

**THE EFFECT OF CONFLICTS MANAGEMENT ON EFFECTIVE
PERFORMANCE IN AN ORGANIZATION: A CASE STUDY OF UNITED
BANK OF AFRICA, ILORIN, KWARA STATE**

BY

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CERTIFICATION

This is to certify that this research work has been read and approved by the undersigned on behalf of the Department of Public Administration, Institute of Finance and Management (IFMS), Kwara State Polytechnic, Ilorin as meeting the requirement for the award of Higher National Diploma in Public Administration.

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DEDICATION

This project is dedicated to Almighty God my husband and my parents

ACKNOWLEDGEMENT

First and foremost, we are grateful to Almighty God, the most beneficent and the most merciful for his blessing and his mercy upon me for the completion of the project.

This work may not have been possible but for the conducive atmosphere created by the supervisor Mrs Geetto AA may God almighty continue to bless you and protect you and your family in his infinite mercy. My special thanks goes to my husband for the moral support, concern, affection, and immeasurable contribution to the successful completion of this project.

Also, I wish to thank my lovely parents, brothers and sister, my course mate, friends and family for the love and affection showed to me, you shall also grow up and become successful, more grease to your elbow. And mostly to my best mummy ever thanks for your support and advice.

More blessing shall befall you and bless you all. Furthermore, my appreciation also goes to my adorable good friends Taiwo, Ayomide, Shukroh and Adeshewa. thanks for the support blessing shall befall you

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ABSTRACT

Organization is an identifiable social entity whose members pursue multiple goals collectively. The pursuance of these goals is done side by side with their personal goals and aspirations through their coordinated activities and relationships. Hence, organization has people, materials and goals that are achieved through coordination. This study was anchored on marxist theories with sowing the seeds for the several theories that emphasize social conflict. Marx's conflict theory emphasizes a materialist interpretation of history, dialectical method of analysis (dialectical materialism), a critical stance towards existing social arrangements and political programme of revolution. This study, descriptive research design will be used. This study used descriptive design. Primary data were utilized for the study through questionnaires with a sample size of eighty-five (85). The quantitative data generated were presented and analyzed using table of frequency distribution, regression analysis using a Statistical Social Science Package (Version 23.0). The study findings shows that Industrial crisis portends a great issue of concern not only to the workers and employers but the society due to its effects on national productivity. The study adopts system theory to industrial relation as theoretical framework that the causes of the industrial crisis in Nigeria include: inflation rate, socio-political situation, unions' strength and unemployment rate. This study concludes that nature of man and his society, conflict is inevitable. Industrial conflicts have been identified as an offshoot of an imbalance, exploitative relationship between parties involved in an employment relation. Though causes of industrial conflicts or the resultant strikes are complex, it becomes oftentimes difficult to pinpoint the main causes of strikes. However, generally an industrial conflict is an expression of grievance, mostly attributable to failure of collective bargaining. Industrial conflict is a weapon of last resort (ultima ratio) which is to be employed when other means of achieving an agreement or resolving disputes has failed. This study recommends that there should be proactive and corrective mechanisms put in place. Proactive actions should be able to detect and prevent the possibility of an industrial conflict, and corrective actions should quickly resolve the conflict when it arises. One of such mechanisms is the institutionalization of industrial democracy.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organization is an identifiable social entity whose members pursue multiple goals collectively. The pursuance of these goals is done side by side with their personal goals and aspirations through their coordinated activities and relationships. Hence, organization has people, materials and goals that are achieved through coordination. An organization exists to provide goods and services that people desire. These goods and services are the products of the behaviors of workers who occupy different level of the organizational structure. These people have different cultures, skills and educational background as well as different perceptions, roles, expectations and values. Conflict in an organization will depend on the degree with which the manpower is met with opposition in protecting their interest, values and goals.

However, the establishment and continuous existence of organization through the realization of set goals and objectives requires the continuous and effective functioning of its material input with the human element being indispensable. The human elements required to facilitate goals attainment often engage in disagreement and variance over factors such as; interest, views, style of management among others. The reactionary effect due to the perceived incompatibilities resulting typically from some form of interference or opposition is known as conflict. Azamoza (2004) observed that conflict involves the total range of behaviours and attitudes that is in opposition between owners/managers on the one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes.

Conflict among workers in an organization is inevitable. If it manages properly, it will bring catalyst for change and can have a positive impact on employee satisfaction and

performance of the organization. Conversely, unmanaged conflict negatively impacts both employee satisfaction and job performance. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable. Awan and Anjum (2015) says that properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of conflict. Open communication and collaboration enhance the flow of new ideas and strengthen work relationship, which can have a positive effect on employee morale. Regular feedback and timely resolution of conflict has the potential of improving employee satisfaction and job performance. Awan and Anjum (2015) argue that a negative work environment that does not promote conflict resolution can result in poor employee behavior and job performance. Unmanaged conflict promotes dysfunctional communication and poor behavior among staff. Poor behavior on the part of one employee has the power to affect overall employee morale, which results in lower productivity. According to Dana (2000), “conflict is not just an annoyance. It costs money and those costs can be calculated, in terms of wasted time, bad decision, lost employees.” In the health care industry, patients’ health and even their lives can be affected by unmanaged conflict.

Awan and Ibrahim (2015) contend that if the individuals do not have the communication or interpersonal skills to resolve their disputes, the conflict can grow and spread to others, eventually affecting their job performance, which, in turn, affects the job satisfaction of others, as well in addition to the staff not having the communication skills to address their disputes, their leaders often lack the necessary skills to be effective in conflict resolution. Once human resources personnel are involved, the process becomes punitive and results in disciplinary action, which contributes to an even greater reduction in employee morale and employee satisfaction. Within any organization, there are usually different positions and jobs. People occupying these positions have different perceptions, goals, thought and concerns. It is difficult to conceptualize society or an organization without inherent differences and contradictions and these leads to conflict.

One of the important questions in business has been why some organisations succeeded while others failed. Organisation performance has been the most important issue for every organisation, be it profit or non-profit one. It has been very important for managers to know which factors influence an organisation's performance in order for them to take appropriate steps to initiate them. However, defining, conceptualising and measuring performance have not been an easy task. Researchers among themselves have different opinions and definitions of performance, which remains to be a contentious issue among organisational researchers (Barney, 2008). For example, according to Javier (2007), as cited in Nikbin et al (2010), performance is equivalent to the famous 3Es (i.e. economy, efficiency and effectiveness) of a certain programme or activity. However, according to Daft (2009), organisational performance is the organisation's ability to attain its goals by using resources in an efficient and effective manner. Quite similar to Daft (2009) Richardo and Wade (2010) defined organisational performance as the ability of the organisation to achieve its goals and objectives. Organisational performance has suffered from not only a definition problem, but also from a conceptual problem. This is what Hefferman and Flood (2006) stated:

That as a concept in modern management, organisational performance suffered from problems of conceptual clarity in a number of areas. The first was the area of definition while the second was that of measurement. The term performance was sometimes confused with productivity. Productivity was a ratio depicting the volume of work completed in a given amount of time. Performance was a broader indicator that could include productivity as well as quality, consistency and other factors. In result oriented evaluation, productivity measures were typically considered. Richardo and Wade (2010) argued that performance measures could include result-oriented behaviour (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training which were the necessary building skills and attitudes of performance management. Hence, from the above, the term 'performance'

should be broader based on which include effectiveness, efficiency, economy, consistency behaviour and normative measures (Richardo and Wade, 2010).

