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FOREWORD

The Department of Psychology, University of Lagos has continued to expand the frontiers of knowledge through the engagement of cutting edge research by her seasoned faculty members, and the publications of rigorously processed articles in her new journal. This new journal has been welcomed in the academia as a veritable tool for the dissemination of research findings in Nigeria and beyond. The first issue has continued to attract the interest of scholars and researchers and has guided enlightened conversations in the specific areas wherein the studies were conducted; In this edition we are presenting even more fascinating topical issues being addressed by different authors. We hereby invite you to savour these well researched articles. The edition is, as usual, a combination of thought-provoking analyses and discussions on different quests to understanding human behavior and mental processes for a sustainable world; it also highlights promising paths and directions for future intervention. It is hoped that findings from this edition of the journal will furnish the understanding of scholars on how to improve human behaviour for a sustainable society through effective use of modern therapy and intervention models. Finally, this edition has advanced the combined ideas of scholars and academics from different academic disciplines. For this reason, I want to thank everyone who is interested in promoting the boundaries of knowledge, transformation process and ultimately adding to the body of research in behavioural science.

Editor

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Assertiveness and organizational commitment as predictors of organizational conflict resolution among media personnel in Imo State, Nigeria

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Abstract
The study examined the influence of assertiveness and organizational commitment as predictors of organizational conflict among media personnel in Owerri, Imo State. The study used a convenience sampling technique in selecting the participants. A cross-sectional survey design was the design adopted. The study employed 250 media personnel who work in media houses in Imo state. The participants' age ranges between 22-58 years, with a mean age of 34.6 years and a standard deviation of 8.745. Data were gathered using self-report inventories, which included the organizational commitment questionnaire. The Rathus assertiveness schedule by Rathus (1973) and the organizational conflict scale by Rahim (1983). Data analysis was conducted using descriptive statistics and hierarchical multiple regression. The result indicated that organizational commitment and assertiveness negatively and significantly predicted organizational conflict among media personnel in Owerri, Imo state. The study recommends that organizations should offer assertiveness training programs to equip employees with the skills to express their needs and resolve conflicts constructively, thus fostering a more harmonious workplace environment.

Introduction
Organizational conflict resolution refers to the management of discord that arises within a workplace when the interests, needs, goals, or values of different individuals or groups are incompatible and interfere with each other's efforts to achieve objectives (Omisore & Abiodun, 2014). This phenomenon is prevalent across various sectors, including media organizations, where unique challenges often exacerbate such conflicts. Media organizations are complex entities where creative processes, tight deadlines, and the need for collaboration intersect, frequently leading to conflicts among personnel (Bilton,2010). The dynamic and fast-paced nature of the media industry inherently involves frequent interpersonal and interdepartmental interactions, which can often lead to conflicts. Such conflicts, if not managed effectively, can hinder the collaborative efforts essential for media production and dissemination.

Sissons and Bassett (2023) posit that the media landscape has undergone substantial transformations due to technological advancements, increased competition, and the evolving nature of audience consumption patterns. These changes have exacerbated the pressures on media personnel, leading to heightened instances of conflict. For instance, the rise of digital media platforms has intensified the demand for rapid content production, often causing stress and competition among employees (Sissons & Bassett, 2023). Furthermore, the blurring lines between traditional journalism roles and digital content creation have contributed to role ambiguity, another significant source of conflict (Maitra & Goswami, 2022). One of the most fundamental problems currently destabilizing the survival of many organizations is the issue of industrial conflicts that arise between management and employees. Chukwu (2008) posited that most of the workers in an organization are very often restless and confrontational in their approach to issues which affect them as a group. Most managers of organization perceive the workers as lazy, uncooperative individual, who always hold secret labour meetings and plan drastic actions against the organization, they constitute a threat to the labour interest, while workers in turn perceive the management as exploiting them (Ezema, 2007).

The increasing rise of remote work and digital collaboration tools in the media industry has further influenced organizational conflict dynamics. While these tools offer greater flexibility and efficiency, they also introduce new challenges such as communication barriers and a sense of isolation among employees (Wang, 2020). These factors can exacerbate misunderstandings and conflicts, particularly in geographically dispersed teams where face-to-face interactions are limited (Hinds & Mortensen, 2005). Moreover, the competitive nature of the media industry, characterized by tight deadlines and high stakes, often leads to a high-stress work environment. This environment can foster conflicts as employees juggle multiple responsibilities under pressure (Kim & Kellermann, 2018). Additionally, the hierarchical structure prevalent in many media organizations can contribute to conflicts, particularly when there is a lack of clarity in roles and expectations between different levels of staff (Smith, 2021).

