

**EFFECTS OF CONFLICT MANAGEMENT ON ORGANISATIONAL
PERFORMANCE.**

(A study of Toyota Nigeria Limited)

BY

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DECLARATION

I hereby declare that this submission is my own work under the supervision of Dr Babatunde Olugbenga Oni towards the B.Sc of Industrial Relations and Personnel Management.

DEDICATION

This research is dedicated to God Most High for his mercies and loving kindness, also to my loving father, mother, my siblings, friends, and supervisor for being there, and serving as guides for me through my stay in Mountain Top University.

CERTIFICATION

This is to certify that this research project was carried out by **SERIKI DAMILOLA BABATUNDE**, Matriculation Number 17010301013 at the Department of Industrial Relations and Personnel Management, and Mountain Top University Ogun State, Nigeria under my supervision.

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SIGNATURE & DATE

ACKNOWLEDGEMENT

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I would like to thank Dr Olanipekun Ojo (HOD) and all my lecturers for their support towards the completion of this project.

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ABSTRACT

Conflict is a natural occurrence in most organizations that influences human relationships. As a result of the employees' welfare, the presence of conflict has become a source of concern at Toyota Nigeria Limited, Lagos. The study ascertains major causes of conflicts, to explain the types of conflicts existing in the work organization and their management in relation to workers' performance, it assesses the effects of organizational conflict on performance of employees and to investigate the effectiveness of leadership style on conflict management in Toyota Nigeria Limited.

The study is cross-sectional and uses a survey design. The study's population consists of 176 Toyota Nigeria Limited, Lagos employees. The study discovered that collaboration and avoidance strategies have a significant positive effect on the performance of Toyota Nigeria Limited, Lagos, while a compromise strategy has a negative significant impact on the organization's performance. The study concluded that there is no single best strategy for managing conflict because conflict management is dependent on the behavioral intentions of the parties involved, the time frame, and the situation in which the organization finds itself. As a result, it was recommended that Toyota Nigeria Limited's management emphasize the adoption of collaboration and avoidance strategies in order to improve the organization's performance.

The findings will be used to improve operations and performance by investigating the most appropriate conflict resolution mechanisms. This information will be used by Toyota Nigeria Limited's management, board, and key stakeholders to understand the best way to handle conflict while maintaining performance.

This study recommends that conflict management are inspired to design their firm in such a way that will increase organizational performance in their organization and give room for full involvement of their employee, Again, organisations are advised to put more that will encourage their workers to come up with better ways to achieving and promoting organizational performance. Every organization is advised to create a direct understanding and notion of the concept of organizational performance to avoid conflict of interest among the employees and employer.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND TO THE STUDY

Conflict is a normal phenomenon in most organizations as long as human connections are involved; as a result, the presence of conflict has become a source of concern as a consequence of employee welfare. The term 'conflict' refers to a process that begins when one party feels that another party has negatively affected or is about to negatively influence something that the first party cares about. Conflict can arise between individuals, groups, and organizations, regardless of age or gender, among those learning or working in an organization.

Employees with a diverse mix of education, gender, and age variances play a crucial role in determining the organization's effectiveness in the workplace. As a result, not only have the personnel been harmed, but so has the organization as a whole. Conflicts are unavoidable elements of organized existence since the aims of various stakeholders, managers, for example and employees, are frequently at odds (Adomi and Ojo, 2005). Conflict is unavoidable in any organization because people strive for employment, resources, and power, recognition, and security.

Organizational conflict can be defined as a disagreement that happens when the interests, aims, or values of multiple persons or organizations are irreconcilable. This leads to a circumstance in which they frustrate each other while attempting to attain their goals. Conflict emerges in communities as a result as a result of a lack of independence, position, and resources Individuals who appreciate their independence are more likely to resist the need for interdependence and, to a lesser extent, group conformity. People engaging with each other may cause friction, disagreements, or arguments as a result of genuine or imagined differences or incompatibilities, rising to conflict.

Disputes in organizations can take numerous forms, such as interpersonal conflict, task conflict, and process conflict, giving rise to a variety of conflict management systems (Budd & Colvin, 2013). Conflict circumstances have an impact on the overall efficacy of cooperative organizations because they produce discord among organizational participants, which has a detrimental impact

on organizational performance. This is because of the fact that valuable time and resources are squandered during organizational conflicts. However, we must keep in mind that no organization is immune to internal conflict because every organization is made up of different individuals with diverse interests, aims, beliefs, and temperaments, and it is extremely difficult to reconcile these divergences.

