

**IMPACT OF CONFLICT MANAGEMENT ON ORGANIZATION
PERFORMANCE**

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

BY

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**BEING A PROJECT SUBMITTED TO THE DEPARTMENT OF BUSINESS
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CERTIFICATION

This research work has been read and approved as meeting the requirement for the award of Higher National Diploma (HND) in Business Administration and Management, Institute of Finance and Management Studies Kwara State Polytechnic, Ilorin Kwara State.

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DEDICATION

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

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All praise being only to the supreme being, God of all creations. The beginning and the end of everything

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CHAPTER ONE

INTRODUCTION

1.0. Background to the study

Conflict is an element of any labour management relationship. In work situation which may tend to conflict with each other. Also is every organization where people who different background have interact in the collectives efforts towards achieving a common goals.

Conflict is bound to ensure. This is because in addition to the common workplace. His own personal ambition which earnestly ensure to achieve along side the organizational goals.

This individual goal or interest may not be compatible with what of other members, this there is clash of interest.

For example management is often committed to pursuing a goal of profit maximization through rationalization policies welfare packaged which tend to result in higher cost of doing business to the management union wants effective participation in most factory shop decision even at file expose of encroaching on are a that fall exclusively with in the confinement of management cannot but resist therefore, it is obvious that conflict is in every organization (be it private or public) are perceived total ways assume that conflict necessarily damage the relationship that exist within workplace. It is based on the fore going that are search study of measurement of conflicts effectiveness and efficiency became a subject of interest.

1.2. Statement of the problem

It may seem that whenever more people are gathered there will be conflict. The efficiency of organizational conflict is myriad. The problem of incessant industry conflict, disputes, strikes, lockouts and boycotts have generated a concern not only among employers of labour but also employees themselves and other stakeholders as well. The magnitude of the productivity reduced, profit damage to organization assets, the negative usually affected, employees in the area of poor inter-personal relationship between the management and among themselves, loss of any termination and dismissed from employment etc. for the society, potency for social disorder, in stability of job and mass unemployment which would face its obligation. Given the reality as described above, it behooves but labour and management to seek ways of coping and minimizing undesirable tension and conflict and its unpleasant consequences for the reason, it is pertinent to look into the various effects of industrial conflicts on the organization and approaches towards managing these problems positively so that their favorable impact measurement could be felt on the effectiveness and efficiency of organization.

1.3. Research questions

The search question that will guide the study will include:

- i. To what extent has effective conflict management contributed to the realization of the goals, objective, vision and existence of organization.
- ii. What are the factors responsible for industrial conflict in most business organization?

- iii. Does any relationship exist between rate of conflict in an organization and its images.
- iv. what importance is the roles of conflict to the success and performance of business organization?
- v. To make recommendation for solution of problem in the light of the finding of this study.

1.4. Objective of the study

This body will show with statistical evidence that conflict management will significantly increase the performance wellbeing and productivity of the organization, however, the specific objective of the study are:

- i. To examine the impact of conflict on the productivity of the organization.
- ii. To examine the impact of conflict management on organizational wellbeing.
- iii. To examine the impact of conflict management on performance.
- iv. To examine the effect of conflict management on the organizational coordinator.

1.5. Research hypothesis

Research hypothesis is an important aspect of research endeavour because without, it there will be no need to embark on a research project. i.e all effort for the purpose of testing hypothesis providing answers to research question.

Consideration this project work hypothesis to be tested is stated below.

Ho: There is no significant relationship between industrial conflict and organization effectiveness.

Hi: There is significant relationship between organization wellbeing.

1.6. Significance of the study

The significance of the study can be viewed from Ho (2) major stand points, practical and academic.

This kind of study will assist broadcasting the understanding of the followings.

1. To employees in general, it will further expose the relationship existing between conflict management and organization effectiveness which will be interest to the mint the irrespective organization.
2. Specifically to staff of the organization under this study. It will expose to a large extents the going on it their establishment with regard to our relevant variable and comparative analysis of the action over some years accordingly.
3. To policy makers and management it will present a scheme through its analysis that could assist them in aviating establishment in not only to pursue the objectives of profit making butal so to remain relevant in the business for which they were known by performing such a function as good welfare package for workers among others.