In the context of media organizations, conflict can be categorized into several types:

Task Conflict: Disagreements about the content and direction of work tasks are common in media settings. Journalists, editors, and producers may have differing opinions on how stories should be reported or presented, leading to disputes (Bilton ,2010). Task conflict, also known as cognitive conflict, arises from differences in opinions about the content and outcomes of work-related tasks. In media organizations, this type of conflict is common as journalists, editors, and producers often have differing views on how stories should be covered, what angles to pursue, and which details to emphasize. For example, a journalist might prioritize a hard-hitting investigative piece, while an editor might prefer a more balanced or softer approach (Jehn, 1995). Task conflict can be beneficial if it stimulates critical thinking and leads to better decision-making (Amason, 1996).

Relationship Conflict: Personal incompatibilities among media personnel can result in relationship conflict, characterized by tension, animosity, and annoyance between individuals. This can arise from personality clashes or competition (De Dreu & Weingart, 2003). Relationship conflict, also referred to as affective conflict, is based on interpersonal incompatibilities among team members. This type of conflict is emotional and personal, often arising from personality clashes, communication breakdowns, and negative emotions. In media organizations, where teamwork and collaboration are essential, relationship conflicts can severely impact morale and productivity (De Dreu & Weingart, 2003). For instance, persistent tension between a journalist and an editor can lead to a toxic work environment, hindering effective collaboration.

Process Conflict: Disagreements over how tasks should be accomplished can also occur. In media organizations, this might involve disputes over workflow, decision-making processes, and the division of responsibilities (Jehn & Mannix, 2001). Process conflict involves disagreements over the procedures and methods used to accomplish tasks. This type of conflict is particularly relevant in media settings where the production process is complex and time-sensitive. Disputes may arise over the workflow, decision-making processes, and the allocation of responsibilities. For example, conflicts can occur when team members disagree on the timeline for producing a news segment or the division of labor for covering a major event (Jehn & Mannix, 2001). Process conflict can undermine efficiency and lead to delays if not managed properly.

One of the primary causes of organizational conflict is resource scarcity. When resources such as time, money, and personnel are limited, competition among employees and departments increases, leading to conflict (Bendersky & Hays, 2012). This is particularly evident in organizations facing budget cuts or undergoing restructuring. Another significant cause is role ambiguity and role conflict. Employees may experience conflict when they are uncertain about their job responsibilities or when their job expectations are incompatible (Rizzo, House, & Lirtzman, 1970). Recent studies have shown that clear communication and

well-defined roles can mitigate these issues, enhancing organizational harmony (Barker, 2020).

The consequences of organizational conflict can be both positive and negative. Constructive conflict, such as task conflict, can lead to improved decision-making, innovation, and team performance when managed effectively (Ding.,Ren et al 2024). However, destructive conflict, such as relationship conflict, can result in decreased job satisfaction, increased stress, and higher turnover rates (Ding.,Ren et al 2024). DeChurch (2020) found that the impact of conflict on team outcomes is moderated by conflict management strategies and team dynamics. Teams that engage in open communication and have established norms for conflict resolution tend to experience more positive outcomes from conflicts.

Another construct in organizational conflict is personnel's level of assertiveness. Assertiveness among media personnel is the ability to communicate ideas, opinions, and needs in a clear, direct, and respectful manner while maintaining professional integrity and respecting the views and rights of others. This skill is critical in the media industry, where journalists, reporters, and other media professionals often need to ask probing questions, challenge sources, and navigate complex ethical landscapes. Assertiveness involves a balance between passive and aggressive communication. Passive communicators often fail to express their needs and desires, leading to frustration and resentment, while aggressive communicators can come across as confrontational and disrespectful. Assertiveness, on the other hand, allows media personnel to express their points confidently and clearly without undermining others (Alberti & Emmons, 2017).

Assertiveness in the media field is also essential for fostering transparency and accountability. By assertively questioning public officials and other authoritative figures, media personnel play a crucial role in holding power to account and ensuring that the public receives accurate and timely information (Craft & Davis, 2016). This assertive stance is not only beneficial for the journalist but also serves the public interest by promoting democratic values and informed citizenship. Moreover, assertiveness helps media personnel navigate ethical dilemmas and pressures from external entities. In a landscape where media professionals can face significant pressure from political, corporate, or social forces, being assertive allows them to stand firm in their ethical convictions and resist undue influence. This resilience is crucial for maintaining journalistic independence and credibility (Ward, 2015). Assertiveness also contributes to the personal well-being of media professionals. The demands of the media industry can be stressful and overwhelming. Assertive individuals are better equipped to manage stress, set boundaries, and maintain a healthy work-life balance. By advocating for their needs and priorities, they can prevent burnout and sustain long-term career satisfaction (Alberti & Emmons, 2017).

