

Tools for Stimulating Collaborative Behaviour among Organizational Members: Evidence from Godfather Investments Ltd, Calabar

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Abstract: This study examined tools for stimulating collaborative behaviour among organizational members: Evidence of Godfather Investments Ltd, Calabar. The purpose was to; determine the outcomes of collaborative behaviours of employees on the attainment of corporate goals, explore how collaborative behaviours of employees influence the settlement of conflict in the workplace and assess how collaborative behaviour of employees in the workplace can foster participation of employees in organization decision processes. The study adopted survey research design, distributed questionnaire and retrieved them from the sampled population. Data were presented using simple percentage method and hypotheses were tested using Pearson Product correlation analysis. The findings revealed that there is a relationship between collaborative behaviours of employees and the attainment of corporate goals. It was also revealed that there is a relationship between collaborative behaviours of employees and the settlement of conflict in organizations. It was equally shown that there is no relationship between collaborative behaviour of employees and the participation of employees on organization decision processes. Based on this, it was recommended that management of organization should encourage team work practice among employees. Also, management of organization should always communicate the goals of the organization to employees and ensure practice participative management.

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I. Introduction

The existence of organizations all over the world is in an environment surrounded by conflict situations (Riedlinger, Gallois, Mckay&Pittam (2004). By extension, conflict is a fundamental and inevitable part of human existence (Choi & Cho 2018). Choi and Cho (2018) posited that, the idea of contention, being a result of practices, is a critical piece of human life. Wherever there are differences of feeling there are odds of contention. Management of strife adequately requires diverse expert capacities and keenness. To determine and oversee strife, the manager must comprehend the causes, speculations, methodologies and procedures of peace making. Struggle and stress are interlinked as they are subject to one another. It is a mental wonder that requires an abnormal state of consideration and intensive comprehension. It creates the impression that it is rare to stay unaffected from conflicts in contemporary time (Valle & Levy, 2019). Conflict is inevitable among people. Whenever at least two social elements (i.e., people, gatherings, associations, and countries) interact with each other in accomplishing their purposes, their connections may wind up contradictory or conflicting. Connections among such people may end up in conflict when at least two of them have an interest they want to protect or achieve; when they have somewhat different inclinations with respect to their joint activity; or when they have distinctive frames of mind, qualities, convictions, and aptitudes. Conflict is the view of contrasts of interests among individuals (Valle & Levy (2019).

Li, Zhang, Cao, Liu, & Qu (2019) equally stressed that conflict behaviour is the specific actions of parties directed against other parties, to stop them from achieving their goals. Strife, which is a characteristic outcome of human communication, starts when one individual sees that his or her objectives, mentalities, qualities, or convictions are incongruent with those of another person. The nearness of contention among workers can have both negative and positive implications for associations. Maybe most obvious are the antagonistic results, which incorporate broken practices coming from pressure and poor relational relations between the clashing parties. However, in order for people to progress at work and other aspect of life, there

must be cooperation which is essential to ensure task attainment and stability in life (Umana, 2019). Lots of conflict resolution strategies are exploited to resolve and reduce conflict in organizations e.g collaboration. Choi and Cho (2018) opined that collaboration practice is one in which individuals involve work together on their own to resolve issues and challenges through constructive dialogue or other activities like joint projects, etc which boost mutual respect and members' confidence.

II. Statement Of Problem

Organizations consist of structures comprising of units interacting together inside a setting of rare resources. It appears to be natural that contentions would be available in such a situation. The gatherings in an organization may have a contention about the distribution of assets, or they may have clashes about the very structure of their organization and the fundamental idea of their interaction. Once the settings are in a condition of objective incongruence, their contentions may create procedures with possible ruinous outcomes.

Huda, Qodriah, Rismayadi, Hananto, Kardiyati, Ruskam, and Nasir (2019) stated that the outcomes of workplace conflict include low job satisfaction, low confidence, low organisational commitment, lack of job involvement, tension, anxiety and inability to influence decisions. Also, the problem of continuous industrial conflicts, disputes, strikes, lockouts, and boycotts have produced much concern not only among employers of labour but also employees themselves and other stakeholders as well. The enormosity of the antagonistic effects can well be understood when one considers the magnitude of losses in productivity, reduced profits, damages to organization's assets. The negative impacts of these antagonism does nobody any good. All parties are usually affected, employees in the areas of poor inter-personal relationship between them and the management, and among themselves, loss of pay, termination and dismissal from employment; for the society, potency for social disorder, instability of jobs and mass unemployment which could affect the fulfilment of its obligation.

