IMPACT OF CONFLICT MANAGEMENT ON ORGANIZATIONAL PERFORMANCE (A CASE STUDY OF LUBCON NIG LTD, ILORIN)

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CERTIFICATION

This is to certify that this project has been completed, read through and approved as meeting part of the requirements of the Department of Business Administration and Management, Institute of Finance and Management Studies, Kwara State Polytechnic for the Award of Higher National Diploma in Finance Management Studies.

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DEDICATION

I dedicated this project to Almighty Allah, the creator of the heaven and the earth, who gave me knowledge and wisdom. Also, to my parent Mr. and Mrs. Ramon who is behind my every success and achievement.

KNOWLEDGEMENT

All praise and adoration to Almighty God the giver of life, the creation of universe and guidance on me to have made this project to be a successful to me

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ABSTRACT

The purpose of this study is to examine the effect of conflict managementon manufacturing industries in Nigeria, using Lubcon Nigeria Ltd., as the case study. Furthermore, to examine what factors generate interpersonal conflict and what conflict-management is applies in conflict situations. An additional useful definition of conflict is the situation in which people's concerns appear to be incompatible. Consequently, different manage conflict addressing this problem of conflict dynamics in a new environment. In an organization, people's concerns strength center around such things as fix on how to allocate resources, determining what facts bear on an issue, and supporting different strategies. The reason of this research is to observe the impact of managing organizational conflict impact of organizational effectiveness. The findings of this study exposed that assenting action played the most important role in conflict treatment managing used turned out to be a function of different variables. The study recommends that it is necessary to deploy the concept of managing conflict on organizational effectiveness.

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

The concept of conflict, an outcome of behaviour, is an integral part of human life. Wherever there is interaction, there is conflict. Sherlekar (2005) notes that conflict occurs when two parties come into direct disagreement as to ideas or interests. Because people differ in their attitudes, values and goals conflict among them becomes unavoidable.

Accordingly, the management is concerned not so much with eliminating conflict which would be impossible but to contain it and manage it for organizational and individual benefit. Since the advent of the 11th century, industrial revolution that originated in England and later spread all over the whole of Europe by the fall of that century, the industrial organization which emerged as an aftermath of the revolution has ever since been be-deviled by various forms of conflict, arising principally, from the mode of bureaucratization.

There was rapid rise in industrialization in the late 18th and 19th and throughout the 20th centuries. During these periods also, social scientist had tried to explain and hypothesize on the best way of coping with management tasks that are involved in the administration of labour in the context of an organization with a bureaucratic set up. These efforts by social scientists were geared towards obtaining answers for a

maximum level of harmony between the workers and the management and to also have the desired level of productivity and profit. Nigeria as a nation is also becoming industrialized, and in this respect, she is having her own problems associated with the industrialization process in both the public and private sectors of the economy. It is also an evident truth that conflict is endemic in human society as it is in the human organizations. It is therefore a dynamic and human process which occurs within an industrialist, between two people, between an individual and the organization or system, between two groups and between a group (union) and the management.

Barbash (2002) notes that the role of trade disputes in industrial relations is to maintain the system in equilibrium despite the contending consideration of the product market, efficiency, employee security and the public interest. In other words, disputes are sustained or prolonged by the refusal to seek a settlement when the cost of disputes seems to be borne excessively by the society at large, at least by groups outside, the effective bargaining relationship, the state steps in to create a new equilibrium forces. Iwuyi (1999) explained that disputes are for the most part normal and necessary. It has some advantages and disadvantage for the enterprise and for the society as a whole. For the enterprise, demands by workers, force management to search for improved efficiency or for new markets in order to meet the new demands.

On the other hand, demands which impair the efficiency of the enterprise or result in unacceptably higher cost, to the customers, threatens the enterprise future. For the

society as a whole, workers demand has been an engine of social process, bringing safety in working conditions, shorter working hours and many other improvements over the years. But the welfare of the society also may be adversely affected, by loss of trade, where the prices are forced up or efficiency excessively lowered and by the inflationary effect of increase in labour cost not covered by increased productivity.

This research attempts to examine the causes of conflict in organizations, effect of conflict and recommend strategies aimed at resolving and managing conflicts in organizations and for organizations to remain successful after an inevitable conflict.

1.2   Statement of the Problem

One of the major challenges facing managers of industrial organizations is how to ensure organizational productivity through prevention and resolution of industrial conflict and grievances in the national organizations – public and private (Oyibo, 2006),using non-violent approaches or strategies. The ability to deal with conflict effectively is seen as a necessary skill efficient managers should possess, and this therefore constitutes an important aspect of organizational theory and organizational behaviour. Admittedly, no organization can be free from industrial conflict all the time. This is because conflict is a necessity of life. It is an ever present process in human relations (Loomis &Loomis, 2005:180). It is an unavoidable aspect of organizational life.

Leadership, crisis management, decision making, planning, control, budgeting, communication skills, human resources management, etc the one that occupies an important position is the management of conflict (Thomas and Schmadt, 2003).

1.3   Research Questions

This study will provide answers to the following questions:

i.   To what extent can unmet needs affect job satisfaction?

ii.   How does group harmony affects employee commitment?

iii.   To what extent can limited resources affect productivity?

1.4   Research Objectives

The general objective of this research work is to examine the effect of conflict management on organizational performance. The specific objectives are as follows:

i.   To ascertain the effects of unmet needs on job satisfaction

ii.   To examine the impact of group harmony on employee commitment

iii.   To determine the effect of limited resources on productivity

1.5   Research Hypotheses

The following hypotheses were formulated for this study;

H_{01}:   Unmet needs has no significant effect on job satisfaction

H_{02}:   Group harmony has no significant effect on employee commitment

H_{03}:   Limited resources has no significant effect on productivity

1.6   Significance of the Study

This study is significant because the researcher,at the end, will be enabled to assimilate and expand his knowledge as regarding the study topic: Conflict management. The entire manufacturing unit and the management of the case study will find the study important and useful in relation to the formulation of appropriate policies and procedures on resolving conflict in the organization as it is inevitable.