Wong and Tjosvold (2018) found that assertive communication among team members leads to more open and effective conflict management, reducing the likelihood of destructive conflicts. Assertiveness helps in expressing disagreements in a non-confrontational manner, which is crucial for maintaining professional relationships and ensuring that conflicts remain task-focused rather than personal. Additionally, assertiveness has been linked to better negotiation outcomes and higher levels of mutual respect among colleagues. A study by Kilmann and Thomas (2017) indicated that assertive individuals are more likely to engage in problem-solving and collaborative conflict management strategies. These strategies are essential for addressing task and process conflicts in a manner that enhances team performance and innovation.

Furthermore, another variable in this study is organizational commitment. Organizational commitment among media personnel refers to the psychological attachment and loyalty that employees in the media industry feel towards their organization. This concept encompasses various dimensions, reflecting the extent to which these employees are dedicated to their

workplace and willing to exert effort on its behalf, stay with the organization, and align with its goals and values. Gupta and Sharma (2022) highlights that high levels of organizational commitment are associated with lower turnover intentions and increased job satisfaction. Their research underscores the role of organizational support and leadership in nurturing commitment among employees. Similarly, Kim and Park (2023) found that employees who perceive fairness in organizational policies and practices tend to exhibit higher levels of commitment. This perception of fairness, often referred to as organizational justice, plays a pivotal role in enhancing employees' emotional attachment to their workplace. Moreover, the contemporary work environment, marked by remote and hybrid work models, has added new dimensions to the understanding of organizational commitment. Lee and Chen (2023) explores how remote work arrangements influence employees' commitment levels. Their findings suggest that while remote work can enhance job satisfaction and work-life balance, it may also pose challenges in maintaining organizational commitment due to reduced social interactions and a sense of belonging.

The concept of organizational commitment is also evolving with the increasing focus on employee well-being and mental health. Ahmad and Ibrahim (2022) demonstrates that organizations prioritizing mental health initiatives tend to see higher commitment levels from their employees. This indicates a shift towards a more holistic approach to organizational commitment, where employee well-being is considered a critical factor. Another significant factor influencing organizational commitment is the alignment between individual and organizational values. Zhou and Zhang (2023) suggest that value congruence is a strong predictor of organizational commitment. Employees who perceive a high level of alignment between their personal values and those of the organization are more likely to develop a deeper emotional attachment and demonstrate commitment to their workplace. This congruence fosters a sense of belonging and identification with the organization's goals and culture.

The role of career development opportunities in enhancing organizational commitment cannot be overlooked. Recent studies indicate that providing employees with clear career pathways and development programs significantly boosts their commitment levels. Martínez and Rodríguez (2023) highlights that access to professional growth opportunities not only improves job satisfaction but also enhances organizational commitment by making employees feel valued and invested in by their employers. Furthermore, the impact of organizational culture on commitment has been a focal point in recent research. Jones and Smith (2023) found that an inclusive and collaborative organizational culture promotes higher levels of commitment among employees. Their study shows that when employees feel included and perceive their contributions as valued, they are more likely to exhibit loyalty and dedication to the organization. Wang and Chen (2023) indicate that employees who exhibit strong commitment to their organization are more likely to engage in constructive conflict resolution strategies. These employees tend to prioritize organizational goals and collaborate effectively to resolve disagreements, thereby reducing the likelihood of destructive conflicts.

Statement of the Problem

The media industry is characterized by conflict environments, tight deadlines, and the need for constant creativity, which can often lead to organizational conflict (Obasanjo & Mabogunje 1991). Olukotun (2002), for example, contends that all the anti-media decrees promulgated by Generals Babangida and Abacha are still on the statute books as of November 2001 in spite of several promises to expunge them, although they are not being enforced. These include offensive publication (proscription) Decree No.35 of 1993; State Security (Detention of Persons) Decree No.2 of 1984, under which journalists can be

detained and held incommunicado for security reasons. Also, Late General Sanni Abacha exemplified the might of the government over the right of the press when he mandated one of the most established newspapers, The Guardian, to nationalise its news content in 1996. The refusal of the latter to comply earned it the wrath of the ‘‘power that be’’– a manifestation that was made bear in a state-organised arson against the publishing house and an attempted murder of the publisher of the newspaper, Chief Felix Ibru (Kadiri, 2009).

