

# Conflict Resolution Strategies in Resolving Interpersonal Conflicts in Cameroon's Public Corporations: The Case of the Cameroon General Certificate (GCE) Board

Vubo Nelly Newuawen

PhD Student, Faculty of Laws and Political Science, Department of Political Science and Comparative Politics University of Buea, South West, Cameroon

DOI: <https://doi.org/10.51244/IJRSI.2025.12020013>

Received: 16 January 2025; Accepted: 24 January 2025; Published: 27 February 2025

## ABSTRACT

This study examines interpersonal conflict resolution strategies in public corporations, focusing on the Cameroon General Certificate of Education (GCE) Board. Public corporations are crucial for economic development but interpersonal conflicts among employees can hinder their effectiveness and performance. The strategies under study are collaboration, compromise, avoidance, accommodation, and competition. Through a mixed-methods approach, involving a survey using a questionnaire complemented with interviews, data was collected from managerial and non-managerial employees on conflict resolution strategies employed. The findings point to collaborative and compromise-based strategies that underlie improved productivity and job satisfaction as well as avoidance and competitive strategies that tend to exacerbate workplace tensions. The results provide insights for policymakers and corporate leaders to develop sustainable strategies for conflict management, thereby enhancing organizational resilience and service delivery.

**Keywords:** Effective, Interpersonal Conflict, Resolution Strategies.

## INTRODUCTION

Effective conflict management has become a key factor in determining the performance in organizations in the dynamic environment of modern public enterprises. It is crucial to resolve conflicts quickly and constructively because of the complicated web of contacts and relationships between workers as well as the challenges presented by different workplaces that are continually changing. Within public corporations, unresolved disputes can prevent innovation, impede collaboration, and jeopardize overall operational effectiveness (De Dreu & Weingart 2003: 741).

The importance of conflict resolution in workplace dynamics has long been acknowledged in research in organizational psychology and management. The fundamental framework of conflict-handling styles, which includes cooperating, competing, compromising, avoiding, and accommodating, has been established by studies by Thomas and Kilmann (1974:23). Using this paradigm as a foundation, later studies have clarified the various effects different styles have on team cohesiveness, employee morale, and general performance (Rahim & Magner, (1995: 122).

Strategies for resolving interpersonal conflicts are essential in determining the dynamics and productivity of public organizations all over the African continent. Africa offers a distinctive framework for evaluating how conflicts are managed inside public enterprises and how these techniques affect organizational outcomes due to its various cultural, economic, and social landscapes. This study explores the nuanced interpersonal conflict resolution techniques used in African public enterprises, taking into account both conventional and contemporary methods, their cultural roots, and the effects they have on organizational productivity. The wide variety of conflict resolution techniques used in public organizations across Africa is influenced by the continent's vast cultural diversity. Conflict resolution strategies are frequently influenced by conventional values, a sense of community, and respect for authority. Many African communities place a high priority on maintaining connections and communal harmony, which results in a preference for the wide variety of conflict

resolution techniques used in public organizations across Africa is influenced by the continent's vast cultural diversity. Conflict resolution strategies are frequently influenced by conventional values, a sense of community, and respect for authority. Many African civilizations place a high importance on maintaining connections and communal harmony, which favors consensus-based dispute-resolution techniques (Ogbonna & Harris 2004:264). Effective dispute resolution in these organizations depends on an understanding of and respect for these cultural aspects.

Traditional African conflict resolution practices include mediation, which entails impartial third parties assisting disputants in reaching a compromise while maintaining relationships (Tutu, 1999: 29). To preserve social harmony, reconciliation practices that are based on cultural values of pardon and reintegration are important. African public corporation leaders offer examples of effective conflict resolution techniques. Conflict resolution environments can be fostered through transformational leadership philosophies that place a high value on cooperation, communication, and empathy. On the other hand, autocratic leadership may obstruct the free exchange of ideas and intensify conflicts (Ayoko et al., 2000:567).

