

IMPACT OF CONFLICT MANAGEMENT ON ORGANIZATIONAL PERFORMANCE

(A CASE STUDY OF NESTLE I.C.T ILORIN)

By:

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**BEING A RESEARCH PROJECT SUBMITTED TO THE DEPARTMENT OF
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NATIONAL DIPLOMA (HND) IN BUSINESS ADMINISTRATION AND
MANAGEMENT**

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CERTIFICATION

This is to Certify that this project has been read and approved as meeting the requirement for the award of National Diploma (ND) in the Department of Business Administration, Institute of Finance and Management Studies, Kwara State Polytechnic, Ilorin

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DEDICATION

This research work specially and firstly dedicated to Almighty Allah the most beneficent and most merciful. I also ascribe much gratitude to the same Allah who along is the source of all inspiration, wisdom, knowledge and understanding who stand upright by me from the inception till the end of my programme.

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Chapter One

Introduction

1.1 Background to the Study

Over the years many countries of the world have witnessed one crisis or other within and outside their geographical locations. This crisis otherwise called conflict range from continents to continents and country to country. In Asia continent for instance, Pathan, (2012) maintained that many countries in the Asia continent witnessed marginalization. Thailand's nation-state constructs along with its historical narrative and centralized structure the Thai state agencies have Malay identity and historical narrative.

In the African continent and organizational context, the structurally differentiated character of contemporary work-organizations, whether in manufacturing or services industry inevitably generates conflict of interests. These conflicts of interests arise in groups because of scarcity of freedom, position and resources (Hotepo, et.al, 2010). Workforce is divergent and conflict is an epidemic despite the best of management practices in organizations and manifest in various forms as an intrinsic and unavoidable feature of employment relationship. It is by nature an ever present process and more likely to occur in hierarchical organizations where people with divergent view, opinion and background interest. However, the permanent nature of conflicts in work-relations, high performance organizations will be those that may constantly develop the appropriate methods of managing conflicts to achieve set-standard and goals. As it now established the Nigerian organizations have for a long time been concerned with the effect of conflict management on business performance in the country.

Meanwhile, with the permanent nature of conflict in work-relations, high performance organizations will be those that may constantly develop the appropriate methods of managing conflict to achieve set-standards and goals. As is now established, the Nigerian organizations have for a long time been concerned with the effect of conflict management on organizational performance in the country.

Organizational Politics has typically been studied at the individual-level, and previous research has focused on identifying the antecedents and consequences of individual perceptions of OP as well as on whether it was a negative or a positive phenomenon. It has been recognized that OP

can be both an individual-level perception and a team-level reality (Darr and Johns 2004; Dipboye and Foster 2002; Treadway et al. 2005). Teams are groups of individuals working interdependently to achieve a common goal (Ilgen et al. 1993), but when OP exists as a shared perception of the team members, the shared understanding of working toward a common team goal can be lost and team processes can suffer as a result.

This has a negative impact on the productivity in the work-place and can be seen as a cost to the organization. Management time can be a measure of the cost associated with conflict. If the conflict and change is preemptively managed, however, there might be a competitive advantage for an organization. Conflict in organizations is one of the most critical factors to contend with because it is usually unpredictable and uncertain. That is why various organizations have changed their approaches to enable them to manage the organization effectively to avoid conflict at all costs. Conflict is a fact of life in any organization as long as people compete for jobs, resources, power, recognition and security (Adomi and Anie, 2005).

Therefore, a better understanding of the important areas of conflict will help managers to use the workers in the organization more effectively to reach the organizations objectives. Failure to be concerned about conflict in a dynamic organizational environment as Nigeria is very costly, since ignoring it will almost guarantee that work and interpersonal relations will deteriorate. If this occurs, employees will have little motivation to work together and organizational effectiveness and performance will suffer. It is clear and rightly too, to say that, the responsibility to establish and maintain a supportive and productive communication climate for employees rest on management who are to anticipate potential sources of conflict, practice more effective conflict management and develop both personal and subordinate skills in expressing differences.

1.2 Statements of the Problem

There are many potential problems of conflict in organization; today's organizations are characterized by complex relationship and high degree of independence of task that can occur. People also have different value and different perception of issue. This as a result of lack of effective communication, lack of clarity in roles and responsibility these among other things are affecting the effective and timely delivery of work in the public institutions.

In addition, the employees' restrictions in participative decision making, motivation of the separate individual, differing ideology and philosophies each employee possess have resulted in conflict among the employees. While, employers' inability to tolerate and accommodating the difference that exist among the employees led to epileptic nature in service delivery. This in essence occurs in the organization in decisions which affect their lives of employees.

There are some vertical conflict between workers and management as a result of difficult regulatory framework as well the socio-technical system which organized men in a particular way which often leads to boring job, no control of the pace of work, no responsibility of group identity. Other involved disagreement about needs, goals, priorities and interest, Different attitude, value and perceptions and motivation of the separate individual. These have in a direct or indirect influence on delivery of assignment given to each employee in the organizations. In addition, various department and units may have different perceptions, due to different culture and background and education which may result into conflict.

More so, Nations, organization and groups are made-up of individual human being with different skills and capacity to tackle and achieve different goals This aids the ability of an individual to participate and focus on the attainment of organizational goals and objectives. Each human has through life experience developed a set of value and evolved a set of behavioural rules. These value and rules are sufficiently alike in a given society to allow justice, moral and ethics to exist and create general agreement about is right and what is wrong, but, the value rule set for each individual is a unique set not fully shared by other humans. As against this backdrop, the researcher intends to study the conflict management dynamics on staff services performance of the public institution.

1.3 Research Questions

- i. To what extent has collective Bargaining strategy influences employees' effectiveness?
- ii. How has accommodating strategy helped employee in performing efficiently?
- iii. Are there any traces that compromising strategy improves the employees' output?
- iv. Do competitive strategies have an impact on organizational turnover?

