

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

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

However, the establishment and continuous existence of an organization through the realization of set goals and objectives requires the continuous and effective functioning of its material input with the human element being indispensable. The human elements required to facilitate goals attainment often engage in disagreement and variance over factors such as; interest, views, style of management among others. The

reactionary effect due to the perceived incompatibilities resulting typically from some form of interference or opposition is known as conflict, observed that conflict involves the total range of behaviours and attitudes that is in opposition between owners/managers on the one hand and working people on the other. It is a state of disagreement over issues of substance or emotional antagonism and may arise due to anger, mistrust or personality clashes.

Conflict among workers in an organization is inevitable. If it manages properly, it will bring catalyst for change and can have a positive impact on employee satisfaction and performance of the organization. Conversely, unmanaged conflict negatively impacts on both employee satisfaction and job performance. When organizational leaders ignore workplace conflict, they send a message that unsatisfactory job performance and inappropriate behavior are acceptable. Awan and Anjum said that properly managed conflict promotes open communication, collaborative decision making, regular feedback, and timely resolution of conflict. Open communication and collaboration enhance the flow of new ideas and strengthen work relationship, which can have a positive effect on employee morale. Regular feedback and timely resolution of conflict has the potential of improving employee satisfaction and job performance. Awan (2015) argue that a negative work environment that does not promote conflict resolution can result in poor employee behaviour and job performance. Unmanaged conflict promotes dysfunctional communication and poor behaviour among staff. Poor behaviour on the part of one employee has the power to affect overall employee morale, which results in lower

productivity. According to Dana (2000), “conflict is not just an annoyance. It costs money and those costs can be calculated, in terms of wasted time, bad decision, lost employees.” In the health care industry, patients’ health and even their lives can be affected by unmanaged conflict.

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

Hence, from the above, the term ‘performance’ should be broader based on which include effectiveness, efficiency, economy, consistency behaviour and normative measures.

1.2 Statement Problem

According to Iheriohanma (2002:180), Eze (2004:217), the lists of factors which necessitate conflicts in organizations are inexhaustible. These factors at the

organizational level include; incompatibility of goals between workers and management, scarce resources in the organization, incompatible resources allocation by management, status incongruities in the work setting, personality differences among workers, organizational dynamic, absence of standardized rules in the organization, structural problems in the organization, communication problems and denial of participative management.

In the views of some of the specific causes of organizational or industrial conflict are; disagreement between management and union goals, irrelevant leadership, corrupt management, insensitivity to workers needs and welfare, non-conducive organizational climate, inadequate reward and incentive system, inequitable reward, unsatisfactory fringe benefits, inhuman working conditions, subjective personnel selection, poor communication channels, not treating workers as human being, absence of job security, growth ladder and guaranteed future, general instability, insecurity and uncertainties, poverty, scarcities and economic hardships, chronic failure to keep to terms of agreement, widespread corruption and embezzlement and negative multinational management practices. Similarly, Miles his own contention posited that in organizations generally, status inconsistencies, jurisdiction ambiguities, dependence on common resources pools, and difference in performance criteria and reward system are the major conflict contributing factors. He also observes that in industrial organizations, most industrial conflict have economic orientation – where strike actions are embarked upon to press hard for high wages and salaries, or other measures to reduce high cost of living.

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

1.3 Objectives Of The Study

The objectives of this study are as follows:

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

1.4 Research Questions

This study has provided answers to the following questions:

- i. What are the major causes of conflict in organization?
- ii. Is there any strategy that has been used by organization to manage conflicts situation?
- iii. Has conflict any influence in organizational performance?
- iv. How respective are the strategies adopted by the organization of resolving conflict?

1.5 Research Hypotheses

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

H₁ Conflicts doesn't have major causes in an organization.

H₂ There are no strategies used by organization to manage conflict situations.

H₃ The adopted conflict resolution strategies are not respective enough.

1.6 Significance of the Study

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

The study will also provide platform for management of organizations to direct resources appropriately in order to minimize conflict situations in the workplace. The study is also expected to be of great value to academicians and practitioners in the field of conflict management, public relations and public administration. The study can also be useful to researchers for further studies.