Given the reality as described above, it becomes a necessity for labour and management to seek ways of coping and minimizing undesirable tensions and conflicts, and its unpleasant consequences for this reason. This study, therefore, sought to find out how collaborative behaviour among organizational members affects the performance of employees in an organization and how collaborative behaviour can be encouraged amongst workers.

III. Objectives Of The Study

The paper sort to investigate the following objectives:

1. To ascertain the tools that can be adopted to promote collaborative behaviours of employees in organizations
2. To determine the outcomes of collaborative behaviours of employees on the attainment of corporate goals
3. To explore how collaborative behaviours of employees influence the settlement of conflict in the workplace.
4. To assess how collaborative behaviour of employees in the work place can foster participation of employees in organization decision processes.

IV. Theoretical Framework

This study will anchor on theory of planned behaviour. The theory was propounded by IcekAjzen in 1980. The theory was to predict an individual's intention to engage in a behavior at a specific time and place. The theory was intended to explain all behaviors over which people have the ability to exert self-control. The key component to this model is behavioral intent; behavioral intentions are influenced by the attitude about the likelihood that the behavior will have the expected outcome and the subjective evaluation of the risks and benefits of that outcome.

The theory has been used successfully to predict and explain a wide range of health behaviors and intentions including smoking, drinking, health services utilization, breastfeeding, and substance use, among others. The TPB states that behavioral achievement depends on both motivation (intention) and ability (behavioral control). It distinguishes between three types of beliefs - behavioral, normative, and control. The theory is comprised of six constructs that collectively represent a person's actual control over the behavior.

1. Attitudes - This refers to the degree to which a person has a favorable or unfavorable evaluation of the behavior of interest. It entails a consideration of the outcomes of performing the behavior.
2. Behavioral intention - This refers to the motivational factors that influence a given behavior where the stronger the intention to perform the behavior, the more likely the behavior will be performed.
3. Subjective norms - This refers to the belief about whether most people approve or disapprove of the behavior. It relates to a person's beliefs about whether peers and people of importance to the person think he or she should engage in the behavior.

4. Social norms - This refers to the customary codes of behavior in a group or people or larger cultural context. Social norms are considered normative, or standard, in a group of people.
5. Perceived power - This refers to the perceived presence of factors that may facilitate or impede performance of a behavior. Perceived power contributes to a person's perceived behavioral control over each of those factors.
6. Perceived behavioral control - This refers to a person's perception of the ease or difficulty of performing the behavior of interest. Perceived behavioral control varies across situations and actions, which results in a person having varying perceptions of behavioral control depending on the situation. This construct of the theory was added later, and created the shift from the Theory of Reasoned Action to the Theory of Planned Behavior.

V. Concept Of Conflict

Umana& Okafor (2019) asserts that where minority voice is stifled, it can give rise to conflict. The idea of conflict, being a result of practices, is an essential piece of human life. Wherever there are differences in ideas there are likelihoods of disagreement. Management of disagreements effectively requires various expert capacities and willingness. To determine and manage disagreements, the manager must understand the causes, hypotheses, methodologies and systems of arbitrating. Struggle and stress are interlinked as they are dependent on one another. It creates the impression that there is no way of staying unaffected from the clutches of disagreement in contemporary time (Wang, Fang & Fu, 2019).

Conflict, which is a typical outcome of human collaboration, starts when one individual sees his or her objectives, dispositions, qualities, or convictions being incongruent with those of another person. The issues of contention among workers can have both negative and positive implications for organizations. Maybe most obvious are the antagonistic outcomes, which ignites broken practices originating from pressure and poor relational relations between the clashing parties (Zhang, Gong & Tian, 2019). These antagonistic tendencies can lead to a sabotage situation through stopping of certain activities like production and hampering the supply of raw materials or component parts, an indefinite strike of a facility, a partial strike at regular or irregular intervals, and seizure of the finished product inventory to prevent delivery to customers (Umana& Okafor, 2019)Productive administration of disagreements between workers and management requires that its negative effects be limited and its positive outcomes boosted (Valle & Levy, 2019).