1.4 Objectives of the study

This research examines the Impact of Conflict Management strategies on organizational Performance, while specific objectives are that it:

- i. examines the extent to which collective bargaining strategy aids effectiveness' of task
- ii. explores the rate at which accommodating strategy influenced employees' efficiency
- iii. measures how has compromise strategy enhances the employees 'output
- iv. evaluates the impact of competitive Strategy on the organizational turnover.

v. 1:5 Research Hypotheses

In order to explain relationship between the two constructs of study on research questions and research objectives, there is need for formulation of research hypotheses. Thus Hypotheses for this study are:

Ho: There is significant relationship between the bargaining strategy and employees' effectiveness

Ho: Accommodating strategy has impact in improving employees' efficiency.

Ho: The rate at which compromising strategy improve the employees' output is insignificant.

Ho: The proportion at which competitive strategy improve organizational turnover is insignificant

1.6 Significance of the Study

The study is considered relevant to the organization nowadays, since the effect of conflict can hinder their performance. The knowledge gained will also be vital to the government in making the right policies that will positively affect the organization; it is also relevant to business owners, employers of labour, researchers and students in furthering their studies.

In addition, the owners of major and minor companies both privates and publics will also benefit in this study which will provide a model for an effective means of managing Conflict that might have aroused in the course of running their organization both within and outside the system. Also, the research will add to the available research materials for referencing and for most importantly the research will shed light to the various government establishments and private organizations that were struggling to manage the conflict among the employees irrespective of religious and educational background.

1.7 Scope of the Study

The scope of this research work will focus on the some selected Units, and department of the organization, University of Ilorin , the work will be limited to the selected staff of the mentioned institution. The population of this study will be limited to the selected case study.

1.8 Definitions of the Terms

Conflict:

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

Management:

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:

Robinson (2008), organizational is relating to, or produced by an organization.

Performance:

Doyle, (2005) defines performance as the accomplishment, execution, carrying out, working out of anything, ordered or undertaking. Bernadin, et al. (1995) defines performance as the outcome of work.

Staff service performance:

Ronald (2008) Service performance as operational performance and it simply refers to how a service, any service behaves in the I.T environment. Operational behavior includes the uptime and availability of the service as well as resource utilization and distribution of load across multiple services implementation.

Organizational performance:

This encompasses three specific areas of firm outcomes. Financial performance, product market performance & shareholder return (Richard et.al 2009). In recent years, many organizations have attempted to manage organizational performance using the balanced score card methodology where performance is tracked and measured in multiple dimensions.

Productivity:

The productivity is an economic measure of output per unit of input. Inputs include labour and capital, while output is typically measured as revenues and other gross domestic product components such as a ratio between the output volume of input (Krugman, 2008).

Efficiency:

The Merriam Webster dictionary defines efficiency as a measurable concept that can be determined by determining the ratio of useful output to total input. It minimizes the waste of resources such as physical materials, energy and time, while, successfully achieving the desired output.

Research:

Diligent inquiry or examination to seek or reverse facts, principles, theories, applications etc.

CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

This chapter addresses the following headings: the conceptual framework; theoretical framework, empirical framework and the gap in literature. The conceptual framework was reviewed on the concepts of the variables such as: Conflict, reason for conflict management, causes of conflict management among others.

2.2 Conceptual Framework

2.2.1 Conflict: This concept has attracted many definitions from scholars in different continents of the world. Barki and Hartwick(2004) see conflict as dynamic process that occurs between interdependent parties as they experience negative emotional reactions to perceived disagreements and interference with the attainment of their goals. While, Jehn and Bendersky (2003) defined it as perceived incompatibilities or discrepant view among the parties involved. They further maintained that, it can produce severe problems in an organization. It can certainly hurt an organizational performance and lead to the forfeiture of employees. Conflict is very important for any manager. It is rooted primarily in the fields of business, sociology and psychology, but not in communication or education. It is complicated to define conflict as it is difficult to come to a consensus concerning the definition of this term (Borisoff & Victor, 1998).

In addition, workplace conflict has been defined in several ways by many authors. Obi (2012) defined workplace conflict as an act of discontentment and contention which either the workers or employers of labour utilize to put excessive pressure against each other so as to get their demands. This view is consistent with Henry (2009); Ikeda, Veludo and Campomar (2005); Azamoza (2004) and Ajala and Oghenekohwo (2002) descriptions of workplace conflict as a dispute that occurs when interests, goals or values of different individuals or groups are incompatible with each other in organizations. On this premise, workplace conflict within the context of employment relationship can be regarded as an inevitable clash of interests and

resulting disputes of varying intensity between and within any or all of the active actors in organizations.

Despite the above however, studies conclude that not all conflicts is bad. Conflicts sometimes bring about positive consequences such as new ideas, stimulating creativity, motivate change and serves as a safety value to indicate problem. Meanwhile, when the conflict in an organization turns negative, it becomes necessary to take measures that might lead to consequences such as, resources wastage, breaking of group cohesion creating of negative climate, threatens psychological well-being, increase hostility and aggressive behavior.

2.2.2 Reasons for Conflicts in the Organization

The reasons for conflict in many organization has been stipulated by Jung,(2003), Robbin,(1983) and Pondy, (1966). The Jung, (2003) stated that, conflict is clearly associated with power and can emerge when goal achievement of an organization is avoided. While,Pondy(1966), Stressed that, people are aware of the factors that generate conflict: Scarcity, obstruction and Incompatible interests or goals. While, it can also be broken out when one party avoids the goal achievement of the other one.

However, Robbin,(1983) Opined that it is probable that causes of conflicts are not highly correlated with goal and objectives, achievement in situation of routine behavior where procedure are well defined and environment is stable. More so, Ikeda, Olivera and Campomar (2005) stated the justification for conflict escalation in many organizations:

- i. As departments grow, people lose contact with other departments, or yet, members of a department start to think differently from other areas;
- ii. The increase of emphasis in the financial measures as a tool for motivation for managers and the establishment of different profit centers inside an integrated business system end up creating many conflicts;
- iii. The increasing rise of emphasis in functional specialization, politics of promotion and recruiting reinforce the isolation of departments, generating conflicts;
- iv. Today there is more room for workers to show criticism among each other, while this freedom of speech can be beneficial for society as a whole, in organizational context can be transformed into conflicts and

- v. Consumers demand lower prices, better quality in products and services, creating pressures so that departments work more effectively which can result in conflicts among departments.