The attempt to control or regulate conflict using a variety of means is referred to as conflict management. The internal processes employed by various authorities to resolve disagreement are referred to as conflict management methods (Adeyemi and Ademilua, 2012). The Nigerian government, on the other hand, has developed a number of strategies to assist organizations in dispute resolution. However, the Nigerian government has developed a number of strategies to assist organizations in dispute resolution. Some of these management techniques are available in the provision of Labour/Employment Act, 1971; Workmen's Compensation Act, 2010, Trade Dispute Amendment Decree, 1988, No 39 and Trade Dispute Act 18, 2004 which provided five steps for legal management of conflict in organizations in the country (Akinwale, 2011).

Longe (2015) describes workplace conflict as a lack of good rapport that happens when the actual or perceived needs, aims, interests, or values of the many members of the same do not align, resulting in frustration as each tries to contribute to the firm's goals. A quarrel is considered excellent when the parties debate it constructively and reach an acceptable resolution. Poorly managed conflict heats up the environment, causing "dislocation of the entire group and polarization, decreased productivity on job performance, psychological and physical injury, emotional distress and inability to sleep, interference with problem activities, escalation of differences into antagonistic position and malice, and increased hostility" (Akanji, 2005).

Conflict resolution creates a cooperative environment for encouraging opportunities and action toward nonviolent, reconciliation, or core conflicting interests (Uchendu, Anijaobi and Odigwe, 2013). Conflict resolution is a critical component of corporate management. The goal of conflict resolution is not to establish an ideal corporate environment, which is impossible to achieve due to differences in human aspirations, etc. Conflict management, on the other hand, systematically employs available conflict resolution strategies to construct an effective mechanism for conflict management in corporate organizations. Although there may already be mechanisms and procedures in place to deal with conflicts as they arise, some organizations with reactive

management respond to the problem as it arises. Conflict is a natural component of organizational life and can arise between individuals, between individuals and groups, or between groups. While conflict is commonly regarded it can also be malfunctioning, constructive since it can cause a problem to be presented from various angles. Conflict can have both beneficial and harmful consequences. It can be beneficial when it fosters innovation, new perspectives on old problems, the clarification of points of view, and the development of human capacity to deal with interpersonal diversity. Conflict can be harmful when it produces resistance to change, creates turmoil in organizational or interpersonal relationships, encourages distrust, creates a sense of defeat, or increases the chasm of misunderstanding. Conflicts in organizations, whether organized or unorganized, must be managed properly due to their repercussions on the organization.

In the organization context, performance is the ability to carry out the job well (Armstrong, 2006). According to Lebas & Euske (2006), Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results. According to Daft (2000), organizational performance is defined as an organisation's ability to attain its goals by using resources in an efficient and effective manner. As a result, it is evidence of the output of an organization's members measured in terms of income, profit, growth, development, and expansion. Similarly, organizational performance refers to an organization's capacity to achieve goals such as high profit, high quality product, huge market share, strong financial results, and survival at pre-determined levels time using relevant strategy for action. Different researchers have different ways to measure performance. The different type of measurement that has been applied has been classed as an objective or subjective. It was explained that an objective measure is measuring the financial records while subjective measures used the managers' perceptions regarding the organization performance. Nevertheless, many studies suggest using subjective measures due to the data for objective criteria could be inappropriate, misleading and difficult to obtain. If the data are available, the data may not genuinely represent the actual organization performance as the information may be manipulated. As a result, management has a duty to handle conflict properly in order to improve organizational performance, because doing so will result in better communication, time management, cooperation, and increased corporate productivity.

1.2 STATEMENT OF PROBLEM

In recent years, there has been a surge in interest in dispute resolution. First, research has sparked interest in conflict resolution strategies and approaches that may have previously required court litigation. Second, Workplace legalization has increased, particularly in the areas of occupational health and safety, discrimination, and harassment. Third, there has been a surge of interest in the need for organizations to transition to high performance work systems. Most businesses' performance has taken a comparatively nosedive trajectory as a result of frequent organizational conflicts. Traditional workplace practices and systems, with their hierarchical structures, strict divisions of labor, tightly defined positions, specific regulations, and limits on employee involvement, managerial decision making, power, and control, are no longer sufficient since they generate conflict. As a cornerstone of an effective high-performance workplace, the high-performance workplace promotes conflict management. Low morale, low productivity, distrust, high staff turnover, absenteeism, defects, high work discontent, and low commitment to the organization are all counterproductive outcomes of these conflicts. The prevalence of conflict is a subject of concern in Toyota Nigeria Limited, Lagos. The organisation is confronted with the subject of negotiation of personnel incentives, usually at the end of the year.