One factor that significantly affects the helpful management of clashes is the style that parties use to deal with clashes they are engaged with. There are different styles by which relational clashes might be taken care of. Zhang, Gong and Tian (2019) proposed three principle methods for managing strife: mastery, bargain, and joining. They further recognized other optional methods for dealing with disagreements in organizations, for example, shirking and concealment. Choi and Cho (2018) also unveiled some theoretical plan for taking care of relational clashes: constraining, pulling back, smoothing, trading off, and critical thinking.

Azman, Sirat, Pang, Lai, Govindasamy, & Din (2019) asserted that conflict at work is sure; be that as it may, the outcome might be impacted by the way in which the disagreement is managed. Effective peace-making empowers eagerness, helps assurance, and improve relationships; while insufficient arbitrating produces more clashes and ruinously impacts the entire organization. Pratono (2019) maintained that conflict management are strategies used to reduce conflict. These practices are an outcome of both external conditions and the person's own technique for communicating with individuals and issues. The way in which the disagreement is managed ordinarily causes more strain in the situation as opposed to the disagreement itself. Any expert who wants to support others and the organization in changing negative clash circumstances should have a target of imaginative and beneficial peace promotion.

Zhang and Zhu (2019) asserts that working together includes finding an answer for the clashing circumstance that fulfils both parties. An effort must be made to effectively seek after critical activities that all parties can achieve similarly fulfilling outcomes (win-win). In this technique, people appear to be similarly as concerned about the needs of others as their own; in any case, they are not willing to surrender their very own situations to simply calm the needs of different people. Creative thoughts regularly develop when individuals use the community way to deal with arbitrating. At the point when parties must keep on cooperating after a disagreement has happened, a communitarian peace promotion system must be used to keep on operating in understanding (Zhang & Zhu, 2019).

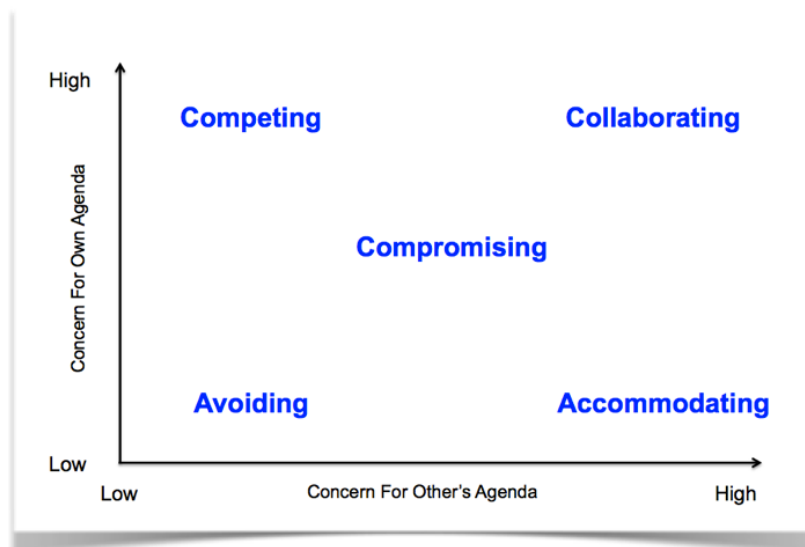


Figure 1: *The Thomas Kilmann Conflict Resolution Style*

As shown by Thomas and Kilmann's MODE instrument there are five modes to managing disagreement along two elements of conduct (see Figure 1 above). The five modes are: contending (confident and uncooperative), working together (decisive and helpful), trading off (falls into the center), staying away from (unassertive and uncooperative), and obliging (unassertive and agreeable) (Wang, & Hung, 2019).