1.7 Period of the Study

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

1.8 Limitations of the Study

As mentioned the problem is financial constraints and time limitation, as we know that the research of this nature will go with a lot of problems during the course of data collection, some of the identifiable problems is time for a student in session not on holiday I have to take time out of no time and at the same time I have to take pain to also make sure that I attend my lectures regularly and also prepare for the forthcoming examination.

Furthermore another problem that confronted my work on the course of the study is the financial problem as a poor student who have to cope with the financial demand of its academic pursuit for instance buying of books that are related to my course of study and also the general economic problem that the nation is passing through had made writing this project a little bit difficult, but God is good all the time.

1.9 Definition of Relative Terms

Conflict

Conflict is the process which begins when one party perceives that the other has frustrated or is about to frustrate some concern of his. This definition by Thomas (2008)

implies that conflict in organizations involves situations in which the expectations or actual goal directed behaviour of a person or group is blocked by another person or group. In such a situation, the person whose goal is blocked or about to be blocked experiences frustration which further leads to conflict. This is a struggle or contest between people with opposing needs, ideas, values, or goals. It can also be defined as the friction felt when two or more people or groups disagree about something.

Management

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

Organizational Performance

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

Conflict management

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

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Conceptual Clarification

2.1.1 Concept of Conflict

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

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

The first definition above views conflict from the perspective of violent conflict. The second considers conflict from the realm of ideas or ideological contestation. This could manifest as interpersonal or group conflict. The third definition shows that conflict could be within the individual. There are many other definition of conflict, Jones defined organizational conflict as the discord that arises when the goals, interests or values of different individuals or groups are incompatible and those individuals or group block or thwart each other's attempt to achieve their objectives.

Rudolph sees conflict as an active human process whereby individuals are striving to accommodate or resolve their opposing interest(s). Sharma (2007:21) recapitulates organizational conflict as a disagreement between two or more members or groups of the organization. The conflict may arise due to

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

To Thomas (1992:268) conflict is the process which begins when one party perceives that the other has frustrated or is about to frustrate some concern of his. This definition by Thomas implies that conflict in organizations involves situations in which the expectations or actual goal directed behaviour of a person or group is blocked by another person or group. In such a situation, the person whose goal is blocked or about to be blocked experiences frustration which further leads to conflict.

Dahi also posits that conflict is the creation of a situation in which one individual wishes to follow a line of action that would make it difficult or impossible for someone else to pursue his own desire. Boulding commenting on Dehi's definition submits that conflicts is a situation of competition in which parties are ware of the incompatibility of potential future positions and in which each party wishes to occupy a position that is incompatible with the wishes of the other. It is pertinent to mention that Dehi's and Boulding's assertions best explain interpersonal and intragroup conflicts. Iheriohanma (2002:171) perceives conflict situation where there is a perceived (real or imagined)

incompatible differences which result in crisis, blocking, disagreement, frustration, interference, intolerance and opposition. Conflict manifests itself in overt acts such as riots, strikes, demonstrations, terrorism, looting, wars, etc and such other forms of frustration, withdrawal, etc.

2.1.2 Concept of Organizational Performance

Organizational performance as a concept suffers from problems of conceptual clarifications. The term performance is often used indiscriminately to describe everything from efficiency, effectiveness to improvement. According to McCloy, Campbell and Cudeck, (1994), the term performance has to do with those behaviours or actions which are regarded relevant to those goals of the said organisation in question. They further argued that performance itself cannot be said to be the outcome itself, consequences or the result of behaviors or action but rather performance can be said to be the action itself. Thus they argued that performance tends to be multidimensional, a situation whereby for any specific-type of job, there tends to be a number of substantive performance components that are distinguished in terms of their inter correlations and patterns on co-variation with other variables. However, there is no one definition of organisational performance. The primary reason for this is that researches from different fields of study such as psychology, human resource management, public administration and organizational behaviour have dealt with the concept based on their field of study. Hence, it is no surprise that the literature accommodates a variety of different definitions related to organizational performance.