The lingering issue regarding dispute between management and organization personnel, which manifests as employees nursing grievances against management, a change in attitude or behavior, a decrease in effort toward work, a physical confrontation between both parties, and a halt in production activities as employees refuse to work. This has an impact on the efficacy and performance of individual employees as well as the organization as a whole. Several studies on conflict resolution have been conducted; however, the majority of these studies are qualitative in character (Fatile & Adejuwon, 2011; Garcia, 2013; Kazimoto, 2013; Nwosu & Makinde, 2014; Ebhote & Monday, 2015). They cannot be applied to all elements of organizations since conflict resolution involves human motivations. While some empirical studies in this area were carried out using some or all the major conflict management strategies on organisational performance (Ongori, 2009; Hotepo, Asokere, Abdulazeez, & Ajemunigbohun, 2010); Obasan, 2011; (Mughal & Khan, 2013); (Ajike, Akinlabi, Magaji & Sonubi, 2015); (Awan & Saeed, 2015) and Longe, 2015. However, a full research of the impact of conflict management tactics such as collaboration, compromise, and avoidance strategies on organizational performance has yet to be completed, therefore the degree of this influence is unknown, and this study adds to closing that gap.

This study is being conducted against this backdrop in order to determine the effects of conflict management on the performance of Toyota Nigeria Limited.

1.3 OBJECTIVES OF THE STUDY

The primary goal of this study is to investigate the effects of conflict resolution on Toyota Nigeria Limited's organizational performance. The following are the study's particular objectives:

1. To ascertain major causes of conflicts in relation to output in Toyota Nigeria Limited.
2. To explain the types of conflicts existing in the work organization and their management in relation to workers' performance in Toyota Nigeria Limited.
3. To assess the effects of organizational conflict on performance of employees in Toyota Nigeria Limited.
4. To investigate the effectiveness of leadership style on conflict management in Toyota Nigeria Limited.

1.4 RESEARCH QUESTIONS

The research questions are as follows:

1. What are the major causes of conflicts in relation to output in Toyota Nigeria Limited?
2. What are the different types of conflicts and their management in relation to workers' efficiency in Toyota Nigeria Limited?
- 3) What are the effects of conflicts on performance of employees in Toyota Nigeria Limited?
- 4) How effective are the leadership styles in managing conflict in Toyota Nigeria Limited?

1.5 RESEARCH HYPOTHESES

H01: There is no significant relationship between the major causes of conflicts and output in Toyota Nigeria Limited.

H02: There is no significant relationship between the types of conflicts and workers' efficiency in Toyota Nigeria Limited.

H03: There is no significant relationship between effects of conflict and performance of employees in Toyota Nigeria Limited.

H04: There is no significant relationship between leadership style and conflicts management in Toyota Nigeria Limited.

1.6 SIGNIFICANCE OF THE STUDY

The significance of this present study is to contribute to knowledge on how conflict management can help in improving organizational performance. The knowledge gained will also be vital in developing various conflict resolutions. It will help to develop various modes and training for effective organizational performance. The study is of benefit to the general public as it provides them with adequate information concerning the activities of the organization as it relates to conflict management in the private sector. It will be especially beneficial in organizational performance of the organization. This study is important in knowing the company's conflict management strategies which play a significant influence in shaping success and failure of the organization. Again, workers would be able to devise outstanding methods of ensuring excellent performance even in the event of a strike as a result of this research.

1.7 PURPOSE OF THE STUDY

The goal of this research is to determine the effects of conflicts on organizational performance in Toyota Nigeria Limited (Head Office). Conflict management being the independent construct was operationalized by the following dimensions: collaboration strategy, compromise strategy and avoidance strategy; while the dependent variable was organizational performance.

1.8 SCOPE OF THE STUDY

The scope of this study is limited to the effects between conflict management and organizational performance in Toyota Nigeria Limited (Head Office). It has many departments that provide services to their clients, and the repercussions of conflict must be managed and kept to a minimum. The study was carried out on a cross-sectional basis and focus was on the conflict management strategies that contributed to organisational performance.

This is due to the researcher's limited time and financial resources. Also, some managers' reluctance to use their organization for research. Despite these limitations, the study will examine all available data in order to meet its objectives.

1.9 LIMITATIONS OF THE STUDY

The study is cross-sectional in nature which captures the effect of conflict management on the organisational performance of Toyota Nigeria Limited, Lagos at a point in time. Thus, the study cannot prove causal relationship on a longitudinal basis and is limited in the area of sample size which may not give a comprehensive view on the effect of conflict management on organisational performance. Therefore, there is need to conduct a comprehensive study with more sample size to make concrete conclusions on the management of conflict

1.10 HISTORY OF TOYOTA

Toyota made its initial appearance in Nigeria in 1965. The number of Toyota distributors has increased to five by 1976.

Toyota Motor Corporation, Japan (TMC) recruited two additional distributors ten years later due to poor performance by some of the appointed distributors. At the time, the country was undergoing economic transformation, which prompted the ruling government to implement an economic Structural Adjustment Program (SAP) to stabilize the system. This resulted in significant changes in the Nigerian corporate environment, which the vehicle industry was not immune to. By 1995, four distributors; which included Elizade Nigeria Limited were the only surviving

distributors for Toyota Motor Corporation, Japan. Toyota Motor Corporation, Japan, decided to centralize its activities in Nigeria by designating Toyota (Nigeria) Limited as its only distributor for the sake of convenience of business processes and efficiency.

