

**RESOLVING EMPLOYEE -EMPLOYER CONFLICTS IN
PRIVATE SECTOR: THE CHALLENGES, STRATEGIES AND
PROSPECTS.
(A STUDY OF FIRST BANK PLC)**

BY

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**A RESEARCH WORK SUBMITTED TO THE DEPARTMENT OF BUSINESS
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CERTIFICATION

This is to certify that this research work titled Resolving employee-employer conflicts in private sector: The Strategies, challenges and prospects. A study of First bank PLC was carried out by Pollyn Iyowunam Faith Joseph under my supervision in partial fulfilment of the condition for the award of B.sc in Business Administration by Mountain Top University.

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DEDICATION

This Research is dedicated to God Most High for His mercies and loving kindness, also to my parents/family for laying a good foundation on which I stood to attain to this level, my friends, and supervisor for being there to push and guide through the tough times I had with my project and also his unfailing discipline to correct me whenever I am wrong.

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Table of content

Certification-----	ii
Dedication-----	iii
Acknowledgment-----	iv
Table of contents-----	v
List of tables -----	ix
List of figures-----	x
Abstract-----	xi

CHAPTER ONE: INTRODUCTION

1.1 Background of the study-----	1
1.2 Statement of problem-----	2
1.3 Objectives of the study-----	2
1.4 Research questions of the study-----	3
1.5 Research hypothesis-----	3
1.6 Significance of the study-----	3
1.7 Scope of the study-----	4
1.8 Definition of terms-----	4

CHAPTER TWO: LITERATURES REVIEW

2.0 Introduction-----	6
2.1 CONCEPTUAL REVIEW-----	6
2.1.1 Employer-employee relationship-----	7
2.1.2 Objective of good relationship in an organization-----	7
2.1.3 challenges of employer-employee conflicts-----	10
2.1.4 startegies of conflict resolution-----	12
2.1.5 benefits/prospects of conflicts-----	13
2.1.6 source of conflict in an organization-----	15
2.1.7 history of first bank-----	16
2.1.8 how to resolve conflicts in a private sector-----	17
2.1.9 conceptual framework-----	19

2.2 THEORETICAL FRAMEWORK-----	20
2.2.1 unitary theory-----	20
2.3 EMPIRICAL REVIEW-----	21
CHAPTER THREE: RESEARCH METHODOLOGY-----	24
3.1 Introduction-----	24
3.2 Research Design-----	24
3.3 Sources of data collection-----	24
3.4 population of the study-----	24
3.5 Sample size determination and sampling technique-----	25
3.6 Methods of data collection-----	26
3.7 Methods of data Analysis-----	26
3.8 Instruments for data collection-----	26
3.9.1 Validity of research instruments-----	26
3.9.2 Reliability of research instrument-----	26
CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND	
INTERPRETATION-----	28
4.0 Introduction-----	28
4.1 Preliminary survey Details-----	28
4.2 Demographic data of the respondents-----	29
4.3 Harmful impacts of conflicts in private sector-----	31
4.3.1 poor communication leads to conflict in the organisation-----	31
4.3.2 ineffective reward system leads to conflict between individuals in the organization-----	32
4.3.3 An individual goal causes conflict between employer and employees in the organization-----	32
4.3.4 Conflict arises from organizational policies and objectives-----	33
4.3.5 Low productivity arises from conflicts in our organization-----	33
4.4 Solution to conflict in private sector-----	34
4.4.1 Resolving disputes effectively improves organizational performance-----	34
4.4.2 Settling disputes brings the parties together to work effectively-----	34
4.4.3 Conflict resolution enhances peace and increases desire on the part of the workers -----	35

4.4.4 Clarifying what the issue is and identifying solution helps to resolve conflict-----	35
4.4.5 The management has failed to satisfy workers agitations over the years and thus creating an environment of discord-----	36
4.5 To what extent is conflict resolution able to enhance good work relationship in private sector-----	36
4.5.1 Good work relationship breeds trust in the organization-----	37
4.5.2 Information and communication is key when it comes to enhancing work relation in the organization-----	37
4.5.3 Agreement between employer and employee on the best solution and determine the responsibilities each party has in the resolution, is a good start to work relationship in the organization-----	38
4.5.4 Good work relationship in the organization will always help to meet common goals in the future-----	38
4.5.5 Poor employer-employee relationship leads to a more efficient work relationship in the organization-----	39
4.6 HYPOTHESES TESTING-----	40
4.6.1 Hypothesis One-----	40
4.6.2 Hypothesis Two-----	41
4.6.3 Hypothesis Three-----	42
4.7 DISCUSSION OF THE FINDINGS-----	42
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMODATIONS-----	45
5.0 Introduction-----	45
5.1 Summary-----	45
5.2 conclusion-----	46
5.3 policy recommendation-----	47
5.4 Contribution to Knowledge-----	48
5.5 Suggestions for further research-----	48
References-----	49

LIST OF TABLES

3.4 Population of the study-----	24
Table 4.1 Preliminary Survey Details-----	28
Table 4.2. Demographic data of the Respondents-----	29
Table 4.3.1. Poor communication leads to conflict in the organization-----	31
Table 4.3.2: Ineffective reward system leads to conflict between individuals in the organization-----	32
Table 4.3.3: An individual goal causes conflict between employer and employees in the organization-----	32
Table 4.3.4: Conflict arises from organizational policies and objectives-----	33
Table 4.3.5: Low productivity arises from conflict in our organization-----	33
4.4.1: Resolving disputes effectively improves organizational performance-----	34
4.4.2: Settling disputes brings the parties together to work effectively-----	34
4.4.3: Conflict resolution enhances peace and increases desire on the part of the workers.-----	35
4.4.4: Clarifying what the issue is and identifying solution helps to resolve conflict-	35
4.4.5: The management has failed to satisfy workers agitations over the years and thus creating an environment of discord-----	36
4.5.1: Good work relationship breeds trust in the organization-----	37
4.5.2: Information and communication is key when it comes to enhancing work relationship in the organization-----	.37
4.5.3: Agreement between employer and employee on the best solution and determine the responsibilities each party has in the resolution, is a good start to work relationship in the organization-----	38
4.5.4: Good work relationship in the organization will always help to meet common goals in the future-----	38
4.5.5: Poor employer-employee relationship leads to a more efficient work relationship in the organization-----	39
Table 4.6.1: Hypothesis One -----	40
4.6.2: Hypothesis Two-----	41
4.6.3: Hypothesis three:-----	42

LIST OF FIGURES

2.1.9 CONCEPTUAL FRAMEWORK-----	19
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ABSTRACT

This study “Resolving Employee-Employer conflicts in private sector: The challenges, strategies and prospect A study of First Bank PLC” it deals with investigating causes, challenges and prospect of Employer-Employee conflicts in the organization as well as strategies of conflict resolution in the bank. The survey research method was adopted for the study. Primary data were collected from selected staff of the bank using questionnaire and Secondary data were collected from published works. Data were presented in tables as frequency distribution and analysed with percentage and frequency. Most of the major findings of the study were as follows;

It shows that there is significant relationship between employee-employer conflicts and harm to the survival of the First Bank Plc. The relationship between the two variables is moderate and significant. It implies that employee-employer conflicts are not a major cause of harm to the survival of the First Bank Plc.

It shows that conflicts by employees often result into lack of communication and effective collaboration needed for the success of an organization. It was further asserted that this incidence results into ill-functioning of an organization in a long run. Test of hypotheses were conducted through multiple regression and correlation. The findings of the study revealed a moderate positive correlation between employee-employer conflicts and harm to the survival of the First Bank Plc with correlation coefficient ($r = 0.534$), and also indicated that there is a moderate positive correlation between organizational conflict and organizational goals/objectives with correlation coefficient ($r = 0.690$), Finally the study showed a strong positive correlation between employer-employee conflict resolution and organizational performance with correlation coefficient ($r = 0.824$).

KEYWORDS: EMPLOYER-EMPLOYEE CONFLICTS, PRIVATE SECTORS

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Conflict is a "kind of behavior that arises when two or more parties are in opposition or engaged in conflict as a result of a relative deprivation from the activities of engaging with another individual or group," Official organizations frequently experience conflict due to differences in the interests of the management and certain employees. Individual differences in beliefs, attitudes, and aspirations make interpersonal conflict inevitable. Individual and group conflict arises, with personality and other structural elements coming into play. According to Obisi (2005), there is intra-management conflict, just as there are conflicts within and among labor groups, their organizations, and individuals. Conflicts at work may be divided into two categories.

These conflicts are both organized and disorganized. According to Otopo (2005), organized conflict is a deliberate plan to alter the circumstance that has been identified as the source of unhappiness. As a result, this kind of conflict involves intentional decisions made by a large group of people or by particular representatives of the impacted personnel. When there is disorganized conflict, the employee reacts in the only way that is available to him as an individual, which is by drawing on the source of his unhappiness or, as a form of retaliation, by indulging in sabotage and rudeness. Such a response, according to Agwu (2006), seldom results from a true calculative approach. Unorganized conflict manifestation is frequently not recognized as conflict by the parties involved. This is why most people would not often link rudeness with being in a heated argument. Such impolite behavior is frequently explicable by psychological states like "poor mood" and others. Because of their consequences on the organization, conflicts in organizations—whether they include structured or disorganized individuals or groups—need to be managed well.

Conflict circumstances have a detrimental influence on cooperative organizations' overall efficacy because they disrupt member harmony and degrade organizational performance.

According to Dunlop (2002), an efficient organization's performance is attributable to the qualities of organizational harmony, which are underscored by good conflict

management. For this reason, every business organization works hard to maintain a positive workplace culture where interactions between employees and management are amicable and valued by all of the organization's members.

Given that financial institutions in the banking sector are vulnerable to significant financial losses anytime there is disagreement, conflict management is not only necessary but also should be successful in this sector. In light of the foregoing, this study will investigate the First Bank of Nigeria conflict resolution practices in order to ascertain how they affect the bank's performance.