1.2 Statement Problem

According to Iheriohanma (2002:180), Eze (2004:217), 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 (2004:218) 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 management practices. Similarly, Miles (2006:185) 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 has 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 (2002:155) 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. On 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.

1.2 Objectives of the Study

The objectives of this study are as follows:

- i. To identify the major causes of conflicts in United Bank of Africa, Ilorin, Kwara State;
- ii. To identify various strategies organizations have adopted to manage conflict situations in United Bank of Africa, Ilorin, Kwara State;
- iii. To investigate the role played by conflict in influencing organizational performance in United Bank of Africa, Ilorin, Kwara State; and
- iv. To determine the effectiveness of the conflict resolution strategies adopted by United Bank of Africa, Ilorin, Kwara State.

1.3 Research Questions

This study has provided answers to the following questions:

- i. What are the major causes of conflict in United Bank of Africa, Ilorin, Kwara State?
- ii. Is there any strategy that has been used by organization to manage conflicts situation in United Bank of Africa, Ilorin, Kwara State?
- iii. Has conflict any influence in organizational performance in United Bank of Africa, Ilorin, Kwara State?

- iv. What strategies would you recommend for effective management of conflict in United Bank of Africa, Ilorin, Kwara State?

1.4 Research Hypotheses

In order to undertake this study scientifically, the following hypotheses were formulated for the study;

H0₁: There is significant relationship between causes of conflict and organizational performance in United Bank of Africa, Ilorin, Kwara State.

H0₂: There is significant relationship between strategy for managing conflict situation and organizational performance in United Bank of Africa, Ilorin, Kwara State.

H0₃: There is significant relationship between conflict and enhancing effectiveness's in organizational performance in United Bank of Africa, Ilorin, Kwara State.

H0₄: There are several solutions of managing conflicts towards organizational performance in United Bank of Africa, Ilorin, Kwara State.

1.5 Significance of the Study

This study will be of value to organizations both public and private in order for them to identify some silent causes of conflicts and to be able to manage the situation judiciously using some of the conflict management strategies. The study will also arouse government interest to see the need in providing adequate resources to public organizations in order to minimize the rate of conflict in these organizations specifically Kwara State University, Malete.

The study will also provide a plat form for management of organizations to direct resources appropriately in order to minimize conflicts situations in the workplace. The study is also expected to be of great value to academicians and practitioners in the field of

conflict management, public relations and public administration. The study can also be useful to researchers for further studies.

1.6 Scope of the Study

The scope of the study is conflict management and organizational performance in Kwara State University, Malete. This organization is chosen because of ease in accessibility and also being an organization with diverse goals, conflicts situation will always be manifesting in the life of the organization.

1.7 Limitation of the Study

As mentioned, the problem is financial constrain and time limitation, as we know that the research of this nature will go with a lot of problem during the course of data collection, some of the identifiable problems is time you know sir as a student in session not on holiday I have to take time out of no time and at the same time I have to take pain to also make sure that I attend my lectures regularly and also prepare for the forthcoming examination. More so I will still have time to see my supervisor for corrections and adjustment in the write up when the need be arisen.

Furthermore, another problem that confront me on the course of the study is the financial problem as a poor student who have to cope with the financial demand of its academic pursuit for instance buying of books that are related to my course of study and also the general economic problem that the nations passing through had made the written of this project a little bit difficult, but with God on my side success is certain.

1.8 Definition of Relative Terms

Conflict

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 conflict in organizations 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 to conflict. This is a struggle or contest between people with opposing needs,

ideas, values, or goals. It can also be defined a conflict as the friction felt when two or more people or groups disagree about something.

Management

This is referred to as the decision-making body in an organization established by government of the local, state, federal government as the case may be. Management is a distinct process consisting of planning, organizing, actuating and controlling; utilizing in each both science and art, and followed in order to accomplish pre- determined goals. This is the act or skill of dealing with situations in a successful way. That is, bringing situations like conflict in organization under control.

Organizational Performance

Organizational Performance is equivalent to the famous 3Es (i.e. economy, efficiency and effectiveness) of a certain programme or activity. Organisational performance is the organisation's ability to attain its goals by using resources in an efficient and effective manner. It can also be defined organisational performance is the ability of the organisation to achieve its goals and objectives. Organisational performance has suffered from not only a definition problem, but also from a conceptual problem.

Conflict management

Conflict management is the process of reducing the negative and destructive capacity of conflict through a number of measures and by working with through parties involved in that conflict .this term is sometimes used synonymously with “conflict regulation”. It covers the entire area of handing conflict pristinely at different stages, including those efforts made to prevent conflict by being practice. This may include “conflict prevention” a term he used to connote containment of conflict through steps introduced to promote conditions in which collaborative and valued relationships control the behavior of conflict parties.

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.2 Conceptual Clarification

2.2.1 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:

- i. A fight or struggle especially a prolonged one; battle.
- ii. Disagreement, dispute or quarrel.
- iii. A mental or spiritual battle.

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 definition of 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

- i. Sharing of scarce resources or work activities,
- ii. Different status, goals, values, or perceptions,
- iii. Disagreement over facts, methods, social, economic and psychological reasons.

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 conflict in organizations 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 to conflict.

Dahi (2007) also posits that conflict is the creation of a situation in which one individual wish to follow a line of action that would make it difficult or impossible for someone else to pursue his own desire. Boulding (2005) commenting on Dehi's definition submits that conflicts is a situation of competition in which parties are aware of the incompatibility of potential future positions and in which each party wishes to occupy a position that is incompatible with the wishes of the other. It is pertinent to mention that Dehi's and Boulding's assertions best explain interpersonal and intragroup conflicts. Iheriohanma (2002) perceives conflict situation where there is a perceived (real or imagined) incompatible difference which result in crisis, blocking, disagreement, frustration, interference, intolerance and opposition. Conflict manifests itself in overt acts such as riots, strikes, demonstrations, terrorism, looting, wards, etc and such other forms of frustration, withdrawal, etc.

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 conflict management.