4. To economic watches and the interested public, it will provide some insight into the conflict management strategies and approaches of business organization in Nigeria.

In the academic area the study will prove to be significant.

1. It will help in contributing to the enrichment of the literature on conflict and conflict management.
2. It will throw more light on the relationship (cellulative and ordinary) between conflict and such other variable apart from organization performance as effectiveness and efficiency in Nigeria.
3. It will suggest way (of interest to academic) based on empirical evidence of enhancing the conflict management situation in Nigeria bearing in mind that improvement in the level of conflict resolution of organization in a country signify that the country is partly developing or not.
4. The study will also serve as a body reserved knowledge to be referred to by other researcher who may want to pick and interest in their area of study.

1.7. Scope of the study

The study in every way attempts to determine the impact of conflict management on the efficiency and effectiveness of business impact measurement of the various strategic tools or methods of conflict management opened to organization there search will be conducted on the ICT center in Ilorin as our Unit of analysis in the Nigeria economy. There for a survey of the officials of the

functional areas of this establishment will comprises of our major source of comparative data and information.

No matter how much effort one may put in to the study some estrous circumstances may create imperfections. The conduct of research in Nigeria and of course generally is full of cost of problem show ever in this particular research, the following problem are anticipated.

1. The inability to retrieve all the questionnaires to the disturbed
2. Imperfection of sampling procedures and procedure for processing data.
3. Finance in this area of economic hardship financial resource has become a problem for many people including this researchers there by man affect the financial demand of the study.

1.8. Definition of terms

For the purpose of this study certain word would be regularly use d are capable of assuming different terms meaning and situation. Therefore, its imperative to clearly define or operationalize them, so as to facilitate a clearer understanding and perception of the subjects matter as they are used in this research work, they are as follows.

CONFLICT: Disagreement over issue of substance and emotional antagonism

INDUSTRIAL: Conflict in about of labour and management to reach agreement on any issue connected with the objectives of employer–employee internation.

ORGANIZATION EFFECTIVENESS: The continues existence or for going ahead of a company despite completion.

EFFECTS: The oxford dictionary of current English defined affect as the result or consequence of an action.

MANAGEMENT: The actor skill of dealing with a situation that needs to be controlled in some ways

CONFLICTRESOLUTION: There moval of the reason substantial and for emotional for a conflict.

MANAGEMENTCONFLICT: The methods approaches actor style of handling conflict usually be expert industrial relation fields.

1.9. Plan of the study

The researcher work is consist divided into five chapter for clarity purposes. Chapter one consist of introduction statement of problem, objective of the study, research hypothesis Is research, question, significant of the study, cope and limitation of the study definition of terms and plan of the study.

Chapter two discuss the literature review introduction conceptual review, theoretical reviews.

Chapter three highlighted research methodology, source of data purpose of the study sample size, method of data collection and method of data analysis.

Chapter four discussed the data presentation analysis and interpretation of data.

Chapter five which is the last chapter discuss about summary, conclusion and recommendation.

CHAPTER TWO

2.0. Literature review

2.1. Introduction

If truly effective conflict management system will minimize the complex involved in planning executing and controlling a supply chain network which critical to business success. The opportunity available by improving an organization conflict management can significantly improve bottom one business performance.

Often times conflict tends to show the performance of organization and also reduce the effective usage of organization resources. As a result there is a act of management emphasis on keeping conflict down so that they will not too much cast.

2.1.1. The concept of conflict

Robbins and judge (2009) defined conflict as process that begins where one party perceive that another party has negative affected, or is about to negatively affect some thing that the first party care about conflict is about perception, not necessary real hard. It points to the above states that conflict is a process of social interaction. It involves a struggle over claim store sources, power, states, beliefs preferences and desires walker (2007) linked this idea to the organization by stating that even when conflict is a natural phenomenon in social relation (As natural as harmony) it can never the less be managed within organization. They add that conflict may have both positive as well as negative consequences within the organization, the submission above blend with the fact that conflict can never be total liminated with in organization but can be efficiency managed In order to more organization to greater height and performance level.