1.2 STATEMENT OF THE PROBLEM

Organizational conflicts have a destabilizing impact on the performance of the organization as a whole. Under performance results because valuable time and resources (both human and material) are diverted from enhancing output and productivity to controlling and managing conflicts. Onah uju(2010) Conflicts also cause interpersonal discord within the organization, which makes it challenging to achieve organizational objectives. If constant attempts are made to lower the general degree of conflict within the company, organizational goals can be achieved. Therefore, it is crucial that efforts be made to identify strategies for efficiently managing conflict in order to accomplish corporate goals. This study's main concern is the issue of conflicts between Employer and Employee in business organizations, with a focus on First Bank of Nigeria, Plc.

1.3 OBJECTIVES OF THE STUDY

The primary objective is examine resolving employee-employer conflict in private sector: the strategies, challenges and prospects. The secondary objectives are to :

- i. examines the harmful impact of conflict in private sector.
- ii. recognize the sources of conflict in private sector.
- iii. Recommend solution to conflict in private sector.

1.4 RESEARCH QUESTIONS OF THE STUDY

The following research questions will be addressed during the course of this study:

- i. Can Employee-Employer conflict pose any harm to the survival of the First Bank Plc?
- ii. Does conflict have an impact on organization's achievement ?
- iii. To what extent is conflict resolution able to enhance good work relationship in private sector?

1.5 RESEARCH HYPOTHESIS

The following hypotheses are postulated for this study;

Ho: Employee-Employer conflicts does not pose any harm to the survival of the First Bank Plc

Ho: Organizational conflict does not affect organizational goals/ objectives

Ho: Effective Employer-Employee conflict resolution does not enhance organizational performance

1.6 SIGNIFICANCE OF THE STUDY

This study is significant in a number of ways. First of all, managers in all business organizations will benefit. This is due to the fact that conflict is now a common and frequent aspect of business organizations. The study will be able to determine how disputes will be mitigated since they cannot be totally avoided by looking into the causes of organizational conflicts. Additionally, by looking into the origins of disputes, the study will be able to establish why they keep happening. The study will also be able to determine the tactics' limitations by looking at how disagreements are handled. All of these will serve as the foundation for recommendations to be made in favour of management.

Secondly, this study will be useful to employees in both commercial and public sector enterprises. This is because it will demonstrate how their interpersonal ties produce conflict and how they may resolve those relationships or what strategies to take to prevent disputes.

Thirdly, the study will also be useful to union leaders. This is because the research will demonstrate how they may utilize their positions to promote long-term peace inside business groups.

Finally, this study would be of great importance to students and all those in the academic sector who wish to carry out further academic research topics related to this field of study, as it will serve as a reference point.

1.7 SCOPE AND LIMITATIONS OF THE STUDY

The Employer-Employee conflict Resolution in business organizations is the central subject of this research. It will undoubtedly be challenging to include all organizations in this investigation. Therefore, the study's focus is just on First Bank of Nigeria, Plc.

The following limitations are experienced in the course of conducting the research:

1. **Problem of data collection:** Most of the data available are primary data and are not recorded online therefore it limits the researcher to having few secondary data and more of paper work
2. **Finance:** this is another barrier that limited the researcher's work.
3. **Time factor:** as we all know, time is never our friend and waits for no one, the time scheduled for the completion of this research was too short, as a result of generating information and data and also the attention of final year examination was in process

1.8 DEFINITION OF TERMS

1. **CONFLICT:** This is the total disagreement between two or more parties
2. **RESOLUTION:** This is the process of a firm to resolve problems or come together as a firm decision to do or not to do something
3. **PRIVATE SECTOR:** Private sector is the part of the economy that is run by individuals and companies for profit and is not state controlled. Therefore, it encompasses all for-profit businesses that are not owned or operated by the government.
4. **EMPLOYEE:** These are workers employed to perform jobs in an organization under an obligation, which they expect income as exchange for effort being rendered to the growth of the organization
5. **EMPLOYERS:** They are the employer of labour, who might therefore be control of the activities of the establishment.
6. **EFFECTIVENESS:** This is the ability or strength of the employee to bring the result intended to achieve the organizational goal.

7. EFFICIENCY: The quality of being capable of utilizing the material resources to achieve the desired goal. It is the minimization of cost and proper management of production resources such as human, raw material and capital.

8. MANAGEMENT: Is the effectiveness and optimum used of human and material resources to achieve a goal.

9.. LEADERSHIP: This is the act of influencing an individual or group of people towards achievement of establishment.

CHAPTER TWO

LITERATURE REVIEW

2.0. INTRODUCTION

This chapter includes the work of other researchers relating to relevant literature on the subject matter. It comprises of the Conceptual Review, Theoretical Review, and Empirical Review. The conceptual framework defines concepts like conflict resolution and Employee and Employer relations.

2.1. CONCEPTUAL REVIEW

Conflict in an organization is also known as workplace conflict, is defined as a state of disagreement or misunderstanding caused by actual or perceived differences in needs, beliefs, resources, and relationships among members of an organization. When two or more people interact at work, conflict arises when their opinions on any task or decision are in conflict. (Surbhi S.2017).

Environmental conflict can be defined broadly as a social conflict involving the environment. This relationship can take many different forms and directions. It can be an environmental conflict, particularly in terms of access to and control over environmental resources.

Causes of conflict in an organization are:

- **Managerial Expectations:** Every employee is expected to meet the targets imposed by his or her superior, and conflicts arise when these expectations are misunderstood or are not met within the time frame specified.
- **Communication Disruption:** One of the major causes of workplace conflict is communication disruption, i.e., if one employee requires specific information from another, who does not respond properly, conflict arises in the organization.
- **Misunderstanding:** Misunderstanding of information, can also alleviate dispute in organization, in the sense that if one person misinterprets some information, it can lead to series of conflicts.
- **Lack of accountability:** When responsibilities are unclear in a project and a mistake occurs for which no member of the team wants to take responsibility; it can lead to organizational conflict. (Surbhi S.2017).

The causes of organizational conflict are to be known, to resolve them as early as possible, because it hinders the efficiency, effectiveness and productivity of the employees and the organization as well, which ultimately hampers its success. As they are causes of conflict, there are also stages in resolving conflict in public organization, such as:

- Handle the conflict positively.
- Formation of official grievance procedure for all members.
- Concentrate on the causes rather than their effect, to assess conflicts.
- Parties to conflicts should be given an equal voice, irrespective of their position, term or political influence.
- Active participation of all the parties to conflict can also help to counter it.

2.1.1 Employer-employee relationship

Relationship is the conjoining and formation of a group of people accountable to each other for a mutual purpose of accomplishing an external task entrusted to them by their organization and institution. There are different types of people involved in a relationship of trust, such as parents and children, teachers and students, government and citizens, etc., but this study is limited to only the relationship of superiors and subordinates which is most relevant to organizational and institutional relationships. It mainly consists of employer-employee relationship, manager-officer relationship, executive-public relationship, etc.

Every institution and organization have this kind of relationship often been threatened by organizational conflicts. In other words, Employer-Employee relationship is defined as the mutual relationship between the Employer and the Employee when dealing with activities in the organization as well as achieving a particular goal. According to CRR global (2019), Employer employee relationship is needed to attain or achieve a particular aim or objective made by the Employers and to increase the productivity of the employees in the organization. With this the Employer has to find a way to build an effective relationship with the employees so as to achieve an effective productivity of the organization.

2.1.2 Objective of good relationship in an organization

- **Mutual Trust**

Bearing in mind that both employers and employees are primary stakeholders within the organization with incompatible interests that can only be achieved through synergy, the issue of trust becomes a necessary tool for improved commitment of each party in

fulfillment of their obligations. Mutual trust is considered paramount in building and sustaining industrial harmony because of the interdependent nature of employer-employee relationships. Mutual trust is considered as a positive employment relationship which acknowledges the interdependency of employers and employees and from which both parties accomplish their individual goals.

REDUCING CONFLICTS

People who have poor quality relationships may feel "diminished, dissatisfied, demotivated, demoralized, disrespectful, or worse - this may lead to becoming revengeful, hopeless, or destroyed" (Lewis, 2018, p 180). Poor relationships not only harm people's psychological well-being, but they also harm organizations through a lack of collaboration, limited creativity, lost time, and absenteeism. Conflict is normal; differences between individuals are unavoidable in any relationship; what counts is how these differences are addressed. To lessen the frequency, severity, and destructiveness of conflict, both intra- and inter-personal abilities are required (Edmund, 2015). Recognizing interconnectedness, evaluating purpose, and analyzing communication - particularly how misconceptions may have formed - are all effective techniques. Positive sentiments and behaviors can also help to lessen the more unpleasant and unwanted parts of conflict.

Many people are aware with restorative approaches to conflict resolution in schools and courts, but there is growing interest in how such techniques may be integrated into the workplace. This is a method of addressing behaviors that are regarded as eroding community cohesiveness, but also acknowledging the effects on others who are not directly engaged. Relationships and feelings are crucial in repairing damage and resolving conflict.

Lambert and colleagues (2011) conducted action research at an organization in Hull, United Kingdom, and discovered that, while there were problems, and the implementation and training processes were crucial, there were some positive changes over time. Staff gained better grasp of how to resolve troublesome situations before they were escalated to management, as well as improved participation in team meetings and decision-making. It improved certain bad departmental communication practices and integrated restorative techniques and language into the organizational culture. This saved time, cut down on grievance processes, and freed up managers for more productive activities.

MOTIVATION

Pink (2009) questioned the notion that individuals are primarily motivated by extrinsic rewards and that the more money you pay someone, the more productive they would be. He defines job motivation as a mix of purpose, meaning, and mastery. When you pay employees well enough - and equitably - they will give their all for intrinsic reasons.

Dik et al. (2013) distinguish between work meaning (how meaningful is your work?) and work meaning (what makes it so?). Many people find significance in the people they work with, whether they are coworkers, clients, or members of the community they serve.

Khan, W A and fellows (2013) define four dimensions of people who are fully engaged in what they are doing: they are fully present and paying close attention to what is happening; they are connected to others working toward the same goals or to the bigger picture or purpose; they are integrated so that they bring their thoughts, intuitions, energies, and feelings to the work; and they are absorbed - fascinated and focused - the opposite of being distant. Workplace relationships can either facilitate or restrict the settings that support such participation.