This prepared the door for Toyota (Nigeria) Limited (TNL) to begin operations as Toyota Motor Corporation's exclusive distributor in Nigeria in 1996. Toyota had to fight for acceptance in Nigeria in its early days, especially in the face of heavy competition from established brands at the time.

For almost two decades, the firm has been the exclusive franchise owner of the Toyota brand in Nigeria, continually maintaining the brand's top position in the Nigerian vehicle sector. This incredible success story can be attributed to the board of directors' originality and resourcefulness under the untiring Chairmanship of Chief Michael Ade Ojo OON. His vision, industry, and unwavering dedication to the brand over the years set the ground for Toyota's adoption in Nigeria. ELIZADE is the brainchild of Chief Michael Ade Ojo.

The relationship that gave rise to Elizade began with Chief Ade.Ojo and his late wife, Mrs. Elizabeth Wuraola Ojo, when they met as students at the University of Nigeria, Nsukka in the early 1960s. Chief Ade.Ojo, who was a pioneer student of Firm Administration at the time, had sworn to build and run his own business within the first ten years of his working life. (He completed the promise in six years.) The name, ELIZADE – coined from Elizabeth his wife's first name and 'Ade' his own middle name instantly struck him as a viable company name.

1.11 DEFINITIONS OF TERMS

The following management terms are used in this study:

- **Conflict:** A collision between individuals caused by a difference in thought process, attitudes, understanding, interests, needs, and, in certain cases, perceptions. A disagreement can alter a relationship.
- **Conflict management:** Is the process of reducing conflict's negative features while increasing the positive aspects of conflict. The goal of conflict resolution is to improve learning and group outcomes, such as organizational effectiveness or performance.
- **Interpersonal conflict:** It refers to any type of conflict involving at least two people in any setting.
- **Management:** The coordination and administration of tasks in order to achieve a goal; it can also refer to the seniority structure of employees inside an organization.
- **Organization:** It is the process of identifying and grouping work to be performed, defining and delegating responsibility and authority and establishing relationships for the purpose of enabling people to work most effectively together in accomplishing objectives.
- **Performance:** It is the execution of an action. It is also defined as the action or process of carrying out or accomplishing an action, task or function.
- **Process Conflict:** means the disagreement on the procedures or methods that the team or group should employ to complete its tasks. It happens when procedures, policies, and strategies clash. It is a conflict regarding the way in which a task should be completed, including the actual process and allocation of resources for the task.
- **Task conflict:** It is a workplace disagreement over the best way to accomplish work tasks. It might be a disagreement over organizational policies and procedures, resource distribution, or the technique or methods of performing a task.

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CHAPTER TWO

LITERATURE REVIEW

This section examines existing literature on conflict management in the context of Toyota Nigeria Limited's organizational performance. It starts by examining concept of conflicts, its causes and its effects on organizational performance, it also explains the signs the organization should work on.

2.1 CONCEPTUAL FRAMEWORK

MEANING OF ORGANIZATIONAL CONFLICT

Conflict is viewed as an effect of behavior, which is an essential component of human life. Dunlop (2002) defines conflict as a disagreement between two or more parties try to make the other accept its view or position. According to Ugbaja (2002), organizational conflict is any individual or group dispute that emerges in the workplace and generates discord within a group of workers or between an individual and management. According to Sinclair (2005), conflict is defined as a disagreement between employees and their bosses. One key objective of management is to establish an atmosphere in which individuals and groups of people may work together to achieve their individual and organizational goals. However, one recurring issue in organizations is that individuals and work groups struggle for limited resources, authority, status, and so on to the point where their competition disrupts (or even enhances) cooperative endeavors. These competitions (bad or good) are generally referred to as conflicts. Conflicts exist whenever an action by one party is perceived as preventing or interfering with the goals, needs, or actions of another party. Conflict can arise over a multiple of organisational experiences, such as incompatible goals, differences in the interpretation of facts, negative feelings, differences of values and philosophies, or disputes over shared resources. As defined above conflict tends to be associated with negative features and situations which give rise to inefficiency, ineffectiveness or dysfunctional consequences. But in some cases, it can actually stimulate creative problem solving and improve the situation for all parties involved Nwatu (2004) remarks that in all organizations, employees and employers have common interests in getting work done. What constitutes the work, how the work should be done and the price of labour services in the price of labour services in the work process constitute areas where the interests of the two parties vary. It is therefore essential to put in place machineries for

effective management of conflicts naturally resulting from their common and opposing interests. Conflict is perceived as any act or situation resulting from disagreement, incompatibility or opposition between project participants within their contractual obligations, whereby such disagreements, incompatibility or opposition have not matured into a dispute requiring intervention of a third party. Rahim (2011) defines conflict as an interactive process manifested in incompatibility, disagreement, or dissonance within or between social entities (individual, group and organisations) and opined that conflict may occur when:

