/B.Sc. (60%), and the majority had work experience of 5-10 years (70%). These responses guided the researcher to ascertain the relationship between conflict management and employee performance at FAAN.

Table 4.1: Distribution of Respondents Based on their Department in FAAN, Abuja

Variables	Frequency	Percentage
ADMIN	52	23.64
FINANCE	26	11.82
INTERNAL AUDIT	37	16.84
IT	25	11.36
OPERATIONS	31	14.09
COMMERCIAL	49	22.27
Total	**220**	**100**

Source: Author's field work, 2022.



Source: Author's field work, 2022.

Table 4.1 and Graph 4.1 show the distribution of respondents' departments in FAAN, Abuja. From table 4.1 and graph 4.1, it was found that 23.6% of the respondents were from the administration department, 11.82% of the respondents were from the finance department, 16.82% of the respondents were from the internal audit department, 11.36% of the respondents were from the information technology Department, 14.09% were from the operations department, and 22.27% of the respondents were from the commercial department. The same table 4.1 and graph 4.1 reveal that majority (23.64%) of the interviewed staff of FAAN work in the administrative department.

Table 4.2: Collaboration & Workers' Performance

No	Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Total
		1	2	3	4	5	
1	FAAN has an effective collaboration strategy in place to manage conflicts	1.00%	10%	13%	45.00%	31%	100.00%
2	Disagreements in FAAN require intervention through collaboration	3%	6%	10%	41%	40%	100.00%
3	Concession tactic is an important tactic where both sides make a concession	0%	11%	10%	37%	42%	100.00%
4	Employees want to feel involved in decisions that affect them by negotiating with managers before decisions are made.	0%	2%	11%	42%	45%	100.00%
5	Negotiation has influenced staff performance in FAAN.	1%	3%	7%	50%	39%	100.00%
6	It is important to collaborate at the beginning of the performance contract so that an employee is well informed of what is expected	5.00%	7%	14%	40.00%	34%	100.00%
7	Good collaboration requires good homework and teamwork for making long term binding agreements	%	5%	10%	45.50%	40%	100.00%
8	The resolutions to the conflict are likely to be accepted voluntarily through collaboration.	3%	4%	9%	37%	47%	100.00%

Source: Author's Computation, 2022

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Table 4.2 shows the Responses obtained from the respondents based on the Likert scale ranging from "Strongly disagree" (1), "Disagree" (2), "Neutral" (3), "Agree" (4) and "Strongly agree" (5).

4.2 Impact of Conflict Resolution on Workers' Performance in FAAN, Abuja

These results show the relationship between employees' performance indicators proxies (dependent variables) and conflict prevention/resolution strategies (independent variables), which enable us to make inferences on the impact of conflict resolution on employees' performance in FAAN Abuja.

Table 4.3: Distribution of Regression Results on the Impact of Conflict Resolution on Workers Performance in Federal Airport Authority of Nigeria (FAAN), Abuja

Variable	Co-efficient	Standard Error	t-Statistic	Probability
C	0 .8797988	0.2396001	3.67	0.000
OPENNESS	0.4039938	0.0833306	4.85	0.000
EXCHINFO	1.670116	0.115965	14.40	0.000
REL		0.7282068	0.1366422 5.33	0.000
R^2			0.9637	
Adj. R^2			0.9632	
F-statistic			1909.69	
Prob. (F-stat.)			0.0000	

Source: Author's computation STATA 14.2.

Hypothesis I

Null Hypothesis: there is no significant impact of collaboration strategy on the workers' performance in FAAN.

Alternate Hypothesis: Collaboration strategy has a significant impact on the workers' performance FAAN.

The worker's performance in FAAN is associated with the collaboration strategy (independent Variables) to the tune of R2 = 0.9637. This indicates a strong relationship between the workers' performance in FAAN and the collaboration strategies. Conversely, 96% of collaboration strategy is associated with workers' performance in FAAN. The result of R2 reveals that the collaboration strategy explains about 96% variation in workers' performance proxies. Furthermore, the Adjusted R2 shows that collaboration strategy proxies jointly accounted for 96% variation in the worker's performance in FAAN. The calculated F-statistics is 1909.69, and the estimated significant value was 0.0000. In conducting the test at 1% statistical significance, the model is strong in explaining the variation in workers' performance in FAAN.