CREATIVITY AND INNOVATIONS

Creativity and innovation are the foundations of competitive advantage in today's competitive global world. Saccheti and Tortia (2013) investigated the organizational characteristics that promote the achievement of creativity and creativity-related job satisfaction. Creativity is defined as the ability to observe and act in novel ways. According to self-determination theory such fulfillment is dependent on unique contextual factors that allow individuals to pursue objectives that are compatible with their own wants and ambitions.

However, Saccheti and Tortia discovered that cooperation, autonomy, domain-relevant abilities, inclusive, fair methods, and connections all contribute to satisfaction with creativity. An examination was conducted concerning the elements that influenced creative collaboration. These include knowledge exchange and job rotation, an atmosphere of trust and mutual respect, managerial support and backing, and involvement in decision-making.

PHYSICAL WELLBEING, ATTENDANCE AND RETENTION OF STAFFS

Positive Relationships boost not just psychological well-being but also physical health. Positive emotions and stress reduction have an effect on our hormonal, cardiovascular, and immunological systems (Lewis, 2011). One administrator who actively encourages good connections throughout his school has enough money in his budget to provide for a high level of professional development for his employees, which he attributes to a consistent under-spend on sick leave. Teacher attrition is a problem in Europe, Australia, and the United States. Buchanan et al (2013) explored the experiences of 329 early career teachers and identified six factors that made a difference. These included collegiality and support and how this impacted on their own self-worth and levels of isolation.

2.1.3 CHALLENGES OF EMPLOYER-EMPLOYEE CONFLICTS

Conflict management has both promise and major obstacles. The first obstacle of conflict resolution is the problem of change, which requires active listening and reflection; individuals cannot interact without affecting one other. One significant problem for conflict resolution professionals is to overcome people's very genuine fear of being swayed via listening. When mediation fails, it is often because participants have a professed goal of listening but a deliberate behavior of not listening. That's where we go wrong. People, we feel, do not listen because of their morals or other impediments. That is occasionally the case. People are often afraid that what they hear will alter them. When people recognize a struggle inside themselves, they alter.

The second problem is having multiple dispute resolution methods. According to research on conflict management methods, there are at least five conflict resolution strategies. There are also additional highly complete conflict resolution procedures that are incredibly educational and trustworthy, such as the seven conflict management strategies by Donna Cardillo, RN, MA. The third challenge is the clash of faiths and cultures. Building bridges of understanding among individuals of various religions and cultures is a significant issue.

Multiculturalism, as manifested via behaviors and attitudes, may also have an impact on relationships and performance in today's workplace (Martin et al. 1994).

Critical skills associated with dealing with difficult people and situations are a challenge in conflict resolution because the changing and turbulent environment in which managers now operate necessitates the development of skills and abilities to manage conflict situations toward constructive outcomes. Conflict is a booming business. It is

woven into the fabric of a postmodern culture that is becoming increasingly litigious, competitive, complicated, and alienating (Bryant 2003, p. 75). Too little conflict leads to corporate stagnation, whereas too much conflict diminishes organizational performance and eventually immobilizes. Conflict resolution may be difficult if you lack the necessary abilities.

There is also the issue of competition for finite resources. Precious resources in a business can also represent a significant difficulty since employees fight for those scarce resources, resulting in conflict. When two or more groups or organizations compete for the same resources, this is referred to as competition. These resources in business might include sales, market share, contracts, workers, and, eventually, profits. Donations, grants, clientele, volunteers, and even political power may all be sources of rivalry in the nonprofit sector.

Another one in Employer-employee relationship is the challenges of changing environments [globalization and technology], where globalization has prompted change and restructuring so that banks work more flexibly. Virtual teams have grown in popularity, with people from all backgrounds and cultures working across huge geographies and time zones. Workplaces that are volatile and constantly changing. Email and electronic communication are the most convenient methods to interact, yet they are anonymous and can lead to misunderstanding.

Last but not least, there is the problem of establishing structural support for consensus procedures. Even if the rights-based framework throws a shadow over them, there are a number of consensus-building approaches that work extremely well. The existing framework encourages a rights-based approach to all problems, while interest-based problem resolution is fundamentally different. We are making a statement about the primacy of rights above interests as long as the publicly-funded systems are based on rights.

Finally, the problem of cooperative discourse is a problem in Employer-employee relationship. Transitional periods necessitate an openness to new ways of thinking. Everyone contributes to a better knowledge. This results in a more grateful process. It becomes more vital to examine paradigms other than bouncing a tennis ball back and forth when we deal with greater group concerns. People have a tremendous need to be heard and valued for who they are.

2.1.4 STRATEGIES OF CONFLICT RESOLUTION

Many communication books allude to dispute resolution tactics employed by individuals (or small groups or organizations). Some offer a range of strategies, while others focus on the development of a particular approach. Although various scholars have outlined a range of tactics, no one claims that his or her list includes all viable conflict resolution solutions.

A strategy, according to some scholars, is "any set of options that can be taken by a specific player" (participant). They recognize three steps in approaching conflict while noting that the function of conflict analysis is to enable participants to make better decisions.

First, they advocate what is known as modeling, which is the consideration of conflict as a whole. Second, the participant must identify all feasible conflict resolutions. Third, specific tactics must be developed.

When people are in conflict, their conduct may be classified according to where they fall on two separate dimensions: assertiveness and cooperativeness. The degree to which you strive to meet your own worries is defined as assertiveness, and the degree to which you try to satisfy the other person's issues is defined as cooperativeness.

Competing is the total opposite of accommodating, which is unassertive and cooperative. It is putting one's own needs aside to serve the needs of another. Giving the opposite side what they want is essentially the accommodating technique. Accommodation is frequently used when one of the parties' desires to preserve the peace or believes the issue is trivial. Employees who adopt accommodation as their primary dispute resolution method, on the other hand, may keep track and build resentment.

Avoiding is unassertive and uncooperative. Attempting to avoid or postpone the issue while fulfilling neither party's interests. The avoidance technique aims to keep confrontation at bay forever. The avoider expects that by delaying or avoiding the issue, the problem will resolve itself without a confrontation. Those who purposefully avoid conflict often have poor self-esteem or are in a position of authority.

Collaborating is self-assured and cooperative. Attempting to problem-solve in order to discover a solution that totally addresses both one's and the other's concerns. Collaboration works through combining various people's thoughts. The goal is to discover a creative solution that is acceptable to everyone.

Collaboration, while beneficial, necessitates a significant time commitment that is not appropriate for all conflicts. Compromising is partially assertive and partially

cooperative. It seeks an acceptable resolution that only partially addresses both one's own and the other person's concerns. Compromise strategies often require both sides of a disagreement to give up components of their respective positions in order to reach an acceptable, if not satisfactory, solution. This tactic is most common in situations where the sides have roughly equal power.

Competing is assertive and uncooperative. It is attempting to fulfill one's own concerns at the expense of the other—to win. Competition is a zero-sum game in which one side wins and the other side loses. Highly forceful people frequently use competition as a dispute resolution approach. The competitive approach is most effective in a small number of disputes, such as emergencies.

2.1.5 BENEFITS/PROSPECTS OF CONFLICTS

Conflicts has a lot of side effect on the productivity of the organization some of the positive sides of conflict are:

OPEN THE EYES TO NEW IDEAS

As we exchange thoughts, we allow someone else to fine-tune the reality we are sharing, as our viewpoint gets more formed against theirs. Conflict is a fantastic creative and fine-tuning tool for our own ideas. Hearing another person's perspective serves to shape and clarify our own, either making us clearer and more devoted to our initial stance, or opening our eyes to other views on our beliefs. Conflict may be used to generate new ideas, build trust, and form deeper agreements, all of which are beneficial for networking, bonding, and building successful partnerships.

TEACHES FLEXIBILITY

When we are in conflict, people will adjust to us and our viewpoints, but we will also adjust to others and their ideas. Humility and openness are two excellent outcomes of disagreement. We must train ourselves not to be correct all of the time. We become nasty, domineering, fragile, and narcissistic when we need to be right, and none of these are attributes of a successful leader. They have all the characteristics of a spoilt brat. Any new company concept must undergo additions and subtractions in order to be the best it can be.

Each contract we get into with clients and/or members of our team will always be born from the conflict that is inherent in any effective negotiation. The more open and adaptable we can be, the greater our reputation for being fair and clever will grow.

LEADS TO SOLUTION

When existing institutions or agreements cease to function, something new must be implemented. Change is difficult. It causes discomfort, and we naturally want to cling to what formerly worked, even if it is plainly outmoded and in need of replacement. To be effective, everything must be in the process of being "in progress." To expand, our businesses' whole basis must be continually reviewed, debated, bargained, and fine-tuned. Conflict serves as a gateway to reinvention and creativity.

EARLIER PROBLEM IDENTIFICATION

Workplace dispute can shed light on underlying issues that must be addressed. Even seemingly little arguments may be the result of underlying unresolved issues that, if not addressed, are likely to fester and ultimately explode down the road. Thoughtful managers may spot patterns in the workplace and interact with affected employees early on, before the workplace is interrupted by a full-fledged dispute.

Conflict can also reveal habits and procedures that need to be modified or replaced.

BETTER PROBLEM SOLVING

Healthy talks including a variety of opinions yield the finest ideas and answers. However, achieving this aim may be tough. It is difficult when our coworkers disagree with our ideas or proposals. Different points of view can often cause friction or even open confrontation. Sometimes one or two voices dominate workplace debates, leaving others with little or no opportunity to express themselves. These dynamics might result in disengagement, low buy-in, and suboptimal solutions.

If staff members can learn to engage in constructive conflict resolution, disputes will not only be normalized, but will also be recognized as a crucial part of collaborative problem-solving. When everyone feels safe expressing their opinions, more ideas are developed, and disagreements become chances to polish and improve ideas into viable solutions. These are important life skills that may be used in the job and beyond. Furthermore, conflict resolution is a crucial leadership ability, and individuals who seek training and experience in this area may have a higher chance of moving forward in the firm.

HEALTHY RELATIONSHIPS, MORALE AND COMMITMENT

Relationships can be harmed when conflict is ignored, avoided, suppressed, or managed ineffectively. Humans sometimes make incorrect assumptions about the intentions of others, which, if not exposed and scrutinized, might jeopardize key professional relationships. Staff connections with each other and with the company can be enhanced

if they feel safe sharing opposing opinions, concerns, or complaints and perceive that they are heard and valued by their peers and management.