To other researcher, this study will also serves as a reference point. It can also be used as the basis of further research on conflict management and resolution in organizations.

1.7   Scope of the Study

This study, in every way, attempts to determine the effect of conflict management on the efficiency and effectiveness of organization based on the impacts of measurements of the various strategic tools or methods of conflict management opened to the organization.

The research will be conducted on Lubcon Limited Plc as a unit of analysis in the Nigerian economy, therefore, a survey of the officials of the functional areas of this organization will comprise and compose most and major source for comparative data and information. Organizational performance was also bought in to know how effective an organization can be if organizational conflict are properly managed.

1.8   Definition of Terms

Conflict: This is a struggle or contest between people with opposing needs, ideas, values, or goals (Algert and Watson, 2006)**.** Paul and Dean (2002) defined a conflict as the friction felt when two or more people or groups disagree about something.

Motivation: Motivation is the process that initiates, guides and maintains goals-oriented behaviours. It is what causes you to act, whether it is getting a glass of water to reduce thirst or reading a book to gain knowledge. Motivation involves the biological, emotional, social and cognitive forces that activate behavior.

Organization: An organization is a group of people who work together, like a neighborhood association, a charity, a union or a corporation. Organization is also the act of forming or establishing something (like an organization) it can also refer to a system of arrangement or order, or a structure for classifying things.

Responsibility: Responsibility refer to an obligation to perform certain functions in order to achieve certain results. Following are the main characteristics or features of responsibility.

i. An organization can assign responsibility to human beings only and not any non-living objects such as a machine, equipment, e.t.c.

ii. It arise from a superior-subordinate relationship. A senior possess the authority to get the required task done from his subordinates. Thus, for this purpose, he assigns duties to subordinates. The subordinates are under a duty to perform the work assigned to them.

Authority: Power to influence or command thought opinion or behaviour the President's authority freedom granted by one in authority right who gave you the authority to do as wish, persons in command specifically government the local authorities of each state.

Requirement: Something wanted or needed necessity production was not sufficient to satisfy military requirements. Something essential to the existence or occurrence of something else condition failed to meet the school's requirements for graduation.

Human Resources: Human Resource management is the strategic approach to the effective management of people in a company or organization such that they help their business gain a competitive advantage. It is designed to maximize employee performance in service of an employer's strategic objectives.

Labour Turnover: Labour Turnover refers to the rate at which employees leave employment. Labour turnover can be evaluated by relating the number of employees leaving their employment during a period of time to the total or average numbers employed in that period.

Training and Development: Training and development refers to educational activities within a company created to enhance the knowledge and skills of employees while providing information and instruction on how to better perform specific tasks.

CHAPTER TWO

LITERATURE REVIEW

2.1   Conceptual Framework

2.1.1   Concept of Conflict

The term conflict cannot be given a straight jacket definition since it encapsulates many facets. Although the term conflict tends to bring to mind pictures of war, fighting, misunderstanding, arguments, anarchy and so on, the concept can be viewed from both the prisms of positivism and negativism. Conflict can also be examined from the perspectives of personal conflict, interpersonal conflict and group conflict. The World Book Dictionary defines conflict as follows:

1. A fight or struggle especially a prolonged one;battle.

2. Disagreement, dispute orquarrel.

3. A mental or spiritualbattle.

The first definition above views conflict from the perspective of violent conflict. The second considers conflict from the realm of ideas or ideological contestation. This could manifest as interpersonal or group conflict. The third definition shows that conflict could be within the individual.

There are many other definitionsof conflict, Jones (2003) defined organizational conflict as the discord that arises when the goals, interests or values of different individuals or groups are incompatible and those individuals or group block or thwart each other's attempt to achieve their objectives.

Rudolph (2008) sees conflict as an active human process whereby individuals are

striving to accommodate or resolve their opposing interest(s). Sharma (2007) recapitulates organizational conflict as a disagreement between two or more members or groups of the organization. The conflict may arise due to

(a) Sharing of scarce resources or work activities,

(b) Different status, goals, values, orperceptions,

(c) Disagreement over facts, methods, social, economical and psychologicalreasons.

According to Thomas (2006) conflict is the process which begins when one party perceives that the other has frustrated or is about to frustrate some concern of his. This definition by Thomas implies that conflictsin organization involves situations in which the expectations or actual goal directed behaviour of a person or group is blocked by another person or group. In such a situation, the person whose goal is blocked or about to be blocked experiences frustration which further leads toconflict.

Dahi (2007) also posits that conflict is the creation of a situation in which one individual wishes to follow a line of action that would make it difficult or impossible for someone else to pursue his own desire.

Conflict is the tension or stress involved when the satisfaction of needs is thwarted by equally attractive alternatives (Munn et al, 2002). Conflict arises when what an individual or group is experiencing is different from what is expected. It also arises when there are severe desirable and undesirable aspects of several possibilities for action. Both individuals and organizations experience conflict. Conflict can also arise

within formal and informal groups in the organization. Such conflicts can have adverse effects on the morale of workers. If conflicts are not properly managed, it can affect productivity and job satisfaction. This is the reason why we should be interested in conflictmanagement.