2.2.3 Causes of Conflict in Organizations

In any organization, there are many causes of conflicts; however, Henry,(2009) Maintained that conflicts within an individual usually arise when a person is uncertain about what task is expected to do, if not clearly defined by the supervisor or the person in charge . Furthermore, if the tasks of individuals working as a group are not clearly defined by the management they will lead to more conflicts. Conflicts between individuals may result from role-related pressures. Conflicts would arise between individuals and groups if the goals were not specified for individuals within a group (Duck, 1999).

Additionally, according to the literature, there are innumerable origins of organizational dispute and each produces its own variety of effects. In general, there are six major sources: (i) the interpersonal disagreements that arise when one person is experiencing individual stress; (ii) the problems resulting from role conflict, a condition that occurs when there is a clash over one's role in the organization; (iii) the power struggles that pit persons and groups against one another to achieve their own selfish objectives; (iv) the misunderstandings and disagreements from differentiation, i.e., the clashes that arise because people approach common problems from very different orientations; (v) the interdependence requirements for collaboration which, if not extensive and balanced between the parties, cause communication and interaction breakdowns which, in turn, if critical, lead to more intensive conflicts; and (vi) the external pressures from forces outside the enterprise that breed internal pressures as the system seeks to adapt but not to disrupt its internal order.

2.3 THEORETICAL REVIEW

This section provides a survey of a few theories that related to this work:

2.3.1 Theory of Requisite Varieties

William Ross Ashby (1956), a pioneer British cyberneticist and psychiatrist, formulated his law of requisite variety in the context of regulation in biology — how organisms are able to adapt to their environment — and then, in quick succession, to aspects of Claude Shannon's information theorem, and systems in general. Such interdisciplinary bridges were characteristic of the cybernetic approach. Some people would, quite rightly, take issue with the notion of 'problems' and 'responses' as discrete, atomic units, when in reality, if (the rest of) cybernetics and systems approaches have taught us anything, it's that :

- a) the process of framing the problem is an inescapable part of the 'response', and
- b) 'responses' often create their own problems. I accept all of that, but the basic point remains that we need to have a nuanced repertoire of ways of dealing with problems, one that properly takes into account the variety of problem contexts.

This, really, is a direct practical implication of requisite variety for design and behaviour change. Maybe it is tautological, or even trite to have to spell it out, but many approaches to 'behaviour change' — in as broad a scope as we might draw — try to solve problems using a very non-nuanced approach. Designers necessarily model users, and those models can make a lot of assumptions about how to 'solve' behaviour-related problems. 'The answer' to 'sustainability' or 'health behaviour' is 'gratification' or 'changing public attitudes'; no, the answers need to come from actually understanding the problems, and the contexts in which people live their lives, and responding in ways which take account of those contexts. Even if we can't do that as deeply as we would like, we need variety in our repertoire of responses. We need a cross disciplinary perspective that learns from knowledge and practice in lots of different fields rather than assuming that any one arbitrary discipline has 'the answer'. We need to appreciate commonalities, patterns, similar characteristics *and* the differences between situations and contexts.

2.3.3 Goal orientation Theory

The goal orientation speculation was developed and split in to two Elliot, (1999) posited that, mastery-avoidance, goal orientation individual avoid self-referential or task-referential contracted to mastering approach orientation, such that misery-avoidant individuals attempted to avoid losing competency, skill and appreciation, rather than attempted to gain it. The next development in goal orientation theory was the creation of a 2x2 model of goal orientation(Elliot, 1999).

2.3.4. Social Network Theory

A diverse array of research traditions has shaped the current state of social network theory. As Scott(1991) summarizes, there are three lines of research that contributed to the theory early development: the sociometric analysis tradition, which relies on graph theory method. From mathematics, the interpersonal relations tradition, which focuses on the formation of cliques among group of individuals and an anthropology tradition that explores the structure of community relations, in less developed societies.

2.3.5 Conservation of Resource Theory

Hobfoll, (1989), Conservation of resource theory is a motivational theory that rests firstly on the basic tenet that individuals strive to obtain, retain, foster, and protect resources. According to COR theory, stress occurs under three conditions: 1) When individuals' key resources are threatened with loss, 2) When resources are lost, or 3) When individuals fail to gain resources following significant resource investment. Burnout is one such stress outcome and typically follows from a process of slow bleed out of resources without counterbalancing resource gain or replenishment. It further stressed that individual seek to acquire and maintain resource, including objects, personal characteristics, condition and energy. Stress occurs when there is loss of resource, or a threat of loss.

2.3.6 Traditional Theory of Conflict management

Traditional View (1930-1940): One school of thought says that conflict must be avoided as it reflects malefaction within the group. Conflict is viewed negatively and is associated with violence and destruction. Conflict is a result of poor communication and a lack of trust between

people. Conflict can be eliminated or resolved only at high level of management. According to this view, all conflicts should be avoided. Thus, there is need to pay attention to causes of conflict and correct them in order to improve group and organization performance (Robins, 2005). Most conflicts have negative connotations, invoke negative feelings and often lead to destruction. Whether the effect of conflict is good or bad depends on the strategies used to deal with it (Rahim, 1986)

In addition, theory is critical perspectives (macro sociological level theory). It was postulated by Karl Marx, Max Weber, it focus on conflict as inevitable part of the social life, while the societies are characterized by inequalities and thus there is an emphasis on the role of competition in producing conflict.

In addition, the theory believes that, conflict is not necessary a negative aspect of society, since it produces social change. The society comprised of dominant and subordinate groups which compete for resources- the have and the have nots.

This study will however be underpinned by the Theory of requisite varieties, goal orientation theory and Social Network theory.

2.4 EMPIRICAL REVIEW

There are many reasons as evident in various works of previous researchers which related to the Conflict Management and Performance of the Organizations: For Instance, Hotepo, et.al (2010) in the study they conducted in Nigeria found that, a major cause of organization conflict is lack of resource. This leads to competition for the scarce resource. Therefore, it is pertinent on the organizations management to ensure that the available limited resources are utilized optimally for the benefit of the organization and other stakeholder. They further stressed that most used means of managing conflict among the managers in Nigeria service industry is Bargaining, collaboration and avoidance. When conflicts are properly managed in organization, it will lead to the attainment and achievement of organizational goals and objectives.