Modernization and globalization have changed how conflicts are resolved in African public businesses. Although formal dispute-resolution processes and negotiation training are modern conflict-resolution techniques, older practices nevertheless have cultural importance (Olayiwola and Falola 2018: 253). A productive organizational culture that encourages cooperation, creativity, and innovation is fostered through effective conflict resolution (De Dreu and Gelfand 2007: 3). Employees have reduced stress levels, more job satisfaction, and improved commitment when conflicts are resolved constructively. Understanding the nuances of conflict resolution tactics becomes crucial in the context of Cameroon, a country with a variety of cultural traditions and modern aspirations. In this investigation, interpersonal conflict resolution procedures in Cameroonian public enterprises are examined from a variety of angles, taking into account cultural influences, leadership responsibilities, and potential effects on organizational productivity. Conflict resolution and preserving social cohesiveness are greatly aided by informal mediation by respected neighbors, village elders, or religious figures (Anye, 2012: 103).

Conflict resolution strategies are significantly influenced by the leaders of Cameroonian public corporations. The effective settlement of conflicts can be facilitated by transformational leadership, which is characterized by open communication, collaboration, and creating a supportive environment (Ndofor and Priem, 2011: 1659). On the other hand, autocratic leadership may obstruct the free exchange of ideas and result in unsolved disputes (Ayoko et al., 2003:567). The industrialization of Cameroon and its incorporation into international markets also provide new dimensions to conflict resolution. The legal system includes formal systems, such as labor laws, courts, and arbitration procedures. Foundation for resolving disputes at work. However, it can be difficult to combine these formal procedures with customary methods (Nguiffo and Anabwani 2000: 5).

Throughout the colonial era, Cameroon was impacted by both the French and British governments. Colonial powers imported Western legal systems, and these systems had an impact on how disputes were settled. Despite the introduction of formal procedures, these frameworks frequently clashed with regional traditions, creating tension between them and outside systems (Nguiffo & Anabwani, 2000: 5–10). Cameroon's independence led to a cultural renewal and nation-building process, which influenced the development of conflict resolution strategies within public corporations. This process included institutionalized processes, village meetings, customs, and community mediation. The merging of historical practices with new approaches resulted in a more peaceful workplace, enhanced teamwork, and increased innovation. As Cameroon became more connected to the global economy, modern challenges such as technological advancements, cross-cultural interactions, and a diverse workforce emerged. Traditional and modern conflict resolution strategies were applied, demonstrating the country's willingness to safeguard its cultural heritage while adapting to changing requirements.

Historical, cultural, and organizational factors have all influenced the dynamic journey of interpersonal conflict resolution procedures in public companies and their impact on productivity. In the past, human groups were usually established around communal structures, where survival relied on collaboration and aid from one another. Early dispute-resolution mechanisms evolved to maintain peace and social cohesion, with elders and leaders serving as mediators (Folger and Baruch-Bush 1994:56). The principles of early community societies

for resolving conflicts have had a long-lasting influence on modern procedures in public companies, emphasizing open communication, collaborative decision-making, and relationship maintenance. Public corporations have implemented these principles into conflict resolution processes to resolve conflicts and encourage teamwork (Fisher, Ury, and Patton 1991:7)

The transition from community groups to public corporations necessitated a change in dispute resolution strategies due to the rise of hierarchical organizations. Despite this, open discussion and group decision-making remain valid today. Public corporations began using negotiation and mediation procedures to resolve disagreements. The communal cooperative strategy, which emphasized timely dispute resolution for productivity and social well-being, was first adopted by public corporations (Parks and Komorita 1995: 276). However, cultural diversity presents challenges in incorporating dispute-resolution procedures in modern enterprises. The historical communal viewpoint emphasizes adapting techniques to meet varied cultural backgrounds and communication styles. The analysis of dispute-resolution mechanisms from early communal societies can provide valuable insights for modern public businesses. Open discussion, joint decision-making, and a focus on shared well-being can contribute to more effective conflict resolution, improving organizational harmony and productivity (Deutsch 1973: 81). Legal systems have also played a significant role in the evolution of interpersonal dispute resolution mechanisms in public organizations, with codes of law like the Hammurabi Code establishing formal processes for settling conflicts.

Early legal systems in public enterprises emphasized the importance of systematically resolving problems, which laid the groundwork for conflict resolution procedures (Stulberg 2008: 465). The emergence of official grievance procedures shaped interpersonal conflict resolution mechanisms, leading to the demand for formal dispute-resolution processes within organizations. Early public firms, often operating in hierarchical structures, established grievance procedures that mimicked legal proceedings to ensure fairness and consistency in conflict resolution (Coben 2003: 63-112). The threat of litigation influenced how issues were resolved, prompting the formalization of procedures and documentation. The legal context emphasized the need for fast and effective resolutions, as prolonged disputes risked legal intervention and associated costs. Legal systems' effect on conflict resolution evolved towards collaboration and negotiation, leading to the exploration of collaborative problem-solving techniques. Organizations turned towards negotiation and win-win resolutions as they understood the negative consequences of hostile conflicts on productivity. Legal systems continue to shape public conflict resolution procedures today. Historically, legalistic approaches focused on punitive measures and compliance, which often hampered production by extending conflicts and weakening staff morale (Colvin 2011: 399).