IMPROVED PRODUCTIVITY

There will almost certainly be an initial investment of time and attention to equip individuals and teams to detect and interact effectively with various types of workplace conflict. However, well-managed conflict allows workers to focus on their tasks rather than workplace conflicts, resulting in increased productivity, efficiency, and effectiveness.

The most effective teams include people from various backgrounds and approaches. Many attorneys are "black hat thinkers" by nature of their training and expertise, focusing on risk and potential bad outcomes. This attitude might be irritating when we are attempting to modify things or foster innovation and creativity.

Some team members may object to having their views questioned in this manner, which can lead to conflict. A well-functioning team with training in effective conflict resolution, on the other hand, might benefit from rigorous black hat and other sorts of thinking to sharpen and strengthen its ideas.

2.1.6 SOURCE OF CONFLICT IN AN ORGANIZATION

Early reviews in the field of conflict resolution discovered a plethora of approaches for defining conflict sources or categories (Fink, 1968; Mack & Snyder, 1958). Daniel Katz (1965), an early conflict theorist, developed a typology that differentiates three major sources of conflict: economic, value, and power.

1. Economic conflict is caused by conflicting motivations to obtain finite resources. Each side wants to get the most out of the situation, and each party's conduct and emotions are geared toward maximizing its gain. Union and management dispute is frequently fueled by competing visions of how to divide the "economic pie."
2. value conflict consist of Incompatible lifestyles and ideologies - the choices, values, and behaviors that individuals believe in international conflict (for example, the Cold War) frequently has a significant value component in which each side argues the rightness and superiority of its way of life and political-economic system.
3. Power conflict develops when each party tries to retain or increase the amount of power they have in the relationship and social situation. One side cannot be stronger without the other being weaker, at least in terms of direct control over the other. As a result, a power struggle follows, which generally ends in a triumph and loss, or in a "stand-off" with a state of tension that continues. Power struggles may arise between

individuals, groups, or nations if one or both parties choose to approach the relationship from a position of power. Because the parties are striving to control each other, power comes into all conflicts. It should be emphasized that most disputes are not of a single kind, but rather involve a combination of causes. Union-management conflict, for example, generally includes economic competition, but it may also take the shape of a power struggle and frequently incorporates opposing ideologies or political beliefs. The more sources engaged, the more heated and intractable the dispute is likely to be. Ineffective communication is another major driver of conflict. Even when there are no fundamental incompatibility, miscommunication and misunderstanding can lead to conflict. Furthermore, parties may have differing interpretations of what the facts are in a situation, and settlement is difficult unless they exchange information and explain their opinions. Self-centeredness, selective perception, emotional bias, biases, and other factors all contribute to us perceiving circumstances significantly differently from the other side. Lack of ability to communicate what we truly mean in a straightforward and polite manner frequently ends in misunderstanding, pain, and anger, all of which feed the conflict process. Whether the dispute has objective causes or is the result of perceptual or communication issues, the parties involved feel it as very real.

2.1.7 HISTORY OF FIRST BANK

First Bank of Nigeria Limited ("FirstBank"), founded in 1894, is the top bank in West Africa, Nigeria's number one bank brand, and the country's largest provider of financial services solutions.

Sir Alfred Jones, a shipping tycoon from Liverpool, England, created the bank. With its initial headquarters in Liverpool, the Bank began operations on a small scale in Lagos, Nigeria, under the name Bank of British West Africa (BBWA).

The Bank of Nigeria (formerly known as Anglo-African Bank) was formed in 1899 by the Royal Niger Company and became its first rival in 1912. The name of the bank was changed from Bank of British West Africa (BBWA) to Bank of West Africa in 1957. (BWA). Following its merger with Standard Bank of the United Kingdom in 1966, the bank changed its name to Standard Bank of West Africa Limited. In accordance with the Companies Decree of 1968, it was formed locally as the Standard Bank of Nigeria Limited in 1969.

In 1979 and 1991, changes in the name of the bank happened to First Bank of Nigeria Limited and First Bank of Nigeria Plc, respectively. In 2012, the bank changed its name again to FirstBank of Nigeria Limited as part of a restructuring that resulted in FBN

Holdings Plc ("FBN Holdings"), which had separated its commercial business from other businesses in the FirstBank Group in order to comply with a new Central Bank of Nigeria regulation (CBN).

FirstBank had 1.3 million shareholders worldwide, was listed on The Nigerian Stock Exchange (NSE), and had an unlisted Global Depository Receipt (GDR) program, all of which were transferred to its holding company, FBN Holdings, in December 2012.

For almost a century and two decades, the Bank has continually forged new ground in the domestic financial market, building on its firm base. FirstBank has a presence in the United Kingdom and France through its subsidiary, FBN Bank (UK) Limited, which has branches in London and Paris, as well as Representative Offices in Beijing. The Bank acquired a new subsidiary, Banque International de Credit (BIC), one of the major banks in the Democratic Republic of the Congo, in October 2011. FirstBank bought ICB in The Gambia, Sierra Leone, Ghana, and Guinea in November 2013, and ICB in Senegal in 2014. These were significant milestones in its aim to expand its Sub-Saharan African footprint, and all African subsidiaries now wear the FBN Bank name. As the global operating environment changes, FirstBank adapts to meet the changing demands of its customers, investors, regulators, host communities, workers, and other stakeholders. FirstBank has strengthened its sector leadership by retaining transgenerational appeal through a balanced approach to plan execution. As a result, the bank has steadily increased its customer base, which spans all size, structure, and industry areas. FirstBank has continued to cultivate ties and alliances with important sectors of the economy that have acted as vital building blocks for the country's well-being, growth, and development, using experience spanning over a century of trustworthy services. FirstBank is Nigeria's strongest banking franchise, retaining market leadership on all fronts in the nation's financial services industry thanks to its massive asset base and large branch network, as well as continual innovation.

2.1.8 HOW TO RESOLVE CONFLICTS IN A PRIVATE SECTOR

There are several techniques of dealing with conflicts that occur, regardless of the intensity of disagreement. Conflict can have either destructive or creative outcomes depending on how it is handled. We may often develop fresh solutions that are mutually satisfying to both sides if we manage conflict creatively. This may entail a fairer distribution of resources or power than previously, or the creation of a greater pool of resources or forms of influence than previously. When the parties are interdependent, i.e.,

each has some degree of independence and autonomy from which to influence the other, rather than one side being largely dependent on the other, creative solutions are more likely. Given the interdependence, three broad conflict resolution procedures have been identified: win-lose, lose-lose, and win-win (Blake, Shepard, & Mouton, 1964).

The "win-lose" approach is all too typical. People adopt damaging conflict behaviors early in childhood - competitiveness, dominance, violence, and defense pervade many of our social connections, from the home to the schoolyard. The "fixed pie" premise, which is frequently inaccurate, holds that what one side wins, the other loses. As a result, the tactic is to push the opposing side to concede. This is sometimes accomplished by socially acceptable procedures such as a majority vote, the authority of a leader, or the decision of a court. Secret methods, threats, innuendo - whatever works is okay, i.e., the ends justify the means. There is frequently a clear we-they divide, which is accompanied by the traditional indicators of intergroup conflict.

The desired conclusion is to have a superior victor and a defeated opponent who withdraws in humiliation but meticulously prepares for the next round. In the end, everyone loses.

The lose-lose approach is explained by smoothing over disputes or achieving the simplest of concessions. The creative potential of effective conflict resolution is not fulfilled or exploited in either situation. Disagreement is considered as unavoidable, so why not settle differences or smooth over issues as painlessly as possible? Sometimes, this is the case, and the costs are lower than in the win-lose strategy, at least for the loser. Each side receives some of what they desire and accepts partial fulfillment. Neither party realizes that facing the dispute openly and jointly may have resulted in a more gratifying settlement.

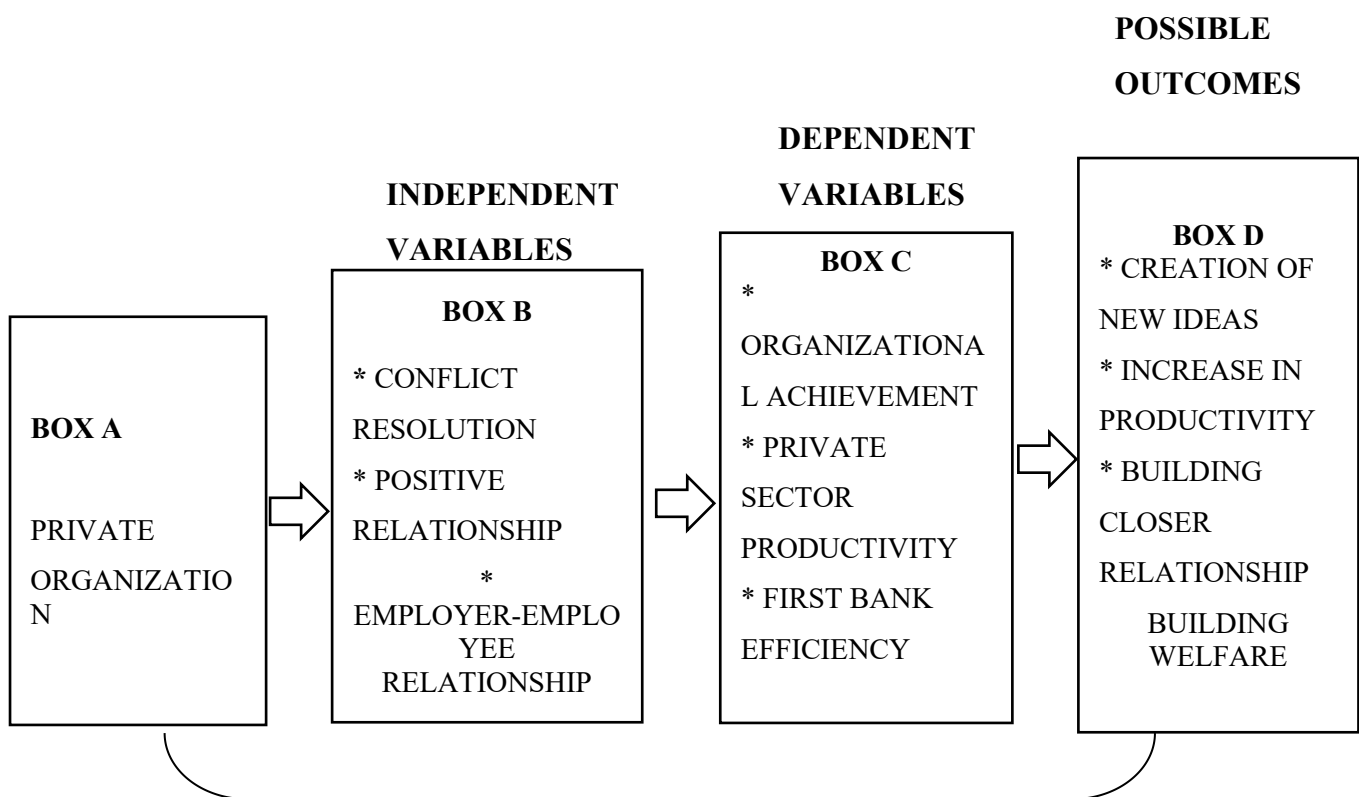
Alternatively, the parties may realistically utilize this strategy to distribute limited resources or to avoid a win-lose conclusion.