2.1.2   Types of Organizational Conflict

Organizational conflict is classified into the following types (Jones, 2003).

i.   Interpersonal Conflict

Interpersonal conflict is a conflict between individual members of an organization, occurring because of differences in their goals or values. Two managers may experience interpersonal conflict when their values concerning protection of the environment differ. One manager may argue that the organization should do only what is required by law. The other manager may counter that the organization should invest in equipment to reduce emissions even though the organization's current level of emission is below the legal limit.

ii.   Intra-group Conflict

Intra-group conflict is conflict that arises within a group, team or department. When members of the marketing department in a clothing company disagree about how they should spend budgeted advertising funds for a new line of men's designers' jeans, they are experiencing intra-group conflict. Some of the members want to spend all the money on advertisement in magazines. Others want to devote half of the money to bill

boards.

iii.   Inter-group Conflict

Inter-group conflict is conflict between groups, teams, or departments. Research and development department for example sometimes experience inter-group conflict with production department. Members of the research and development department may develop a new product and they think production can make inexpensively by using existing manufacturing capabilities. Members of the production, however, may disagree and believe that the cost of making the product will be muchhigher.

iv.   Inter-organizational Conflict

Inter-organizational conflict arises when managers in one organization feel that another organization is not behaving ethically and is threatening the well-being of certain shareholders or groups.

2.1.3   Views of Conflicts

Various views on conflict have been expressed. According to Aswathappa (2004), the views expressed are:

i.   The Classical Perspective

This perspective views conflict as harmful, destructive, violent, irrational, something that is bad and management in organizations must do everything to avoid it. This is because it has malfunctioning effects. This represents the traditional views.

ii.   The Human Relations Perspective

This perspective sees conflict as natural, inevitable, healthy and a human phenomenon. It is never evil except if mal-handled. It is then that it becomes a threat and source of tension otherwise, it should be accepted. It has some positive outcome when properlymanaged.

iii. The Inter-actionist Perspective

This perspective encourages conflict in organizations. For an organization to perform efficiently there is need for conflict. It creates room for innovation and change and removes the tendency for organizations to be static and unresponsive to the needs of organization members and changes in theenvironment.

According to this perspective, conflict is desired because its existence makes managers to be innovative and creative. There must be a tolerable level of conflict to knit the various units together, make them viable, creative, reflective, broad-minded and accommodating.

2.1.4 Causes of Organizational Conflict

According to Iheriohanma (2002)andEze (2004), the lists of factors which necessitate conflicts in organizations are inexhaustible. These factors, at the organizational level include; incompatibility of goals between workers and management, scarce resources in the organization, incompatible resources allocation by management, status incongruities in the work setting, personality differences among workers, organizational dynamic, absence of standardized rules in the organization, structural

problems in the organization, communication problems and denial of participative management.

In the views of Eze (2004) some of the specific causes of organizational or industrial conflict are; disagreement between management and union goals, irrelevant leadership, corrupt management, insensitivity to workers needs and welfare, non-conducive organizational climate, inadequate reward and incentive system, inequitable reward, unsatisfactory fringe benefits, inhuman working conditions, subjective personnel selection, poor communication channels, not treating workers as human being, absence of job security, growth ladder and guaranteed future, general instability, insecurity and uncertainties, poverty, scarcities and economic hardships, chronic failure to keep to terms of agreement, widespread corruption and embezzlement and negative multinational managementpractices.

Similarly, Miles (2006) in his own contention, posited that in organizations generally, status inconsistencies, jurisdiction ambiguities, dependence on common resources pools, and difference in performance criteria and reward system are the major conflict contributing factors. He also observes that in industrial organizations, most industrial conflict have economic orientation – where strike actions are embarked upon to press hard for high wages and salaries, or other measures to reduce high cost of living.

For Okogwu (2002) there are overt and underlying causes of organizational conflicts. Overt causes are the factors openly perceived which influences unrest like wage

differential, fringe benefits differentials, inhuman relationships, faulty communications, redundancy, retrenchment, breach of contract and collective agreements, long hours of work, poor conditions of work, long procedures and official delays in the proceedings of dispute settlement. One the other hand, the underlying causes of industrial conflicts are the factors which we cannot openly see; they are latent implicit and inferred for example bad social conditions including; poor feeding, poor housing accommodation and moral indignation, fatigue and frustration at work place, feeling of inferiority of the workers, position and feeling of powerlessness.

2.1.5   Impact of Conflict on Organizational Performance

Lawal (2004) highlights the following impact of organizational conflict. Conflict motivates organizational members to consider problems. They are energized and psychologically focused on the problems and motivated to put plans into action. Conflict promotes change. Persons are more aware of injustice, inefficiencies and frustrations and see the need to correct them.

Prolonged group conflict causes the following changes between groups, each group sees the other as an enemy, who interferes with its good oriented behaviour, develops positive perceptions about own group and negative perception towards the other, communication ceases toexist.

Bloomsbury (2002) in his contribution listed the following as the impact of organizational conflict.

- More positive image of the organization orstaff.

- Improved teamwork.

- Better motivated staff, staff energies are directed to work rather thanemotions.

- Better personal development ofindividuals.

- The escalation and spread of conflict to others.

- The dissipation of staffenergy.

- The misdirection of staff energy, contributing to fall inproductivity.

- The misperception that inaction is the easiest option, the problem will ultimately be harder tosolve.

- Impacts on employee turnover

- Encourage share and respect opinions

- Improvement on future communication

- Aids identification of new members

- Verbal abuse and deception.