In a relative work of Ojo et.al (2008) who conducted research on impact of conflict management on employees' performance in a public sector organization in Nigeria. They found that, effective conflict management enhance employees' performance in an organization and that organizations' conflict management system influence employee performance in the organization.

In addition, Longe, (2013) conducted on the impact of workplace conflict management on organizational performance found that conflict management strategies and organizational performance are positively related. He further stressed that, conflict in the organization arose over multiple factors of organizational experience based on economic and goal incompatibility orientations in the organization.

In West Africa country, Ghana to be precise, Boateng, (2014) who carried out research on the Conflict Resolution in Organizations-An Analysis, found that employee conflict arises as a result of specific reasons that warrant the attention of employer or management of the organization and that policies that are put in place have an impact on employees in the long run and can affect productivity.

In the related study in Asia Continent, Pakistan Country in particular, Awan and Saeed (2015) found that, organizational performance is more influenced by the conflict management techniques and that the causes of conflict in the organization are poor communication, personal beliefs, miscommunication, sudden change in policy as well as different opinions and misunderstanding in the organization.

Also, in Pakistan, Shaukat, Yousaf and Sander (2016) in their work indicate that relationship conflict is negatively related to task performance, contextual performance and turnover intentions, and that the three dimensions of job burnout, i.e. exhaustion, cynicism and interpersonal strain at work, distinctively mediate the linkages between relationship conflict, task and contextual performance and turnover intentions.

In China however, Liu, Pingping and Songbo (2008) research that, shows relationship conflict reduces team cohesiveness and both relationship and task conflicts are negatively related to firm performance. With relationship conflict, the results show using a compromising approach could help reduce its negative effects on top management team cohesiveness and firm performance; but avoiding either type of conflict will undermine both team and firm outcomes.

In European countries Spain in particular, Martinez-Moreno et.al (2017) where they group the team of employees into three (Videoconference, computer-mediated communication and face-to-face team), their research showed that VC teams are the highest performing teams and CMC teams the lowest. However, when task conflict increases VC team performance diminishes at the first stage of the teamwork. FTF team performance is also improved by task conflict, but also by

process conflict. After a period where team members develop teamwork experience, relationship conflict and process conflict damage more seriously team performance in CMC teams than in FTF teams. In conclusion, traditional teams and virtual teams behave in different ways, but also there are differences between VC and CMC teams.

In the America on the other hand, Posthuma (2017), in his study, he shows that negotiations conducted by two-person dyads resulted in higher outcomes when compared to negotiations conducted by multi-person groups. In addition, when negotiators consider more than one issue at a time and use a constructive problem solving approach, they can reach better outcomes. In addition, higher self-efficacy of the negotiator can increase objective negotiation outcomes, but only to a point beyond which more self-efficacy can have a negative effect. It also, showed significant relationships between conflict management and subjective outcomes, such as subjective perceptions of negotiations, job satisfaction, turnover intentions, and relationships between coworkers.

In another study in America by Cooper and Watson (2017) maintained that, in both cultural contexts, cognitive conflict more positively affected performance when team-oriented behaviors were high. This effect was stronger for Mexican teams. Affective conflict more negatively affected performance in Mexican teams than US teams, particularly when team-oriented behaviors were high.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

According to Oni (2003), research methodology is used to describe all the methods involved in the collection of all information required for a study. This section of the study laid emphasis on the various ways in which data will gathered and obtained. This chapter also describes the research methods, research design, population of study, sample size determination, sampling technique and procedure, sample frame, sources of data and procedure for data collection, research instrument, validity and reliability of research instruments, method of data analysis and ethical consideration.

3.2 Research Design

This study will be divided into two structural components in which a “cross sectional study design” will be used for the top management and employees (middle and lower level managers). A “cross sectional study design” is a one-shot study approach in which questionnaires of the study will be administered once. A retrospective-prospective reference period will be adopted since this research work tries to study the effect of conflict management in the organization which focuses on past trends in order to predict the future.

Also, a numeric and non-numeric data will be collected which have to do with both qualitative and quantitative data (Mixed Method). The quantitative data has to do with the analysis of data collected while the qualitative data has to do with the description and explanatory part of this research work. The exclusiveness of this study will be longitudinal in nature in which data are expected to be gathered for a long period of time due to nature of this work. The spearman correlation will be used for analyzing quantitative data while, group categorization will be used for qualitative data gathered.

3.3 Population of Study

The population of study will be the Department of Education of the University of Ilorin. The population stood at 160 which will be segmented into top level managers and employees (middle and lower level managers). The top management and employees will be used for this research

study since they are in a best position to provide the needed data so as to determine the effect of conflicts management on organizational performance.

3.4.1 SAMPLING SIZE

The study is conducted on a random sampling of one hundred sixty (160) top level managers and employees (middle and lower level managers) in general universities Ilorin, Kreijcire and Morgan (1970) statistical formula is used to determine sample size for the study

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	26	140	103	340	181	1000	276	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384
Note: "N" is Population Size "S" is Sample Size.									

n=111 sample size approximately

since the population was one hundred and sixty,

Therefore, the population adjusted to 160 and 111 was chosen as sample size from the table above.

Sekaran (2006) observed that the error of tolerance should be between 95% and 99% confidence level and the margin of error of 0.05% and 0.01 respectively, the study used confidence level of 95% hence the margin of error of 0.05%. The study used a sample size of 111 board members.

Otokiti (2010) suggested that a sample size of 30 to 200 is sufficient when the distribution approaches normality.

3. 4.2 SAMPLING TECHNIQUES

The study adopted a stratified sampling approach to select the 111 staffs. based on management levels.

Representativeness was ensured by apportioning the sample based on the population of the individual department. This was informed by the heterogeneity of the study population

3.5 method of data Collection

Data will be collected following a strict procedure in order to carry out the statistical analysis. The data will be collected majorly from the Case study (University of Ilorin, department of education). This study will use the primary and secondary data collection method. The primary data will be used to collect data from the selected organizations. The instrument used for the primary data collection will be interview and questionnaire. Also, the collection of secondary data is primarily comprised of documented data: articles, journals. One of the advantages of secondary data is to complement the data collected primarily.