The win-win method is a deliberate and systematic endeavor to optimize both parties' interests via collaborative issue resolution. Instead of a battle to be won, the conflict is viewed as a problem to be solved. The crucial distinction is between us (both parties) and the problem, rather than we (one party) and they (the other party). Rather than stressing conquering methods, this strategy focuses on the requirements and restrictions of both sides. Consensus judgments on mutually agreed solutions are preceded by full problem characterization, analysis, and formulation of alternatives.

The parties collaborate to achieve shared and superordinate goals, which can only be achieved by both sides working together. Short-term accommodations are less important than the quality of the parties' long-term connections. Instead of being hidden and calculated, communication is open and straightforward.

Threats and coercion are forbidden. Given the complete range of resources available in the partnership, integrative agreements are assumed to be achievable. Attitudes and behaviors are geared toward building trust and acceptance rather than increasing mistrust and antagonism. The win-win strategy necessitates a high level of patience and expertise in human interactions and issue resolution.

2.1.9 CONCEPTUAL FRAMEWORK



2.2 THEORETICAL FRAMEWORK

Under this section, some theories are related to this study and they are as follows.

MORTON DEUTSCH: COOPERATIVE MODEL

CONFLICT THEORY

JOHN BURTON: HUMAN NEEDS MODEL

FRUSTRATION AGRESSION THEORY

UNITARY THEORY

Out of all the above theories unitary theory is more efficient and effective to use under my project topic.

2.2.1 UNITARY THEORY:

The essence of the unitary theory is that the wider social system is a unitary organization, as is the labor business as a subsystem of the larger social system. According to the thesis, the arrangement points to a cohesive authority and allegiance system. The approach focuses on shared values, interests, and goals. Those who hold this viewpoint see organizational participants as a team or family with shared values, goals, and a common destiny. This hypothesis assumes that there is no factionalism inside the organization.

Conflict is considered as irrational/bad, and firing strikers is favored above dialogue or discussion. According to unitary theory, managers and employees have a common interest in the survival of their organizations, thus when disagreements arise, they are unlikely to escalate to the point where the business becomes bankrupt. Any divisions that exist are thought to be the result of personality disorders inappropriate recruiting and promotion techniques, dissident deviance, or a lack of communication channels in the organization

According to Rose (2008), trade unionism is outlawed and suppressed under the unitary perspective because it is viewed as an illegitimate intrusion or encroachment on management's right to manage; trade unions are regarded as an intrusion into the organization from outside, competing with management for employee loyalty. management must guarantee that the organization is marketed as the exclusive source of

authority among the workers and that any other sources of authority are eradicated from the workplace.

2.3 EMPIRICAL FRAMEWORK

Many studies have been conducted on conflict resolution and organizational performance. Personnel from Stima Sacco Society Limited's senior management, operational employees, and other casual employees were the target audience. The study's sample frame was the Human Resource Department's staff register; the study employed the census approach; therefore, the total sample size was 153 employees. Structured questionnaires were utilized to gather data in response to the study questions.

The statistical program for Social Sciences version 21 software was used to examine the data scientifically and objectively. Data analysis employed both descriptive and inferential statistics, as well as correlation and regression analysis. To investigate the nature of the influence that the independent factors had on the dependent variable, a linear regression model was utilized. The data demonstrated a favorable association between negotiation and organizational performance, a positive relationship between third-party intervention and organizational performance, and no positive relationship between higher organizational performance and communication.

Ajike, Akinlabi, Magaji, and Sonubi (2015) used Access Bank Plc as a case study to investigate the impact of conflict management on the performance of financial service organizations in Nigeria. A total of eighty-one (81) questionnaires were distributed to the bank's various workers at three branches located in Lagos State. The association between conflict management and organizational performance at Access Bank Plc was investigated using descriptive and regression analysis with SPSS. The study discovered a substantial beneficial association between conflict management and organizational performance.

Saeed and Awan (2015) studied conflict management and organizational performance at Askari Bank Ltd in Pakistan. The goal of this research project is to examine conflict situations and their causes, as well as potential solutions for improving the working environment in an organization. According to our research, conflict arises from incompatibility of aims and interests, and if it persists, it will destroy the organization. Conflict has a variety of consequences for the organization, including decreasing employee satisfaction, insubordination, decreased productivity, economic loss, fragmentation, and bad performance. To collect data from a target set of respondents, a formal questionnaire was created and a survey approach was employed. To evaluate and

interpret the data, descriptive analytical techniques such as frequency, percentage, mean, standard deviation, and variance, as well as factor analysis, were used. Askari Bank's performance is analyzed using Ratio Analysis. The main conclusions are that education has little influence on respondents' opinions on Conflict Management Strategies. Similarly, there is no statistically significant difference between male and female respondents' perspectives on conflict causes. Conflict, on the other hand, has a considerable impact on organizational success. Management adopts a conflict management strategy that not only improves the performance of the organization, but also ensures a free flow of communication between management and employees, promotes interpersonal relationships between employees, and boosts morale. Suggest what you need to do.

Olukayode (2015) investigated the organizational impact of conflict management in the workplace Evidence-based performance from Nigerian manufacturers. There were 250 participants Employees selected using the stratified random sampling technique. Data is Generated using a validated structured questionnaire. Descriptive and inference Statistics were used to analyze the data collected from respondents. Hire a spearman Correlation analysis, empirical test results, conflict management strategies (collective bargaining, compromises, and Accommodation) and organizational performance. Non-integrated conflict management Strategies (competition, domination, avoidance) have had a statistically demonstrable negative impact on an organization's performance. The results of the regression analysis also showed that the strategy had the highest significant positive correlation with the company's performance. In addition, the findings show that conflicts have arisen across multiple factors of the organization's experience, based on the direction of incompatibilities related to economics and goals in the workplace. Trade union management disputes have been found to be the most common type of labor dispute in the United States Organization.

Using Askari Bank Ltd as a case study, Abdul and Sehar (2015) investigated conflict management and organizational performance. To collect data from a target set of respondents, a formal questionnaire was created and a survey approach was employed. To evaluate and interpret the data, descriptive analytical techniques such as frequency, percentage, mean, standard deviation, and variance, as well as factor analysis, were used. Askari Bank's performance is analyzed using Ratio Analysis. The main conclusions are that education has little influence on respondents' opinions on Conflict Management Strategies. Similarly, there is no statistically significant difference between male and

female respondents' perspectives on conflict causes. Conflict, on the other hand, has a considerable impact on organizational success.

Osabiya (2015) investigated conflict resolution and management in the Nigerian public sector. The research looked at the variables that influenced an organization's choice to seek an alternate method of dispute resolution to standard disciplinary and grievance procedures, as well as the hurdles and facilitators to incorporating mediation into workplace practice and culture. Two hypotheses were developed to determine the origins of conflict and the resolution of conflict in the Nigerian Public Service. The data acquired from a sample of 170 Nigeria Public Service personnel is analyzed using descriptive statistics in the study. The replies of the respondents were analyzed using percentages and frequencies.

Ubaku, (2003) viewed conflict as a process in which one party perceives that its interests are being opposed or negatively affected by another party Johnson and Johnson (1994) described conflict as "the process that results when one person (or a group of people) perceives that another person or group is frustrating, or about to frustrate an important concern, and accepted that it is an interactive process manifested in incompatibility, disagreement or dissonance within or between social entities (that is individual, group, organization, etc.). Obasan (2011) conceived conflict as a process of social interaction and a social situation, where interests and activities of participants (individuals or groups) actually, or apparently, confront block and disable the realization of one party's objectives action which is incompatible with another action prevents, obstructs, interferes with, injures, or in some way makes it less likely less effective. Oppenheim, (1992) identified conflict as an interactive process manifested in incompatibility, disagreement or dissonance within or between social entities. Conflict can occur between individual, groups, organizations, and even nations. As human being interacts in organizations, differing values and situations create tension. Conflicts are considered more than one situation People operating inside the unit do not seem to be compatible.

CHAPTER THREE RESEARCH METHODOLOGY

3.1 Introduction

The researcher outlines and describes the study methodology in this chapter. This includes the purpose of the study and research design, Methods and Analyzing statistical data process.

3.2 Research Design

It is a blueprint for the approach to use when conducting a certain research project. This study will use a structured questionnaire to gather data. The questionnaire will be created in a way that will enable it to capture the main goals of the investigation. In order to produce accurate data, questions will also be framed and simplified so that respondents can comprehend them easily.

3.3 Sources of data collection

The sources of data used in this study are both primary and secondary sources which encompasses the generation of data from the opinions of the staff of the selected areas of study that is first bank(questionnaire), and secondary as a form companies published or unpublished sources or records on past project.