Organizational performance is an important construct in leadership that determines how to manage organizations. Previous literature reviews reveal led that organizational performance is a multidimensional concept that reflects the heterogeneous nature, circumstances and objectives of organizations at a given period. This compelled Kirby (2005) to comment that the definition and meaning of organizational performance is an open subject for further inquiry. According to Lebars and Euske (2006), defining organizational performance requires sound judgment and interpretation of how current actions will affect future results. The writers also contend that depending on the background of the assessor, performance may be understood in different ways. Corvellec (2008) maintained that the concept of performance is relative to period, organizational goals and type of instruments used to measure performance.

2.1.3 Concept of Conflict Management

Conflict management, also known as conflict resolution, involves having a workplace that precludes conflict and a management team that successfully handles and resolves workplace issues. Conflict management is the principle that all conflicts cannot necessarily be resolved, but learning how to manage conflicts can decrease the odds of non-productive escalation. Conflict management involves acquiring skills related to conflict resolution, self-awareness about conflict modes, conflict communication skills, and establishing a structure for management of conflict in your environment.' All

members of every organisation need to have ways of keeping conflict to a minimum – and of solving problems caused by conflict, before conflict becomes a major obstacle to your work.

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

2.2 Types of Organizational Conflict

Organizational conflict is classified into the following types:

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

Intra-group Conflict: Intra-group conflict is conflict that arises within a group, team or department. When members of the marketing department in a clothing company disagree about how they should spend budgeted advertising funds for a new line of men's

designers' jeans, they are experiencing intra-group conflict. Some of the members want to spend all the money on advertisement in magazines. Others want to devote half of the money to bill boards.

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

2.3 Theoretical Framework

- **Marxist theories**

This study is anchored on the Radical theories that are strongly identified with Marxist theories. Karl Marx (1818-1883), the great German theorist and political activist, is credited with sowing the seeds for the several theories that emphasize social conflict. Marx's conflict theory emphasizes a materialist interpretation of history, dialectical method of analysis (dialectical materialism), a critical stance towards existing social arrangements and political programme of revolution or, at least reform. Marx began his assumption that economic organization, especially the ownership of property, determines the organization of the rest of the society. In other words, the most important determination of social life is the work people are doing, especially work that result in

provision of the basic necessities of life, food, clothing and shelter. Marx thought that the way work is socially organized and the technology used in production have a strong impact on every other aspect of society. He maintained that everything of value in society results from human labour. The central institution of capitalist society according to Marx is private property, a system by which capital is controlled by a small minority of the population. This arrangement leads to two opposed classes, the owners of capital (the bourgeoisie) and the workers (the proletariat) whose only property is their own labour time, which they have to sell to the capitalists. Owners are seen as making profits by paying workers less than their work is worth, thus exploiting them. Herein lies the core of industrial conflict.

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

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Research Design

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

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

Description research is concern with the truth of investigation of the contemporary issued and event i.e. it is a set of gather data analysis summarize and interpreted together with certain line of thought for the pursuit of specific purpose or study. Issues discussed include the population of the study, sampling technique, the method of data presentation and analysis. In this chapter, we would highlight the various techniques and methods used for the collection and analysis. The approached used in carrying out this research

study is in three phase viz description analysis a synthesizing fact concerning the investigation made.

3.1 Population of the Study

The population of the study is made up of some teaching and Non-teaching staffs of Kwara State University, Malete. The first categories of the population are the Teaching staffs of College of Humanities, Management and Social Science i.e. Lecturers, Head of Departments e.t.c from the University. The second categories of the population are the Non-Teaching Staff from the Department of registry, academic planning, bursary and student affairs. . The study has defined its population in relation to the Teaching staffs of College of Humanities, Management and Social Science, Lecturers, Head of Departments and of the population are the Non-Teaching Staff from the Department of registry, academic planning, bursary and student affairs.

3.2 Sampling and Sampling Technique

The sample of this study is drawn from the population of the study, i.e Teaching and Non-Teaching Staffs in the organization of study. During the cause of conducting the interview, the population (which is the universal set to objective) were given questionnaire, the sampling were randomly selected from each subpopulation were proved very useful; for comparison the random sampling was employed in because, here every member of the parent population has an equal probability of been selected, this means in effect that no member is deliberately omitted except by chance.