3.6 Instrument of data analysis

The instrument that will be used in this research will be questionnaire and interview, the structured questionnaire:

Interview

The interview is a key qualitative data collection method. It is a viable option where there are limited respondent (Gray; 2004).The interview will be adopted as major instrument for data collection. It uses becomes imperative as it allows the interviewer the freedom to formulate questions as they come to mind around the issue being investigated, (Otokiti, 2012). The structured interview will be used for the top-level management to elicit response on issue under investigation. Since, it is useful for gain insight and context into a topic (Collis &Hussay, 2005).

Questionnaire

The Closed-ended questionnaire will be designed to collect quantitative data from sampled population, as it provides a high proportion of usable response (Best & Kahn, 2003). The questionnaires will have two parts: The first part of the questionnaire will describe the respondents' background information include: sex, academic qualification and experience. The second and the largest part will incorporate the whole possible effect of independent variables on dependent variables. The close ended items will be prepared by using larker-scales. The value of the scales will be between one and five.

3:8. Historic background to the study

Historical background of the study

The university began as a University College affiliated to the oldest university in Nigeria in 1975 under the leadership of the then principal, Dr T.N. Tamuno. The first set of 200 students, selected following an entrance examination, were admitted into residence on 23 October 1976, while academic work started on 25 October after the Principal's address. The University College started with three academic faculties of Arts, Science and Education.

In October 1977, the institution attained full autonomous status with appointment of the then Principal, Professor O.O Akinkugbe as first vice chancellor. The immediate past vice chancellor, Professor [Is-haq Oloyede] is the first Unilorin alumnus to occupy that position. The staff and student populations now stand at 3,040 and 20,084 respectively.

The University started off on a portion of the temporary campus of the Kwara State Polytechnic known as the mini campus. This was the site of academic programmes in the Faculties of Arts, Science, Education, Engineering & Technology, Business and Social Sciences, and basic clinical sciences of the Health Sciences Faculty. It was the only campus of the university until January 1982 when more than 1000 students studying science were moved following completion of new Faculty blocks and residences for Natural Sciences and Engineering on the permanent campus site. From 1983, the law programme was started as a department in the Faculty of Business and Social Sciences. Following a 6-year hiatus, it was re-established in 1993 as a full fledged Faculty. The university now has 15 faculties: Arts, Agriculture, Environmental Sciences, Life Sciences, Management Sciences, Physical Sciences, Social Sciences, Communication and Information Sciences, Education, Engineering and Technology, Pharmaceutical Science, Veterinary Medicine, and Law; a College of Health Sciences (with 2 Faculties-Basic Medical and Clinical Sciences); two institutes (Institute of Education and Unilorin Sugar Research Institute); and the Postgraduate School. These faculties have over 60 academic departments. Undergraduate degree programmes are run for 3-5, or 6 years, depending on entry qualifications and discipline.

Academic/Physical Development

Following an entrance examination, 200 foundation students were admitted into residence on Saturday, October 23, 1976, and academic activities commenced on Monday, October 25, 1976, after the Principal's maiden address at about 10.00am in the Africa Hall. The University College had three foundation Faculties namely: Arts, Science and Education. The Institution began to develop its programmes in a way that not less than 60% of its effort was directed towards science-oriented programmes.

In October 1977, the Institution attained full autonomous status and has since then developed by leaps and bounds. The student population of 200 in 1976 has

increased to 20,084 by the 2005/2006 session, while the total staff strength of the University stood at approximately 3,040 as at March 1, 2007. Up till January 1982, the University carried out its academic programmes, involving the Faculties of Arts, Science, Education, Engineering & Technology, Business and Social Sciences, and the Pre-Clinical aspect of the Health Sciences on the Mini-Campus. The completion of the Faculty blocks for Natural Sciences and Engineering as well as 8 blocks of student hotels by December 1981, made it possible, on 2 January 1982, for the actual movement of over 1,000 science-oriented students to the Main-Campus to pursue their various academic programmes.

The law degree programme was initially established in 1983/84 session as a department in the Faculty of Business and Social Sciences. Though cancelled in 1986/87, it was resuscitated in 1993/94 as a full fledged Faculty.

The Main Campus currently houses the Faculties of Science, Communication and Information Sciences(CIS), Engineering & Technology, Agriculture, Education, Law, Arts, Business and Social Sciences, (following the completion of the new seven-storey Senate Complex), the Unilorin Sugar Research Institute, Postgraduate School, the Main University Library, Computer Services and Information Technology (COMSIT), Works Yard, Conference Centre, Unilorin Resources Development and Management Board (URDMB), Student Canteens, the newly completed 2,000 seat multipurpose Auditorium and the Alumni/Endowment Office. The Mini-Campus presently houses the College of Health Sciences, a mini Library, Canteens and Shopping Complex, the Institute of Education, some of the Revenue-yielding projects which are under the URDMB such as the Unilorin Computer Centre (Training Wing), Unilorin Bookshop, the Bakery, the Printing Press, and the Guest Houses. Each Campus has a Health Centre, a Post Office and Banking facilities.

Aside from two lecture theatres commissioned in 1997, there is an upsurge, from 2002 to date, in the physical development of the Main Campus. Five new Hostels were completed in 2002. Other projects were the Faculty of Education blocks and Lecture theatre; Lecture rooms, Offices and Lecture Theatre for the

Faculty of Business and Social Sciences; Faculty of Science Chemistry block; Department of Agricultural Engineering block; offices for the Department of Physical and Health Education; COMSIT building (Phase I) among others.

A water Dam and Treatment Plant to provide uninterrupted water supply to the main campus has just been completed. The University will soon construct a rail-line to boost transportation between the University main campus and the township.

Apart from the renovation of buildings, a systematic upgrading of teaching and research facilities are being undertaken by the University within its lean resources. This includes provision of computers, laboratory equipment, etc.