Sub-variables of conflict are:

i. Unmet need

ii. Group harmony

iii. Limited resources

i. **Unmet Needs.**

Needs are basic human requirements without which survival may be impossible. Here, unmet needs are simply unsatisfied response to employee requirements which if not shown the concerns it deserves, may lead to a situation of withdrawal behaviors. This concept constitutes a central point of management attention today.

v. Group Harmony

A situation where is no disagreement or discord of any form in a social group such as a society, community, organization, department, units etc. That is, a possible state of inner peace, calmness, and balance.

vi. Limited Resources

This has to do with the basic condition of nature which means that the quantities of available labour, land, capita, and entrepreneurship required to be put into production of goods and services are finite. In business sense, the term limited resources is referred to as a broad spectrum of input including time, staff and budget,

2.1.6 Organizational Performance

Blout (2013), asserted that managers are concerned with **organizational performance which is**the accumulated end result of all the organization's work processes and activities. Upadhaya and Mounir (2014), asserted that organizational performance comprises the actual output or result of an organization as against its intended goals. It is a complex but important concept, and managers need to understand the factors that contribute to high performance. They want their organizations, work units, or work

groups to achieve a high level of**performance**, no matter what mission, strategies, or goals are being pursued. Managers at all organizational echelons and in all work areas manage their available assets - people, information, equipment etc by making decisions that they hope will lead to high levels of performance. Because achieving high levels of performance is important in both the short run and long run. Performance dimensions, among others, are as follow;

i. Employee satisfaction

ii. Employee commitment

iii. Productivity

iv. Customer service

v. Service quality

Meanwhile, three of these organizational performance variables are discussed as highlighted in the previous chapter; Employee satisfaction, Employee commitment and Productivity.

2.1.6.1 Employee Satisfaction;

Employee satisfaction sometimes referred to as job satisfaction is important for both the employees and the organization as a whole. Human capital is the strategic resource of an organization, (Jones, 2009). If employees are are satisfied and contented, their commitment levels will be high and hence, their contributions to the organization will also be high, and consequently, they tend to continue with the job and be more loyal to

the organization. Lower employee turnover will further reduce recruitment and training costs for the organization, (Nagini, 2013).

2.1.6.2 Employee Commitment

Akintayo (2010), defined employee commitment as the degree to which the employees feel devoted to their organizations. Meanwhile, organizations value employee commitment because it is typically assume to reduce withdrawal behavior, such as lateness, absenteeism and turnover. Hence, there is no doubt that these values appear to have a potentially serious consequences for overall organizational performance. Lo (2009), noted that employee commitment is important because workers with a high sense of commitment are less likely to engage in withdrawal behavior and more willing to accept change.

2.1.6.3 Productivity

Business dictionary described productivity as the measure of the efficiency and effectiveness of a person, machine, factory, system, etc in turning the inputs (labour, capital, energy, materials etc) to desired outputs (products and services). Productivity seems to be the only meaningful measure of industrial competitiveness due to its unambiguous connections with profitability.

Productivity is the output to input ratio within a particular period of time with equal consideration for quality. Productivity is therefore, computed by dividing average

output per period by the total costs incurred or resources (capital, energy, material, personnel) consumed in that period [Weihrich, 2008].

2.2 Theoretical Framework

2.2.1 Control Theory

This is an interdisciplinary branch of engineering and mathematics that deals with the behavior of dynamical systems with inputs, and how their behavior is modified by feedback. The usual objective of control theory is to control a system, often called the plant, so its output follows a desired control signal, called the reference, which may be a fixed or changing value. To do this a controller is designed, which monitors the output and compares it with the reference. The difference between actual and desired output, called the error signal, is applied as feedback to the input of the system, to bring the actual output closer to the reference. Some topics studied in control theory are stability (whether the output will converge to the reference value or oscillate about it), controllability and observe-ability.

2.2.2 Queuing Theory

This theory will guide the study in investigating the relationship between material handling equipment and effective inventory management. Queuing theory is a mathematical study of waiting lines or queues (Shingo, 2005). The theory enables mathematical analysis of several related processes, including arriving at the back of

the queue, waiting in queue (a storage process) and being served in front of the queue. The theory permits the derivation and calculation of several performance measures including the average waiting time in the queue or the system, the expected number waiting or receiving service, and the probability of encountering the system in certain states such as empty, full having an available server or having to wait a certain time to be served (Houtzeel,1999).

2.2.3   Theory of Constraints (TOC)

This is a management paradigm that views any manageable system as being limited in achieving more of its goals by a very small number of constraints. There is always at least one constraint, and TOC uses a focusing process to identify the constraint and restructure the rest of the organization around it. Constraints can be internal or external to the system. An internal constraint is in evidence when the market demands more from the system than it can deliver. If this is the case, then the focus of the organization should be on discovering that constraint and following the five focusing steps to open it up (and potentially remove it). Scheinkopf (1999) defined these as prerequisite steps so the Process of On-Going Improvement is an amalgamation of the Five Focusing Steps and the two prerequisites of its for implementation (Watson et. al., 2007).

2.2.4   System Theory

Organization is viewed as a system which is the collection of inter-related part which form some whole. The system is seen to be "closed" closed system are described as those which did not interact with their internal environment.

Open system was describe as those which relied on interaction with their environment for survival lend growth. Biological systems and social system are the likely example.

2.2.5   Contingency theory:

It aimed at determining organization structure on the height of various related factors such as environment and technology and at a particular point in time, brings out the differentiation and integration within the organization and to define and assist in the pressure posed by environment.

2.3   Empirical Review

Ongori (2009) conducted a research survey to examine the main cause of organizational conflict and its effect on organizational performance. Using a survey research design with a convenience sample of 130 managers selected from government departments, parastatals and private companies in Gaborone, Boswana, the findings indicated that most conflicts in organizations are resolved by compromising with parties involved and by encouraging open communication in organizations. However, the study did not focus on the empirical testing of the strategies on organizational performance, thus, the study only identified the strategies used by the case study.

Hotepo et al, (2010) carried out an empirical study to examine the effect of conflict on organizational performance in some selected service organizations in Nigeria. The study employed descriptive research design and uses questionnaire to collect data from 96 managers in some selected Airlines, Road Transport and Insurance companies in Lagos Metropolis. The research revealed that the most used means of managing conflict among the managers in Nigerian service industry is bargaining, collaboration, and avoidance. The significant effect of the conflict management strategies on the dependent variable was not empirically done, thus, the study only identified the strategies used by the case study.