Conclusively, conflict is defined within the context of work relationship as inevitable disagreements between and within any or all of the actors in the work place. The views of

various writers on the concept of conflict and industrial conflicts have established that conflict is inevitable and that it is not inherently dysfunctional rather its outcome depends on how it is handled or responded to by the parties involved. Whether conflict is seen as central or ancillary to the employment relationship, however, depends upon one's conceptualization or larger view of the origins, function and structure of this relationship. From one perspective, historically and contemporaneously reflected in the work of industrial relations scholars, the employment relationship is a pluralist, mixed motive relationship featuring two parties, labor and management, with opposing interests; hence, conflict is inevitable in this relationship.

2.1.4 Sources and Effects of Conflict

- **Sources of Conflict**

Fajana (2000) identifies two sources of conflict and they include:

- i. **Internal Sources:** This is so called because they refer to factors which are inherent within the framework of an organization. Fajana (2000) states that the major prime factor of internal sources of conflict is the "Opposing interests" of industrial actors. These "divergent interests" will bring about conflict in attempts by the two parties in organizations to try to share what Ajibade (2004) calls "industrial cake". Apart from the above, it is another statement of fact that there is usually "power relationship" between the two actors in an industry which no doubt produce conflict and make such inevitable.
- ii. **The External Sources:** These are so called because they are outside the four walls of an organization. It may occur when the third party intervention to industrial dispute becomes one sided or biased. A good example is where government as the third and regulatory party tries to formulate policy or enact laws that favour one party at the detriment of the other. Such may generate conflict.

- **Effects of Conflict**

2.1.4 Functional and Dysfunctional Effects of Conflict

The benefits of conflict include the following (Omisore & Abiodun, 2014):

- i. Inspire creativity: Fortunately, some organizations view conflict as an opportunity for finding creative solutions to problems. Conflict can inspire members to brainstorm, while examining problems from various perspectives.
- ii. Improve future communication: Conflict can bring group members together and help them learn more about each other. From learning each other's opinion on topics relevant to the organization's growth to understanding each member's preferred communication styles, conflict within an organization can give members the tools necessary to easily solve conflicts in the future.
- iii. Share and Respect Opinions: As organization members work together to solve conflict, they are more willing to share their opinions with other members of the group. Conflict can also cause members to actively listen to each other as they work to accomplish the organizational goals. Facilitates an understanding of the problems, people have with one another and leads to better coordination among individuals and departments, in addition to strengthening intra-group relationship.
- iv. Satisfies certain psychological needs like dominance, aggression, esteem and ego, and thereby provides an opportunity for constructive use and release of aggressive urges.
- v. Motivates individuals to do better and work harder. One's talents and abilities come to the forefront in a conflict situation.

The dysfunctional effects are:

- i. Conflicts affect individual and organizational performance. Resolving conflicts takes a toll on managerial time and energy which could be more productively spent.
- ii. In a conflict situation, people may promote their self-interests or personal gains at the cost of others or the organization.
- iii. Intense conflicts over a prolonged period affect individuals emotionally and physically, and give rise to psychosomatic disorders.
- iv. Time spent on conflicts, if cost, could have been spent doing more productive things.

- v. Conflict may lead to work sabotage, employee morale problems, decline in the market share of product/service and consequent loss of productivity.

2.1.6 Types of Organizational Conflict

Organizational conflict is classified into the following types (Jones, 2003:120).

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.

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.

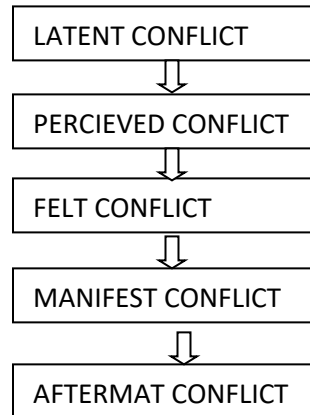
Inter-group Conflict---Inter-group conflict is conflict between groups, teams, or departments. Research and development department for example sometimes experience inter-group conflict with production department. Members of the research and development department may develop a new product and they think 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 much higher.

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.

- **Pondy's Model of Organizational Conflict**

One of the most widely accepted models of organizational conflict was developed by Louis Pondy cited in Jennifer and Jones (2007) which viewed conflict as a dynamic process that consists of five sequential stage.

FIGURE 2.1



Understanding and Managing Organizational Behaviour, McGraw Hill/Irwin.

Latent Conflict – According to Jennifer and Jones (2007), at this stage there is actually no conflict. But the potential to cause conflict is present though hidden.

Perceived Conflict – This is the stage were one party becomes aware that conflict exist as a result of the awareness of the fact that its goals are been thwarted by the action of another party. At this point in time, each party begins to search for the origin and the cause of the conflict, analyze the event that led to the occurrence of the conflict and able to state clearly that conflict exist.

Felt Conflict – At this stage, each party to the conflict develop a negative and hostile feeling against the other party. They develop this attitude of us- versus- them and begin to blame the other group as the cause of the conflict. Now as the party to the conflict argue out their view, it is usually blown out of proportion and conflict ensue.

Manifest Conflict – At the stage haven't felt the existence of conflict, one party decides to react and map out ways of dealing with the party whom they feel is the cause of the conflict. Also, both parties begin to hurt one another and thwart each other goals. Manifest

conflict can take the form of open aggressiveness or even violence between people and group may occur.

Aftermath of Conflict – The conflict sooner or later in one way or the other someone get fired and serve as a scarp goat, the organisation reorganize and even fail as a result of the conflict. Every conflict episode leaves a conflict aftermath that affects the way both parties perceive and respond to a future conflict episode. If conflict can be resolve by compromise or collaboration before it reaches the manifest stage, the conflict aftermath will promote good future working relationship. If conflict process is not resolve early enough that will lead to a conflict aftermath that sour the relationship in the organisation and makes people believe that the working culture in the organisation is uncooperative.

2.1.3 Concept of Conflict Management

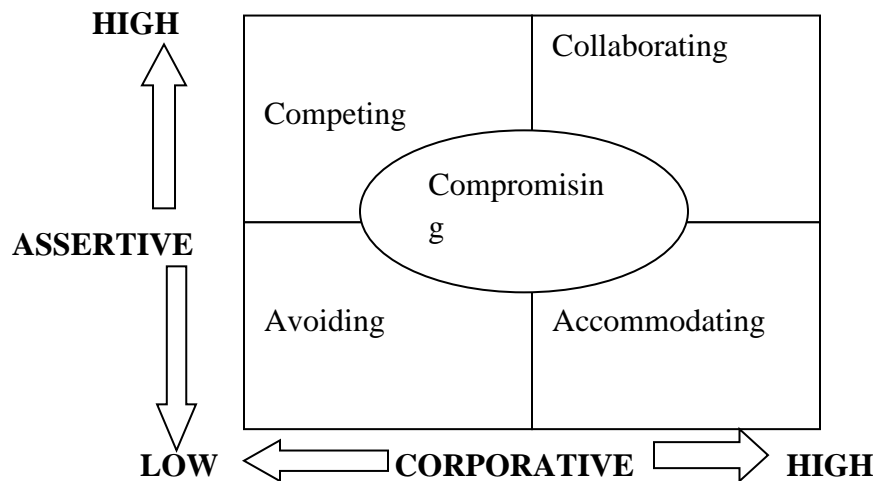
Conflict management, also known as conflict resolution, involves having a workplace that precludes conflict and a management team that successfully handles and resolves workplace issues. Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of non-productive escalation. Conflict management involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in your environment.’ All members of every organisation need to have ways of keeping conflict to a minimum – and of solving problems caused by conflict, before conflict becomes a major obstacle to your work.