The Industrial Revolution and subsequent labor movements significantly influenced interpersonal conflict resolution mechanisms in public enterprises and their impact on productivity. The shift from agricultural to industrialized urban economies led to the emergence of labor movements, which aimed to address labor issues and advocate for workers' rights. The advent of collective bargaining and labor unions set the groundwork for modern conflict resolution procedures (Blum 2002: 189). Labor movements stressed the need for negotiation, collective bargaining, and discourse, leading to the implementation of measures like open communication channels, grievance procedures, and arbitration. The historical context of these periods aided in the transition to collaborative dispute resolution approaches, as early conflicts were often combative (Friedman 1998: 15). Labor movements emphasized negotiation and collaborative techniques, influencing modern conflict resolution strategies. Public firms can negotiate conflicts more effectively by acknowledging the historical context, encouraging productivity, and sustaining amicable work cultures.

The Human Relations Movement and the incorporation of psychological concepts formed another historical perspective of the historical history of interpersonal conflict resolution procedures in public organizations and their impact on production. This movement was a watershed moment in the transition from old authoritarian techniques to an emphasis on understanding human behavior and developing strong workplace relationships. The Human Relations Movement arose in opposition to the early twentieth century's mechanical and rigid approaches. Scholars such as Elton Mayo (1933: 194) have led the way. The necessity of understanding human needs, motives, and social dynamics inside organizations was emphasized by this movement. The incorporation of psychological insights into workplace procedures represented a paradigm shift in how conflicts were addressed and resolved.

Individual and group dynamics underpinning conflicts are illuminated by psychological study, notably in the domains of social psychology and organizational behavior. Researchers such as Kurt Lewin emphasized the importance of perception and cognition in conflict resolution. Understanding psychological aspects such as individual variations, emotions, and cognitive biases provides a more nuanced perspective of conflicts as complex interactions driven by human psychology (Lewin 1947:5). The historical impact of the Human Relations Movement, combined with psychological insights, encouraged a shift away from autocratic dispute resolution and toward more participative and collaborative alternatives. As conflict resolution tactics, public corporations began emphasizing open communication, teamwork, and participatory decision-making. This change recognized the significance of addressing psychological and emotional elements that contribute to conflicts (Likert 1967:112-113).

The Human Relations Movement's dispute resolution tactics and psychological insights have a significant impact on productivity. The transition to collaborative techniques created a more favorable work atmosphere, increased employee morale, and minimized the detrimental impact of unresolved conflicts on production. Recognizing the psychological components of conflicts aided public organizations in developing tactics that were more in line with human needs and motivations (Steers and Porter, 1991:15). Psychological insights emphasized the importance of effective communication and empathy in conflict resolution. Recognizing the emotional and cognitive components of conflicts, public firms began to implement tactics targeted at resolving underlying issues rather than just surface-level disputes. This strategy fostered better relationships and increased productivity (Trice and Beyer 1991:44).

Cameroon's colonial history has left an indelible stamp on its societal institutions, especially French influences. Colonialism's legacy has contributed to certain hierarchical tendencies inside public businesses, historically influencing dispute resolution procedures. Centralization of authority and a top-down management style have occasionally hampered effective conflict resolution (Ambabila 2012: 182). The growth of interpersonal conflict resolution procedures in Cameroon's public businesses and their impact on productivity is inextricably linked to the country's colonial past and sociopolitical backdrop. Cameroon's colonial history has left an unmistakable effect on its societal institutions, with German and French influences (Achu 2009: 24). Historically, the hierarchical tendencies formed during colonial control have influenced dispute resolution mechanisms inside public enterprises and have been affected by the hierarchical tendencies developed during colonial administration. Authoritarian management and decision-making styles, inherited from colonial times, frequently hampered effective dispute resolution.