CHAPTER FOUR

DATA PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

This chapter is aimed at analyzing the data collected on the ninety one (91) questionnaires returned out of the one hundred and eleven (111) distributed. This representing about 82.9% of the total population, in addition personal interview and direct observation method were used in this research work. Responses of the 91 participants to the twenty (20) questions stated in the questionnaire were keyed into the system and the statistical package for social sciences (SPSS) was applied on the data.

The respondents were converted into percentage for each analysis and interpretation of information of result of the research findings, there is need to examine the characteristics of each item including the demographic background of the respondents, in the questionnaire this includes age, sex, marital status, religion, educational qualification, working experience. The aim of this chapter is to analyze the data that were obtained by the use of primary method of data collected

4.2 Presentation of Data

The total copies of questionnaires prepared were 111. The copies were distributed to small employees in Ilorin, Kwara State. 91 copies were completely filled by respondents.

4.2.1 Response Rate

Distribution	Responses	Percentage
Returned	91	83
Unreturned	20	17
Total	111	100

Source: field survey (2023)

The table above shows that out of 111 copies of questionnaire distributed to the respondents, 91 (82.9%) were returned and were properly completed while 20 (17%) were not returned and were not used.

4.3 Data Analysis

Table 4.3.1

Age

	Frequency	Percent	Valid Percent	Cumulative Percent
18	1	1.1	1.1	1.1
19	1	1.1	1.1	2.2
20	2	2.2	2.2	4.4
21	5	5.5	5.5	9.9
22	5	5.5	5.5	15.4
23	8	8.8	8.8	24.2
24	4	4.4	4.4	28.6
25	6	6.6	6.6	35.2
26	7	7.7	7.7	42.9
27	7	7.7	7.7	50.5
28	9	9.9	9.9	60.4
29	6	6.6	6.6	67.0
30	13	14.3	14.3	81.3
31	5	5.5	5.5	86.8
32	3	3.3	3.3	90.1
33	3	3.3	3.3	93.4
35	3	3.3	3.3	96.7
36	2	2.2	2.2	98.9
40	1	1.1	1.1	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

from the above, it shows that 1 respondent represent 1.1% at the age of 18, while 1 respondent represent 1.1% at the age of 19, 2 respondents represent 2.2% at the age of 20, 5 respondents representing 5.5% at the age of 21, another 5 respondents represent 5.5% at the age of 22, by 8 respondents representing 8.8% at the age of 23,

TABLE 4.3.2**Sex**

	Frequency	Percent	Valid Percent	Cumulative Percent
Female	32	35.2	35.2	35.2
Male	59	64.8	64.8	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

From the above table, 59 respondents representing 64.8% were female and 32 respondents representing 35.2% were male.

TABLE 4.3.3**Marital Status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Married	38	41.8	41.8	41.8
Single	53	58.2	58.2	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

From the above table, it shows that 38 respondents representing 41.8% were married and while 53 respondents representing 58.2% were single

Table 4.3.4**Religion Status**

	Frequency	Percent	Valid Percent	Cumulative Percent
Christianity	52	57.1	57.1	57.1
Islam	37	40.7	40.7	97.8
Traditional	1	1.1	1.1	98.9
Others	1	1.1	1.1	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

From the above table, it shows that 52 respondents representing 57.1% were Christianity, while 37 respondent representing 40.7% were Islam, also 1 respondent representing 1.1% is traditional and 1 respondent representing 1.1% is Others specify.

Table 4.3.5

Education Qualification

	Frequency	Percent	Valid Percent	Cumulative Percent
OND/NC	3	3.3	3.3	3.3
ND/BSC	34	37.4	37.4	40.7
Valid MSC/PHD	48	52.7	52.7	93.4
OTHERS	6	6.6	6.6	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

From the above table, it shows that 3 respondents representing 3.3% were WAEC holders, while 34 respondents representing 37.4% were between OND-NC holders, also 48 respondents representing 52.7% were between ND-BSC holders and 6 respondents representing 6.6% were between MSC-PHD holders. Therefore the result of the research would be reliable because of the categories of people involved.

Table 4.3.6

Working Status

	Frequency	Percent	Valid Percent	Cumulative Percent
1-5 years	69	75.8	75.8	75.8
Valid 6-10years	22	24.2	24.2	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

From the table above, it shows that 69 respondents representing 75.8% were between 1-5years while 22 respondents representing 24.2% were between 6-10 years. The result shows that the respondents are experience people

Table 4.3.7

Personality clashes as a result of power struggle

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly disagree	6	6.6	6.6	6.6
Disagree	2	2.2	2.2	8.8
Undecided	2	2.2	2.2	11.0
Agree	29	31.9	31.9	42.9
Strongly agree	52	57.1	57.1	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

The table shows that 6.6% represent 6 respondents strongly disagreed that Personality clashes as a result of power struggle while 2.2% represent 2 respondents disagreed also 2.2% represent 2 respondents undecided, and 31.9% represent 29 respondents agreed that Personality clashes as a result of power struggle, lastly 57.1% represents 52 respondents strongly agreed that Personality clashes as a result of power struggle.

Table 4.3.8

Perceived breach of faith and trust between individual

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	5	5.5	5.5	5.5
Disagree	6	6.6	6.6	12.1
Undecided	7	7.7	7.7	19.8
Agree	44	48.4	48.4	68.1
Strongly agree	29	31.9	31.9	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

This table indicates that 5.5% represent 5 respondents strongly disagreed that Perceived breach of faith and trust between individual while 6.6% represent 6 respondents disagreed also 7.7% represent 7 respondents, and 48.4% represent 44 respondents agreed. Finally, 31.9% represent 29 respondents strongly agreed with the statement.

Table 4.3.9

The Management always adopt effective communication to coordinate and align the staff during the disagreement

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	4.4	4.4	4.4
Disagree	3	3.3	3.3	7.7
Undecided	6	6.6	6.6	14.3
Agree	35	38.5	38.5	52.7
Strongly agree	43	47.3	47.3	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

This table shows that 4.4% represent 4 respondents strongly disagreed that The Management always adopt effective communication to coordinate and align the staff during the disagreement, while 3.3% represents 3 as respondents undecided and 38.5% represent 35 respondent agreed. Whereas, 47.3% represent 43 respondents strongly agreed.