Understanding the predictors of such conflict is crucial for maintaining a productive and harmonious workplace. This study aims to explore how assertiveness and organizational commitment among media personnel serve as predictors of organizational conflict resolution. Specifically, it seeks to investigate whether the levels of assertiveness and organizational commitment among media professionals can significantly influence the frequency and intensity of conflict resolution within media organizations. Despite extensive research on organizational conflict, there is a lack of focus on the media sector, where unique workplace dynamics may alter the impact of personal and organizational factors. Assertiveness, a key communication trait, can lead to both constructive and destructive conflict resolution, depending on its manifestation. Similarly, organizational commitment reflects employees' loyalty and their psychological attachment to the organization, potentially affecting their engagement in and reaction to workplace conflicts. This study addresses the gap by examining the interplay between assertiveness, organizational commitment as predictors of organizational conflict, specifically among media personnel. By identifying these predictive relationships, the research aims to provide insights that can help media organizations develop strategies to foster a collaborative work environment and mitigate conflict. Understanding these dynamics is essential for enhancing organizational efficiency, employee satisfaction, and overall productivity in the fast-paced media industry.

Purpose of the study

The general purpose of this study is to investigate assertiveness and organizational commitment as predictors of organizational conflict among media personnel in Owerri, Imo State. Specifically, the study aims to:

Determine if assertiveness will not predict organizational conflict resolution among media personnel in Owerri, Imo state.

Examine if organizational commitment will not predict organizational conflict resolution among media personnel in Imo state.

Theoretical Review

Social Learning Theory (SLT) of Assertiveness was proposed by Albert Bandura in 1977

Social Learning Theory (SLT), proposed by Albert Bandura in 1977, emphasizes the importance of observational learning, imitation, and modelling in shaping behavior. According to SLT, individuals acquire new behaviors by observing others, especially those perceived as credible or successful, and then imitating their actions. Bandura posited that this learning process is influenced by environmental factors, personal characteristics, and cognitive processes.

In the context of media personnel and assertiveness, SLT suggests that individuals in the media industry learn assertive behaviours by observing and modelling the actions of experienced colleagues, mentors, or prominent figures in the field. For example, a junior journalist may observe how a senior reporter confidently approaches interviews, negotiates with sources, or presents stories to audiences.

Bandura emphasized the role of vicarious reinforcement in the learning process. Vicarious

reinforcement occurs when individuals observe others being rewarded or punished for their behaviors. In the case of assertiveness, media personnel are more likely to adopt assertive behaviors if they witness positive outcomes resulting from assertive actions. For instance, if a journalist observes a colleague successfully negotiating access to an exclusive story by assertively advocating for their needs, they are more likely to emulate similar behaviors in their own interactions. Media organizations can facilitate the development of assertiveness among their personnel by providing opportunities for observation, mentoring, and feedback. For instance, newsrooms may implement mentorship programs where junior journalists are paired with experienced reporters who serve as role models and provide guidance on assertive communication techniques. This theory provides a robust explanation that with assertiveness skill and training, many organizational conflicts will be resolved easily.

Human Relations Theory of organizational conflict by Elton Mayo (1933)

Human Relations Theory emphasizes the importance of human needs, interpersonal relationships, and social dynamics within the workplace. This theory emerged as a reaction to the mechanistic views of classical management theories, which often overlooked the social and emotional aspects of work. Key figures in the development of Human Relations Theory include Elton Mayo and the researchers involved in the Hawthorne Studies conducted at the Western Electric Company's Hawthorne plant in the 1920s and 1930s, who demonstrated that workers' productivity increased when they perceived they were being observed and cared for by researchers. This effect underscored the importance of social factors and attention in the workplace (Mayo, 1933). Human Relations Theory posits that workers have social needs that must be met for them to be motivated and productive. These needs include a sense of belonging, recognition, and social interaction. In media organisations, meeting these needs can be particularly challenging due to high-stress environments and tight deadlines (Maslow, 1943).

In media organizations, interpersonal relationships can be strained by the high-pressure environment. Human Relations Theory suggests that fostering positive relationships through team-building activities and regular social interactions can improve morale and reduce conflicts (Roethlisberger & Dickson, 1939). Addressing the social and emotional well-being of media personnel is crucial. Providing support systems, such as counseling services and stress management programs, can help employees cope with the pressures of the job and reduce conflicts arising from stress and burnout (McGregor, 1960).