Functional versus dysfunctional conflict

Conflict that supports the goal for the group and improve the groups performance can be classified as functional conflict darling and walker (2007). This type of conflict is constructive in nature and the base assumption is that, it will have a positive effect on the organization performance for example, this types of conflict an cause ideas belief and assumption to be challenged Bagshaw (1998). This in turn can lead to innovation and the willingness to consider fresh tactics. There can also be information exchange hone stand frees expression of opinion (Rivers, 2005) constructive conflict can also be acatalyst for action (darling and former anticipation of future conflict can instigate action darling and walker (2007) conflict Is a key ingredient to organizational changes functional conflict can there for responsible for organization change Olakunle (2008) on the other hand according to Olakunle (2008) conflict they functional when its absorbs organizational efforts and resources without producing anything, when consciously or unconsciously sabotage and subert primary organizational goals functional or destructive conflict breaks an organizational down. Interdepartmental conflict can for instance disturb resource tune s in other departments. (maltz and kohili) 2008. Other in stances of this functional conflict regularly found in organization include interference with another functions work by with holding information and the forming of coalition to block certain proposals Barclay (1991) there are also passive way stouse conflict to be destructive. This might include a lack of responsiveness to request deliberate rigid adherence to organization procedure more of functional conflict with perform better which is performed the functional conflict because It support group goals and improvement performance.

2.1.2. Cause of conflict

Conflict can arise in different situations. Deutsch and Coleman (2006) identified some of the causes of conflict to include the following: difference in knowledge, belief and basic values, competition for position, power and recognition, a need for control, a drive for self-interest, and differing perception or attribution brought by the organizational structure. Different roles, structure, hierarchy, entity of the work, environmental changes, differences in diverse economic interests, loyalties of groups and values discrepancies which were all considered various stages as major causes of conflict in organization. Itavang (2004) indicated that causes of conflict in organization will also include resource availability, affirmative action programmes, the size of content of workload, the introduction of new management techniques and differences of cultural and racial nature.

A typology that further categorizes sources of conflict is offered by Kreitner and Kinicki (2001) who differentiate between structure factors (causes) that is those that develop from within the organization and originate from the manner in which work is organized and originates from the manner in which it emerges as a result of individual differences among employees. Robbins and Judge (2009) identified some sources and causes of conflict in organization to include scarce resources, task dependency, communication breakdown, personality clashes and the ambiguities.

2.1.3. Level of conflict

Olakunle (2008) identified six different levels of conflict: interpersonal, intra-group, inter-group, inter-personal, intra-organizational and inter-organizational. Interpersonal conflict refers to conflict between two or more individuals (not representing) the group they are just part of the same or

different group at the same or different group at the different level if in one organization. Intra-group conflict focuses on conflict within the group as a whole as well as the individual members intra-group conflict substantive conflict refers to conflict based on the nature of the task or on the “content” issues it is associated within tell actual disagreements among the group members. Affective conflict derive primarily from the emotional response are used during interpersonal dashes (Olakunle2008)

Intergroup conflict focuses on conflict between two or more group. Inter group conflict can have negative side. Effects which can persist long after the competition it over. Therefore managers, must minimize by inter group conflicts possible, and handle and conflict occurs when an individual, often involves some form of goods conflict or cognitive conflict for instance goals conflicts occur for individual when their behavior results in our come that are mutually exclusive or have compatible elements.

Intra-organizational conflict: According to Olakunle (2008) is a type of conflicts situation between two among organization.