A study conducted by Obasan (2011) examined the impact of conflict management on organizational performance in First Bank of Nigeria Plc Lagos branch. Using a student distribution to test the significance of response and purposive sampling techniques to administer a self-design questionnaire to 50 respondents, it was revealed that managers prefer the compromise, problem solving, and dominating strategies. The result also showed that the conflict management strategies in place at the organization have been relatively useful in minimizing the incidence of disruptive conflicts and that conflict management strategies have a positive impact on workers" productivity. However, the strategies are not empirically tested.

Fatile and Adejuwon (2011) conducted a research on conflict and conflict management in tertiary institutions in Nigeria. The paper concluded that maintaining a

cordial relationship between students and school authority and involving students in decision making process in school appeared to be the most effective strategies for resolving crisis in tertiary institutions. However, the study is qualitative and does not show the empirical effect of the variables.

Garcia (2013), carried out a research on organizational conflict and organizational performance. It was concluded that people must learn to maintain harmonious relationships and discuss issues openly, respectfully and rationally to make their conflicts productive. Therefore, it is the duty of the management and the employees to develop ways on how to promote cohesiveness in organizations and if possible, conflicts should be resolved at their stages to enhance organizational performance. However, the study is not empirically tested as it is a qualitative study which might not give a true result of how conflict can be managed in organizations.

Furthermore, Kazimoto (2013) carried out a research to analyze the sources of conflict, process of conflict management, leadership and organizational change. It was concluded that the key to resolving conflict with a positive outcome includes looking for a win-win situation, cutting losses when necessary, formulating proactive conflict management strategies, using effective negotiation and communication, and appreciating cultural differences among people or workers. It is a qualitative research and the conclusion from the study cannot be generalized since it is not empirically tested.

In a study conducted by Mughal and Khan (2013) on the impact of conflict and conflict management on organizational performance in Pakistan, a self-administered questionnaire was used to collect data. Survey respondents from the eight corporate sector organizations are selected for the study and 120 copies of the questionnaire were distributed among the study respondents. Result showed that out of the five most popular conflict management strategies, three strategies came out to be the most adopted ones by the managers and other employees; these includes: integrating, dominating and compromising. However, the strategies are not empirically tested.

2.4   Gap in Literature

Very few studies on this area have been done in the Africa. The few studies done in Africa have focused on the service industry (Kane, 2007) leaving a research gap in the manufacturing industry. There is therefore a need to carry out a study within the Nigerian context focusing on the manufacturing industry. A comprehensive understanding of how store activities are linked with organizations performance will add to the body of knowledge in the manufacturing industry.

CHAPTER THREE

METHODOLOGY

3.0   Introduction

Research methodology is a set of procedures adopted by the researcher in the course of gathering, classifying, analyzing and interpreting data with the aim of solving a specific research problem.

3.1   Research Design

The design that was adapted to accomplish the objectivities of this research work was descriptive research design.

According to Amedahe (2002), descriptive research allows for accurate description of activities, objects and processes. Hence, the need to adopt descriptive approaches study to use descriptive becomes imperative. This was because the study intended to investigate, compare and describe how variables such as management efficiency, firm growth and firm size affects inventory management on one hand and how inventory conversion period, return on assets and operation cash flow effects firm performance on the other hand.

3.2   Population and Sample Size

The research population implies the total number of people or things in a specific geographical area affected by the research as a result of sharing common attributes.

Sample size on the other hand refers to the small part of the population that is subjected to deep and intensive study so as to generalize about the whole population. The research population for this study covers all the cement manufacturing companies in Nigeria while the sample size is Lubcon oil Company, Ilorin.

3.3   Method of Data Collection

  In the course of carrying out this research work, the researcher employed both primary and secondary sources of data in order to obtain the required information.

3.3.1   Primary Data Sources

The primary data constitutes the raw data collected by the researcher from case study of investigation.

3.3.2   Secondary Data Sources

The secondary data on the other hand were collected from such sources as past research works, newspaper, journals, magazines etc.

3.4   Instruments of Data Collection

A series of collection tools were employed in the course or this research work in order to gather all the necessary date required for the study.

3.4.1   Interview

Personal interview is one of the most common methods for collecting data. An interview is a face method of data collection which involves conversation between two parties called interviewer and interviewee respectively. The conversations or

discussions are usually based on the subject matter. But structured and unstructured interview methods were employed.

3.4.2   Questionnaire

This can be described as a series of questions seeking for information from the respondents. A questionnaire may be mailed or self-administered.

3.5   Sampling Procedure

Random probability sampling technique was employed in the course of this research study. This technique involves the breaking down of the population into smaller units and thereafter making random but independents selection of the samples.

3.6   Statistical Method Used in Data Analysis

The statistical method used in analysis and presenting data gathered for this project were the means by which the research problems were addressed, presented and interpreted and how the hypothesis formulated by the researcher were tested.

In presenting and analyzing the data gathered by the researcher tabulations and percentage methods were employed.

3.7   Profile of Lubcon Nigeria Ltd.

Lubcon is an ISO certified Oil and Gas Company headquartered in Ilorin, Nigeria. It was established in 1991, it is primarily involved in the manufacturing, lifting, distribution and sales of petroleum and allied products. With a robust and extensive supply network, Lubcon contributes to the smooth running of economies in Africa.

The company has in the past 25 years, experienced very rapid growth dueto its reputation for quality products and innovative services.

In Lubcon, we have in place a quality program that guarantees value toour customers and ensures excellence in the management of available resources.