Empirical Review

Assertiveness and organizational conflict

El-Rahman, Hosny et al (2018) study aimed to assess the relation between conflict management styles, assertiveness and stress among nursing students. This study was conducted at the Faculty of Nursing, Zagazig University, using a descriptive correlational design. A stratified random sample of 424 nursing students was used. Data were collected using one tool that consisted of four main parts: Demographic data, the Rahim Organizational Conflict Inventory-II (ROCI-II), students' assertiveness, and nursing students' stress index. Study results illustrate that 84.2%, & 84% of nursing students used collaborating and compromising conflict management styles with their clinical instructor. Also, 82.2%, & 81.1% of them used compromising and collaborating conflict management styles with their peers; whereas, 69.8% used the competing style of conflict management. Moreover, 59.2 % of nursing students had a high level of assertiveness. Furthermore, 43.5 % of nursing students had a moderate level of stress, and all of the students had stress. It can be concluded that there was a positive, statistically significant correlation between nursing students' total assertiveness score and their use of all conflict management styles with their clinical

instructors. Likewise, there was a positive statistically significant correlation between nursing students' total assertiveness score as regards their use of conflict management, collaborating, accommodating, competing, and avoiding styles with their peers. Additionally, there was a statistically significant positive correlation between nursing students' total stress score and their use of compromising conflict management style with their clinical instructors, while there was a negative statistically significant correlation between nursing students' total stress score and their use of conflict management compromising style with peers. Also, there was a negative statistically significant correlation between nursing students' total mean scores of assertiveness and stress.

Li Fang, Hsiao, Fang and Chen (2019) explore nurses' demographic data, assertiveness, psychosocial work conditions, and workplace bullying, and find the predictors of workplace bullying. Methods: This study adopted a cross-sectional design. A stratified sample comprising 241 nurses from a regional teaching hospital in Taiwan was selected from the 10th to the 23rd September, 2018. Data were analysed using SPSS Statistics 17.0. Descriptive statistics (frequency, percentage, mean, and standard deviation), one-way ANOVA, t-test, Pearson's correlation, and multiple linear regressions were used. The results showed that the participants with “past bullying experience,” “lower self-assertiveness,” “higher work psychological demands,” “lower workplace justice,” “lower labour participation,” and “lower overall social support” are more likely to experience workplace bullying. Conclusions: Hospital managers should pay attention to the problem of nursing workplace bullying. First of all, hospital managers should encourage curriculum on nursing workplace bullying and incorporate nursing workplace bullying prevention training courses in curriculum planning.

Organizational Commitment and Organizational conflict

Young and Kyong (2018) examine the relationship between types of conflict management style, role conflict, professional autonomy and organizational commitment of hospital nurses, and identify factors influencing organizational commitment. Participants were 165 conveniently selected nurses from one general hospital in Gangwon province. Data were collected from March 28 to April 6, 2018, using self-report questionnaires. There was a significant difference in the level of professional autonomy and organizational commitment depending on the nurses' styles of conflict management. A statistically significant positive correlation between professional autonomy and organizational commitment was found, and a negative correlation between environmental barriers in role conflict and organizational commitment. Participants' professional autonomy and environmental barriers in role conflict explained 17.9% of organizational commitment. These findings indicate that professional autonomy and environmental barriers are both very important factors influencing organizational commitment. Accordingly, it is necessary to improve nurses’ organizational commitment, enhance autonomy and reduce environmental barriers for nurses performing nursing roles.

Li, Zhang, Xaio, Chen and Lu (2019) studied turnover intention of emergency nurses and clarified the effects of organizational commitment, job satisfaction and workplace violence on turnover intention. Research has shown that the predictors of turnover intention differed among nurses of different specialities. However, research on turnover intention has mostly focused on general nurses rather than emergency nurses. A descriptive, cross-sectional study was conducted. A self-administered questionnaire was used to collect data from 415 emergency nurses in Beijing, China, using convenience sampling. Path analysis was used to test the relationships between organizational commitment, job satisfaction, workplace violence and turnover intention. Most emergency nurses (90.2%) had a high level or very high level of turnover intention. Contrary to previous studies, organizational commitment had a significant direct positive effect on workplace violence. It also had a direct positive effect

on job satisfaction and a negative effect on turnover intention. Workplace violence had a negative effect on job satisfaction and a positive effect on turnover intention. Job satisfaction had a direct negative effect on turnover intention.

Riaz and Hunjra (2015) examined the impact of work-life conflict on organizational commitment among faculty members of different universities in Pakistan. Both variables were measured through questionnaires. Work-life conflict was measured through work work-life conflict scale and organizational commitment was measured through organizational commitment scale. These questionnaires were distributed among 300 faculty members of different universities in Pakistan. Out of 300 questionnaires distributed 260 questionnaires were received back with a response rate of 86.67%. The results of the study revealed that there is a negative and significant impact of work-life conflict on organizational commitment. It is also exposed that facets of work-life conflict also have negative and significant influence on organizational commitment. This study provides an important tool for managers to enhance the organizational commitment by reducing work-life conflict and introducing work-life balance in their organizations and also provides implications for researchers interested in exploring the organizational commitment with respect to work-life conflict in broader context.