3.4 Population of the study

The population for this research study refers to the executives and employees in the headquarters of First Bank of Nigeria, PLC which make up the population. And also, the entire population of the area from which samples will be taken. The population is the total collection of items from which samples for a study can be taken. The population of study for this research is 1179

DEPARTMENT	DIVISION OF STAFFS
MANAGEMENT STAFF	410
MIDDLE MANAGEMENT	130
OPERATIONS	250
BUSINESS DEVELOPMENT	39
IT	130

SUPPORT STAFF	70
PROCUREMENT	120
JUNIOR STAFF	30
TOTAL	1179

3.5 Sample Size Determination and Sampling Technique

Given the population of the study, the Taro Yammane technique will be applied in determining the sample size, Also known as a subset of the population, the sample size is used to represent the study whole population so that conclusions can be drawn. The Taro Yammane formula is $n = \frac{N}{1 + N(e)^2}$ (e

- Where n signifies the sample size
- N signifies the population under study.
- E signifies the margin error (0.05).
- N to be determined later.

n= sample size

N= population size

e= margin of error/ proportion of sample error (0.05)

1= constant

Therefore:

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n = sample size =?

N = population size = 1179

e = proportion of sample error/ margin of error = 0.05 or 5%

n = 1179

$$1 + 1179(0.05)^2$$

n = 1179

$$1 + (1179 \times 0.0025)$$

n = 1179

$$3.9475$$

n= 298.67

Approximately the sample size is 299

3.6 Method of Data Collection The two methods of data collection are quantitative and qualitative methods. However, for the purpose of this study, used survey questionnaire and interviews to collect data to meet the research objectives.

3.7 Methods of Data Analysis

The information gathered was presented in the form of charts, tables, and basic percentages. The responses means were computed and compared.

As a result of the use of SPSS, the hypotheses will be tested and decision will be made using simple regression

3.8 Instrument for Data Collection

The research instrument for this work is the questionnaire instrument, According to Ogili (2005), a questionnaire is a collection of questions related to the study's goal, objective, and hypotheses that respondents respond to by writing down their answers.

This is constructed in a Likert summated open ended structure. The research instrument is a primary data collection instrument which will be scaled thus,

Strongly Agree (SA) 4

Agree (A) 3

Disagree (D) 2

Strongly Disagree (SD) 1

Undecided (UD) 0

3.9.1 Validity of Research Instrument

The supervisor validated the instrument for this work. His final corrections formed the yardstick for the construction of the final draft of the questionnaire that was distributed for data generation. It permits showing that the test is substantial by comparing it with an already valid test. Content validity is concerned with a tests capacity to incorporate or speak to all of the content of a specific construct.

3.9.2 Reliability of Research Instrument

The instrument for this work is considered a valid research instrument since the data generated are first-hand information generated from the respondents and thus, the variability of the information was not out of pressure. They were purely out of the

respondent's unbiased and uninfluenced opinion. Thus, the data collection instrument is believed to be valid and reliable. Since first-hand information are sourced and provided.

CHAPTER FOUR

Data Presentation, Analysis and Interpretation

4.0 Introduction

This chapter is dedicated primarily to the analysis and presentation of data obtained from the field using various statistical techniques discussed earlier in the methodology. All data collected were presented, analyzed and discussed. As a matter of fact, 299 copies of questionnaire were carefully administered on respondents, however, 290 copies were correctly filled and returned at the stipulated time. This is 97.5% response rate, which the researcher believed was enough to give unbiased data needed for this research. Thus, 290 copies of questionnaire received from respondents were presented and analyzed using Software Package for Social Science (SPSS) for easy understanding.

Table 4.1 Preliminary Survey Details

Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaire administered	299	100%
2.	Questionnaires retrieved and used for the final analysis	290	96.98%
3.	Number of questionnaires not retrieved and discarded due to errors.	9	3.02%

Source: Field Survey 2022

Table 4.1 above provides the response rate to questionnaires administered. A total of 290 copies of questionnaire were administered to the employees' in First bank plc according to the sample size determination. The total number of questionnaires retrieved after administration was 290 while 4 copies were not properly administered and 5 copies were not returned. This means 97.5% response rate was achieved.

Table 4.2. Demographic data of the Respondents.

The following shows the presentation and analysis of demographic data of the respondents in terms of their sex, Age range, marital status, educational qualification, years of experience and staff category.

Variable	Frequency	Percentage (%)
SEX		
Male	134	46.2
Female	156	53.8
TOTAL	290	100.0
AGE RANGE		
21 – 30 years	159	54.8
31 – 40 years	92	31.7
41 – 50 years	16	5.5
51 years and above	23	7.9
TOTAL	290	100.0
MARITAL STATUS		
Single	96	33.1
Married	182	62.8
Divorced	6	2.1
Widowed	6	2.1
TOTAL	290	100.0
EDUCATIONAL QUALIFICATION		
WASCE/GCE/SSCE	35	12.1
OND/NCE	57	19.7
HND/BSC	176	60.7
MBA/MS.C/PHD	22	7.6
TOTAL	290	100.0

Source: Field Survey 2022

YEARS OF WORKING EXPERIENCE		
Below 10 years	105	36.2
11 – 19 years	139	47.9
20 – 29 years	28	9.7
30 years and above	18	6.2
TOTAL	290	100.0
STAFF CATEGORY		
Management staff	15	5.2
Senior staff	37	12.8
Junior staff	238	82.1
TOTAL	290	100.0

Demographic data of the Respondents Cont'd

Table 4.2 presented the demographic information of the respondents. As shown above, 134 of the respondents representing 46.2% were males; while 156 representing 53.8% were females. This simply implies that majority of the employees' in First bank plc were females.

The age of the respondents is presented in Table 4.2. From the table above, it can be seen that 159 of the respondents representing 54.8% were between the ages 21 – 30 years, 92 respondents representing 31.7% were between the ages 31 – 40 years, 16 of the respondents representing 5.5% were between 41 – 50 years and lastly 23 respondents representing 7.9% were 51 years and above. Looking at the employees' age composition, majority of the employees, approximately 55% were between the ages of 21 – 30.

On the basis of respondent's marital status, it was indicated that 96 representing 33.1% of the respondents were single, 182 representing 62.8% of the respondents were married, 6 representing 2.1% of the respondents were divorced and 6 representing 2.1% of the respondents were widowed. Therefore, majority of the employees that participated in the study were married.

The educational qualification of the respondents is also presented in Table 4.2. It can be seen that 35 of the respondents representing 12.1% have SSCE/GCE/SSCE, 57 respondents representing 19.7% have OND/NCE, 176 of the respondents representing 60.7% have HND/B.Sc and 22 respondents representing 7.6% have MBA/MSc/PhD.

The experience of the respondents is presented in Table 4.2. From the table above, it can be seen that 105 of the respondents representing 36.2% were below 10 years, 139 respondents representing 47.9% have had between 11 – 19 years’ experience, 28 of the respondents representing 9.7% have had between 20 – 29 years of experience and lastly 18 respondents representing 6.2% were 30 years and above. Looking at the employees’ years of experience, majority of the employees, approximately 48% were between 11 – 19 years of experience

Lastly, with respect to work category of the respondents; as shown in Table 4.2, 15 respondents representing 5.2% were management staffs, 37 respondents representing 12.8% were senior staffs and 238 respondents representing 82.1% were junior staffs. The result indicates that majority of the respondents were junior staffs.

4.3. Harmful impacts of conflict in private sector

This section presents the answer provided by the employees in response to research question one that seeks to evaluate how conflicts impacts private sector.

Table 4.3.1. Poor communication leads to conflict in the organization

Items	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	13	4.5
Undecided	0	0
Agree	104	35.9
Strongly Agree	173	59.7
Total	290	100.0

Source: Field Survey 2022

Table 4.3.1 above presented the result of the frequency distribution of staffs in response to whether poor communication leads to conflict in the organization. The table showed that majority of the respondents (59.7%) strongly agreed that poor communication leads to conflict in the organization. Hence, majority strongly agreed that poor communication leads to conflict in the organization.

Table 4.3.2: Ineffective reward system leads to conflict between individuals in the organization

Items	Frequency	Percent (%)
Strongly Disagree	14	4.8
Disagree	13	4.5
Undecided	0	0
Agree	118	40.7
Strongly Agree	145	50.0
Total	290	100.0

Source: Field Survey 2022

Table 4.3.2 above presented the result of the frequency distribution of employees in response to whether ineffective reward system leads to conflict between individuals in the organization. The table showed that majority of the respondents (50.0%) agreed that ineffective reward system leads to conflict between individuals in the organization. Although, 4.8s% strongly disagreed that ineffective reward system leads to conflict between individuals in the organization, it is concluded ineffective reward system leads to conflict between individuals in the organization.

Table 4.3.3: An individual goal causes conflict between employer and employees in the organization

Items	Frequency	Percent (%)
Strongly Disagree	0	0
Disagree	13	4.5
Undecided	0	0
Agree	94	32.4
Strongly Agree	183	63.1
Total	290	100.0

Source: Field Survey 2022

Table 4.3.3 above presented the result of the frequency distribution of staffs in response to whether an individual goal causes conflict between employer and employees in the organization. The table proved that 63.1% strongly agreed, 32.4% agreed, and 4.5%

disagreed to the statement. Hence, majority of the respondents strongly agreed that an individual goal causes conflict between employer and employees in the organization.

Table 4.3.4: Conflict arises from organizational policies and objectives

Items	Frequency	Percent (%)
Strongly Disagree	0	0
Disagree	13	4.5
Undecided	14	4.8
Agree	94	32.4
Strongly Agree	169	58.3
Total	290	100.0

Source: Field Survey 2022

Table 4.3.4 above presented the result of the frequency distribution of staffs in response to whether conflict arises from organizational policies and objectives. The table proved that 58.3% strongly agreed, 32.4% agreed, 4.8% were undecided and 4.5% disagreed to the statement. Hence, majority of the respondents agreed conflict arises from organizational policies and objectives.

Table 4.3.5: Low productivity arises from conflict in our organization

Items	Frequency	Percent (%)
Strongly Disagree	13	4.5
Disagree	23	7.9
Undecided	36	12.4
Agree	114	39.3
Strongly Agree	104	35.9
Total	290	100.0

Source: Field Survey 2022

Table 4.3.5 above presented the result of the frequency distribution of employees in response to whether low productivity arises from conflict in our organization. The table showed that majority of the respondents (39.3%) agreed that low productivity arises from conflict in our organization. Hence, majority of the respondents affirmed that low productivity arises from conflict in our organization.

4.4: Solution to conflict in private sector

This section is intended to identify the views of the respondents on the solutions to conflicts in private sector.