Contending: The contending peace promotion system is seen when people pursue their very own interest to the avoidance of others. Individuals who employ a contending methodology attempt to impact by the utilization of open hostility. When managing this type of technique, disappointment, aggravation, or contention might be utilized. People that have some sort of control over the other party uses this type of style (Qin, Chen, Fu, Kang, & Perc, 2017).

Trading off: A bargaining peace promotion methodology includes attempting to locate a decision that somewhat satisfies both parties. With this technique, people understand that each party can't generally be altogether satisfied in each disagreement situation. The parties must acknowledge that there are times when one must be prepared to separate individual needs to accommodate the need of others (Pratono, 2019). This style is utilized by people who are the quiet, non-fierce, or by people who feel they are essentially too great to be in any way required with the entire circumstance (Ran, & Qi, 2019).

Obliging: An obliging style of peace promotion includes disregarding one's very own interest so as to fulfil the interest of others. This system is seen as the acknowledgment that the maintenance of good relationship is more noteworthy than disagreements among colleagues. Individuals who have a high need of acknowledgment and backing from others uses this style most. Molho, Balliet, and Wu (2019) observe that the blending style has a low spotlight on the plan and a high spotlight on the relationship.

Zhang, Cao, and Wang (2018) and (Ho., Kong, Lee, Dubreuil, and Forest, (2018) further examined five styles of dealing with relational clash as propounded by Rahim and Bonoma in 1979. These styles are concerned with; worry for self and worry for other people:

1. **Integrating:** This style, which includes high concern for self just as the other party, has likewise been depicted as critical thinking, coordinated effort, collaboration, arrangement introduction, win– win, or positive-total style. Incorporating includes dynamic coordinated effort between the parties to achieve an answer that fulfils the concerns of the two parties (Xue, Zhang, Wang, Skitmore, & Wang, 2018).

2. **Obliging:** This style, which includes low concern for self and high concern for the other party, is likewise called convenience, non-showdown, yielding, or the lose-win style. It is related with attempting to play down the distinctions and accentuating shared characteristics to fulfil the concerns of the other party. An obliging individual disregards his or her very own concerns to fulfil the concerns of the other party (Nair, Blome, Choi, & Lee, 2018).

3. **Imposing:** This style, which includes high concern for self and low concern for the other party, is likewise called contending, control, fighting, win– lose, or lose-lose style. It has been related to a win– lose introduction and driving conduct to win one's position. A commanding individual goes hard and fast to win his or her goal and, thus, regularly overlooks the necessities and desires for the other party (Rodríguez-Espíndola, Albores, & Brewster, 2018).

4. Avoiding: This style, which includes low concern for self just as for the other party, is likewise called inaction, withdrawal, or the disregarding style. It has been related with buck-passing or avoiding situations. Maintaining a strategic distance from a situation fulfils neither his or her own concerns nor the concerns of the other party. This style is frequently portrayed by an unconcerned disposition toward the issues or parties engaged with struggle (Hossu, Ioja, Susskind, Badiu, & Hersperger, 2018).

5. Compromising: This style, which includes moderate concern for self just as for the other party, is likewise called the blended intention style. It includes give-and-take or sharing, whereby the two parties look for a common ground (Hossu, Ioja, Susskind, Badiu, & Hersperger, 2018).

VI. Strategies To Boost Collaborative Behaviours In The Workplace

The following strategies helps to enhance collaborative behaviour in the workplace:

a. **Team building activities:** Creating recreational opportunities in the workplace is an incredible method to construct connections and even change old ones that have failed to help the organization. Playing games for recreations or critical thinking diversions enables workers to bond and creates gainful joint effort connections. (Wyatt, Hébert, Fortier, Blanchet, & Lewis, 2019).

b. **Create goals:** An absence of objectives is an issue that hugely affects workers. Numerous workers offer recommendations that are exceptionally valuable and when an organization executes a worker's idea, that worker feels approved and like they're a piece of the master plan (Wyatt, Hébert, Fortier, Blanchet, & Lewis, 2019).

c. **Collaboration portal:** There is a great deal of innovation accessible for you to improve business procedures and one of them is a cooperation entryway. Group joint effort additionally brings workers from various areas together which generally wouldn't on the grounds that it wouldn't be conceivable to do as such. Actualizing joint effort in your organization is the means by which to improve correspondence and coordinated effort in the working environment viably (Gomez & Taylor, 2018).

d. **Improve Engagement:** Increase the option for employees to work from home. This will not only give employees the freedom to work from a more comfortable environment that is stress-free but it also saves time on travel and improves accountability as well. This increases workers' motivation. (Gomez & Taylor, 2018).