Kurniawan, Sularso and Titisari (2018) analysed the effect of work conflicts, work stress, organizational commitment and employee performance at Jatiroto Sugar Factory. This research is explanatory. The population in this study were employees of permanent status and who had worked at least 2 years. The results showed that work conflicts have significant effect on organizational commitment of employees, and work stress significantly influences organizational commitment of employees.

Hypotheses

Assertiveness will not significantly predict Organizational conflict resolution among media personnel's in Owerri, Imo state.

Organizational commitment will not significantly predict Organizational conflict resolution among media personnel's in Owerri, Imo state.

METHOD

Participants

The researcher used a convenience sampling technique in selecting two hundred (200) media personnel from 5 different media organizations in Owerri, Imo State. The organizations include: Imo Broadcasting Corporation, Osiza radio, Darling FM, Orient Television and Imo Trumpeta Newspaper. The participants comprised of one hundred and seventy-two (68.8%) females and seventy-eight (31.2%) males from the above-listed media houses. The age of THE participants ranges from 22-58 years, with the mean age of participants is 34.6 years, while the standard deviation is 8.745 years.

Instruments

The researcher used three instruments in this study, namely: The organizational commitment questionnaire (OCQ) developed by Meyer and Allen (1993), the Rathus assertiveness schedule by Rathus (1973) and organizational conflict scale developed by Spector (1975).

The Organizational Commitment Questionnaire (OCQ) was developed by Meyer and Allen (1993) and adopted for Nigerian use by Joe-Akunne (2019). It was designed to assess employee commitment to an organization. OCQ measures three dimensions of organizational commitment, namely: Affective, Continuance and Normative Commitment. Meyer et al (1993) reported internal consistency reliability estimates (Cronbach's alpha) for affective commitment (.82), continuance commitment (.74), and Normative Commitment (.83).

Similarly, using African samples, Joe-Akunne (2019) obtained internal consistency alpha reliability coefficients of .73 for affective commitment, .74 for continuance commitment and .66 for normative commitment. While in this study, a reliability coefficient (Cronbach's alpha) was obtained for organizational commitment (affective commitment .65; continuance commitment, .70; and normative commitment, .50). These showed that the instrument is reliable and valid, thus can be used for this study.

The Rathus Assertiveness Schedule by Rathus (1973) was used to measure assertiveness. It contains thirty (30) items inventory which is designed to assess assertive behavior or social boldness, or the extent to which an individual claims rights, voices true feelings in social settings. Assertiveness is a component of personality. The scale is scored directly and reversed, items 3, 6, 7, 8, 10, 18, 20, 21, 22, 25, 27, 28 and 29 are scored directly while items 1, 2, 4, 5, 9, 11, 12, 13, 14, 15, 16, 17, 19, 23, 24, 26 and 30 are scored reversely. Sample of the scale is "Most people seem to be more aggressive and assertive than I am, and I am open and frank about my feelings". Rathus (1973) provided the original psychometric properties for the American sample, while Oladimeji and Adeoti (2020) provided the properties for the Nigerian sample. Rathus (1973) reported an eight-week interval test-retest reliability coefficient of 78, a split-half coefficient of .77. Oladimeji and Adeoti (2020) obtained a concurrent validity coefficient of 25 for Nigerian samples. Scores higher than the norm indicate that the client is assertive, while scores lower than the norm indicate non-assertiveness.

The Organizational conflict Resolution Scale was developed by Rahim (1983), and it contains 28 items. It measures organizational behaviour (conflict). This scale has 28 statements where respondents indicated how they handle their disagreements or conflicts on a 5-point Likert scale. The following are response options: 1 = *Strongly disagree*, 2 = *Somewhat disagree*, 3 = *Neither agree nor disagree*, 4 = *Somewhat agree*, and 5 = *Strongly agree*. The scale was validated in Nigeria by Oguegbe and Rosemary (2023). The scale was correlated with the frustration anxiety scale and obtained a concurrent validity of 0.59. They also obtained a split-half reliability coefficient of 0.88. It has a norm of 60.50.