Following independence, Cameroon faced a slew of sociopolitical difficulties that had a direct impact on public enterprises. Economic imbalances, political power struggles, and corruption all contributed to a conflict-prone atmosphere. These challenges influenced historical approaches to conflict resolution, which generally leaned toward authoritative responses or avoidance of concerns to maintain stability (Fonchingong 2007: 81). Cameroon gradually realized the limitations of historical conflict resolution systems based on colonial heritage and post-independence difficulties. As a response to more effectively addressing conflicts, a historical shift toward inclusion and participative decision-making occurred. Modern tactics recognize the significance of incorporating all stakeholders in conflict resolution, as well as promoting transparency and buy-in. Furthermore, a diverse range of traditional dispute resolution procedures that have historically been used by distinct ethnic groups accompanies Cameroon's great cultural diversity. These processes promote reconciliation, consensus building, and community involvement, which accord with the goals of relationship preservation and harmony (Lambi (201: 61).

The impact of colonial history and sociopolitical challenges on dispute resolution in public businesses has varied results in terms of productivity. While authoritarian techniques may have produced quick results, they frequently failed to address underlying concerns, potentially affecting long-term productivity owing to unresolved tensions. The shift toward inclusivity and participative dispute resolution procedures is more in line with establishing strong workplace relationships and long-term productivity (Mbah 2002: 13). Cameroon's cultural variety challenges conflict resolution tactics even more. Because of the historical incorporation of cultural norms and values, as well as post-colonial issues, adaptation measures that respect local traditions while embracing modern practices have been required. A historical acknowledgment of the significance of



cultural sensitivity has affected the development of conflict resolution approaches that take into consideration Cameroon's diverse community (Ndi and Longkumer 2014 :48-55).

Cameroon has experienced a paradigm shift in recent years, spurred by global best practices. The historical background of colonial legacy and sociopolitical issues is being reframed within the context of a larger narrative of conflict prevention and resolution. To address problems and promote productivity and harmony in the workplace, organizations are implementing mediation, negotiation, and communication training (Sherraden and Wang 2014: 235). While conventional conflict resolution processes have historical value, they can occasionally pose difficulties in the context of modern public organizations. Corporate structure dynamics may not fully accord with past practices. As a result, historically, public firms have adapted old practices to the new employment situation (Zintgraff (2013:56). The nation's post-independence issues have shaped the historical growth of interpersonal conflict resolution procedures in Cameroon's public businesses, as well as their impact on productivity. Sociopolitical obstacles like as power disputes, economic inequities, and governance issues marked the transition to independence in Cameroon. Because of the historical context of these concerns, conflicts inside public businesses were not only unavoidable but were sometimes exacerbated by broader societal issues (Anye 2012:158).

Interpersonal dispute resolution in Cameroon's public organizations has a long and complicated history. Interpersonal conflicts have been widespread in public firms, and their resolution has been a key challenge. Workplace interpersonal conflict such as this has been identified as a key hindrance to company productivity and employee well-being (Rahim 2001:368). Interpersonal conflicts in public organizations can arise due to a variety of reasons. Public enterprises in Cameroon, which are essential engines of economic growth and public service delivery, are not immune to the negative repercussions of such conflicts. The way conflicts are handled and resolved disagreements can have a substantial impact on operational efficiency, employee engagement, and overall productivity (Jehn (1995: 256). Effectively resolving disagreements within public organizations can contribute to increased productivity, employee engagement, and overall organizational success. The study's findings could potentially inform policies and practices that improve the running of Cameroon's public businesses. The research question is that of the strategies used by public corporations in Cameroon in resolving interpersonal conflicts with reference to the Cameroon General Certificate Board. The objective is to examine the strategies employed by the public corporation in the resolution of conflicts within it. The following hypothesis will be tested.

$H_0: \mu = k$ , i.e., the Interpersonal Conflict Resolution Strategies adopted by Public Corporations in Cameroon are effective in resolving Interpersonal Conflict for organizational performance;

$H_1: \mu \neq k$ , i.e., the Interpersonal Conflict Resolution Strategies adopted by Public Corporations in Cameroon are not effective in resolving Interpersonal Conflict for organizational performance.

Data for the research was collected with the use of a structured questionnaire administered to in a survey designed. Findings have been aggregated and used in the testing of the hypothesis.