Conflict management refers to techniques and ideas designed to reduce the negative effects of conflict and enhance the positive outcomes for all parties involved. The techniques and ideas used depend on the type of conflict that needs managing – researchers differentiate between affective (relational) and substantive (performance, process or task-specific) conflict, as well as inter organisational conflict (between two or more businesses) and intra organisational (conflict within organizations).

- **Conflict Management Strategies**

Conflict management implies integration of all factors which can contribute to conflict resolution or its prevention. Those factors are improvement of communication and practicing discipline in the organization, as well as having in mind the life phases of parties included. Thomas (1992) identified two primary conflict handling intentions namely; Cooperativeness and Assertiveness. Cooperativeness means the extent to which the individual attempts to satisfy the other person's concerns; while Assertiveness means the extent to which the individual attempts to satisfy his/her own concerns. These two basic dimensions of behaviour can be used to define five specific methods of dealing with conflicts, as shown on the grid below:

FIGURE 2.2



Competing - Is assertive and uncooperative - an individual pursues their own concerns at the other person's expense. This is a power-oriented mode, in which one uses whatever power seems appropriate to win one's own position - one's ability to argue, one's rank, economic sanctions. Competing might mean "standing up for your rights," defending a position which you believe is correct, or simply trying to win.

Accommodating - Is unassertive and cooperative - the opposite of competing. When accommodating, an individual neglects their own concerns to satisfy the concerns of the other person; there is an element of self-sacrifice in this mode. Accommodating might take

the form of selfless generosity or charity, obeying another person's order when one would prefer not to, or yielding to another's point of view.

Avoiding - Is unassertive and uncooperative - the individual does not immediately pursue their own concerns of those of the other person. They do not address the conflict. Avoiding might take the form of diplomatically side-stepping an issue, postponing an issue until a better time, or simply withdrawing from a threatening situation.

Collaborating - Is both assertive and cooperative - the opposite of avoiding. Collaborating involves an attempt to work with the other person to find some solution which fully satisfies the concerns of both persons. It means digging into an issue to identify the underlying concerns of the two individuals and to find an alternative which meets both sets of concerns. Collaborating between two persons might take the form of exploring a disagreement to learn from each other's insights, concluding to resolve some condition which would otherwise have them competing for resources, or confronting and trying to find a creative solution to an interpersonal problem. **5) Compromising** - Is intermediate in both assertiveness and cooperativeness. The objective is to find some expedient, mutually acceptable solution which partially satisfies both parties. It falls on a middle ground between competing and accommodating. Compromising gives up more than competing but less than accommodating. Likewise, it addresses an issue more directly than avoiding, but does not explore it in as much depth as collaborating. Compromising might mean splitting the difference, exchanging concessions, or seeking a quick middle-ground position.

2.1.6 Organizational Performance

Organizational performance as a concept suffers from problems of conceptual clarifications. The term performance is often used indiscriminately to describe everything from efficiency, effectiveness to improvement. According to McCloy, Campbell and Cudeck, (1994), the term performance has to do with those behaviours or actions which are regarded relevant to those goals of the said organisation in question. They further argued that performance itself cannot be said to be the outcome itself, consequences or the result of behaviors or action but rather performance can be said to be the action itself. Thus,

they argued that performance tends to be multidimensional, a situation whereby for any specific-type of job, there tends to be a number of substantive performance components that are distinguished in terms of their inter correlations and patterns on co-variation with other variables. However, there is no one definition of organisational performance. The primary reason for this is that researches from different fields of study such as psychology, human resource management, public administration and organizational behaviour have dealt with the concept based on their field of study. Hence, it is no surprise that the literature accommodates a variety of different definitions related to organizational performance.

Organizational performance is an important construct in leadership that determines how to manage organizations. Previous literature reviews reveal that organizational performance is a multidimensional concept that reflects the heterogeneous nature, circumstances and objectives of organizations at a given period. This compelled Kirby (2005) to comment that the definition and meaning of organizational performance is an open subject for further inquiry. According to Lebans and Euske (2006), defining organizational performance requires sound judgment and interpretation of how current actions will affect future results. The writers also contend that depending on the background of the assessor, performance may be understood in different ways. Corvellec (1995) maintained that the concept of performance is relative to period, organizational goals and type of instruments used to measure performance.

According to Daft (2000), organisational performance is defined as an organization's ability to attain its goals by using resources in an efficient and effective manner. Consequently, it is an evidence of the output of members of an organisation measured in terms of revenue, profit, growth, development and expansion of the organisation. In the same vein, organizational performance refers to the ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 1993). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in

the same industry. Accordingly, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization (Kehinde, Jegede, and Akinlabi, 2012).

Different researchers have different ways to measure performance. The different type of measurement that has been applied has been classed as an objective or subjective. Tang and Zhang (2005) explained that an objective measure is measuring the financial records while subjective measures used the managers' perceptions regarding the organization performance. Nevertheless, many studies suggest using subjective measures due to the data for objective criteria could be inappropriate, misleading and difficult to obtain. If the data are available, the data may not genuinely represent the actual organization performance as the information may be manipulated (Siti & Perera, 2011). It is as well determined by the industry factors which make it unsuitable for cross industry comparison.

Therefore, Falshaw and Glaister (2006) concluded that the objective measures are unsuitable for the purpose of research. In comparison, subjective measures are an easier way to measure performance. It is an effective manner because it permits the organization to carry out benchmark across firms. Subjective measure also enables organizations to measure the growth in sales, market share, productivity, customer satisfaction and product quality (Haber & Reichel, 2005). In fact, Falshaw et al. (2006) establish that the subjective and objective measures provide the same outcomes. Therefore, using subjective measures in the research provides more accurate information. Hence, this study made use of subjective measures in measuring performance.

2.4 Relationship between Conflict Management and Organizational Performance

The relationship between conflict management and organizational performance has attracted much attention in management literature. For instance, Olukayode (2015) examined the impact of workplace conflict management on organizational performance using evidence from Nigerian manufacturing firms. Participants comprised 250 employees selected through the use of stratified random sampling technique. Data were generated through the use of validated structured questionnaire. Descriptive and inferential statistics

were employed to analyze data collected from the respondents. Employing Spearman correlation analysis, the results of the empirical tests showed a significantly positive relationship between conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance. Non-integrative conflict management strategies (competition, domination and avoidance) had a negative statistically determinate effect on organizational performance. Also, the result of the regression analysis indicated that collective bargaining strategy displayed the highest significant positive correlation with organizational performance. In addition, study findings revealed that conflicts arose over multiple factors of organizational experiences based on economic and goal incompatibility orientations in the workplace. Union-management conflict was discovered as the most prevalent type of industrial conflict in the organization.