- A party is forced to participate in an activity that is contrary to his or her wants or interests.
- One party has behavioral preferences that are incompatible with another person's implementation of his or her preferences.
- A party desires a mutually desirable resource that is in short supply, such that everyone's desires may not be entirely realized.
- One party has attitudes, values, skills, and objectives that are important in driving his or her conduct but are considered to be exclusive of the other party's attitudes, values, skills, and goals (s).
- In the performance of functions or activities, two parties are interdependent.

2.1.1 SOURCES OF ORGANIZATIONAL CONFLICT

Businesses today operate in a highly volatile environment, and the causes of organizational conflict vary according to the business. Whether we like it or not, whether conflicts inside an organization are viewed as good or undesirable, the truth remains that conflict exists and is common culture. When people interact in companies, their varied values and situations generate a tense connection. The key is to identify the source within an organization and act accordingly.

2.1.2 TYPES OF CONFLICTS IN ORGANIZATIONS

There are two types of conflict in organizations.

Individual disputes (which might emerge when one person is dissatisfied) and group conflicts (which may originate from an individual employee or many result from a disagreement between the union and management).

Individual conflict happens when an employee believes that he has been mistreated or denied something to which he is legally entitled, or that his rights have been violated. This could be due to an unfair disciplinary action taken against the employee, a lack of advancement chances for him, or the failure to receive an annual increment, among other things. This conflict, if not properly investigated, may have negative consequences for the employee in question. On the other hand, collective conflict arises either from misinterpretation of collective agreement or non-implementation of the whole or parts of the agreement. It may also result from break down of collective bargaining.

A large number of conflicts that occur in organizations may be those concerning situations not governed by rules. Such conflicts are primarily the result of individual workers, and may be the consequence of an alleged ill-treatment of workers by his boss or the result of some claimed right.

Chandan (2005) distinguishes between five types of conflicts which occur within an organization.

These include the following;

- i. Intra-personal conflict
- ii. Inter-personal conflict
- iii. Personal-group conflict
- iv. Inter-group conflict
- v. Inter-organizational conflict

- **Intra-personal**

Accordingly, intra-personal conflict occurs within an individual which results from conflict between an individual's goals and the values expected of him. The circumstance creates a

tension in the individual as he tries to satisfy both his personal interest and what people expects from him. Nwatu (2004) exemplifies this type of conflict with a bank cashier who is expected to remain polite to a customer in the face of high level of provocation by the customer just to maintain good relations with the customer.

- **Inter-personal conflict**

It occurs due to disagreements between individuals over the goals of an organization which they are left to decide for themselves. Their respective desires for organization may conflict resulting in disagreements it is based on opinions rather than on facts. Such competition also results from competition among individual workers arising from limited vacancies and opportunities for personnel development and promotion in the organization.

- **Personal-group conflict**

It is defined as a group of two or more people acting independently but in unified manner towards achieving a common goal and in the process they share common concern, values or ideologies. Individual members are expected to adhere strictly the group's norms, when an individual member's behaviour is not in agreement with the group's norms and values.

- **Inter-group conflict**

This type of conflict occurs when there is disagreement between groups, departments, sections or units in an organization over established norms and values. Chandan (2005) observes that such conflicts are not personal in nature because they arise from factors inherent in the organizations structure e.g. when tasks are properly defined, they cause conflict.

- **Organizational conflict**

These types of conflicts exist among organizations. Such conflict arises when the policies of one organization causes one organization causes disaffection among management or employees of other organization.

2.1.3 CAUSES OF CONFLICTS

Several factors have been identified as causes of conflicts in organizations.

These include;

- **Organizational policies and objectives**

Organizational policies and objectives are always conflict prone areas in corporate organizations. Organizational goals are always task-oriented and not always welfare-oriented. For instance, the policy of profit plough back leaves little fund for improvement of workers' welfare.

- **Individual goals and objectives**

Individual employees have personal goals while working in the organization. In fact, the essence of taking up a job in the organization is to have a means of attaining personal goals.

- **Management style**

This can also be referred to as leadership style or employer employee or superior-sub-ordinate relationship. Generally, workers resent dictatorial or autocratic management or leadership style. It is observed that this leads to oppressive or master-slave relationship in corporate organizations. Feeling of resentment and anger associated with such relationship often leads to conflict.