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

3.3 Sampling Procedure Employed

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

3.4 Methods of Data Collection

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

Primary Source

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

Secondary Source

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

3.5 Method of Data Analysis

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

The interpretation takes the result analysis makes reference to the department of the research studies and drew conclusion about reaction. The statistical technique used in analysing data in the research work is literary tabular and percentage form. So as to allow for the test by hypothesis.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.1 Introduction

This chapter is focused on the presentation of the collected data, its analysis and discussion of findings. The data is obtained through administration of questionnaire to the teaching and non-teaching staffs of Kwara State University, Malete. Forty (40) respondents were randomly sampled out of the total population of all members which is previously mentioned. The obtained data in the course of this research were presented in tabular form, analyzed using descriptive statistics of frequencies Table.

4.2 Administration of Questionnaire

A total number of Forty (40) copies of questionnaire were administered to; a total of 40 of the administered questionnaires were filled and returned. The table below shows the response rate.

Questionnaire Distributions and Return Rate

Table 1

No of copies distributed	40
No of copies returned	40
No of copies not returned	-
Total (%)	100%

Source: 2021

4.3 Nio-Data of Respondents

Distribution of the responders based on sex, marital status, age, educational qualification mode of identification, occupational status and years of service.

Table 2: Section A

1. Sex Distribution

Options	Respondents	Percentage
Male	20	50%
Female	20	50%
Total	40	100%

Source: Field Survey, 2021

From the above table it can be seen that out of 40 sample size that 20 respondents which is 50% are Male while the remaining 20 respondents Of 50% are female who respond to the questionnaires distributed.

2. Age Distribution

Options	Respondents	Percentage
18-30years	5	14%
31-45years	15	36%
46 above	20	50%
Total	40	100%

Source: Field Survey, 2021

From the above table it can be deduced that 5 respondents which is 14% are of the age 18-30years, 15 respondents of which is 36% are 31-45years while the remaining 20 respondents of 50% are 46years above it is obvious that all this years starting from 18years are very familiar with conflict management.

3. Educational Qualification

Options	Respondents	Percentage
ND/NCE	-	-
HND/BSC	10	25%
Masters and Others	30	75%
Total	40	100%

Source: Field Survey, 2021

From the above data we can see that all the respondents possess higher educational qualification which shows the level of literacy that has deep understanding of conflict management is at 100%.

4. Marital Status

Options	Respondents	Percentage
Married	30	75%
Single	10	25%
Divorce	-	-
Total	40	100%

Source: Field Survey, 2021

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

5. Mode of Identification

Options	Respondents	Percentage
Teaching	20	50%
Non teaching	20	50%
Total	40	100%

Source: Field Survey, 2021

From the above table, from 40 sample size, it can be deduced that 20 respondents of 50% are teaching staff of Kwara State University, Malete, while 20 respondents of 50% are non teaching staff of Kwara State University, Malete.

6. Occupational Status

Options	Respondents	Percentage
Junior staff	10	25%
Senior staff	20	50%
Management staff	10	25%
Total	40	100%

Source: Field Survey, 2021

From the above table, from 40 sample size, it can be deduced that 10 respondents of 25% are junior staff of Kwara State University, Malete, 20 respondents of 50% are senior staff of Kwara State University, Malete while the remaining 10 respondents of 25% are management staff of Kwara State University, Malete.

7. Years of Service

Options	Respondents	Percentage
0-3years	-	-
4-7years	15	38%
7years above	25	62%
Total	40	100%

Source: Field Survey, 2021

From the above table it can be deduced that 15 respondents which is 38% are of the age 4-7years, while the remaining 25 respondents of 62% are 7years-above in their year of service to Kwara State University, Malete.

4.4 Appendix II: Questionnaire

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

Table 4.2.1

Respondent	Frequency	Percentage
Does conflict management as any impact on the performance of Kwara State University, Malete?		
Strongly Agreed	20	50%
Agreed	20	50%
Strongly Disagreed	-	-
Disagreed	-	-
Total	40	100%

Source: Field Survey, 2021

From the above table 4.2.1, data can be deduced that out of N sample size of the respondents, 40 of the respondents whom were 100% testify that conflict management as many impact on the performance of Kwara State University, Malete.