Table 4.3.10

Adequate management and avoidance of repetitive negative behavior has helped in the reducing the conflicts in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	2	2.2	2.2	2.2
Disagree	4	4.4	4.4	6.6
Undecided	4	4.4	4.4	11.0
Agree	40	44.0	44.0	54.9
Strongly agree	41	45.1	45.1	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

The table shows that 2.2% represent 2 respondents strongly disagreed that Adequate management and avoidance of repetitive negative behavior has helped in the reducing the conflicts in the organization, while 4.4% represent 4 respondents disagreed, whereas 4.4%

represent 4 respondents undecided and 44.0% represent 40 respondents agreed and 45.1% represent 41 respondents strongly agreed.

Table 4.3.11

Any perceive breach of faith and trust between individual is being carefully manage for proper organizational growth

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	4	4.4	4.4	4.4
Disagree	4	4.4	4.4	8.8
Undecided	7	7.7	7.7	16.5
Agree	48	52.7	52.7	69.2
Strongly agree	28	30.8	30.8	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

The table shows that 4.4% represent 4 respondents strongly disagreed that any perceive breach of faith and trust between individual is being carefully manage for proper organizational growth. While 4.4% represent 4 respondents disagreed, whereas 7.7% represent 7 respondents stated undecided and 52.7% represent 48 respondents.

Table 4.3.12

The issue of differences in value and perception of each staff is a topmost priorities of the management for organizational performance

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	5	5.5	5.5	5.5
Disagree	4	4.4	4.4	9.9
Undecided	6	6.6	6.6	16.5
Agree	39	42.9	42.9	59.3
Strongly agree	37	40.7	40.7	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

The table shows that 5.5% represent 5 respondents strongly disagreed that The issue of differences in value and perception of each staff is a topmost priorities of the management for organizational performance while 4.4% represent 4 respondents disagreed concerning the same opinion and 6.6% represent 6 respondents that undecided, whereas 42.9% represent 39 and 40.7% represent 37 maintain that issue of differences in value and perception of each staff is a topmost priorities of the management for organizational performance .

Table 4.3.13

Management always resolve the disagreement that occur in regarding the emotional level of the staff to avoid reduction in the level of employees' productivity

	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly disagree	5	5.5	5.5	5.5
Disagree	15	16.5	16.5	22.0
VVali Undecided	20	22.0	22.0	44.0
d Agreed	29	31.9	31.9	75.8
Strongly agreed	22	24.2	24.2	100.0
Total	91	100.0	100.0	

Source: field survey (2023)

The table shows that 5.5% represent 5 respondents strongly disagreed that Management always resolve the disagreement that occur in regarding the emotional level of the staff to avoid reduction in the level of employees' productivity . while 16.5% represent 15 respondents disagreed, 22.0% represent 20 respondents undecided and 31.9% represent 29 respondents agreed and 24.2% represent 22 respondents strongly agreed on the opinion.

4.4 Test of Hypotheses and Discussion of Results

Regression analysis was used to measure the impact of the independent variable to the dependent variable of hypothesis 1, 2, and 3 also proper interpretation and analysis techniques was used to explain the hypotheses testing.

Hypothesis 1

H₀: There is no significant relationship between the bargaining strategy and employees' effectiveness

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Bargaining strategy	91	1	5	4.31	1.092
Effectiveness	91	1	5	4.21	1.017
Valid N (listwise)	91				

The table above depicts the mean and standard deviation of effectiveness and bargaining. The model summary table below reports the strength of the relationship between the model and the dependent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.622 ^a	.387	.380	.860

a. Predictors: (Constant), bargaining strategy

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	41.524	1	41.524	56.113	.000 ^b
Residual	65.861	89	.740		
Total	107.385	90			

a. Dependent Variable: bargaining strategy

b. Predictors: (Constant), Effectiveness

Interpretation of Results

The results from the model summary table above revealed that there is relationship between bargaining strategy and organizational effectiveness is 38.7% i.e (R square = 0.387). The ANOVA table shows the Fcal 56.113 at (0.0001) significance level. There is relationship between bargaining strategy and effectiveness.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		

1	(Constant)	1.496	.386		3.875	.000
	effectiveness	.668	.089	.622	7.491	.000

a. Dependent Variable: bargaining strategy

The coefficient table above shows the simple model that there is relationship between bargaining strategy and organizational effectiveness. The model is shown mathematically as follows; “ $Y=a+bx$ ” where “y” is bargaining strategy and “x” is effectiveness, “a” is a constant factor and b is the value of coefficient. From this table therefore, bargaining strategy = $1.496+0.668$ effectiveness. This means that for every 100% change in relationship between bargaining strategies, is responsible for 66.8%.of the change in organizational effectiveness.

Decision

The significance level below 0.05 implies a statistical confidence of above 95%. This implies that there is relationship between bargaining strategy and organizational effectiveness. Thus, the decision would be to reject the null hypothesis (H0), and accept the alternative hypothesis (H1).

Hypothesis 2

H₀: Accommodating strategy has no impact in improving employees’ efficiency

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Sales-volume	91	1	5	4.09	1.071
Job Satisfaction	91	1	5	4.08	1.138
Valid N (listwise)	91				

The table above depicts the mean and standard deviation of Accommodating strategy and efficiency. The model summary table below reports the strength of the relationship between the model and the dependent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.642 ^a	.412	.405	.826

a. Predictors: (Constant), Accommodating strategy

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	42.538	1	42.538	62.309	.000 ^b
Residual	60.759	89	.683		
Total	103.297	90			

a. Dependent Variable: efficiency

b. Predictors: (Constant), Accommodating strategy

Interpretation of Results

The results from the model summary table above revealed that the extent to which organizational efficiency can be determined with accommodating strategy is 41.2% i.e (R square = 0.412). The ANOVA table shows the Fcal 62.309 at (0.0001) significance level.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.624	.324		5.013	.000
	Sales volume	.604	.077	.642	7.894	.000

a. Dependent Variable: Accommodating strategy

The coefficient table above shows the simple model that expresses how organizational efficiency can be determined with Accommodating strategy. The model is shown mathematically as follows; “ $Y=a+bx$ ” where “y” is efficiency and “x” Accommodating strategy, “a” is a constant factor and b is the value of coefficient.