Lubcon expanded its frontiers with the construction of a lube plant in Ghana in 2002 to service the West African sub-region. The company won an award as the lube manufacturing company of the year in 2015. We have also constructed an ultra modern lube blending plant in Ethiopian which commence operations in 2017, to service the East Africa sub-region. With these investments, the company has access to markets in over 15 African countries.

Lubcon has remained at the forefront in product innovation in the country, from being the first indigenous company in the Oil and Gas sector to be ISO certified in 2002, to the introduction of nano technology in lubricant formulation in Nigeria. Our expansion projects and the innovations we have introduced in our system earned Lubcon the 2015 National Productivity Order of Merit Award, making it the first company in the Nigerian Oil and Gas sector to be so honoured. Our flagship product Nano Adrenalin is the only product that lubricates and renews the engine every time it is used

Our Milestones

• 1991. Lubcon was incorporated as a limited liability company to carry out the business of manufacturing, lifting, distribution and sales of petroleum and allied products.

• 1995. Lubcon became the official lubricant blender for NATA (Nigeria Automobile Technicians Association).

• 2000. Lubcon became the first company in Nigeria to be awarded the prestigious NIS (Nigeria Industrial Standards) award.

• 2002. Lubcon became the first indigenous Oil and Gas Company to be ISO certified in Nigeria (ISO 9001:2000).

• 2002. Lubcon set up a lube plant in Ghana •

2008. Lubcon upgraded to ISO 9001:

2008 International Quality Certification •

2010. Lubcon revalidated it's ISO 9001:2008 Certification.

• 2011. Lubcon received NIS (Nigerian Industrial Standards) Product Quality Awards as follows:

 Gold Award for Lubcon Performa XV50

Silver Award for Lubcon Adrenalin 20w50🌏

Silver Award for LubconMotor-lube HD50🌏

Lubcon received the (ECOWAS) Economic Community of West African States Business Award – ECOWAS Super Brands🌏

• 2013. Lubcon received the ECOWAS Distinguished Business Award. Lubcon introduced into the Nigerian Market the first indigenous fully synthetic lubricant (Rugged Elite)

• 2014. Lubcon revalidated it's ISO 9001: 2008 Quality Certification. Lubcon was elected as a Corporate member of the British Safety Council as well as a Member of the Institute of Occupational Health and safety

• 2015. Appointed by JXTG Nippon of Japan to blend lubricants locally on its behalf for the Yamaha motorcycles and outboard motors that are being assembled in Nigeria

• 2015. Lubcon won the National Productivity Order of Merit (NPOM) Award

• 2015. Lubcon won the Ghana Oil & Gas 2015 Award

• 2017. Lubcon lube plant in Ethiopia commenced operations

. • 2017. Appointed official lubricant blender by Nigerian's national oil company – NNPC, for it's over 700 outlets around the country.

• 2017. Lubcon won the Lubricant Manufacturing Company of the Year of the Guardian Newspapers Manufacturing Excellence Award

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1   Data Presentation and Analysis

In this chapter, the data and information gathered will then be analyzed to arrive at reasonable conclusions.

SECTION A

Table 1: Kindly indicate your Gender?

Options	No of respondents	Percentage
Male	15	75
Female	5	25
Total	20	100

Sources: Field Survey (2025)

It can be clearly seen from the above table that out of 20 respondents were males which represent 70% and the remaining 15 respondents which represent 30% were

females, this indicates that there are more males employees than the females in the organization.

Table 2:What is your marital status?

Options	No of respondents	Percentage
Married	10	50
Single	5	25
Widow	-	-
Divorce	5	25
Total	20	100

Sources: Field Survey (2025)

It is seen clearly here that 10 respondents 50% were married, 5 respondent representing 25% are single while the remaining 5 respondents representing 25% were divorced and none of the respondent is widow.

Question 3:   Kindly Indicate Your Age

Table 3

Options	Number of respondents	Percentage
16-25	1	5
26-35	10	50
35-44	6	30
44 – above	3	15
Total	20	100

Source: Field Survey (2025)

According to the table 1, greater number of the respondents are within the age range

of 26-35 which represent 50% while the remaining 50% is shares among other ranges

Question 4:   Kindly Indicate Your Education Qualifications

Table 4

Options	Number of respondents	Percentage
WASC/GCE	1	5
ND/ A LEVEL	2	10
HND/B.SC	8	40
M.SC	4	20
Other	5	25
Total	20	100

Source: Field Survey (2025)

The above table 4 reveals the either of worker, Lubcon Company as such conflict management is inevitable in such organization if they are to retain these workers.

Question 5:   Kindly Indicate Your position in the Organization

Table 5

Options	Number of respondents	Percentage
Management staff	6	30
Senior staff	10	50
Junior staff	4	20
Total	20	100

Source: Field Survey (2025)

The above table 5 indicates that majority of the staff are senior staff and this, represents the strength of the organization.

Question 6:   Kindly Indicate Your Profession

Table 6

Options	Number of respondents	Percentage
Food scientist	2	10
Accountants	3	15
Administration	10	50
Secretary	2	10
Microbiologist	3	15
Total	20	100

Source: **Field Survey (2025)**

The above table 6 shows that almost every area of profession is covered for the sampling and there are certain the validity of the research.

SECTION B

Question 7: Is your organization experiencing any form of conflict?

Table 7

Options	Number of respondents	Percentage
Yes	14	70
No	6	30
Total	20	100

Source: **Field Survey (2025)**

The above table 7 shows that 14 respondents representing 70 percent agreed that the work environment is conductive for harmonious relationship between the parties while 6 respondents representing 30 percent disagreed.

This shows clearly that Lubcon Company working environment is not the cause of conflict.

Question 8: is the communication network of your organization properly defined?

Table 8

Options	Number of respondents	Percentage
Yes	15	75
No	5	25
Total	20	100

Source: Field Survey (2025)

From the above table 8, 15 respondents representing 75 percent believed that the communication network is clearly defined while 5 respondents representing 25 percent disagreed. This, of course, will aid the management of conflict and also reduce the level of conflict in the organization.