- **Poor communication**

Communication is the interchange of thoughts and information or knowledge between individuals. Through communication, management informs employees about decisions taken on the workers' welfare and the workers inform management about their needs and problems. Thus, communication enhances interpersonal relationships in the organization and fosters understanding among everybody in the organization.

- **Nature of assignments**

The nature of tasks undertaken by workers could be a source of conflict. Some tasks are easy and do not stress the individuals to perform. Others are very difficult and stressful to perform. It is observed that difficult and stressful tasks are a serious factor that causes conflicts in organizations especially where the principle of job rotation does not obtain, such jobs give workers frustrations.

2.1.4 Effects of Organizational Conflict

- **Negative outcomes**

According to one point of view, organizational disagreement has negative consequences. Conflicts increase stress, which decreases worker satisfaction. This diminished satisfaction can lead to increases in absenteeism and turn over. Conflict can also undermine trust in bosses and coworkers, slowing or stopping project development. The accumulation of internal negative repercussions, such as lost trust and decreased progress, can have a detrimental impact on client satisfaction as a result of missed deadlines and lower job quality.

- **Sub optimization**

It may occur when contending parties engage in intense dispute. When competing parties pursue their own interests excessively, the organization's aims are jeopardized. Instead of cooperating to attain the organization's goals, competing parties engaged in unnecessary feuds that resulted in superiority contests. Goals are distorted when sections begin to undermine each other's efforts.

- **Waste of time and resources**

The business may lose prized time and resources at times of conflict. Instead of concentrating on meeting their objectives, employees waste time on troublesome issues. Misuse of business materials and funds is quite widespread when conflicting parties engage in "warfare." Disputes, stress and emotional confrontations reduce the workers' productivity, and eventually, the profitability of the business.

- **Positive possibilities**

Organizational disagreement, on the other hand, might be viewed as an opportunity for beneficial reform. The utilization of efficient communication is central to this point of view. Conflicts within organizations arise for a purpose. By recognizing the presence of the problem and determining its source, business executives open the way to innovative solutions. Recognizing and seeking solutions to organizational issues can defuse them and bring people into closer relationships with the company. It can also foster an adaptive company that can deal effectively with the rapid changes that modern business faces.

2.1.5 IMPACT OF CONFLICT ON ORGANIZATIONAL PERFORMANCE.

Chandan (2005) said that where they not brought under control in good time, conflicts could work against the achievement of organizational goals. Individual and group responses in conflict situations could range from sabotage, slowing down the pace of work, over-load to lack of cooperation. More importantly, targets and objectives are achieved by groups and individuals and as such, more critical the conflict is to the core operations of the organization and the higher the position in hierarchy of persons in conflict situation, the more devastating the impact of such conflict situations. This is because as conflict rages on individual workers become more aggrieved, less committed to work, frustrated, unmotivated and less productive, these lead to levity, loss of time, low productivity and output.

McDaniel (2001) supports this by stating that the problems of organizational conflict is that if it not properly managed, it hampers productivity, lowers moral, causes more and continued conflict and breeds indiscipline and misconduct. These hamper productivity, profitability and performance of the organization. The bad consequences of organizational conflict make it imperative for management to ensure that conflicts are promptly resolved as they occur.

Organizational performance has suffered as a result of both a definition and a conceptual issue, cited in Henry, (2009) stated:

That organizational performance, as a notion in modern management, suffered from conceptual clarity issues in a number of domains. The first was the definition area, and the second was the measuring area. The terms performance and productivity were occasionally used interchangeably. Productivity was a ratio that represented the amount of work done in a given length of time.