2.2. Theory of conflict control

Many porker foll conflict management strategy was adapted as theoretical base for this study the theory was developed by many parker foll her, creative experience a papers he wrote in 1925 conflict to her is not welfare but is any an appearance of difference. Different in opinions, interest, not only between employers and employees but also between managers between directors or wherever differences appears. She further submitted that conflict may more verbal disagreement to physical or even bloody an formation she opened that conflict could

be bad or good or neither good or bad depending on the situation. Conflict also provides good or bad outcome depending on the manner it is interpreted understood and resolved by the effected parties (April2009) the there fore suggested three different ways of management or resolving conflict in an organization.

- i. Dominance
- ii. Compromise
- iii. integration

1. Dominance: The management of conflict through dominance implies victory for one party over the other it would requires the use of force and suppression of the part by the strong in the case, it does not necessarily mean that the conflict is resolved. As far as follest is concerned this method of managing conflict is like sweeping the dust under the carpet (April2009)

2. Compromise: under this method each party in the conflict situation surrenders certain value or interest in order to allow peace to reign she paint our however, that just like the first method (Domination) this method has its own shortcoming with the magnitude of the short comings depending on each conflict situation, environment and the extent of the compromise or values surrendered by each party in the conflict resolved through this method is not the best despite its acceptance because it may simply suspend yet a greater magnitude of the problem which is likely to resurface in either that same from or in an entirely different manner of tenal so people resist the temptation of reaching compromise due to egoclashesor stated position (April2008).

3. Integration: In giving preference for the resolution of social conflict through “integration” it argues that when conflicting interests meet they need not oppose but only confront what should be sought in this confrontation of different interests is an integral that gives all parties what they really desire (Sapru 2009) this seems to recover the approval to follow as the best party has to recognize the importance of examining all the various aspects of the conflict to be part forward for discussion usually in round table conference. This would require the application of Herbert Simon’s “Rational comprehensive model” of decision making or the general systems theory in order to interpret and understand not only the whole but also.

CHAPTER THREE

METHODOLOGY

3.1. INTRODUCTION

The research methodology used to accomplish The objectives of the research work are historical and descriptive approach. If normally proved information activities or information usually carryout in the firms, this is to explore the past and present role system in the venture Ilorin.

3.2. RESEARCH DESIGN

This project work is aim edat understanding how entrepreneurship as a pamacea for employment creation using the venture Ilorin as a case study. Research is the frame work for exciting the study it is plan of action on how the proposed hypothesis will be verified. It Is applied the use of questionnaire distribution in the company this data is to be tested using the chi-square method analysis.

3.3. POPULATION OF THE STUDY

The research population for the study over the entire organization recording in venture business while the sample normally, it is not convenient and economically given the estimated time limited for the research for this research work are view of this, the group of respondent, for the research work are varritus and staff of the lic venture in Ilorin Kwara State.

3.4. SAMPLE SIZE AND SAMPLE TECHNIQUES

The sample size of the study are the entire organization recording and the sample normally. It is not possible to economically given the estimated time for the research the respondent for the research are various workers and so act of lic venture in Ilorin Kwara State.

3.5. METHODS OF DATA COLLECTION

Data collection refers to the source from which the information used in the course of this the information research was acquired. Data services as an international form of number word or combination of these data collection is there fore finding every means of getting information. This information gives explanation and how result and conduction would eventually be arrived at the reare basically two sources of data collection.

1. Primary data collection
2. Secondary data collection

3.6. INSTRUMENT OF DATA COLLECTION

Instrument used in collection of data.

A combination data collection tool employed in this research work. The instrument tor tools used comprises of

- Questionnaire
- Interview
- Observation

1. QUESTIONNAIRE: This consist of body of information seeking question arrange systematically together required data from there respondent its usually used when factorial in formation describes as design. The questionnaire are administered to few respondent that is respectively.

It can be main or questionnaire delivered by hand.

2. PERSONALINTERVIEW: This is the face to face method of data collection which involves some conversation or dial oque between the interview and the person you are interviewing. The information is usually could not edinoral structure, the interviewer and questionnaire questions contains both structure and unstructured question

3. OBSERVATION: Observation has to do with watching the operation or experiment in a particular area and recording the result, the researcher patiently watched the impact of conflict management on organizational performance with air combines to impact of conflict management of the organization.