Table 4.2.2

Respondent	Frequency	Percentage
Internal source is the major source of conflict in Kwara State University, Malete?		
Strongly Agreed	30	75%
Agreed	-	-
Strongly Disagreed	10	25%
Disagreed	-	-
Total	40	100%

Source: Field Survey, 2021

From the above table 4.2.2, the data obtained shows that 30 of the respondents which is the sample size of 75% are of the notion that internal source is the major source of conflict in Kwara State University, Malete while only 10 of the respondents with sample size 25% are against the notion.

Table 4.2.3

Respondent	Frequency	Percentage
Does Kwara State University, Malete management provide any mechanism to manage conflict in the organization?		
Strongly Agreed	20	50%
Agreed	-	-
Strongly Disagreed	20	50%
Disagreed	-	-
Total	40	100%

Source: Field Survey, 2021

From Table 4.2.3 it was deduced that 50% of the respondent are of the opinion that Kwara State University, Malete management provide many mechanism to manage conflict in the organization while the remaining 33% are against it.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

A manager should manage conflicts successfully rather than restrain or avoid them. For the organization's management team to manage conflict, they need to know the causes of the conflict and the parties involved in order to get to the root of the problem. In the process of manager resolving conflicts, many problems can be identified and solved by removing obstacles and creating a new environment of individual growth. If conflicts are not managed properly, they can be damaging, as they waste a lot of energy and time, and invoke tension, which reduces the productivity and creativity of those involved. On the other hand, when the conflicts are properly managed it can lead to a stronger relationship within the organisation as well as mutual respect for one another. Managers on their part having resolved the conflict efficiently can use the techniques or the approaches adopted to resolve further conflict which might ensue the future.

From the findings the study concluded that the conflict management strategies are crucial for the attainment and achievement of organizational goals and objectives. In other words, if the management is not knowledgeable in conflict resolution strategies, it will affect the performance of organizations negatively but if conflict is constructively managed, it will enhance organizational performance. From the data gathered an

analyzed by the researcher and following the major research finding above, the researcher drew the following conclusions:

- i. Conflict exerts great influence on the performance of the organizations under study. When conflict is extremely high, it will affect the smooth performance of an organization because organizational activities would be disrupted. A well managed conflict will improve organizational performance;
- ii. Conflict stimulates interest and creativity. Conflict is exciting as organizational staff learn about what makes them and others to be unhappy and frustrated;
- iii. Conflict enhances morale and cohesion in the organizations. Relationships are stronger to withstand stress and to handle difficulties. Each others needs and values are learnt through conflict;
- iv. Conflict contributes to staff energies directed to work in order to achieve organizational goals;
- v. Finally, conflict has contributed significantly to better personal development of individuals in the organizations under study.

5.2 Recommendations

The following strategies are proposed based on the findings and conclusions of this study for effective resolution and management of organizational conflict:

- i. Management should provide adequate information so that employees should not be kept in mental darkness as to what management is doing. One of the major causes of conflict in most organizations is insufficient information. Conflict arising from this can be managed by clarifying goals and actions of management to subordinates;
- ii. Expansion of resources. Management should think of appropriate methods of ensuring that there is sufficient quantity of resources for organizational use;
- iii. Equitable allocation of values. One of the duties of management is the authoritative allocation of values. Such values in an organization include available resources, monetary and non-monetary rewards.
- iv. Problem solving techniques should be devoid of bias on the part of management of the organizations. Conflict is a daily reality in organizations. It is the duty of management to manage such conflicts.
- v. Appropriate style of leadership should be adopted by management in the organizations. The style of leadership in an organization can help to prevent conflicts or generate conflicts. If the leadership style is not pari-passu with what the goals of the organization deem and the outcome will be conflict.