VII. Methodology

The research design used for this study was survey design which allows the researcher to describe the nature of the population and determine the nature of relationships between variables of the study. The study area was GODFATHER INVESTMENTS LIMITED; a construction company based in Calabar, Nigeria. The population of the study consists of all the staff of the company which is 76.

This study used simple random sampling technique. This allowed selection of a sample without bias. In determining the sample size for the study the Taro Yamane (1967) formula was used.

$$n = \frac{N}{1 + N(e)^2}$$

Where; n = Sample size, N = Finite population, e = Unit of tolerable error (00.5) and I = constant. The formula applied for each of the companies selected. Substituting N = 76

$$= \frac{76}{1 + 76(0.05)^2}$$

$$= \frac{76}{1 + 0.19}$$

$$= \frac{76}{1.19} = 64$$

Thus, the sample population was 64 respondents. Out of 64 copies of questionnaire distributed, only 50 copies were retrieved and analysis was done on the 50 copies available. A structured questionnaire was used which adopted Likert scale measure that ranged response of respondents from strongly agree to strongly disagree.

Data were collected from primary and secondary sources. The questionnaire and personal interview were used in collecting primary data from respondents, while secondary data were collected through the review of relevant literature from the textbooks, journals, news, local and official company reports. The statistical method used for the validation of the research hypothesis formulated in chapter one is Pearson Product Moment Correlation. The formula is represented below:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n\sum X^2 - (\sum X)^2)(n\sum y^2 - (\sum y)^2)}}$$

Where; r = Coefficient of correlation, X = Dependent variable, Y = Independent variable, \sum = Summation. To test the level of significance of the hypothesis, t-test was used, that is;

$$t = \frac{r}{\sqrt{\frac{n-2}{1-r^2}}}$$

Decision rule: Accept the null hypothesis if the calculated t-test is less than the table value and reject the null hypothesis if the calculated t-test is greater than table value. The hypothesis was tested at 0.05 or 5 percent level of significance and df (degree of freedom) = n - 2.

VIII. Findings

Based on the data gathered from fieldwork, the analysis of the study was done.

TABLE 1: The tool for promoting collaborative behaviour of employees in an organization is effective

Options	Frequency	Percentage
SA	12	24
A	13	26
U	10	20
D	8	16
SD	7	14
Total	50	100

Source: Field work, 2019.

Table 1 reveals that 12 respondents representing 24 percent indicate ‘strongly agree’ to the statement. 13 respondents representing 26 percent indicate ‘agree’, 10 respondents representing 20 percent indicate ‘undecided’, eight respondents representing 16 percent indicate ‘disagree’ and seven respondents representing 14 percent indicate ‘strongly disagree’ to the statement above.

TABLE 2: Collaborative behaviours of employees enhance the attainment of corporate goals

Options	Frequency	Percentage
SA	20	40
A	15	30
U	5	10
D	8	16
SD	6	12
Total	50	100

Source: Field work, 2019.

Table 2 shows that 20 respondents representing 40 percent indicate ‘strongly agree’ to the statement, 15 respondents representing 30 percent indicate ‘agree’, five respondents representing 10 percent indicate ‘undecided’, four respondents representing 8 percent indicate ‘disagree’ and six respondents representing 12 percent indicate ‘strongly disagree’ to the statement

TABLE 3: Collaborative behaviours of employees can help to settle conflict in an organization

Options	Frequency	Percentage
SA	25	50
A	19	38
U	2	4
D	2	4
SD	2	4
Total	50	100

Source: Field work, 2019.

Table 3 reveals that 25 respondents representing 50 percent indicate ‘strongly agree’ to the statement, 19 respondents representing 38 percent indicate ‘agree’, two respondents representing four percent indicate ‘undecided’, two respondents representing four percent indicate ‘disagree’ and two respondents representing four percent indicate ‘strongly disagree’ to the statement.