Abdul and Sehar (2015) examined conflict management and organizational performance using Askari Bank Ltd as a case study. A formal questionnaire was constructed and survey method was used to collect data from a target group of respondents. Descriptive analytical techniques such as frequency, percentage, mean, standard deviation & variance and factor analysis were applied to analyze and interpret the data. Ratio Analysis is used to analyze Askari Bank's performance. The major findings are that Education does not have any effect on the opinion of respondents on Conflict Management Strategies. Similarly, there is no significant difference between the opinion of male and female respondents regarding the causes of conflict. However, there is a significant effect of conflict on organizational performance.

Ajike, Akinlabi, Magaji and Sonubi (2015) examined the effect of conflict management on the performance of financial service organisation in Nigeria using Access Bank Plc as a case study. A sample size of eighty-one (81) out of the numerous employees of the bank was administered with questionnaires in three branches of the bank located in Lagos State. A descriptive and regression analysis with the aid of SPSS was used to analyze the relationship between conflict management on organizational performance of Access

Bank Plc. The result of the study found that there was a significant positive relationship between conflict management and organizational performance.

Osabiya (2015) examined conflict management and resolution in Nigeria public sector. The study focused on the factors that informed an organization's decision to seek and alternative means of handling conflict to traditional discipline and grievance procedures; and also looked at the barriers and facilitators to integrating mediation into workplace practice and culture. Two hypotheses were formulated to determine the source of conflict and conflict resolution in the Nigeria Public Service. The study makes use of descriptive statistics to analyze the data collected from a sample of 170 employees of the Nigeria Public Service. Percentages and frequencies were used to analyze the responses collected from the respondents. The findings of the experimental survey of conflict management and resolution in public sector showed that conflict can be resolved through compromise between the employee and management. That leadership styles can lead to conflict in the organization.

Okpalibekwe, Onyekwelu and Dike (2015) studied collective bargaining and organizational performance using Nigeria Union of Local Government Employees of Idemili North Local Government Council, Anambra State. The survey research method was adopted for the study and the study relied much on primary and secondary data. Three hypotheses were formulated as guide to the study and simple random sampling technique was used to select the study sample. The data generated were analyzed using percentages and mean scores and the hypotheses were tested using one sample t-test. The findings from the study showed that the Nigeria Union of Local Government Employees has helped to ensure industrial peace, employee commitment to optimum job productivity as well as effectively using collective bargaining to enhance organizational performance. The researcher concludes that the Nigeria Union of Local Government Employees of Idemili North is a veritable instrument for improved employee productivity as well as organizational performance.

Uwa (2014) examined conflict management strategies and employees 'productivity in a Nigerian State Civil Service. Four conflict management strategies were considered which include collective bargaining, negotiation, avoidance and imposing. The descriptive survey design was adopted and self developed questionnaire tagged Conflict Management Strategies and Employees 'Productivity Questionnaire was used in the data collection. The reliability of the instrument was tested and Cronbach Alpha reliability coefficient of 0.92 was obtained for the whole instrument. Taro Yamane formula was used in determining sample size and stratified random sampling technique was used in selecting 240 respondents from a cross-section of four ministries in Akwa Ibom State Civil Service, South- South, Nigeria. Pearson Product Moment Correlation and multiple regression were used to analyse the hypotheses. Collective bargaining and negotiation showed a significant positive contribution to employees 'productivity while that obtained for avoidance and imposing were significantly negative. Also, collective bargaining and negotiation were significantly positively related to employees 'productivity.

2.5 Theoretical Framework

- **Marxist theories**

This study is anchored on the Radical theories that are strongly identified with Marxist theories. Karl Marx (1818-1883), the great German theorist and political activist, is credited with sowing the seeds for the several theories that emphasize social conflict. Marx's conflict theory emphasizes a materialist interpretation of history, dialectical method of analysis (dialectical materialism), a critical stance towards existing social arrangements and political programme of revolution or, at least reform. Marx began his assumption that economic organization, especially the ownership of property, determines the organization of the rest of the society. In other words, the most important determination of social life is the work people are doing, especially work that result in provision of the basic necessities of life, food, clothing and shelter. Marx thought that the way work is socially organized and the technology used in production have a strong impact on every other aspect of society. He maintained that everything of value in society results from

human labour. The central institution of capitalist society according to Marx is private property, a system by which capital is controlled by a small minority of the population. This arrangement leads to two opposed classes, the owners of capital (the bourgeoisie) and the workers (the proletariat) whose only property is their own labour time, which they have to sell to the capitalists. Owners are seen as making profits by paying workers less than their work is worth, thus exploiting them. Herein lies the core of industrial conflict.

The Marxist analysis assumed that organizational change is universal within societies and that class conflict is the catalytic source of such change. The conflict that takes place in industrial relations between employer and employee is seen as a permanent power feature of capitalism which merely reflects the predominant power base of the bourgeois and class relations. The Marxist perceives political and class conflict as synonymous.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Research Design

A research design according to Kerlinger (1966) is seen as plan, structure, and strategy of investigation conceived to obtain a reply or answer to a research question and to control the variance the choice of a research design in any investigation is determined by the purpose of the study and type and nature of problem to be investigated.

The study uses a descriptive survey. The rationale behind using this survey method is to enable the researcher report things, situations the way they are. That is why Cohen and Manion – (1980) maintained that historical research is concerned with conditions that exist, practice that prevails in the past, beliefs, point of view and attitude. Dyer (1979) also states that historical or descriptive research design specifically deals with whom and to be done. A common feature of an historical descriptive research is to assess people attitude, or opinion towards situations.

Description research is concern with the truth of investigation of the contemporary issued and event i.e. it is a set of gather data analysis summarize and interpreted together with certain line of thought for the pursuit of specific purpose or study. Issues discussed include the population of the study, sampling technique, the method of data presentation and analysis.

3.1 Population of the Study

The population of the study is made up of employees of United Bank of Africa, Ilorin, Kwara State.

The population of the study is estimated employees of United Bank of Africa, Ilorin, Kwara State is 85 employees (Human Resource Department, 2023).

3.2 Sampling and Sampling Technique

The sampling technique adopted for this study i.e. for the selection of the sample (respondents), is the simple random sampling technique. The sample of this study is drawn

from the population of the study. During the cause of distributing the questionnaire, the population (which is the universal set to objective) were given questionnaire, the sampling were randomly selected from each subpopulation were proved very useful; for comparison the random sampling was employed in because, here every member of the parent population has an equal probability of been selected, this means in effect that no member is deliberately omitted except by chance.