### **Survey results 1: Strategies of Conflict Resolution in the GCE Board**

50(45.5%) agreed and 48(43.6%) strongly agreed to the fact that negotiation and bargaining stand as cornerstone strategies in conflict resolution whereas 9(8.2%) remained indifferent and 3(2.7%) had a contrary view to their views. Again, from the results, 53(48.2%) agreed and 26(23.6%) strongly agreed that negotiation is the most effective strategy though 6(5.4%) disagreed to the view and 25(22.7%) remained indifferent. Furthermore, 64(58.2%) and 26(23.6%) affirmed that mediation is very helpful when it comes to addressing interpersonal issues in the work place whereas 15(13.6%) remained indifferent and only 5(4.5%) had a contrary view. To add, 58(52.7%) remained neutral implying that they do not have a stand on the matter.

The Human Resources Department and external specialists are always considered as third parties in conflict mediation in their organisations or not whereas, 30(27.3%) agreed and 10(9.1%) strongly agreed to the view and 12(10.9%) disagreed that Human Resources department and outside specialists are always considered as third parties in conflict mediation in their organisations. Furthermore, 70(63.6%) and 28(25.5%) of the

respondents agreed that collaborative and problem-solving strategies always foster teamwork in organisation even though 10(9.1%) remained neutral and 2% disagreed. Also, 63(57.3%) and 35(31.8%) agreed that Collaborative and problem-solving strategies foster shared decision making in the organisation thus leading to conflict resolution and only 12(11%) remained indifferent with the question. Furthermore, 38(34.5%) agreed and 18(16.4%) strongly agreed that one of the best strategies to resolve conflict issues is to avoiding conflict though 40(36.4%) remained neutral and 14(12.7%) expressed a contrary view to theirs. In addition, majority 46(41.8%) and 12(11%) affirmed that Management acquires additional information about the conflicts by deferring a decision, this way, they are sure of the decision that is capable of resolving the conflict whereas, 19(17.2%) disagreed to the view though some 33(30.0%) were indifferent. Looking at whether accommodating interpersonal conflicts between staff has proven to be the best conflict resolution, 34(30.9%) agreed and 12(11%) strongly agreed to this view through 25(22.7%) disagreed and 15(13.6%) strongly disagreed and 24(21.8%) remained indifferent meaning no experienced in the question asked. To attest whether active conflict management enables groups to talk about problems, 60(54.5%) agreed and 26(23.6%) strongly agreed to this statement whereas 8(7.3%) disagreed to the view and 16(14.5%) remained neutral. This is to explain that the strategies to resolve conflict issues are not limited to the ones mentioned above or it is rather that these people have little knowledge about the subject matter.

## Survey results 2: Effectiveness of Strategies in Resolving Interpersonal Conflicts

The second objective was to identify the extent to which interpersonal conflict resolution strategies are adopted by public corporations in Cameroon. We will examine each of the corporations separately starting with the GCE Board. Results show that the majority 92 (92%) i. e. 46 (46%) and 46(46%) agreed and strongly agreed respectively that accommodating the employees in the corporation results in increased performance in the organization whereas 3(3%) had a contrary view and 5(5%) remained indifferent. Also, 50(50%) agreed and 44(44%) strongly agreed to the fact that Collective bargaining between the employees in the corporation and management results in increased performance though 4(4%) remained indifferent and a few 2(2%) had a contrary view. Additionally, 41(41%) agreed and 49(49%) strongly agreed stressing the need to arriving on a compromise between the employees in the corporation and management on problems bringing about an improvement in decision making whereas 7(7%) remained indifferent. Furthermore, 40(40%) and 33(33%) agreed and strongly agreed respectively that the avoidance strategy when it has to do with conflict resolution is detrimental to organizational effectiveness therefore stressing the fact that problems are supposed to be settled instead of shying away though 9(9%) had a different view and some 9(9%) were neutral in their opinion. Again, 55(55%) and 36(36%) agreed and strongly agreed to the use of collaborative strategies such as negotiation that always results in increased productivity however, 7(7%) were indifferent in this light, and 2(2%) disagreed and strongly disagreed the use of collaborative strategies such as mediation, and conciliation. Furthermore, 64(64%) and 26(26%) agreed and strongly agreed that the use of mediation, and conciliation has resulted in increased productivity while 7% were neutral and 3(3%) had a contrary view. Looking at the use of collaborative strategies, 55(55%) and 22(22%) agreed and strongly agreed respectively that it has brought about an increased productivity however, 8(8%) shared a contrary view while some 15(15%) remained indifferent. In addition, the use of competitive strategies proved to have improved productivity as indicated by 44(44%) and 20(20%) agreed and strongly agreed though 32(32%) disagreed and strongly disagreed while 9(9%) remained indifferent. To continue, 35(35%) and 26(26%) strongly agreed to the fact that competitive strategies, such as avoiding the adversary, have a negative impact on productivity while 15(15%) had a contrary view though 24(24%) remained indifferent. Finally, it was ascertained that the use of competitive strategies, such as dominating the adversary have a negative impact on productivity as 40(40%) and 43(43%) agreed and strongly agreed respectively though 12(12%) had a contrary view and 5(5%) remained neutral. This is an indication that in resolving interpersonal conflict in public organisations has to do with lot of dynamics since humans come from different backgrounds and sometimes do not have the same behavioral patterns.