TABLE 4: Collaborative behaviours of employees foster the involvement of employees in organization decision processes

Options	Frequency	Percentage
SA	15	30
A	17	34
U	6	12
D	6	12
SD	6	12
Total	50	100

Source: Field work, 2019

Table 4 reveals that 15 respondents representing 30 percent indicate ‘strongly agree’ to the statement, 17 respondents representing 34 percent indicate ‘agree’, six respondents representing 12 percent indicate ‘undecided’, ‘disagree’ and ‘strongly disagree’ to the statement respectively.

Test of hypotheses

In testing the hypotheses formulated, it is important to restate the null hypothesis and alternative hypothesis as well as the model for the test.

Hypothesis one

H₀₁- There is no relationship between collaborative behaviours of employees and the attainment of corporate goals.

H_{a1}- There is a relationship between collaborative behaviours of employees and the attainment of corporate goals.

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{(n(\sum X^2) - (\sum X)^2)(n\sum y^2 - (\sum y)^2)}}$$

Decision rule:The decision rule is that if the calculated t-test was greater than the table value (critical value); the null hypothesis is rejected at the stated level of significance. On the other hand, if the t-test was less than the critical value (table value), the null hypothesis is accepted. The level of significance at which the hypothesis was tested was 0.05 with n — 2 degree of freedom.

TABLE 5: Collaborative behaviours of employees (x) and the attainment of corporate goals (y)

X	Y	XY	Y ²	X ²
12	20	240	400	144
13	15	195	225	169
10	5	50	25	100
8	4	32	16	64
7	6	42	36	49
∑x = 50	∑y = 50	∑xy =559	∑x² = 702	∑y²= 526

Source: Researcher computation, 2019.

$$r = \frac{5(559) - 50(50)}{\sqrt{(50(526) - (50)^2)(5)(702) - (50)^2}}$$

$$= \frac{295}{11.40 \times 31.78} = \frac{295}{362.292}$$

r = **0.81**

$$t = r \sqrt{\frac{n-2}{1-r^2}} = 0.81 \frac{5-2}{\sqrt{1-(0.81)^2}}$$

$$= 0.81 \times 2.9536 = \mathbf{2.39}$$

Critical value

Df = n - 2 at 0.05
 = 5 - 2 = 3 at 0.05 = 2.006

Decision: The result of the test revealed that the calculated value (2.39) is greater than the critical value (2.006), when tested at 0.05 level of significance. Thus the null hypothesis (H_{01}) is rejected and it was concluded that there is a relationship between collaborative behaviours of employees and the attainment of corporate goals

Hypothesis two

H_{02} - There is no relationship between collaborative behaviours of employees and the settlement of conflict in organizations.

H_{a2} - There is a relationship between collaborative behaviours of employees and the settlement of conflict in organizations

TABLE 6: Collaborative behaviours of employees (x) and the settlement of conflict (y) in organizations

X	Y	XY	Y ²	X ²
12	25	300	625	144
13	19	247	361	169
10	2	20	4	100
8	2	16	4	64
7	2	14	4	49
$\Sigma x = 50$	$\Sigma y = 50$	$\Sigma xy = 597$	$\Sigma y^2 = 998$	$\Sigma x^2 = 526$

Source: Researcher computation, 2019.

$$r = \frac{5(597) - 50(50)}{\sqrt{(50(526) - (50)^2)(5)(998) - (50)^2}}$$

$$= \frac{485}{11.40 \times 49.90} = \frac{485}{568.86}$$

$r = 0.85$

$$t = \frac{r\sqrt{2}}{\sqrt{1-r^2}} = 0.85 \frac{5-2}{1-(0.85)^2}$$

$$= 0.85 \times 3.288 = 2.79$$

Critical value: 2.006

Decision: The result of the test revealed that the calculated value (2.79) is greater than the critical value (2.006). Thus the null hypothesis (H_{02}) is rejected and it was concluded that there is a relationship between collaborative behaviours of employees and the settlement of conflict in organizations

Hypothesis three

H_{03} - There is no relationship between collaborative behaviour of employees and the participation of employees on organization decision processes.