4.4.1: Resolving disputes effectively improves organizational performance

Items	Frequency	Percent (%)
Strongly Disagree	14	4.8
Disagree	0	0
Undecided	13	4.5
Agree	66	22.8
Strongly Agree	197	67.9
Total	290	100.0

Source: Field Survey 2022

Table 4.4.1 above presented the result of the frequency distribution of staffs in response to whether resolving disputes effectively improves organizational performance. The table proved that 67.9% strongly agreed, 22.8% agreed, 4.5% were undecided and 4.8% disagreed to the statement. Hence, majority of the respondents strongly agreed that resolving disputes effectively improves organizational performance.

4.4.2: Settling disputes brings the parties together to work effectively

Items	Frequency	Percent
Strongly Disagree	28	9.7
Disagree	0	0
Undecided	13	4.5
Agree	108	37.2
Strongly Agree	141	48.6
Total	290	100.0

Source: Field Survey 2022

Table 4.4.2 shows whether settling disputes brings the parties together to work effectively. The response of the employees proved that 48.6% strongly agreed, 37.2% agreed, 4.5% were undecided and 9.7% strongly disagreed that settling disputes brings

the parties together to work effectively. Hence, majority of the respondents strongly agreed that settling disputes brings the parties together to work effectively.

4.4.3: Conflict resolution enhances peace and increases desire on the part of the workers.

Items	Frequency	Percent
Strongly Disagree	28	9.7
Disagree	0	0
Undecided	27	9.3
Agree	120	41.4
Strongly Agree	115	39.7
Total	290	100.0

Source: Field Survey 2022

Table 4.4.3 presented the results of respondents on the statement conflict resolution enhances peace and increases desire on the part of the workers. It was seen that 39.7% strongly agreed, 41.4% agreed, 9.3% were undecided and 9.7% disagreed that conflict resolution enhances peace and increases desire on the part of the workers. Hence, majority of the respondents agreed that conflict resolution enhances peace and increases desire on the part of the workers.

4.4.4: Clarifying what the issue is and identifying solution helps to resolve conflict

Items	Frequency	Percent (%)
Strongly Disagree	28	9.7
Disagree	0	0
Undecided	13	4.5
Agree	132	45.5
Strongly Agree	117	40.3
Total	290	100.0

Source: Field Survey 2022

Table 4.4.4 above presented the result of the frequency distribution of staffs in response to whether clarifying what the issue is and identifying solution helps to resolve conflict. The table proved that 40.3% strongly agreed, 45.5% agreed, 4.5% were undecided and 9.7% strongly disagreed to the statement. Hence, majority of the respondents strongly agreed that clarifying what the issue is and identifying solution helps to resolve conflict.

4.4.5: The management has failed to satisfy workers agitations over the years and thus creating an environment of discord

Items	Frequency	Percent
Strongly Disagree	16	5.5
Disagree	12	4.1
Undecided	62	21.4
Agree	53	18.3
Strongly Agree	147	50.7
Total	290	100.0

Source: Field Survey 2022

Table 4.4.5 shows whether the management has failed to satisfy workers agitations over the years and thus creating an environment of discord. The response of the employees proved that 50.7% strongly agreed, 18.3% agreed, 21.4% were undecided, 4.1% disagreed and 5.5% strongly disagreed. Hence, majority of the respondents strongly agreed that the management has failed to satisfy workers agitations over the years and thus creating an environment of discord.

4.5: To what extent is conflict resolution able to enhance good work relationship in private sector.

This section is intended to illustrate the extent which conflict resolution has influenced good work relationship in private sector.

4.5.1: Good work relationship breeds trust in the organization

Items	Frequency	Percent (%)
Strongly Disagree	14	4.8
Disagree	14	4.8
Undecided	27	9.3
Agree	77	26.6
Strongly Agree	158	54.5
Total	290	100.0

Source: Field Survey 2022

Table 4.5.1 presented the results of respondents on whether good work relationship breeds trust in the organization. The results showed that 54.5% strongly agreed and 26.6% agreed that good work relationship breeds trust in the organization. Hence, majority of the respondents strongly agreed that good work relationship breeds trust in the organization.

4.5.2: Information and communication is key when it comes to enhancing work relationship in the organization.

Items	Frequency	Percent
Strongly Disagree	14	4.8
Disagree	28	9.7
Undecided	25	8.6
Agree	91	31.4
Strongly Agree	132	45.5
Total	290	100.0

Source: Field Survey 2022

Table 4.5.2 presented the results of respondents on the statement information and communication is key when it comes to enhancing work relationship in the organization. It was seen that 45.5% strongly agreed, 31.4% agreed, 8.6% were undecided, 9.7% disagreed and 4.8% strongly disagreed that information and communication is key when it comes to enhancing work relationship in the organization. Hence, majority of the respondents agreed that information and communication is key when it comes to enhancing work relationship in the organization.

4.5.3: Agreement between employer and employee on the best solution and determine the responsibilities each party has in the resolution, is a good start to work relationship in the organization

Items	Frequency	Percent
Strongly Disagree	14	4.8
Disagree	14	4.8
Undecided	25	8.6
Agree	110	37.9
Strongly Agree	127	43.8
Total	290	100.0

Source: Field Survey 2022

Table 4.5.3 presented the results of respondents. It showed that 43.8% strongly agreed, 37.9% agreed, 8.6% were undecided, 4.8% disagreed and 4.8% strongly disagreed. Hence, majority of the respondents agreed that agreement between employer and employee on the best solution and determine the responsibilities each party has in the resolution, is a good start to work relationship in the organization.

4.5.4: Good work relationship in the organization will always help to meet common goals in the future

Items	Frequency	Percent (%)
Strongly Disagree	13	4.5
Disagree	0	0
Undecided	14	4.8
Agree	97	33.4
Strongly Agree	166	57.2
Total	290	100.0

Source: Field Survey 2022

Table 4.5.4 presented the results of respondents on whether good work relationship in the organization will always help to meet common goals in the future. The results showed that 57.2% strongly agreed, 33.4% agreed, 4.8% were undecided and 4.5%

strongly disagreed. Hence, majority of the respondents agreed that good work relationship in the organization will always help to meet common goals in the future.

4.5.5: Poor employer-employee relationship leads to a more efficient work relationship in the organization.

Items	Frequency	Percent
Strongly Disagree	71	24.5
Disagree	0	0
Undecided	43	14.8
Agree	95	32.8
Strongly Agree	81	27.9
Total	290	100.0

Source: Field Survey 2022

Table 4.5.5 presented the results of respondents on the statement poor employer-employee relationship leads to a more efficient work relationship in the organization. It was seen that 27.0% strongly agreed, 32.8% agreed, 14.8% were undecided and 24.5% strongly disagreed. Hence, majority of the respondents agreed that poor employer-employee relationship leads to a more efficient work relationship in the organization.

4.6 HYPOTHESES TESTING

Table 4.6.1: Hypothesis One:

H₀: Employee-Employer conflicts does not pose any harm to the survival of the First Bank Plc

Correlations

			Employee-Employer conflicts	harm to the survival of the First Bank Plc
Spearman's rho	Employee-Employer conflicts	Correlation coefficient	1.000	0.534**
		Sig (2-tailed)		.000
		N	290	290
	harm to the survival of the First Bank Plc	Correlation coefficient	0.534**	1.000
		Sig (2-tailed)	.000	
		N	290	290

Source: Field Survey 2022

The result above indicated that there is a moderate positive correlation between employee-employer conflicts and harm to the survival of the First Bank Plc with correlation coefficient “r” being 0.534. Therefore, the relationship or association between Employee-Employer conflicts and harm to the survival of the First Bank Plc is moderate. Also, the significant value (sig 2- tailed) “0.000” is lower than the p-value (p-value = 0.05). This implies that the moderate relationship observed between the two variables is not significant. Hence, null hypothesis is rejected. That is, employee-employer conflicts pose harm to the survival of the First Bank Plc.

4.6.2: Hypothesis Two

H₀: Organizational conflict does not affect organizational goals/ objectives

Correlations

			Organizational conflict	organizational goals/ objectives
Spearman's rho	Organizational conflict	Correlation coefficient	1.000	0.690*
		Sig (2-tailed)		.000
		N	290	290
	organizational goals/ objectives	Correlation coefficient	0.690*	1.000
		Sig (2-tailed)	.000	
		N	290	290

Source: Field Survey 2022

The result above indicated that there is a moderate positive correlation between organizational conflict and organizational goals/objectives with correlation coefficient “r” being 0.690. Therefore, the association between organizational conflict and organizational goals/ objectives is moderate. Also, the significant value (sig 2- tailed) “.000 is lower than the p-value (p-value = 0.05) which indicated that the moderate relationship observed between the two variables is significant. To this effect, null hypothesis is rejected, which means, organizational conflict affects organizational goals/ objectives.

4.6.3: Hypothesis three:

H₀: Effective Employer-Employee conflict resolution does not enhance organizational performance

Correlations

			Employer-Employee conflict resolution	organizational performance
Spearman's rho	Employer-Employee conflict resolution	Correlation coefficient	1.000	0.824
		Sig (2-tailed)		.011
		N	290	290
	organizational performance	Correlation coefficient	0.824	1.000
		Sig (2-tailed)	.011	
		N	290	290

Source: Field Survey 2022

The result above indicated that there is a strong positive correlation between employer-employee conflict resolution and organizational performance with correlation coefficient “r” being 0.824. This strongly suggested that, employer-employee conflict resolution is one of the major determinant of organizational performance. Therefore, the relationship or association between and organizational performance is relatively strong. Also, the significant value (sig 2- tailed) 0.011 is lower than the p-value (p-value = 0.05) which indicated that the result is significant. This implies that the strong positive relationship observed between the two variables is significant. Hence, null hypothesis is rejected. This mean that effective employer-employee conflict resolution enhances organizational performance.

DISCUSSION OF THE FINDINGS

In this section, the findings from the survey analysis of the Topic “**RESOLVING EMPLOYEE-EMPLOYER CONFLICTS IN PRIVATE SECTOR: THE STRATEGIES, CHALLANGES AND PROSPECTS. A CASE STUDY OF FIRST BANK PLC**” was discussed.

The general objective of this research was to resolve employee-employer conflicts in private sector and identifies the strategies, challenges and prospects of such conflict in first bank plc. The general objective is further sub-divided into three specific objectives. The specific objectives drawn from these general objectives are to: examine the harmful impact of conflict in private sector; recognize the solutions to conflict in private sector and recommend solution to conflict in private sector.