Procedure

The researcher obtained approval from the ethical department of the various organizations used in the study. The researcher duplicated the questionnaire and distributed it to the selected media houses in Imo state. The researcher approached the participants and obtained participatory consent through the consent form, and also assured participants of the confidentiality of their responses before administering the questionnaires to those who consented to participate in the study. They were informed that the data were to be used for research purposes only and that they were free to withdraw or cancel their participation at any time. Those who agreed to participate were given the questionnaire to complete individually.

Design and Statistics

The study is a cross-sectional survey design. This is because it gives an opportunity to study a section of a population within a particular period of time, and hierarchical multiple regression analysis was used in analyzing the data acquired. These statistics were used due to their predictive ability.

Result

The data obtained from respondents were analyzed with the use of the statistical package for the Social Sciences (SPSS) 20. Means, standard deviations, along intercorrelations of the study variables are presented in Table 1. The results of hierarchical multiple regressions for predictors of Organizational Conflict are presented in Table 2.

Table 1: Means, Standard Deviations, and Correlations among the variables

	Variable	M	SD	1	2	3	4	5
1	Age	30.83	9.06	-				
2	Gender	1.69	.46	-06				
3	Org. Comm	82.83	19.80	-10	-02			
4	Assertiveness	65.04	14.30	-.08	.01	.68**		
5	Org. Conflict	108.52	27.36	.05	-.02	-.65**	-.70**	-

Note N= 250; * = p< .05 (two-tailed), ** = p< .01

The results in Table 1 indicated that neither age nor gender had have significant correlation with Organizational Conflict of media personnel in Owerri. Organizational commitment positively and significantly correlated with assertiveness (r = .68, p< .01). On the other hand, Organizational commitment negatively correlated with Organizational Conflict among media personnel in Owerri-north, Imo state. (r = -.65, p< .01). This implies that when the scores on Organizational commitment increase, the scores on Assertiveness increase; and when scores on Organizational commitment increases, the scores of Organizational conflict among media personnel's in Owerri, Imo state decreases respectively. In other words, an increased level of Organizational commitment leads to lower levels of Organizational conflict of media personnel. The Table 1 further revealed that assertiveness negatively correlated with the media personnel's Organizational conflict (r = -.70, p< .01). This implies that the higher the media personnel's assertiveness, the lower the levels of their Organizational conflict.

Table 2: Hierarchical multiple regression for predictors of Organizational Conflict
Organizational Conflict

Variable	Step 1 β	Step 2 β	Step 3 B	T
Control				
Age	.05			.745
Gender	-.01			-.220
Predictors				
Organizational Commitment		-.65**		-13.46
Assertiveness			-.46**	-8.18

R^2	.003	.426**	.549**
ΔR^2	.003	.423**	.123**
ΔF	.312	181.164	66.889
Df	1,247	3,246	4,245
Durbin Watson	2.242		

** = p< .01; DV= Organizational Conflict

In Table 2, Durbin-Watson of 2.242 falls within the accepted range (1.5 < D < 2.5), indicating that there is no autocorrelation problem in the data and that the error term is independent. Also the Table depicts that both Model 2 and Model 3 were statistically significant.

From Table 2, Assertiveness is a negative predictor of Organizational Conflict (β = -.48, t=-8.18, p<.01). Based on this, H1 was not confirmed as assertiveness predicts media personnel's Organizational conflict. Assertiveness accounted for 12.3% of variance in Organizational conflict of media personnel's in Owerri-north, Imo State. This means that for every .48 unit decrease in assertiveness, Organizational Conflict increased. Table 2 also shows that Organizational commitment negatively predicted Organizational Conflict of media personnel in Owerri-North, Imo state. Hence, the hypothesis, H1, which states that organizational commitment will not significantly predict organizational conflict among media personnel in Owerri-north, Imo state, was not confirmed (β=-.65, t= -13.46, p< .01). Organizational commitment accounted for 42.3% variance in Organizational Conflict. This means that for every .65 unit decrease in Organizational Commitment, Organizational Conflict increased.

Discussions

In accordance with the result obtained, the first hypothesis, which stated that Assertiveness will not significantly predict Organizational conflict among media personnel in Owerri, Imo state, was not confirmed. In a dynamic and fast-paced environment like media organizations, where employees often work under tight deadlines and collaborate on creative projects, assertiveness plays a crucial role in fostering healthy communication. Furthermore, assertiveness fosters mutual respect and understanding. Employees who can assert their boundaries and opinions are less likely to feel frustrated or ignored, which in turn minimises feelings of resentment or dissatisfaction that often lead to conflicts. By encouraging assertiveness in the workplace, media organizations can create a more harmonious and cooperative environment, where issues are addressed proactively and respectfully. The result supports the finding of Mazlom, Motahari, Badi and Asgharipour (2015) there was no significant difference between the two groups in nurses' mean score for interpersonal conflicts, but after the intervention, this mean score decreased significantly in the group that had assertiveness training. And the study of El-Rahman, Hosny and Ata (2018) disaligns with the result, which found that there was a positive statistically significant correlation between nursing students' total assertiveness score and their use of all conflict management styles with their clinical instructors.