2.1.6 CONFLICT MANAGEMENT STRATEGIES AND STYLES

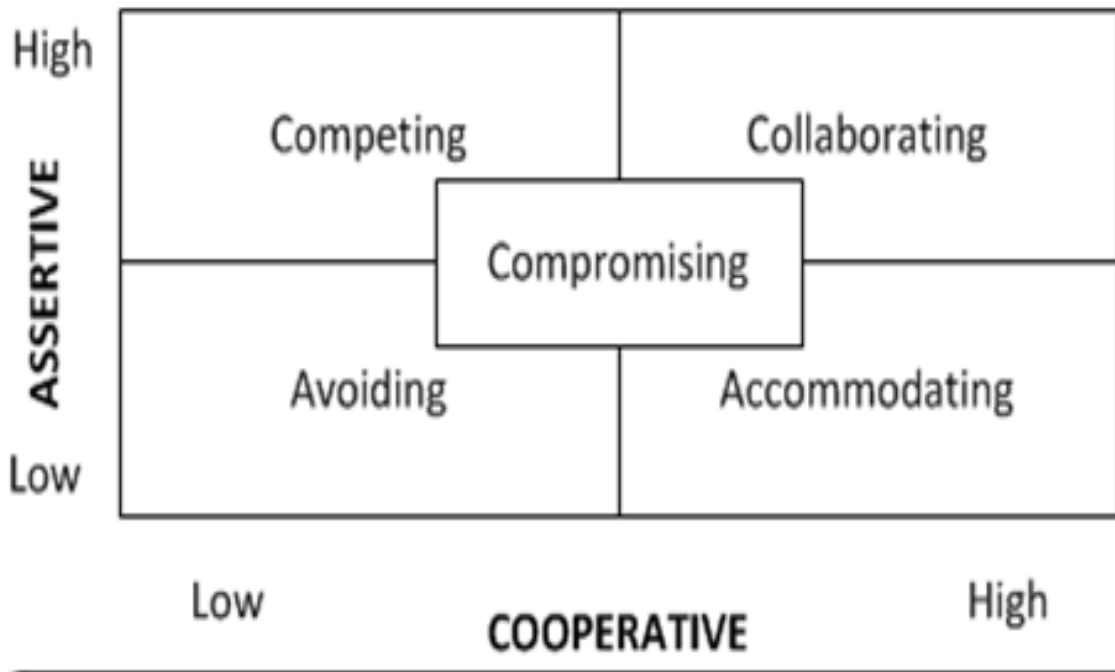
Having defined causes, importance and effects of conflicts, one is expected to start solving them. In order to do so, managers must have a clearly defined strategy for stimulating conflicts. In addition, strategy must be followed by an adequate conflict management style. Managers can follow three strategies for solving conflicts (Petkovic,2008 cited in Spaho (2013):

- **Strategy of negotiation**- this is the most common strategy of solving conflicts and it is successful when the interests of opposite sides are partly common and partly different. The negotiation is a process, in which different tactics can be applied. Those include:
- **Face -to -Face tactic**- mutual confidence as a foundation for negotiation can be established by using this tactic.
- **Persuading tactic**- This strategy entails employing various ways and approaches to win over partners and get a better negotiation position.
- **Deceitfulness tactic**- This strategy is based on presenting fake data and reasoning. Its success is determined by how well the negotiation parties know one other and whether deception is successful.
- **Treat tactic**- this tactic is based on deterrence from the side which holds a better position, or has more power. The stronger side presents consequences to the weaker, if it doesn't accept the proposed solution.
- **Promise tactic**- this tactic is also based on having a better position and more power, with the stronger side persuading the weaker that it will keep its promise.
- **Strategy of a superior goal**- one of the best ways for solving conflict situation is to define a superior goal. The point of this strategy is to define a goal above the individual goals, causing the conflict.
- **Strategy of third party intervention**- If a negotiating tactic fails to produce outcomes, a third-party intervention strategy should be used. In this case, management employs an outside consultant to tackle the problem. The consultant can be a mediator, whose job it is to advise conflicting parties on how to solve the problem, or an arbitrator, whose job it is to impose a solution. According to practical experience, the last technique is the least adopted. The other two techniques, on the other hand, must be managed by first-line managers because it is their responsibility to resolve problems. If they are unable or

unwilling to resolve the disagreement, upper-level management must do so. Practical experience shows that the last strategy is least used.

On the other hand, the other two strategies must be under control of first line managers, because it is their task to solve conflicts. If they cannot, or do not want to solve the conflict, this must be done by upper-level managers. Managers can utilize one of five conflict management strategies, as depicted in Figure 5 (Fox, 2006), depending on the intensity of the disagreement and their concern for others:

- **Integrating**: which this technique presumes attitude confrontation, mutual recognition of the problem, and proposal of a viable solution. This technique is suited for difficult situations that are not always clear. This approach is effective in the long run. It is not, however, appropriate for conflicts arising from different values. Despite the benefits of this technique, managers should be aware that it is time-consuming.
- **Obliging**: This style assumes reduction of differences and focusing on common interests. Its advantage is encouragement of cooperation, but it does not solve the cause of the problem. This style is not appropriate for escalating problems.
- **Dominating**: This style is frequent among persons who are more concerned with their personal interests than with collective ones. Managers use this strategy to compel staff to obey. This method is excellent when controversial working solutions must be implemented, when time is of the essence, and when dealing with minor concerns. It does not take long to adopt, but it is associated with employee criticism and resistance.
- **Avoiding**: This is passive style, characterized by distancing from problems and hiding them. It is appropriate for trivial problems, rather than for difficult and escalating problems, as it cannot solve the essence of the problem.
- **Compromising**: This style requires achieving of balance between personal and common interests. All participants must change some attitudes through interventions, negotiations and voting. This style is appropriate, when a balance of forces exists, but it should be avoided, if it results in something negative such as a delay in production, etc. It leads to democratic solution, but may prevent arriving to a creative solution of the problem.