3.3 Sampling Procedure Employed

During the cause of distributing the questionnaire, the population (which is the universal set to objective) were given questionnaire, the sampling were randomly selected from each subpopulation were proved very useful; for comparison the random sampling was employed in because, here every member of the parent population has an equal probability of been selected, this means in effect that no member is deliberately omitted except by chance.

3.4 Methods of Data Collection

In order to generate data, the researcher employed two methods of data collection. The primary and secondary methods however, the data relevant to the study are drawn mostly from the secondary sources while data from primary sources are to complement the secondary data.

Primary Source

As rich and useful as the secondary source are, primary data was also needed for the research. We derived data from primary source through the use questionnaire methods.

Secondary Source

The secondary source of data collection is the use of written or printed materials like documents, newspaper, receipts, etc secondary sources of data for our purpose constitute the first and immediate information on the subject matter.

3.5 Method of Data Analysis

The analysis and intention of the raw data of this research are the by which the researcher problems are answered and stated the hypothesis are tested. In other word it consists of data into constituent part. It consists of statistical calculations deal with the raw data to give answer to the question.

The interpretation takes the result analysis makes reference to the department of the research studies and draw conclusion about reaction. The statistical technique use in presenting analysis data in the research work is literary tabular and percentage form. It is from this research situation either awaits idea process or principles are described and explained.

3.6 Test of Hypothesis

Hypothesis testing refers to a process of choosing between competing hypotheses about a probability distribution, based on observed data from the distribution. It a core topic in mathematical statistics and indeed is a fundamental part of the language of the statistics. In this chapter, we study the basic of hypothesis test in some of the most importance parametric models.

APPENDIX I

INTRODUCTION

My name is Kingsley Ayomide, a final year student of Public Administration, from Department of Politics and Governance, the Faculty of management and social science, Kwara State University, Malete. As part of the requirement for the award of Bsc in Public Administration, am conducting a research questionnaire on **“The Effect of Conflicts Management on Effective Performance in an Organization: A Case Study of United Bank of Africa, Ilorin, Kwara State”**

I will be very grateful, if you sincerely and objectively respond to the questionnaire. All the information gathered will be treated confidentially and use only for the purpose of this academic research.

Thanks for the Cooperation

Yours faithfully,

Kingsley Ayomide

APPENDIX II

SECTION A

Please Tick [] one option:

1. Sex: Male () Female ()
2. Age Distribution: 18- 30yrs () 31- 40yrs () 41-50yrs () 50yrs above ()
3. Marital Status: Married () Single () Divorce ()
4. Educational Qualification: ND/NCE () HND/BSC () Master and Other ()
5. Occupational Status: Junior Staff () Senior Staff () Management Staff ()
6. Years of Service: 0-3years () 4-7years () 7-10years () Above ()

SECTION B

Please Tick [] one option:

SA = Strongly Agreed, A = Agreed, NA = Not Agreed, SN = Strongly Not Agreed

7. Is there any relationship between industrial conflicts and service delivery in United Bank of Africa, Ilorin, Kwara State?

SA [], A [], NA [], SA []
8. Does industrial conflict obliterate the desired growth and development of service delivery in United Bank of Africa, Ilorin, Kwara State?

SA [], A [], NA [], SA []
9. There are several causes of Industrial conflicts that impede effective service delivery in United Bank of Africa, Ilorin, Kwara State?

SA [], A [], NA [], SA []

10. A poor government economic and industrial policy is one of causes of Industrial conflicts in United Bank of Africa, Ilorin, Kwara State?

SA [], A [], NA [], SA []

11. Enforcing strict disciplinary rules on workers is one of the strategies for management of industrial conflicts towards effective service delivery in United Bank of Africa, Ilorin, Kwara State?

SA [], A [], NA [], SA []

12. Does industrial conflict serve as a threat to management of United Bank of Africa, Ilorin, Kwara State?

SA [], A [], NA [], SA []

13. Does industrial conflict serve as an avenue to speed communication among employees and management of United Bank of Africa, Ilorin, Kwara State for effective service delivery?

SA [], A [], NA [], SA []

14. Industrial conflict enhances good relationship among employees and management of v towards effective service delivery?

SA [], A [], NA [], SA []

15. Does management of United Bank of Africa, Ilorin, Kwara State adopt several strategies to curb industrial conflict towards achieving the goals of organization?

SA [], A [], NA [], SA []

16. Joint negotiating machinery is one of the mechanism adopt by management of United Bank of Africa, Ilorin, Kwara State sto curb industrial conflict?

SA [], A [], NA [], SA []

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter is focused on the presentation of the collected data, its analysis and discussion of findings. The data is obtained through administration of questionnaire to the staffs of United Bank of Africa. Fifty-two (52) respondents were randomly sampled out of the total population of all members which is previously mentioned. The obtained data in the course of this research were presented in tabular form, analyzed using descriptive statistics of frequencies Table.

4.2 Administration of Questionnaire

A total number of eighty-five (85) copies of questionnaire were administered to; a total of 80 of the administered questionnaires were filled and returned. The table below shows the response rate.

Questionnaire Distributions and Return Rate

Table 1

No of copies distributed	85
No of copies returned	80
No of copies not returned	05
Total (%)	100%

Source: *Field Survey, 2024*

4.3 Bio-Data of Respondents

Distribution of the Responders Based on sex, marital status, age, educational qualification occupational status and years of service.

Table 2 **Section A**

1. Sex Distribution

Options	Respondents	Percentage
Male	40	50%
Female	40	50%
Total	80	100%

Source: *Field Survey, 2024*

From the above table it can be seen that out of 40 sample size that 40 respondents which is 50% are Male while the remaining 40 respondents Of 50% are female who respond to the questionnaires distributed. The above table shows that the respondents are of equal gender.

2. Age Distribution

Options	Respondents	Percentage
18-30years	10	14%
31-45years	30	36%
46 above	40	50%
Total	80	100%

Source: *Field Survey, 2024*

From the above table it can be deduced that 10 respondents which is 14% are of the age 18-30years, 30 respondents of which is 36% are 31-45years while the remaining 40 respondents of 50% are 46years above it is obvious that all these years starting from 18years are very familiar with industrial conflict. Majority of the respondents are of 40years above in the organization.

3. Educational Qualification

Options	Respondents	Percentage
ND/NCE	-	-
HND/BSC	20	25%
Masters and Others	60	75%
Total	80	100%

Source: Field Survey, 2024

From the above data we can see that all the respondents possess higher educational qualification which shows the level of literacy that has deep understanding of industrial conflict management is at 100%. The highest respondents are with master and others certificate with good understanding of conflict management in the organization.