3.7. METHODS OF DATA ANALYSIS

Qualities descriptive analysis and quantitative description analysis been carry by out findings.

- Table
- Chart

Quantitative analysis is used to summarize means of information generated, in the study so that appropriated analytical method could be used for further discovering relationship among the variable.

Quantitative analysis is used to verbally summarize the information generated in the research supply starting without any table out of all the organization of participate in research.

3.8. HISTORICAL BACKGROUND OF THE CASE STUDY

Nestle Nigeria PLC is a publicly listed food and beverage especially company headquartered in Lagos. It is majority owned by Nestle S.A of Switzerland. The company was founded in 1961 and conducted trading under the name of Nestle products Nigeria limited. It has its main factory in Agbara Industrial Estate, Ogun state, the firm manufacture fast cereal, baby food products, food seasoning and hydrolyzed plant protein mix. The company began business under the trade name of Nestle products Nigeria, in 1969, the name was changed to food specialties limited. It began trading on the Nigeria stock exchange in 1979 following an indigenization promotion decree. In 1991, the company' name was changed to Nestle foods Nigeria and ten years later it became Nestle Nigeria plc. At inception, the firm's operation was distribution and sales of Nestle products which had previously be imported into the country by merchants. In 1971, improved demand for its magi seasoning product led to the establishment of a package plant in Lagos. The firm leased land at the newly created Agbara Estate in 1978 and three years later began manufacturing magi and Milo products. In 1982, was produced in Nigeria from Agbara. Between 1984 and 1986, the company introduced baby weaning products with higher local content, this include cedadac maize and nutrend with a mixture of soya and maize. It later introduced choco milo, a confectionery item. In 2011 the opening of a magi factory in flower gate, Ogun state. Nestle waters Nigeria Inaugurate da commonly water facility to ensures safe and healthy drinking water in the mage darisuburb area of Abuja which was part of Nestle's effort to ensure

healthy hydration Nestle Nigeria PLC have Revenue of as at 2017. Nestle Nigeria Plc key people are “Maurico Alarcon and Jaugdish Singla. The firm was listed as one of the largest 100 companies in Africa by Africa business magazine.

CHAPTER FOUR

4.0. PRESENTATION AND ANALYSIS OF DATA

4.1. DATA PRESENTATION AND ANALYSIS

This section is concerned with the penetration and analysis of socio economic variable of the respondent this shall be restricted to analysis and description of the following sequentially age, religion, education, qualification and income level with there gard to the description of the respondent, the under neath tables reveal our findings.

4.2. INTERPRETATION OF ANALYSIS

TABLE1: Showing distribution of the respondent.

GENDER	FREQUENCY	PERCENTAGE	CUMMULATIVE%
Male	44	53.7	53.7
Female	38	46.5	100.0
Total	82	100.0	

SOURCE: Field survey2025

The above table shows that 44 of the respondents representing53.7% are male while “38” respondent 46.3% are female

TABLE2: Showing age distribution of the respondent

AGE	FREQUENCY	PERCENTAGE	CUMULATIVE%
21–30	34	41.5	41.5
31–40	20	24.4	65.9

41–50	16	19.5	85.4
51–60	12	14.6	100.0
Total	82	100.0	

SOURCE: Field survey 2025

The result in the table above show 84 respondent representing 45% are 21–30 age 20 respondent representing 21.4% are 31–40 age are 21–30 age 20 respondent representing 24.4% are 31–40 age 16 respondents representing 19.5% are 41–50 age while 12 respondents representing 14.6% are 51–60.

TABLE3: Showing educational qualification distribution respondent

QUALIFICATION	FREQUENCY	PERCENTAGE	CUMULATIVE%
NCE/OND	42	5%	51
BSC/HND	18	22%	73
POST–GRADUATE	10	12%	85
PROFESSIONAL	12	15%	100.0
TOTAL	82	100.0	

SOURCE: Field survey 2025

The table show the educational qualification distribution of respondent where 42 of respondent representing 51% are NCE /OND holder and 18 frequency of respondents representing 22% are BSC/ HND holder while 10 respondents

representing 12% are postgraduate and 12 respondent representing 15% are professional.