## Measuring Strategies and their Effectiveness

The test examined the association between interpersonal conflict resolution strategies and productivity perceptions, not necessarily productivity itself. The measurement of the association between strategies and their effectiveness showed the following.

$H_0: \mu = 1204.306$ , and  $H_1: \mu \neq 1204.306$  (claim)

Since  $\alpha = 0.005$  and  $df = (r - 1)(c - 1) = (624 - 1)(4 - 1) = 20$ . Thus, the critical value is 557.33.

	Value	df	Asymptotic Significance (2-sided)
Pearson's Chi-Square	1204.306 <sup>a</sup>	504	0.05
Likelihood Ratio	643.583	504	0.05
Linear-by-Linear Association	110.135	1	0.05
N of Valid Cases	350		
a. 550 cells (100.0%) have expected count less than 5. The minimum expected count is .00.			

$$X^2 = 1204.306$$

Value refers to the chi-square statistic, which is 1204.306, df refers to the degrees of freedom, which is 504. Asymptotic Significance (2-sided) is the p-value, which is a very small number (0.000). A small p-value (typically below 0.05) indicating that there is a statistically significant relationship between the two variables (conflict resolution strategies adopted and productivity) in these organisations. Therefore, there is a statistically significant relationship between interpersonal conflict resolution strategies and how productive employees perceive the organization to be and we reject the null hypothesis that interpersonal conflict resolution strategies adopted by public corporations in Cameroon are not effective in resolving interpersonal conflict for organizational productivity. Overall, the chi-square test results provide some evidence that the way public corporations in Cameroon handle interpersonal conflict is related to how productive employees in the organization are. However, more research is needed to determine the cause-effect relationship and to see if there is an impact on actual performance metrics. We will reject the  $H_0$ , since the test value falls in the non-critical region:  $1204.306 > 557.33$ . There is not enough evidence to support the claim that the interpersonal conflict resolution strategies adopted by public corporations in Cameroon are not effective in resolving interpersonal conflicts for organizational productivity.

The results supported Olukayode (2015) whose study indicate a substantial positive link between conflict management strategies such as accommodation, collective bargaining, and compromise with organizational performance using Spearman correlation analysis. On the other hand, there was a statistically significant negative impact of non-integrative conflict management strategies such as domination, competition, and avoidance on organizational performance. A study by Abualoush and Al-Zoubi (2017:967-957) on the impact of conflict resolution strategies on the productivity of public sector employees in Jordan found that effective conflict resolution strategies, such as mediation, negotiation, and collaboration, significantly improved employee productivity. The study also found that the use of coercive conflict resolution strategies, such as force and threats, have a negative impact on employee performance. These studies support the claim that the interpersonal conflict resolution strategies adopted by public corporations in Cameroon are effective in resolving interpersonal conflict for organizational performance.

## CONCLUSION

While interpersonal conflict resolution strategies are commonly adopted by the public corporation their effectiveness varies. Negotiation and mediation are the most frequently used approaches, and they can have a positive impact on organizational productivity when implemented effectively. This means that the strategies adopted by these corporations such as, accommodating the employees, collective bargaining, arriving at a compromise by employees and management, avoidance strategy, and the use of collaborative strategies such as negotiation as well as the use of collaborative strategies such as mediation, and conciliation bring a win-win situation and enables employees to amicably address their grievances successfully to their satisfaction. In other words, it provides exploration of conflict resolution options that each aggrieved party will find it difficult to feel that they have been treated in a biased manner or side-lined. Thus, once a conflict is resolved in a manner that leaves all the parties involved satisfied, their participation in work improves hence improving their overall performance.