Decision

The significance level below 0.05 implies a statistical confidence of above 95%. This implies that efficiency can be determined with accommodating strategy. Thus, the decision would be to reject the null hypothesis (H0), and accept the alternative hypothesis (H1).

Hypothesis 3

H₀: The rate at which compromising strategy improve the employees' output is insignificant

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Organizational output	91	1	5	4.01	.983
compromising strategy	91	1	5	3.53	1.186
Valid N (listwise)	91				

The table above depicts the mean and standard deviation of organizational output and compromising strategy.

The model summary table below reports the strength of the relationship between the model and the dependent variable.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.462 ^a	.213	.204	1.058

a. Predictors: (Constant), compromising strategy

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	27.010	1	27.010	24.118	.000 ^b
Residual	99.671	89	1.120		
Total	126.681	90			

a. Dependent Variable: compromising strategy

b. Predictors: (Constant), org. output

Interpretation of Results

The results from the model summary table above revealed that organizational output can be measured by compromising strategy adopted by employers is 21.3% i.e (R square = 0.213). The ANOVA table shows the Fcal 24.118 at (0.0001) significance level.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.292	.468		2.759	.007
Reward systm	.557	.113	.462	4.911	.000

a. Dependent Variable: Org output

The coefficient table above shows the simple model that by investigating, organizational output can be measured by compromising strategy. The model is shown mathematically as follows; “ $Y=a+bx$ ” where “y” is compromising strategy and “x” is organizational output, “a” is a constant factor and b is the value of coefficient. From this table therefore, compromising strategy = $1.292+0.557$ org. output. This means that for every 100% change in compromising strategy is responsible for 55.7% of the change in organizational output.

Decision

The significance level below 0.05 implies a statistical confidence of above 95%. This implies that by investigating, Organizational output can be measured by compromising strategy. Thus, the decision would be to reject the null hypothesis (H_0), and accept the alternative hypothesis

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives an overview of the whole research work as this starts with the summary of the work from the first chapter to the last chapter, the findings that are to be looked at from the theoretical and the empirical point of view, the conclusion of this research work, recommendations that were proffered by the researcher as a way by which more research will have a benchmark or point of reference after this research work as to what is expected from them, suggestions were also made for further studies.

The purpose of this study is to examine the relationship that exists between conflict management strategies and organizational performance with attention on Unilorin. In the course of this research work, four hypotheses were proposed and tested using regression analysis.

5.1.1 Summary of the Work

The research work started with the background of this research topic which was explained to the best of the ability of the researcher. The research problem was stated in which four problems were stated in the area of measuring the conflicts management strategies on the organizational Performance.

In order for this study to be given full details, it was restricted to some specific variables that includes; conflict strategies, efficiency, effectiveness. The researcher laid emphasis on these variables in literature review. There was a brief introduction to the chapter and what it intends to deliver. Literature of other authors was reviewed as they relate to the research topic then the theories that are surrounding this research topic were brought to light in the theoretical framework, empirical framework and the gap in the literature reviewed.

In the course of this study the researcher discovered that those conflict management strategies are paramount to organizational performance. It has been proved by many researchers that there is impact of conflict management on the organizational performance. Therefore, for employee to perform effectively in their work, employers need to manage conflict that may arise in the organization, which in turn facilitate efficiency and effectiveness.

5.2 Findings

The findings for this study are divided into 2 parts, theoretical findings and empirical findings. The theoretical findings are abstracted from the literature review in chapter 2 while empirical findings are derived from data generated from the field survey.

Theoretical Findings

- There is critical role played by conflict management strategies towards business success
- For an organization to be outstanding, it needs to have an outstanding management and provides a means for resolving the disparities that may occur in the organization
- The basic determinant of organizational performance is the level at which the employees relate with one and other.
- The tool for business success today depends on the
- relationship that exists in the organization between employer-employee and their external environment.

Empirical Findings

Research tends to show that employees' good relationships in today's organization are becoming indispensable hence it has impacted the organizational performance:

- There is positive relationship between employer-employee relationship and organizational effectiveness.
- The employees' job satisfaction has impacts on organizational output
- The strategy adopted by employer in solving dispute has significant impact on organizational efficiency.

5.4 Conclusion

In this study business owners are advised to never allow a negative relationship to exist between themselves and their staff. If this happens, the productivity levels of the organization will decrease. When they are in no conflict, a good relationship between them and the customer is created and maintained. When they are unhappy these employees often direct their unhappiness towards the customers.

This study highlighted the critical role played by conflict management strategies towards organizational success. There are various sources of suggestions that without strong relationships, it becomes impossible to be successful as a Business owner, Government, NGO, and Business owners need to have long term relationships that will carry them through challenging and difficult times, as well as relationships with other business owners, to share struggles, resources and best practices, which can really give them an edge. Business owners who want to compete at a world class level should understand the human side of their organization and business processes.

5.5 Recommendations

Based on the findings of the study, the following recommendations can be summarized; Despite the few limitations expressed earlier in this paper, the authors particularly note that only 20 businesses from the population showed interest in this research. This justifies the call for caution in the generalisation of the results, although the findings are in consonance with previous studies. In this study, the results seem to suggest an over-reliance on perceptions (opinions), thus limiting the findings. The study could perhaps have benefitted from some inferential statistics or a much more complex statistical analysis. This could be the focus of a future study.

5.6 De- Limitation of Studies

As to this research project, the study also has some limitations. The sample size used was restricted to a certain limited sampled population. The study was done within a particular geographical location. The time constraint is also a limitation to this study, since the study was carried out while on academic program.

5.7 Suggestions for Further Studies

This research work focused on the impact of conflict management strategies on organizational Performance. The researcher therefore suggests that further studies in this research topic be carried out on a larger population including the consideration of other service in Nigeria. The researcher also suggests that further studies can be carried out on related topics like the impact of managers attitude on the sustainability of employee performance.

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