Thus, the model has a good fit. In the absence of a collaboration strategy, the constant value 0.8797988 is the average value of workers' performance indicator and the estimated significant value of 0.000. Holding other variables constant, the coefficient value of openness (OPENi) is 0.4039938. The estimated significant value is 0.000; hence, a unit increase in openness by FAAN management will lead to a 0.4039938 increase in workers' performance in FAAN. However, this is in line with the expected coefficient of collaboration strategy components. Again, the result shows that the coefficient of exchange of information (EXCHINFi) is 1.670116, and the estimated significant value is 0.000. This means a

unit increase in the exchange of information between management and employees leads to a 1.670116 increase in workers' performance in FAAN. The positive coefficient of EXCHINFi conformed to the positive expectation of the study because the exchange of information is a component of collaboration strategy. More so, having a p-value 0.000, in conducting the test at 1% statistical significance, collaboration strategy has a significant positive impact on the worker's performance in FAAN.

Similarly, the result shows that the coefficient of relationship (RELi) is 0.7282068, and the estimated significant value is 0.000. This means a unit increase in the relationship between management and employees leads to a 0.7282068 increase in workers' performance in FAAN. The positive coefficient of RELi conformed to the positive expectation of the study because the relationship is a component of collaboration strategy. More so, having a p-value of 0.000, in conducting the test at 1% statistical significance, collaboration strategy has a significant positive impact on the worker's performance in FAAN. Based on the above, we rejected the null Hypothesis that collaboration has no significant impact on the workers' performance in FAAN. Hence, it accepted the alternate Hypothesis that collaboration strategies have a significant positive impact on the workers' performance in FAAN.

5.1 Discussion of the Findings

The results revealed the following major findings:

The study ascertains the impact of the collaboration strategies on the workers' performance in the Federal Airport Authority of Nigeria (FAAN) in Abuja for the period under review. The finding revealed that collaboration strategies - as a conflict prevention and resolution

mechanism - positively influence workers' performance in FAAN. This finding was corroborated with Mwaniki et al. (2021) finding that established a strong positive correlation between negotiation, mediation, collaboration, and employee performance in the selected public universities in Kenya. Similar findings were reported in a study by M'mbwanga et al. (2021), pointing to a significant direct relationship between the collaboration strategy and performance of MFIs in Nairobi.

5.2 Conclusion

Based on the finding of this study that adopted the collaboration strategy, it can be concluded that finding out mutually acceptable solutions to problems or discussing all concerns openly (especially during meetings) will improve workers' performance in the Federal Airports Authority of Nigeria (FAAN), Abuja. Regarding improving workers' performance in FAAN, Abuja, both management and employees have shown that adopting a mid-way approach, informing of give-and-take, can solve conflict problems. When conflicts are resolved, employees' performance will improve. Also, when management and employees avoid issues that will cause division by constantly building relationships among the employees and management when the need arises it will improve the relationship and the organization's performance. Flexible approach to leadership and knowing which conflict management strategy to adopt at a particular time shows how good a manager is in managing conflicts which is consistent with the contingency theory.

5.3 Recommendations

Based on the above conclusion, the study recommends that the management of FAAN, Abuja, create an enabling environment for the employees to openly communicate and discuss issues that affect their

welfare. By so doing, management should try as much as possible to find out mutually acceptable solutions to problems and implement any joint decisions taken by putting the organizational goals and employees' interests into consideration.

Also, given the significant impact of the collaboration strategy on improving the workers' performance in FAAN, Abuja, management and employees should try all possible ways to discuss critical issues that will cause division in the organization. Such issues should be discussed in meetings where both parties are present; this will reduce tension in the work environment, keeping it peaceful and improving workers' performance.

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