TABLE4: Showing marital status distribution respondent

MARITALSTATUS	FREQUENCY	PERCENTAGES	CUMULATIVE%
SINGLE	48	59	59
MARRIED	34	41	100.0
TOTAL	82	100.0	

SOURCE: Field survey2025

The above table shows the distribution respondent so martial status where 48 frequency respondents representing 41% are married.

4.2.4. NORMALITY TEST

	There is no effect of work place conflict management on organization performance
4	26
Normal parameter mean	3.65
Student deviation	1.384
Most extreme Absolute	253
Different	
Positive	165
Negative	253

Ko/ mogoro– smirnow ZA. symp	1.288
s.g	072
(2tailed)	

A test distribution is normal

The normality tests shows that our data was normally distributed for research question with aggregate of 0.72, in view of this the use of parametric tool T. Test will be employed to test the hypothesis

S/N	MEANSANDST ANDARDDEVI ATIONOFCASU ALFACTORSO FWORKPLACE CONFLICT.	N	MIN	MA X	MEA N	STDDEVIATION
1.	Consciousness of workers towards fellow workers	82	2	5	3.53	1.152
2.	In equitable treatment on the part of Mgt	82	1	5	3.13	1.263
3.	Non–consultation	82	2	5	3.76	981

	with employee on key issues affecting them					
4.	Cumber some grievance on dispute procedure	82	1	4	2.98	952
5.	Nature of work activities and difference in perception	82	1	5	3.45	1.214
6.	Means and standard deviation of prevalent types of conflict in the organization there is union management conflict	82	2	5	3.76	981
7.	It is usually procedural conflict	82	1	5	3.76	1.031
8.	It is job task related conflict and interpersonal conflict	82	1	5	3.76	1.154

9.	It is usually collective bargaining	82	1	5	3.35	1.125
10.	The staff result in compromise and avoidance	82	1	5	2.96	1.105
11.	Conflict and resolve through confrontation	82	2	5	3.76	981

Hypothesis testing

This section discusses the result of hypothesis testing. Diminutions of managing organizational conflict equally correction and multiple regression analysis were performing to test the hypothesis. To test the hypothesis of the study was the main use step wise regression analysis while the use of the simple regression analysis while the use of simple regression analysis overall, the main hypothesis and to test hypothesis and the result were as follows:

Ho.i; There is no statistically significant impact on organizational conflict management techniques on organizational performance.

MODEL SUMMARY

MODEL	R	R-SQUARE	ADJUSTED R-SQUARE	STD. ERROR OF THE ESTIMATE
1	.70	.698	.584	.769

	5			
--	---	--	--	--

SOURCE: Spss data output version18

TABLE4.19

ANOVA

MODEL	SUMOF SQUARE	DF	MEANSQUARE	F	SIG
Regression	45.121	2	22.561	38.124	.00
Residual	45.566	77	.592		
Total	90.688	79			

Co-efficient

DEPENDENT VARIABLE	R	R²	F	SIG	INDEPENDENT VARIABLE	B	ST
Organizational	0.36	0.13	12.7	0.00	Competition	0.35	0.1
Performance	5	3	27	1		5	0

Table(4)

Shows that the effect of competition on organizational performance is significant based on FT value (12.727) and the level of significant (sig=0.001) less than 0.05 correction co-efficient (R=0.365) represent the strength of relationship between two variable which his position while the value of the co-efficient to determination (R²-0.133) refers that 13.3 % of the variance in organizational performance can be

explained by the variation in the competition. Further more it was pointed out the value of the regression co-efficient ($r=0.355$) the amount to the over all impact of the completion on the performance organizational significant effect where the value ($t=3.567$), this means reject the null hypothesis and accept the hypothesis states that the reisa statistically significant impact on the style of cooperation organizational performance.