Question 9:   If No, has it contribute to conflict in your organization?

Table 9

Options	Number of respondents	Percentage
Yes	20	100
No	-	-
Total	20	100

Source: **Field Survey (2025)**

From the above table 9, 20 respondents representing 100 percent agreed that the communication network is badly defined and thus, being the major source of conflict in Lubcon Company Nigeria plc.

Question 10: do you think external party has been a source of conflict in your organization.

Table 10

Options	Number of respondents	Percentage
Yes	7	135
No	13	65
Total	20	100

Source: **Field Survey (2025)**

From the above table 10, 7 respondents representing 35 percent agreed that external party has been a source of conflict white B respondents representing 66 percent disagreed. This shows that the major causes of conflict are strictly internal with minimal external cause; thus, it will be easy for the management to manage the conflict.

Question 11: Is there any room for employee's unit in your organization?

Table 11

Options	Number of respondents	Percentage
Yes	19	89
No	02	11
Total	20	100

Source: Field Survey (2025)

The table 11 above shows that a respondents agreed to the effectiveness of the complaint unit, while 2 respondents representing 11 percent disagreed. From this, there is sound labour management relationship which is imperative for peaceful co-existence of parties at work.

Question 12: Do You Think Government Policies OnLabour Mater Do Not Create Conflict?

Table 12

Options	Number of respondents	Percentage
Yes	12	60
No	8	40
Total	20	100

Source: Field Survey (2025)

From the above table 12, 12 respondents representing 60% agreed that government policy on labour matter does not create conflict white 8 respondents representing 40 percent debunked the claim. This shows that the cause of conflict had been relatively internet.

Question 13: Has Conflict Been Properly Managed In Your Organization?

Table 13

Options	Number of respondents	Percentage
Yes	15	75
No	5	25
Total	20	100

Source: Field Survey (2025)

From the table 13 above 15 respondents representing 75 percent agreed, that conflict has been properly managed white 5 respondents representing 25 percent of the respondents disagreed on the claim, in the dispanting one would agree that conflict has been properly managed and that has been the causes of increase in Lubcon Company level of productivity.

Question 14: Is The Conflict Management Mechanisms Employed Effective?

Table 14

Options	Number of respondents	Percentage
Yes	12	60
No	8	40
Total	20	100

Source: Field Survey (2025)

The table 14 above indicates that 12 respondents representing 60 percent agreed on the effectiveness while 8 respondents representing 40 percent disagreed.

This shows that the organization has been operating peaceful as conflict cannot be avoided but managed.

Question 15: Does Conflict Management Improves The Level Of Organization Productivity?

Table 15

Options	Number of respondents	Percentage
Yes	18	90
No	02	10
Total	20	100

Source: Field Survey (2025)

The above table 15 shows that 18 respondents representing 90 percent agreed in the increased input of conflict management productivity while 2 representing 10 percent disagreed. From every indication, there has been positive effect of conflict management on Lubcon Company productivity level.

Question 16: Do You Have Trade Union In You Organization?

Table 16

Options	Number of respondents	Percentage
Yes	20	100
No	-	-
Total	20	100

Source: Field Survey (2025)

From the table 16, 20 respondents representing the whole population sample agreed that those in trade union of the organization. This means that employees have common front, there by bringing out a sound labour management relationship.

Question 17: Are you of the union?

Table 17

Options	Number of respondents	Percentage
Yes	16	80
No	4	20
Total	20	100

Source: Field Survey (2025)

From the above table 17, 16 respondents representing 80 percent are members of trade union while 4 respondents representing 20 percent are non – members they must have been part of the management.

This is an indication that workers are with a collective voice and presenting collecting issues, the strength in Ilorin group will not have given management the opportunity to manipulate things that can generated conflict.

Question 18: Is The Union Effective?

Table 18

Options	Number of respondents	Percentage
Yes	13	81
No	03	19
Total	20	100

Source: Field Survey (2025)

From the table 18 above, 13 respondents representing 81% agreed that the trade union is effective while 3 respondents representing 19 percent disagreed. This shows that the union is effective in actualizing its objectives, banking the undue advantage stands of management on common issues.

Question 19:   Has The Organization Experienced Industrial Unrest Before?

Table 19

Options	Number of respondents	Percentage
Yes	01	05
No	19	95
Total	20	100

Source: Field Survey (2025)

From the table 19 above 01 respondents representing 5 percent indicates that the organization has experienced industrial unrest before while 19 respondents representing 95 percent debunked the claim. It is, therefore, imaginable that Lubcon Company has been enjoying industrial vest and has proven the level of cordial relationship of employed to employer.

4.2   TEST OF HYPOTHESIS

H_{o1}:   Unmet needs has no effect on employee satisfaction

Do proper Unmet needs has no effect on employee satisfaction?

Options	Respondents	Percentage
Yes	15	75
No	5	25
Total	20	100

From the above table 13, 15 respondents representing 75% agreed that unmet needs has effect on employee satisfaction while 5 respondents representing 15% disagreed that unmet needs has effect on business organization.

To test hypothesis one, conflict has no effect on business organization will be used to test hypothesis two, conflict has effect on business organization will used.

The Null hypothesis of 25% represent 5 respondents will be rejected while the alternative hypothesis of 75% representing 15 respondents will be accepted.

Testing of Hypothesis

The portion of the research work was meant to test the validity of the earlier hypothesis formulated so that decision can be taken as to whether to accept or reject according to the hypothesis that was formulated in chapter one.

Null hypothesis (Ho)

H_{o1}: There is no positive and significant relationship between conflict and organizational performance.