H_{a3} - There is a relationship between collaborative behaviour of employees and the participation of employees on organization decision processes

TABLE 7: Collaborative behaviour of employees (x) and the participation of employees in organization decision processes (y)

X	Y	XY	Y ²	X ²
12	15	180	225	144
13	17	221	289	169
10	6	60	36	100
8	6	48	36	64
7	6	42	36	49
$\Sigma x = 50$	$\Sigma y = 50$	$\Sigma xy = 551$	$\Sigma y^2 = 622$	$\Sigma x^2 = 526$

Source: Researcher computation, 2019.

$$r = \frac{5(551) - 50(50)}{\sqrt{(50(526) - (50)^2)(5)(622) - (50)^2}}$$
$$= \frac{255}{11.40 \times 24.70} = \frac{255}{281.58}$$

$$r = \mathbf{0.91}$$

$$t = r \sqrt{\frac{n-2}{1-r^2}} = 0.91 \frac{5-2}{1-\sqrt{(0.91)^2}}$$
$$= 0.91 \times 4.1776 = \mathbf{3.80}$$

Critical value : 2.006

Decision:The result of the test revealed that the calculated value (3.80) is greater than the critical value (2.006). Therefore, the null hypothesis (Ho₃) is rejected and it was concluded that there is a relationship between collaborative behaviour of employees and the participation of employees in organization decision processes.

IX. Summary Of Findings

The following findings were made:

- i) There is a relationship between collaborative behaviours of employees and the attainment of corporate goals.
- ii) There is a relationship between collaborative behaviours of employees and the settlement of conflict in organizations.
- iii) There is a relationship between collaborative behaviour of employees and the participation of employees in organization decision processes.

X. Conclusion

Based on the analysis of data, it was concluded that collaborative behaviours of employees lead to the attainment of corporate goals. This implied that through collaborative effort of employees' attitude in an organization, goals are achieved.

It was also concluded that collaborative behaviours of employees enhance the settlement of conflict in organizations. This implied that employees' collaborative effort helps to settle organizational conflict.

Lastly, it was concluded that collaborative behaviour of employees fosters the participation of employees on organization decision processes. This implied that the good attitude of employees encourages management to involve them in the decision making process.

XI. Recommendations

The following recommendations were made for the study:

- 1) Management of organization should encourage team work practice among employees
- 2) Management of organization should always communicate the goals of the organization to employees and ensure practice participative management
- 3) Training and development programs should be organized for both employees and management staff so as to equip them of the needed collaborative behaviour in the organization.

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APPENDIX QUESTIONNAIRE

Faculty of Management Sciences
Ebonyi State University
Abakaliki.
21st April, 2019.

Dear Sir/Madam

I am carrying out a research on “tool for promoting collaborative behaviour among organizational participants: Evidence of GODFATHER INVESTMENTS LIMITED, CALABAR”.

The study is solely for academic purposes. Any information given by you will be treated with utmost confidentiality. Your cooperation in terms of frankness in completing the questionnaire will be of invaluable contribution to the success of this study. I also implore you to answer all questions in the questionnaire. Thank you.

Yours faithfully,

Etebong Umana
Researcher

Section A

(Bio data)

Please tick (✓) the appropriate box based on your knowledge.

1. Sex: Male Female
2. Marital status:
(a) Single (b) Married (c) Divorced (d) Widowed
3. Educational qualification:
(a) SSCE/GCE (b) Diploma/ND (c) B.Sc/HND
(d) MBA/M.Sc
4. Age (years)
(a) 20 – 30 (b) 31 – 40 (c) 41 and above

SECTION B

GENERAL INFORMATION

Keys of response: Strongly agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly disagree (SD)

S/N	STATEMENT	SA	A	U	D	SD
1.	The tool for promoting collaborative behaviour of employees in your organization is effective					
2.	Collaborative behaviours of employees enhance the attainment of corporate goals					
3.	Collaborative behaviours of employees can help to settle conflict in your organization					
4.	Collaborative behaviours of employees foster the involvement of employees in organization decision processes					

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