MODEL SUMMARY

MODEL	R	RSQUARED	ADJUSTED R	STUDENT ERROR OF THE ESTIMATE
1	.983	.966	.962	9.8195835

- a. Predictors(constant)CORPORATION
- b. Dependent variable: CONFLICT

ANOVA

MODEL	SUM OF SQUARE	DF	MEAN SQUARE	F	SIG
Regression	8.792314	4	2.198314	227.954	.0009
Residual	3.0863013	34	9.642311		
Total	9.101314	36			

4.2. HYPOTHESIS TESTING

HYPOTHESIS1

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

CHAPTER ONE

1. HO: There is significance impact of conflict management on the productivity of the organization.
2. HI: There Is no significance impact of conflict management on the productivity of the organization.

TESTING OF HYPOTHESIS

OPTION	O	Ei	O-e	(o-e) ²	(o-e) ² /ei
Agree	45	10	35	122.5	245
Disagree	5	10	.5	25	5
Disagree	5	10	.5	25	5
Total	50	25	30	145.5	250

SOURCE: Field survey2025

E=Noofcolumns1=5.1=4

Degree of freedom=Df²

X² tabat 5% level of significance

$$=x^2(.1)(c-1)$$

$$=x^2(3-1)(5-1)$$

$$=x^20058=9.488$$

9.49distributiontable

$$x^2=0.02733$$

Decision Rule: since calculate x^2 180.028733 based on distribution table of 9.49,0.02733(0.005) level of significance. Wethere for ereject the Null hypothesis (H₀) and accept alternative hypothesis (H_i) which state that the reissignificance impact of conflict management on the productivity of the organization.

HYPOTHESIS II

H₀: There is no effect of conflict management on organizational efficiency and performance.

H_i: There is effect of conflict management organizational efficiency and performance testing of hypothesis.

OPTION	O	Ei	O-e	(o-e) ²	(o-e) ² /e.i
Agree	40	10	30	900.5	245

Disagree	10	10	00	29	5
Total	50	25	30	145.5	250

SOURCE: Field survey,2025

$E = \text{No of columns} = 5.1 = 4$

Degree of freedom = Df^2

X^2 tab at 5% level of significance

$= x^2(r-1)(c-1)$

$= x^2(3-1)(5.1)$

$= x^2 0.058 = 9.488$

9.49 distribution table

$x^2 = 0.002733$

DECISION RULE

Since calculate $X^2 180.02733$ based on distribution table of 9.49, 0.02733 (0.005) level of significance where fore reject the Null hypothesis (H_0) and accept alternative hypothesis (H_i) which state that there is effect of conflict management on organizational well being.

TESTING OF HYPOTHESIS

OPTION	O	Ei	O-e	(o-e) ²	(O-e) ^{2/ei}
Agree	45	10	35	122.5	245
Disagree	5	10	.5	25	5
Total	50				250

SOURCE:Fieldsurvey,2021

E=Noofcolumns1=5.1=4

Degree of freedom=Df²

X²tabat5% level of significance

=x²(r-1)(c-1)

=x²(3-1)(5.1)

=x²0058=9.488

9.49distribution table

X²=0.02733

DECISION RULE

Since calculate X²150.02733 based on description table of 9.49,0.2733
(0.005 level of significance wethere fore reject the Null hypothesis (Ho) and accept

alternative hypothesis (Hi) which state there is effect of conflict management on organizational well being.

MODEL SUMMARY

MODE L	R	RSQUAR E	ADJUSTEDSQUA RE	STD.ERROROFTHEESTIM ATE
1	.98 3 ^a	.962	962	

- a. Predictions(constant)CORPORATION
- b. Dependent variable CONFLICTMGT.