REFERENCE

- Adetunji, A. T., & Adetunji, A. V. (2018). Workplace Conflict and Conflict Management in Nigerian Universities System. *Academic Discourse: An International Journal*, 10(1), 134-1
- Tamunomie, M. D. Workplace Conflict Mana Orgnaizational P.
- Dana, L. P. (2000). Creating entrepreneurs in India. *Journal of Small Business Management*, 38(1), 86
- Awan, A. G., & Ibrahim, M. A. (2015). Role of Micro-Financing in Creation of Self-Employment in Pakistan: A Case Study of District Bahawalpur. *Journal of economics and sustainable development*, 6(7), 38-44.
- Abu-Jarad, I. Y., Yusof, N. A., & Nikbin, D. (2010). A review paper on organizational culture and organizational performance. *International journal of business and social science*, 1(3).
- Daft, R. L., & Daft, R. L. (2009). *Principles of management*. South-Western, Cengage Learning India Pvt. Limited.
- Jarad, I. A., Yusof, N. A., & Shafiei, M. W. M. (2010). The organizational performance of housing developers in Peninsular Malaysia. *International Journal of Housing Markets and Analysis*.
- Hefferman, M. M., & Flood, P. C. (2006). An Exploration of the Relationship between Managerial Competencies, Organisational, Characteristics; and Performance in Irish Organisations. *Journal of European Industrial Training*, 23(11), 11-13.

- Agba, G. A., Anake, P. M., & Agede, M. The Impact Of Society And Culture On Employees'behaviour In Formal Organization.
- Jarad, I. A., Yusof, N. A., & Shafiei, M. W. M. (2010). The organizational performance of housing developers in Peninsular Malaysia. *International Journal of Housing Markets and Analysis*.
- Hefferman, M. M., & Flood, P. C. (2006). An Exploration of the Relationship between Managerial Competencies, Organisational, Characteristics; and Performance in Irish Organisations. *Journal of European Industrial Training*, 23(11), 11-13.
- Fajana, S., Owoyemi, O., Elegbede, T., & Gbajumo-Sheriff, M. (2011). Human resource management practices in Nigeria. *Journal of Management and Strategy*, 2(2), 57.
- Durrah, O., Allil, K., Gharib, M., & Alhamoud, A. (2018). How different styles of conflict management determine creativity? Exploring petrochemical companies in Oman. *Journal of Economics and Business*, 1(4), 455-463.
- Thomas, K. W. (1992). Conflict and conflict management: Reflections and update. *Journal of organizational behavior*, 265-274.
- Austin, D. L. (1972). The case of Donald A.: To hire or not to hire. *Personnel & Guidance Journal*.
- Leavitt, H. J., Pondy, L. R., & Boje, D. M. (Eds.). (1989). *Readings in managerial psychology*. University of Chicago Press.
- Iheriohanma, E. B. J. (2002). Contemporary issues in organization theory and management. *Owerri: Centre for Research and management Department*.

- Oshionebo, D., Emike, E., Ashang, M., & Ushie, M. Adopting Effective Conflict Resolution Strategies In Secondary School Principal-Teacher Conflicts In Lagos State, Nigeria.
- Mccloy, R. A., Campbell, J. P., & Cudeck, R. (1994). A confirmatory test of a model of performance determinants. *Journal of applied psychology*, 79(4), 493.
- Lebans, M., & Euske, K. (2006). A conceptual and operational delineation of performance. Business Performance Measurement. *Theory and Practice*, ed. A. Neely, 25(4).
- Corvellec, H. (2018). *Stories of achievements: Narrative features of organizational performance*. Routledge.
- Yasir, M., Imran, R., & Irshad, M. K. (2013). Mediating role of organizational climate in the relationship between transformational leadership, its facets and organizational performance. *Актуальні проблеми економіки*, (7), 559-569.
- IFeanyichukwu, D. M. Effects of Workforce Planning on Organizational Performance A study of selected media houses in Imo state.
- Nwankwo, A. A., & Ezeibe, C. V. (2021). Influence Of Innovation On Financial Performance Of Small And Medium Scale Enterprises In Onitsha.
- Falshaw, J. R., Glaister, K. W., & Tatoglu, E. (2006). Evidence on formal strategic planning and company performance. *Management Decision*.
- Haber, S., & Reichel, A. (2005). Identifying performance measures of small ventures—the case of the tourism industry. *Journal of small business management*, 43(3), 257-286.