Testing of hypothesis will be done by chi-square of the questionnaire 48(96%) respondents agreed that purchasing management has significance, impact of purchasing function; while just 2(40%) respondents disagreed.

Using chi-square (X^2) analysis thus $(y^2) = E (o-e)^2$

E – Summation

O – Observation frequency

E – Expected frequency

Table 4.2.1: from the mathematics analysis for further explanation of the hypothesis.

Options	O	E	o-e	$(o-e)^2$	$(o-e)x^2$
Agree	48	10	38	144	144.4
Disagree	2	10	-8	64	6.4
Total	50				150.8

Sources: Complied by the researcher, 2025

E= No of columns -1 = 5-1 = 4

Degree of freedom = Df^2

Critical value (X^2) – 4 d.f 0/05 = 150.8 > X^2 (9.488)

Decision rule: Since the test statistics X^2 (150.8) is > X^2 (9.488) from the distribution table, the Ho (Null hypothesis) which state that strategic purchasing management does not have any significance impact on Tobacco company is rejected, while the Hi (Alternative hypothesis) which state that there is no positive and significant relationship between group harmony and employee commitment is accepted.

H_{02}: There is no significant relationship between group harmony and employee commitment

Options	0	E	o-e	(o-e)²	$\frac{(o-e)^2}{e}$
Agree	8	10	-2	4	0.4
Disagree	42	10	32	102.4	102.4
Total	50				102.8

Sources: Complied by the researcher 2025

Using the chi-square of the questionnaire 42(84%) respondents disagreed that there is no significant relevance or positive relationship between group harmony and employee commitment while just 8(16%) agreed.

Using chi-square(x)² analysis thus(y²) E(O-E)²

E =Summation

O=Observation

e =Expected frequency

Table 4.2.3 From the mathematics analysis for further explanation of the hypotheses

E = No of column -1 =5-1=4

Degree of Freedom Df^2

Critical value $(x)^2 - 4df\%5 = 102.4 \geq x^2(10.24)$

Decision Rule: Since the test statistic X^2 (102.8) is $\geq X^2$ (10.24)

From the distribution table, the Ho (Null hypotheses) which states that there is no significant relevance or positive relationship between limited resources and productivity is rejected and the alternative hypothesis is accepted.

H$_{03}$: There is no positive relationship limited resources between productivity

Testing of hypothesis will be done by chi-square of the questionnaire 38 (86%) respondents agreed that there is positive relationship or significant relevance between conflict management and employees overall performance, while 12(14%)respondents disagreed.

Using chi-square (X^2) analysis thus $(y^2) = E\underline{(O\text{-}E)}^2$

E = Summation

O =Observation Frequency

e =Expected Frequency

 Table 4.2.2 From the mathematics analysis for further explanation of hypothesis

Option	O	E	(o-e)	(o-e)²	(o-e)x²
Agree	38	10	28	784	78.4
Disagree	12	10	2	4	0.4
Total	50				78.8

Sources: Complied by the researcher 2025

E = No of columns -1=5-1=4

Degree of Freedom =Df²

Critical value(X)²-4df%5=788≥ X² (7.88)

Decision rule: Since the test statistic X² (150.8) is ≥ X²(7.88)

From the distribution table, the Ho (Null hypotheses) which states that there is no positive relationship or significant relevance between conflict management and employees overall performance is rejected, while the alternative hypotheses is accepted.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Summary

The effective management of conflict through its strategies is required to bring about enormous benefits to employees and organizations as a whole. As a result, knowing the best conflict management strategy(s) to adopt is an important factor that organizations have to take into consideration in order to improve their performance level. The study investigates the effect of conflict management (collaboration,

compromise and avoidance strategies) on the performance of LUBCON.

The findings of the showed that collaboration strategy has significant effect on the performance of LUBCON. Thus, the higher the adoption of collaboration strategy by management of LUBCON, the higher the organizational performance. Compromise strategy has negatively significant effect on organizational performance which implies that the adoption of compromise strategy in managing conflict will lead to a decrease in the performance of the organization. Thus, the more LUBCON adopts compromise strategy the less the performance of the organization. Also, avoidance strategy has significant effect on organizational performance which signifies that the higher the adoption of avoidance strategy by the management of LUBCON, the higher the organizational performance. Thus, collaboration, compromise and avoidance strategies can be suitable for conflict management depending on parties to conflict, the time

frame and the situation the organization finds itself.

5.2 Conclusion

Based on the research hypotheses and the research objectives the conclusion was drawn that collaboration strategy in terms of finding out mutually acceptable solutions to problems or trying as much as possible to discuss all concerns openly especially during meetings will improve the performance of LUBCON.

For the purpose of improving the performance of LUBCON, both management and employees" have shown that the adoption of a mid-way approach in derivingsolutions to problems by both parties agreeing on the grounds that they both sacrifice a little, that is, give up some of their demands have not improved the performance of the organization. Also, the ability of management and employees to avoid issues that will cause division when the need arises have improved the performance of the organization.

5.3 Recommendations

In line with the above conclusion, the study recommends that the Management of LUBCON should create an enabling environment where employees can openly communicate and discuss issues affecting them. In doing so, management should try as much as possible to find out mutually acceptable solutions to problems and implement any joint decision takenbyputtingtheorganizationalgoalsaswellasemployeesinterestintoconsideration.

Also, given the significant level of avoidance strategy in improving the performance of LUBCON, management and employees should try as much as possible to avoid any critical issues that will cause division in the organization. Such issues should be left alone to be discussed in the open during meetings. By so doing, it will help to remove tension in the working environment, thereby keeping it peaceful.

In a bid to improve the performance of the organization, management should not

emphasis the adoption of compromise strategy on the management of critical issues such as employees welfare,thisisbecauseofthenegativeeffectithasontheorganization'sperformance.

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