CO-EFFICIENT

DEPENDNETVA RIABLE	R	R2	F	SI G	INDEPENDENTVA RIABLE	B	ST D	T	SI G
Organizational	0. 07	0. 06	04 3	0. 49	Cooperation	0. 07	0.1 1	0. 6	0. 21
Performance	6	6	3	0		8	2	9	90

Table(5)

Shows that the effect of cooperation on organizational performance is significant based on FT value (0.1482) and the level of significance (Sig=0.490) greater than 0.05 correlation co-efficient (R=0.076) represent the strength of relationship

between two variable which is position while the value of the co-efficient of determination ($R^2=0.006$) refers that 0.060% of the variance in organizational performance can be explained by the variation in the competition. Further more it was pointed out the value of the regression co-efficient ($t=0.078$) the amount of the overall impact of the competition on the performance organizational significant effect where the value ($t=0.694$), this means accepted hypothesis states that “there is no statistically significant impact on the style of cooperation conflict management.

Ho13: The reis no statistically significant impact on the style of conflict avoidance in organizational conflict management.

MODEL SUMMARY

MODE L	R	RSQUAR E	ADJUSTED R	STDERROROFTHEESTIMAT E
1	.60 4	.365	.274	133.466

a. Predictors(constant)CONFLICT

b. Dependent variable CONFLICT

A. PREDICTORS (CONSTANT) AVOIDANCE

ANOVA

MODEL	SUMOFSQUARE	DF	MEANSQUARE	F	SIG
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Regression	214.61	3	71549.265	4.017	.291 ^a
Residual	374.75.073	21	17813.099		
Total	588722.866	24			

CO-EFFICIENT

DEPENDENT VARIABLE	R	R ²	F	SIG	INDEPENDENT VARIABLE	B	ST	T	SIG
Organizational	0.44	0.19	20.3	0.00	Avoidance	0.14	0.10	3.55	0.00
Performance	3	7	K	O		87	8	6	0

Table(6)

Shows that the effect of cooperation on organizational performance Is significant based on FT value (0.1482) and the level of significance (sig=0.490) greater than 0.05 correlation co-efficient (R=0.076) represent the strength of relationship between two variable which is position while the value of the co-efficient of determination ($R^2=0.006$) refers that 0.60% of the variance in organizational performance can be explained by the variation in the competition. Further more it was pointed out the value of the overall impact of the competition on the performance organizational significant effect where the value ($t=0.694$)t his means accepted hypothesis states that “there is statistically significant impact on the style

of conflict avoidance on the organizational conflict management which enhance organizational productivity.

CHAPTERFIVE

SUMMARY CONCLUSION AND RECOMMENDATIONS

5.1. SUMMARY OF FINDING

Since conflict is inevitable to industries organization and since there is no conflict free organizations, management must recognize that organization is made up of different group with different interests they must encourage the integration so function. Management must also ensure that worker stake part in decision that affects the workers either directly or indirectly it should be noted that if it is not in all cases that the interest of the workers are opposed to that of the management.

Good communication networks should been courage in any organization that cleric industrial peace because poor communication will always lead to conflict between management and employees which will have a negative effect on the achievement of the organization overall goals and objectives.

5.2. CONCLUSION

Conclusion is adjudge to be functional in an organization and it will be too naïve of some body to think that organizational will exist without conflict because the interest of management will always be different from that of the workers as in the case of ICT ILORIN.

Conflict in industrial relations for the most part is normal and even necessary it had both advantage and disadvantage for the institution and the society at large.

For the institution demand of workers for management search for improved or for new welfare packages in order to meet the demand on the other hand demands which impair the efficiency of the institution or results in an acceptable standard to the labour market, threatens the future of the institution but the welfare of the society may be adversely affected by low productivity or efficiency toward too fair and by the adverse effect to increase productivity.

Conflict as therefore consider the permanent feature of all special structures like calculation sector and inevitable there the individual organizational level.

5.3. RECOMMENDATION

Based on the research finding of this study, the following recommendations are given by the researchers to serve as a means of improving on the aspect of conflicts management in organization for best performance:

1. The government should ensure that research instituted especially ICT ILORIN are funded adequately and also that management should ensure effective communication channel in order for resources to be put in their best use.
2. The organization's management and other organization conflicts because of its enormous advantages over methods.
3. Since organizational performance is a function of conflict management, its mechanism in organization should be straightened more in order to further the improvement in the organization's performance.

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