The strategies significantly resolve interpersonal conflicts due to the involvement of strategies used whom the conflicting parties are well acquainted with hence the best way of resolving conflicts. This can be a superior leader, say, manager, legal personnel at the workplace, human resource personnel, a trained mediator, arbitrator or councillor, or just a neutral but well-respected person by both parties. However, sometimes, if such people fail to address such a conflict, the aggrieved parties can still seek redress in the courts of law and must be satisfied with the court ruling or at least appeal to a higher court until the matter is amicably resolved. AS such, strategies used such as negotiation and bargaining, mediation, collaborative and problem-solving strategies, avoiding conflict, and acquiring additional information about the conflicts effectively resolve interpersonal conflicts in a cross-section of Cameroon public corporations. Therefore, it is likely that once the conflict is effectively settled to the satisfaction of the conflicting parties, they can easily concentrate on their jobs thus improving their performance.

## REFERENCES

1. Abualoush, S. & Al-Zoubi, M. (2017). The Impact of Conflict Resolution Strategies on Productivity in the Public Sector: A Study of Jordanian Employees. *International Journal of Public Administration*, 40 (11), 967-976.
2. Achu, C. (2009). Fish Marketing in Cameroon: A Case Study of Yaoundé Markets. Conference on Food Security, Natural Resource Management and Rural Development, University of Hamburg, 6-8 October 2009.
3. Al-Ajlouni, A. M., & Al-Khasawneh, A. M. (2019). The Impact of Conflict Resolution Strategies on productivity in the public sector: Evidence from Jordan. *International Journal of Productivity and Performance Management*, 68(5), 1008-1027.
4. Amason, A. C., & Schweiger, D. M. (1994). Resolving the paradox of conflict, strategic Decision making, and organizational performance. *International Journal of Conflict Management*, 5 (3), 239–253.
5. Aw, V. & Ayoko, O. (2017). The Impact of Followers' Conflict Behaviors on Teams' Transformational Leadership, Team Member Exchange and Engagement. *International Journal of Conflict Management*, 28, 509-532.
6. Anye, N. S. (2012). Conflict Management and Organizational Performance: A Case of Cameroon Development Corporation (CDC) Limited. *International Journal of Business and Management*, 7(7), 158-164.
7. Brett, J. M., Behfar, K., & Kern, M. C. (2006). Managing Multicultural Teams. *Harvard Business Review*, 84 (11), 84-91.
8. Bush, R.A. & Folger, J. P. (2005). *The Promise of Mediation: The Transformative Approach to Conflict*. San Francisco: Jossey-Bass.
9. Coben, J. (2008). An Intentional Conversation about Conflict Resolution in Health Care. *Halmline Journal of Public Law and Policy*, 29, 211-234.
10. Colvin, A. (2011). An Empirical Study of Employment Arbitration: Case Outcomes and Processes. *Journal of Empirical Legal Studies*, 8, (1) 1-23.
11. Deutsch, M. (1973) *The Resolution of Conflict, Constructive and Destructive Processes*. New Haven: Yale University Press.
12. De Dreu, C. & Weingart, L. (2003). Task Conflict Versus Relationship Conflicts, Team Performance and Team Member Satisfaction: A Meta-Analysis, *Journal of Applied Psychology*, Vol. 88, No. 44, pp. 741-749.
13. De Dreu, C. & Gelfand, M. (2007). *The Psychology of Conflict and Conflict Management in Organizations*. 1st edition. New York: Psychology Press.
14. Fisher, R. and Ury, W. 1981. *Getting to Yes: Negotiating Agreement Without Giving*. Self-help book
15. Fonchingong, C. & Tanga, P. 2007. Crossing Rural-Urban Space: The Takumbeng and Activism in Cameroon's Democratic Crusade. *Cahiers d'Etudes Africaines*, 185, 117-143.
16. Friedman M. (1998) *Family Nursing: Theory and Practice*. 3rd edition, Norwalk: Appleton and Lange.
17. Jehn, K. A. (1995). The Multimethod Examination of the Benefits and Detriments of Intragroup Conflict. *Administrative Science Quarterly*, 40, 1995, 256-282