4. Marital Status

Options	Respondents	Percentage
Married	60	75%
Single	20	25%
Divorce	-	-
Total	80	100%

Source: Field Survey, 2024

From the above table, from 40 sample size, it can be deduced that 30 respondents of 75% are married, while 10 respondents of 25% are still single. Majority of the respondents are married man in the organization.

5. Occupational Status

Options	Respondents	Percentage
Junior staff	20	25%
Senior staff	40	50%
Management staff	20	25%
Total	80	100%

Source: Field Survey, 2024

From the above table, from 40 sample size, it can be deduced that 20 respondents of 25% are junior staff of United Bank for Africa, Challenge, Ilorin, 40 respondents of 50% are senior staff of United Bank for Africa, Challenge, Ilorin while the remaining 20 respondents of 25% are management staff of United Bank for Africa, Challenge, Ilorin.

6. Years of Service

Options	Respondents	Percentage
0-3years	-	-
4-7years	30	38%
7years above	50	62%
Total	80	100%

Source: Field Survey, 2024

From the above table it can be deduced that 30 respondents which is 38% are of the age 4-7years, while the remaining 50 respondents of 62% are 7years-above in their year of

service to United Bank for Africa, Challenge, Ilorin. Majority of the respondents are of the highest years of experience in the organization.

4.4 Appendix II: Questionnaires

Please Tick [] one option: SA = Strongly Agreed, a = Agreed, SD = Strongly Disagreed, D = Disagreed

Table 4.2.1

Respondent	Frequency	Percentage
Is there any relationship between industrial conflicts and service delivery in United Bank for Africa, Challenge, Ilorin?		
Strongly Agreed	30	37.5%
Agreed	30	37.5%
Strongly Disagreed	10	12.5%
Disagreed	10	12.5%
Total	80	100%

Source: Field Survey, 2024

From the above table 4.2.1, data can be deduced that out of N sample size of the respondents, 60 of the respondents whom were 75% strongly agreed and agreed that there is a relationship between industrial conflicts and service delivery in United Bank for Africa, Challenge, Ilorin while the remaining 20 respondents of 25% are against this assertion. This shows that majority of the respondents support the assertion that there is a relationship between industrial conflicts and service delivery in United Bank for Africa, Challenge, Ilorin.

Table 4.2.2

Respondent	Frequency	Percentage
Does industrial conflict obliterate the desired growth and development of service delivery in United Bank for Africa, Challenge, Ilorin?		
Strongly Agreed	30	37.5%
Agreed	35	43.8%
Strongly Disagreed	10	12.5%
Disagreed	5	6.3%
Total	80	100%

Source: Field Survey, 2024

From the above table 4.2.2, the data obtained shows that 65 of the respondents which is the sample size of 81.3% are of the notion that industrial conflict obliterates the desired growth and development of service delivery in United Bank for Africa, Challenge, Ilorin while only 15 of the respondents with sample size 18.8% are against the notion. The above table shows that majority succumb that industrial conflict obliterates the desired growth and development of service delivery in United Bank for Africa, Challenge, Ilorin.

Table 4.2.3

Respondent	Frequency	Percentage
There are several causes of Industrial conflicts that impede effective service delivery in United Bank for Africa, Challenge, Ilorin?		
Strongly Agreed	25	31.3%
Agreed	25	31.3%

Strongly Disagreed	20	25%
Disagreed	10	12.5%
Total	80	100%

Source: *Field Survey, 2024*

From Table 4.2.3 it was deduced that 62.6% of the respondent are of the opinion that there are several causes of Industrial conflicts that impede effective service delivery in United Bank for Africa, Challenge, Ilorin while the remaining 37.5% are against it. Majority of the respondents believes that there are several causes of Industrial conflicts that impede effective service delivery in United Bank for Africa, Challenge, Ilorin.

Table 4.2.4

Respondent	Frequency	Percentage
A poor government economic and industrial policy is one of causes of Industrial conflicts in United Bank for Africa, Challenge, Ilorin?		
Strongly Agreed	20	25%
Agreed	20	25%
Strongly Disagreed	20	25%
Disagreed	20	25%
Total	80	100%

Source: *Field Survey, 2024*

From Table 4.2.4 it was deduced that 50% of the respondent are of the opinion that poor government economic and industrial policy is one of causes of Industrial conflicts in United Bank for Africa, Challenge, Ilorin and the remaining respondents of 40% are against it. This shows that there is equal opinion on this notion that poor government economic

and industrial policy is one of causes of Industrial conflicts in United Bank for Africa, Challenge, Ilorin.

Table 4.2.5

Respondent	Frequency	Percentage
Enforcing strict disciplinary rules on workers is one of the strategies for management of industrial conflicts towards effective service delivery in United Bank for Africa, Challenge, Ilorin?		
Strongly Agreed	30	37.3%
Agreed	20	25%
Strongly Disagreed	15	18.8%
Disagreed	15	18.8%
Total	80	100%

Source: *Field Survey, 2024*

From the findings presented in Table 4.2.5, the sample size of the study is N of 80 respondents, out of whom 50 respondents of 62.3% strongly agree that enforcing strict disciplinary rules on workers is one of the strategies for management of industrial conflicts towards effective service delivery in United Bank for Africa, Challenge, Ilorin while 30 of the respondents of whom 37.6% are against the assertion. This shows that majority succumb that enforcing strict disciplinary rules on workers is one of the strategies for management of industrial conflicts towards effective service delivery in United Bank for Africa, Challenge, Ilorin.

Table 4.2.6

Respondent	Frequency	Percentage
Does industrial conflict serve as a threat to management of United Bank for Africa, Challenge, Ilorin in collective bargaining?		
Strongly Agreed	32	40%
Agreed	28	35%
Strongly Disagreed	5	6.3%
Disagreed	15	18.8%
Total	80	100%

Source: Field Survey, 2024

From the above table 4.2.6, we can see those 60 respondents of 75% respondents strongly agreed and agreed that industrial conflict serve as a threat to management of United Bank for Africa, Challenge, Ilorin in collective bargaining and 20 respondents of 25.1% disagreed and strongly disagreed. This shows that majority support that industrial conflict serves as a threat to management of United Bank for Africa, Challenge, Ilorin.

Table 4.2.7

Respondent	Frequency	Percentage
Does industrial conflict serve as an avenue to speed communication among employees and management of United Bank for Africa, Challenge, Ilorin for effective service delivery?		
Strongly Agreed	20	25%
Agreed	20	25%

Strongly Disagreed	20	25%
Disagreed	20	25%
Total	80	100%

Source: *Field Survey, 2024*

From the above table 4.2.7 we can see those 40 respondents of 50% strongly agreed and agreed that industrial conflict serve as an avenue to speed communication among employees and management of United Bank for Africa, Challenge, Ilorin for effective service delivery while the remaining 40 respondents of 25% are against the opinion. The above table shows that there is equal opinion on this assertion that industrial conflict serves as an avenue to speed communication among employees and management of United Bank for Africa, Challenge, Ilorin for effective service delivery.