This finding underscores the importance of promoting assertiveness as a conflict management strategy, suggesting that media organizations can benefit from training personnel in assertive communication to enhance workplace relationships and reduce organizational conflict. When employees are assertive, they can address misunderstandings, clarify expectations, and constructively communicate their concerns, preventing issues from escalating into conflicts.

Similarly, the result of the second hypothesis, which stated that Organizational commitment will not significantly predict Organizational conflict among media personnel in Owerri, Imo

state, was not confirmed. The result suggests that the stronger an employee's attachment to their organization, the less likely they are to experience or contribute to conflicts at work. Organizational commitment reflects an employee's emotional connection to the organization, their belief in its values, and their willingness to work towards its goals. Employees who are highly committed are more likely to prioritize collaboration, support team objectives, and engage in positive communication, all of which reduce the likelihood of misunderstandings and conflicts. In media organizations, where teamwork and communication are essential to meeting deadlines and creative goals, committed employees tend to navigate challenges more cooperatively and constructively. Their strong identification with the organization encourages behaviors that support harmony and minimize friction. On the other hand, employees with lower organizational commitment may be disengaged, less motivated, and less willing to resolve issues in a collaborative way.

The result supports the finding of Riaz and Hunjra (2015) study which revealed that there is negative and significant impact of work-life conflict on organizational commitment, and the study of Sultana, Syed and Riaz (2021) which found that the work-family conflict has a significant negative relationship with organizational commitment. Also, the study of Li, Zhang, Xaio, Chen and Lu (2019) which found that Workplace violence had a negative effect on job satisfaction and a positive effect on turnover intention. And the study of Young and Kyong (2018) dis-aligns the result, and they found that there was a significant difference in the level of professional autonomy and organizational commitment depending on the nurses' styles of conflict management.

Implication of the Study

The study implies that enhancing assertiveness among media personnel can reduce organizational conflict. Media organizations should prioritize assertiveness training, as it enables employees to express their opinions respectfully, address issues proactively, and foster more positive communication, ultimately leading to a healthier work environment.

The negative relationship between assertiveness and organizational conflict suggests that media organizations should incorporate assertiveness as a core component of conflict management strategies. Encouraging assertiveness could empower employees to resolve disagreements constructively, minimizing tension and enhancing collaboration, thereby improving overall team cohesion and productivity within the workplace.

The study implies that fostering organizational commitment can help reduce organizational conflict. Media organizations should focus on strategies to improve employees' commitment, such as recognizing achievements, offering growth opportunities, and aligning values, to encourage dedication and minimize disputes that may arise from disengagement or lack of loyalty.

The negative relationship between organizational commitment and conflict suggests that media personnel who are committed to their organization are less likely to engage in conflicts. Organizations should prioritize strengthening employees' connection to their workplace, as committed staff are more likely to navigate challenges collaboratively, contributing to a more harmonious environment.

Limitation of the Study

The use of self-reported data might have led to biases in responses, as participants may have overestimated or misrepresented their levels of assertiveness and organizational commitment. The study might not have fully accounted for contextual factors, such as external influences or organizational culture, which could also affect organizational conflict beyond assertiveness and commitment.

Future studies should employ a longitudinal design to track changes in assertiveness,

organizational commitment, and conflict over time, providing a clearer understanding of causal relationships and long-term effects. Researchers should explore diverse samples across different media organizations, regions, and industries to enhance the generalizability of findings and understand how these variables interact in various contexts.

Recommendation

Organizations should enhance efforts to increase employee engagement, loyalty, and alignment with company values through recognition, career development opportunities, and supportive work environments to reduce conflict.

Encouraging open and transparent communication can help employees articulate concerns and address potential conflicts early, leading to better conflict resolution and improved organizational cohesion. Media organizations should invest in leadership development programs focused on promoting both assertiveness and organizational commitment, ensuring that leaders foster a supportive, conflict-free environment for their teams.

Conclusion

The study concludes that both organizational commitment and assertiveness negatively and significantly predict organizational conflict among media personnel in Owerri, Imo State. Higher levels of organizational commitment and assertiveness are associated with lower levels of conflict, suggesting that committed employees who assertively communicate and address issues are less likely to engage in disputes.

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