18. Lambi, C. M. (2016). Workplace Conflict Resolution Strategies in the Anglophone Cameroonian Public Service: An Appraisal. *Journal of Management and Strategy*, 7(2), 61-72.
19. Likert, R. (1997). *The Human Organization: its Management and Values*. McGraw-Hill.
20. Lewin, K. (1946). Action Research and Minority Problems: Management Strategies in Advanced Access Control Models. *Journal of Social Issues*, 2 (4), 34-46.
21. Locke E. A (1978) Job Satisfaction Reconsidered. *American Psychologist*, 33 (9), 854-855. <https://doi/10.1037/0003-066x.33.9.854>.
22. Mayo, E. (1934). *The Human Problems of an Industrial Civilization*. New York: Macmillan.
23. Mba, O. A. (2013). Conflict management and employee's performance in Julius Berger Nigeria PLC, Bonny Island. *International Journal of Academic Research in Management*, 3 (4) 125 – 139.
24. Menkel-Meadow, C. (2004). When is a Mediator? Thoughts on the Centrality of “Sufficient” Partiality. *Ohio State Journal on Dispute Resolution*, 20, 15-30.
25. Moore, C. W. (2003). *The Mediation Process: Practical Strategies for Resolving Conflict* (3rd ed.). San Francisco: Jossey-Bass.
26. Mose, S. (2017). Managing Workplace Conflicts in Cameroon: The Case of the Banking Industry. *The Open Psychology Journal*, 10(1), 31-42.
27. Ndofor H. A.(2011) Immigrant Entrepreneurs, the Ethnic Enclave Strategy and Venture Performance. *Strategic Direction*, 27 (9), <https://doi.org/10.1108/sd.2011.05627iaa.005>.
28. Nguiffo, S. & Djuekam, R. (2008). Using the Law as a Tools to Secure the Land Rights of Indigenous Communities in Southern Cameroon” in Cotula, L. & Mathieu, P. (eds.), *Legal Empowerment in Practice: Using the Law as a Tool to Secure the Land Rights in Africa*. London: International Institute for Environment and Development (IIED).
29. Ogbonna, H.O (2022). Examining Social Exchange Theory and Social Change in the Works of George Caspar Homans: Implications for the State and Global Inequalities in the World Economic Order. *Mediterranean Journal of Social Sciences*, 13 (1), 90-104. <https://doi.org/10.36941/mjss-2022-0009>
30. Parks and Kamorita S. (1995) Interpersonal Relations: Mixed-Motive Interaction. *Annual Review of Psychology*, 46, 207. <https://doi.org/10.1146/annurev.ps.46.020195.001151>
31. Rahim, M. A. (2010). *Managing Conflict in Organizations* (4th ed.). New Brunswick, NJ: Transaction Publishers.
32. Shemla, M., & Meyer, B. (2018). Conflict Management: A Gap Between Research and Practice? *Academy of Management Annals*, 12(1), 453-492.
33. Sherraden, M., Yuen-Tsang, A., Wang, S., Khinduka, S., Zou, L., Deng, S., Gao, J., Ku, B., Huang, J., Sherraden, M. & Morrow-Howell, N. (2020). Re-emergence of Social Work in Modern China: A Perspective by Chinese and US Partners. *China Journal of Social Work*, 13 (1), 40-54, <https://doi.org/10.1080/17525098.202.1732534>.
34. Steers, R. and Porter, L. (1991) *Motivation and Work Behavior*. New York: McGraw-Hill.
35. Stulberg, J. & Love, L. (2009). *The Middle Voice: Mediating Conflict Successfully*. Durham, North Carolina: Carolina Academic Press.
36. Trice, H. & Beyer, J. (1991). Cultural Leadership in Organizations. *Organization Science*, 2 (2), 44. <https://doi.org/10.1287>
37. Tutu, D. (1999). *No Future without Forgiveness*. New York: Random House.
38. Ury, W. L., Brett, J. M., & Goldberg, S. B. (1988). *Getting Disputes Resolved: Designing Systems to Cut the Costs of Conflict*. Program on Negotiation at Harvard Law School.
39. Wall, J. A., & Callister, R. R. (1995). Conflict and its Management. *Journal of Management*, 21(3), 515-558.
40. Zintgraff, J. (2013). Bridging the Gap between Traditional and Modern Dispute
41. Resolution Mechanisms in Cameroon. *African Journal of International and Comparative Law*, 21(2), 243-263.