Table 4.2.8

Respondent	Frequency	Percentage
Industrial conflict enhances good relationship among employees and management of United Bank for Africa, Challenge, Ilorin towards effective service delivery?		
Strongly Agreed	30	37.5%
Agreed	30	37.5%
Strongly Disagreed	12	15%
Disagreed	8	10%
Total	80	100%

Source: *Field Survey, 2024*

From the above data, we can see that 60 of the respondents of 75% respondents strongly agreed and agreed that industrial conflict enhances good relationship among employees and management of United Bank for Africa, Challenge, Ilorin towards effective service delivery and the remaining respondents of 25% are against this notion. This shows that majority of the respondents ascertain that industrial conflict enhances good relationship among employees and management of United Bank for Africa, Challenge, Ilorin.

Table 4.2.9

Respondent	Frequency	Percentage
Does management of United Bank for Africa, Challenge, Ilorin adopt several strategies to curb industrial conflict towards achieving the goals of organization?		
Strongly Agreed	50	62.5%
Agreed	10	12.5%
Strongly Disagreed	10	12.5%
Disagreed	10	12.5%
Total	80	100%

Source: *Field Survey, 2024*

From the above data, we can see that 75% of the respondents strongly agreed and agreed that management of United Bank for Africa, Challenge, Ilorin adopts several strategies to curb industrial conflict towards achieving the goals of organization while 20 respondents strongly disagreed and disagreed to the notion. Majority support that management of United Bank for Africa, Challenge, Ilorin adopts several strategies to curb industrial conflict towards achieving the goals of organization.

Table 4.2.10

Respondent	Frequency	Percentage
Joint negotiating machinery is one of the mechanisms adopt by management of United Bank for Africa, Challenge, Ilorin to curb industrial conflict?		
Strongly Agreed	40	50%
Agreed	40	50%
Strongly Disagreed	-	-
Disagreed	-	-
Total	80	100%

Source: *Field Survey, 2024*

From the above data, we can see that 100% of the respondents ascertain that Joint negotiating machinery is one of the mechanisms adopt by management of United Bank for Africa, Challenge, Ilorin to curb industrial conflict.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

The finding of the study reviewed that the main sources of industrial conflict in the selected public organizations were due to ineffective means of communication of grievances to top managers, poor government economic and industrial policies, and poor employee compensation and welfare. The managers utilized combination of conflict management strategies such as compromising, namely putting machineries in place to address the sources of conflict, intimidation of workers and effecting necessary changes in process and procedure management. Besides, they took advantage of problem solving and dominating strategies. In addition, the results indicated that good conflict management strategies promote better labour-management relations, less disruption of work activities, and improve profitability. The most commonly used strategies for managing conflict among the managers in the selected Nigerian manufacturing companies were bargaining, collaboration, and avoidance.

This study shows that joint negotiating machinery is an effective instrument for sorting and reconciling conflicting interests and contracting strength. It can be reiterated that joint negotiating machinery is a rule making process, an effective practice of it processes and machinery holds the promise of maintaining stability in the work environment through substantive and procedural rules and with the aim of ensuring credible mechanism for harmonious labour conflict resolution among its several functions. A proactive joint negotiating machinery procedural and substantive rule should be entrenched by employers to often expect and respond to economic developments that affect the terms and conditions of workers. Employers should shy away from breaching upon the rights of employee. Similarly, unions must respect employer's prerogatives. In addition, the rational management team must pay careful attention to removing the sources of potential conflict.

To this end it must make sure that employees are involve in decision making and promotion and other conditions of service must be fair and equitable.

5.2 Conclusion

Industrial crisis portends a great issue of concern not only to the workers and employers but the society due to its effects on national productivity. The study adopts system theory to industrial relation as theoretical framework that the causes of the industrial crisis in Nigeria include: inflation rate, socio-political situation, unions' strength and unemployment rate. In addition, the results show that wage level and measure of trade liberalization had inverse associations with industrial crisis. On the other hand, the study established that industrial crisis had negative and significant effect on the level of service delivery in Nigeria public sector denoting that industrial crisis has great cost to the Nigerian economy as a result of its effects in the loss of service delivery.

However, owing to the nature of man and his society, conflict is inevitable. Industrial conflicts have been identified as an offshoot of an imbalance, exploitative relationship between parties involved in an employment relation. Though causes of industrial conflicts or the resultant strikes are complex, it becomes oftentimes difficult to pinpoint the main causes of strikes. However, generally an industrial conflict is an expression of grievance, mostly attributable to failure of collective bargaining. Industrial conflict is a weapon of last resort (*ultima ratio*) which is to be employed when other means of achieving an agreement or resolving disputes has failed. The socio-economic effects and challenges of industrial conflict cannot be over emphasised. While it hinders national productivity and economic development, it serves to alienate man from the social interactions obtainable in his workplace, as well as hindering the socialization process.

5.3 Recommendations

The incessant industrial conflicts and strikes in Nigeria need to be urgently addressed and checkmated. In the light of the results, a series of recommendations are presented;

- i. There should be proactive and corrective mechanisms put in place. Proactive actions should be able to detect and prevent the possibility of an industrial conflict, and corrective actions should quickly resolve the conflict when it arises. One of such mechanisms is the institutionalization of industrial democracy.
- ii. There is the need for a legislation which will give legal backing to collective agreement. Such legislation would give statutory recognition to collective agreement, and make it enforceable within a legal framework. This will go a long way in containing the propensity to default in honouring collective agreement.
- iii. There is the need for government, as an employer, to emulate the human resource management and employee relation strategies applicable in the private sector. This is because, strike propensity is very high and predominant in the public sector and infrequent in the public sector.
- iv. Efforts should be made by the managers to occasionally stimulate conflict by encouraging divergent views and rewarding staff and unit/department for outstanding performance;
- v. Proper communication procedures should be put in place to resolve conflict through Joint negotiating machinery;
- vi. Efforts should be made by the management to organize seminars/workshops on organizational conflict management from time to time for the employees. This will enable employees to learn about conflict and how it can be effectively managed for individual and organization effectiveness.
- vii. Employee morale should be boosted by all means possible. Employers should recognise that human resources are the soul of the business and not the sole, to be trampled on. In view of globalisation, employers should arm the workers with necessary morale boosters, respect and recognition to ensure industrial peace and harmony. This will go a long way in aiding both parties achieve both

individual and collective interests and objectives within a world of intense interconnectivity and integration.

- viii. Finally, the place of collective bargaining cannot be jettisoned. Collective bargaining has been identified as a means through which the protection of the economic and social interests of parties involved in an employment relation can be achieved. However, for effectiveness, collective bargaining has to be embedded within the concept of social dialogue which includes all types of negotiation, consultation or simply exchange of information between, or among, representatives of government, employers and workers, on issues of common interest relating to economic and social policy.

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