The research adopted descriptive survey design in order to get information from selected respondents through structured questionnaire on the subject matter which is resolving employee-employer conflicts in private sector: the strategies, challenges and prospects in first bank plc. The resulting data collected from 290 respondents were then analyzed using descriptive statistics and correlation analysis which arrive at our findings. The findings from the study are presented as follows.

The findings showed that there is significant relationship between employee-employer conflicts and harm to the survival of the First Bank Plc. The relationship between the two variables is moderate and significant. It implies that employee-employer conflicts are not a major cause of harm to the survival of the First Bank Plc. According to the study made by Osabiya (2015), result showed that conflicts by employees often result into lack of communication and effective collaboration needed for the success of an organization. It was further asserted that this incidence results into ill-functioning of an organization in a long run.

Researcher also investigated the link between organizational conflict and organizational goals/objectives. Findings showed that there is a positive and moderate relationship between organizational conflict and organizational goals/objectives. This implies that organizational conflict has moderate association and may also have average influence organizational goals/objectives. Also, this relationship was found to be statistically significant. However, the research Saeed and Awan (2015) on conflict management and organizational performance showed that conflict has a considerable impact on organizational success.

Lastly, the researcher verified the relationship between employer-employee conflict resolution and organizational performance. There was a significant and positive relationship observed between employer-employee conflict resolution and organizational performance. On this basis, null hypothesis was rejected. From other authors' findings, Ajike, Akinlabi, Magaji, and Sonubi (2015) study investigated the impact of conflict management on the performance of financial service organizations

and discovered a substantial beneficial association between conflict management and organizational performance. The result of the study made by Olukayode (2015) showed that the strategy had the highest significant positive correlation with the company's performance.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 Introduction

This chapter contains a study summary, conclusions, and recommendations based on the implications of the study findings. The chapter begins with a study summary, focusing on the problem statement, objectives, findings, and general implications of the study. Concurrently, the second section articulates conclusions, and the third section deals with research and practitioner recommendations.

5.1 Summary

The main objective is to examine how to resolve employee-employer conflict in private sector: the strategies, challenges and prospects (A CASE STUDY OF FIRST BANK PLC). The specific objectives are to:

- i. examine the harmful impact of conflicts in private sectors
- ii. recognize the sources of conflicts in private sectors.
- iii. Recommend solution to conflicts in private sectors.

The study used a descriptive survey that aims at examining how to resolve employer-employee conflicts in private sectors, 299 questionnaires were administered to First Bank plc. in which The study based its findings on a review of the extensive literature on the concepts under consideration which are Morton Deutsch: Cooperative Model, Conflict Theory, John Burton: Human Needs Model, Frustration Aggression Theory, Unitary Theory. The study was at First Bank plc, questionnaires were self-administered to the respondents, and data collected were analysed using the SPSS version. The findings from the study are presented as follows:

The research investigated the relationship between employee-employer conflicts and harm to the survival of the First Bank Plc. The findings showed that there is significant relationship between employee-employer conflicts and harm to the survival of the First Bank Plc. The relationship between the two variables is moderate and significant. It implies that employee-employer conflicts are not a major cause of harm to the survival of the First Bank Plc. According to the study made by Osabiya (2015), result showed that conflicts by employees often result into lack of communication and effective collaboration needed for the success of an organization. It was further asserted that this incidence results into ill-functioning of an organization in a long run.

Researcher also investigated the link between organizational conflict and organizational goals/objectives. Findings showed that there is a positive and moderate relationship between organizational conflict and organizational goals/objectives. This implies that organizational conflict has moderate association and may also have average influence on organizational goals/objectives. Also, this relationship was found to be statistically significant. However, the research Saeed and Awan (2015) on conflict management and organizational performance showed that conflict has a considerable impact on organizational success.

Lastly, the researcher verified the relationship between employer-employee conflict resolution and organizational performance. There was a significant and positive relationship observed between employer-employee conflict resolution and organizational performance. On this basis, null hypothesis was rejected. From other authors' findings, Ajike, Akinlabi, Magaji, and Sonubi (2015) study investigated the impact of conflict management on the performance of financial service organizations and discovered a substantial beneficial association between conflict management and organizational performance. The result of the study made by Olukayode (2015) showed that the strategy had the highest significant positive correlation with the company's performance.

The findings of the study is as presented in the last chapter and the summary of the finding is presented thus;

There is a significant relationship between employee-employer conflicts and harm to the survival of the First Bank Plc. ($r=0.534$, $p= 0.00$)

There is significant relationship between organizational conflict and organizational goals/objectives First Bank Plc ($r= 0.690$, $p= 0.000$)

There is also significant relationship between employer-employee conflict resolution and organizational performance in First Bank Plc ($r= 0.824$, $p= 0.011$)

5.2 CONCLUSION

The findings of this study established a link between employer-employee conflict and its relationship with the organizational performance. This study looked into employer-employee conflict resolution and organizational performance in First Bank plc. According to the findings of the study, all conflict resolution strategies studied, the win-lose approach, the lose-lose approach and The win-win method have a significant positive relationship with organizational performance. The study's findings provided

strong empirical support for the existence of a positive and statistically significant relationship between conflict resolution strategies and organizational performance. The strategies used to resolve the conflicts are mostly effective. However, the recurrence of a specific conflict is due to the dynamic socioeconomic situation rather than ineffective conflict management. Organizational conflicts have a negative impact on employees, management, and their relationships. It has a negative impact on worker productivity as well as the organization's overall performance and growth. Therefore, conflict resolution must be put in place to improve organizations performance

5.3 POLICY RECOMMENDATIONS

Based on the investigation's findings, the following recommendations could be considered in order to address the study's concerns.

1. Employers must ensure that the management team and employees communicate effectively. This will ensure that everyone is aware of management policies and actions, as well as contributing to organizational decision-making. This will end alienation and bridge the communication gap.
2. Effective interpersonal relationships, as well as effective management-employee relationships, are required. The democratic management style should recognize this. This will ensure that employees' problems are addressed and that opportunities to achieve their goals are always available to them.
3. Employers should always have an adequate reward system or compensation plan for employees. Adequate pay packages, prompt promotion and advancement, and effective welfare and social security programs are among them.
4. There should always be regular training and development programs that not only improve employees' skills and intelligence but also make them enthusiastic about their work. This will allow you to complete tasks competently, as tasky assignments are a major source of conflict and stress in the workplace.
5. Management should consider conflict management strategies when developing policies, as this will ensure that any conflicts that arise within the organization are resolved quickly and without disrupting the organization's operations.

5.4 Contribution to Knowledge

This study made a significant contribution by establishing that negotiation, collective bargaining, and alternative dispute resolution have a significant relationship with organizational performance in First Bank plc. The study also provides empirical evidence that can help managers and policymakers manage workplace conflicts. By identifying the relationship between conflict management strategies (collective bargaining, alternative dispute resolution, negotiation, and) and organizational performance, the study also serves as a useful guide for future conflict Resolution research.

5.5 Suggestions for further research

Based on the result gotten in this study, researcher would like others to do more findings on how conflicts affects other private sectors apart from banking industry and how to resolve conflicts in those industries

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APPENDIX

QUESTIONNAIRE

**Department of Business Administration,
College of Humanities, Management and Social Sciences,
Mountain Top University,
Prayer city, Ogun state, Nigeria**

Dear Respondent,

My name is pollyn iyowunam faith. I am a final year undergraduate student in the above-named institution carrying out a study on Resolving Employee-Employer conflicts in private sector, with particular focus on First bank plc.

I want you to fill out this questionnaire for me. This research is in partial fulfillment of the requirements for the award of a bachelor of science Degree in business administration. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity to achieve credible results. The purpose of this study is academic thus the information you provide will be used for no other purpose.

Thanks for your cooperation

**Yours
faithfully
Pollyn Faith**

Section A

QUESTIONNAIRE

Instruction; please, tick () in the box that depicts your answer.

Otherwise, answer the question where necessary.

1. Sex: (a) Males () (b) Female ()
2. Age: 21-30() 31-40() 41-50() 51 and above()
3. Marital Status (a) Single () (b) Married () (c) Divorced () (d) Widowed ()
4. Highest Educational Qualification:(a) WASC/GCE/SSCE () (b) OND/NCE () (c) HND/BSC () (d) MBA/MS.C/PHD ()
5. For how long have you been employed in First Bank, Plc.
Less than 10 years () (b) 10-19 years () (c) 20-29 years () (d) 30 years above ()
6. Staff categories: Management staff () senior staff () junior staff ()

Section B

Using the scale below, please answer the statement below by ticking the option that best satisfies your response to the following statement.

Strongly Agree {SA} = 4; Agree {A} = 3; Disagree {D} = 2; Strongly Disagree {SD} = 1 Undecided (UN) = 0;

A) Harmful impacts of conflict in private sector

SN	Variables	SA	A	UN	SD	D
1.	Poor communication leads to conflict in the organization.					
2.	Ineffective reward system leads to conflict between individuals in the organization.					
3.	An individual goal causes conflict between employer and employees in the organization.					
4.	Conflict arises from Organizational policies and objectives.					
5.	Low productivity arises from conflict in our organization.					

B) Solution to conflict in private sector

SN	Variables	SA	A	UN	SD	D
1.	Resolving disputes effectively improves organizational performance.					
2.	Settling disputes brings the parties together to work effectively.					
3.	Conflict resolution enhances peace and increases desire on the part of the workers.					
4.	Clarifying what the issue is and identifying solution helps to resolve conflict.					
5.	The management has failed to satisfy workers agitations over the years and thus creating an environment of discord.					

C) To what extent is conflict resolution able to enhance good work relationship in private sector?

SN	Variables	SA	A	UN	SD	D
1.	Good work relationship breeds trust in the organization.					

2.	Information and communication is key when it comes to enhancing work relationship in the organization.					
3.	Agreement between employer and employee on the best solution and determine the responsibilities each party has in the resolution, is a good start to work relationship in the organization.					
4.	Good work relationship in the organization will always help to meet common goals in the future.					
5.	Poor employer-employee relationship leads to a more efficient work relationship in the organization.					