https://sourcesofinsight.com/wp-content/uploads/2011/03/image_thumb1.png

2.1.7 EFFECTIVE CONFLICT MANAGEMENT ON ORGANIZATIONAL PERFORMANCE.

Effective conflict resolution requires that the complaints of the disputing parties be resolved or, at the very least, minimized to the minimal minimum so that the offended parties feel relieved. According to Ojo (2005), effective conflict management is critical for business organizations due to its impact (direct or indirect) on corporate performance. It has been determined that effective conflict management restores trust, confidence, calm, and harmony among employees, and that the management consequence of this is that it increases management-employee relations on the one hand, and employee-employee relations on the other. Ojo (2005), good conflict management enables workers to attain their organizational goals, which may include status enhancement. This is frequently related with advancement in position, earnings, and well-being. These are major motivational factors. When these goals are met, workers are motivated to be more productive. As a result, it has a positive impact on organizational performance.

Effective conflict management guarantees that production continues and operations do not halt. The continuous work process that results from successful conflict management improves organizational performance. According to Bryant (2000), good conflict management improves morale, productivity, and profitability, all of which improve organizational success. The idea is used to analyze the performance of a business that has the legal standing of an organization. To provide context for the notion, a specific and satisfactory description of the context in which it is utilized should be provided.

The traditional human resource management method to improving worker performance has focused on evaluating past performance and allocating rewards. In other words, prizes were given in exchange for performance. It is unavoidable that employee performance improvement will be of direct interest solely to management. As a result, performance is stereotyped as being uninteresting to the individual executing the work. Performance is a sort of compensation. Every day, several tiny activities contribute to increase worker performance. It is vital that the organization chooses the most effective performance measure for the organization as a whole as well as for the individuals inside it. Single measures are unlikely to be robust enough.

2.1.8 MANAGEMENT STYLES

AUTOCRATIC STYLES

The most controlling management style is autocratic management. All workplace decisions are made by autocratic managers. Communication with this type of management is one-way, from the top to the bottom. Employee ideas and contributions are neither encouraged nor required. Roles and tasks are clearly defined, and employees are anticipated to follow these directions without question while being checked and supervised on a regular basis. This style is especially useful in hierarchical organizations where management makes all decisions based on their position in the hierarchy. Employees who benefit from this management style include those who are new, inexperienced, or unmotivated, as they require supervision and clear direction. Managers can profit immensely from utilizing this strategy during times of crisis or extreme time limitations.

Autocratic management has several advantages, including little uncertainty, well defined responsibilities and objectives for personnel, and swift decision-making. The manager makes all decisions, and employees are expected to comply, leaving little room for variation or confusion. The decision-making speed is optimal and is not slowed by competing ideas or agendas. The benefits of autocratic management include low uncertainty, clearly defined roles and expectations for employees, and quick decision-making. The manager makes all decisions, and employees are expected to comply, leaving little room for variation or confusion. The decision-making speed is optimal and is not slowed by competing ideas or agendas.

One disadvantage is the lack of staff input, which results in ideas that are not encouraged or shared. Job dissatisfaction, absenteeism, and employee turnover can all result from this. Because managers make all decisions, employees are less likely to act autonomously and may become overly reliant on the manager. Employees who do not want or require supervision may become resentful and unhappy as a result. Too many disgruntled employees, combined with the separation of power that comes with an autocratic management style, can lead to a "us vs. them" mentality.

DEMOCRATIC STYLES

The democratic management style entails managers making decisions with employee input but ultimately making the final decision. This management style has many variations, including consultative, participative, and collaborative styles. Employee ideas and contributions are

welcomed but not required. Top-down and bottom-up communication creates a cohesive team. This style is adaptable and has the advantage of involving more diverse perspectives in decision making. Employees feel valued when their opinions are considered before management makes decisions, which increases motivation and productivity.

The time it takes to make a decision due to the gathering of ideas and opinions is one of the disadvantages of democratic management. There is also the possibility of conflicting viewpoints playing a role in decision making, which can make employees feel less valued if their input is not considered, resulting in lower morale and productivity.

LAISSEZ-FAIRE STYLE

A French term that means "leave alone" refers to a managerial style that is diametrically opposite to the autocratic manager. Because that is exactly what the laissez-faire management style is all about. The laissez-faire management style involves little or no management intervention. The employees do not require supervision and are highly skilled, allowing management to take a hands-off approach and delegate problem solving and decision making to the employees. Delegative styles and bossless environments or self-managed teams are examples of variations of this style. This management style is most effective in organizations with flatter decentralized management. Staff is often more skilled than management and is charged with setting the bar for innovation and goals. The benefits of laissez faire include increased innovation and creativity as a result of expert staff autonomy. Teachers, creatives, and designers are examples of this type of employee. Disadvantages include the risk of low productivity by unsupervised employees and a loss of direction due to a hands-off management style.

PERSUASIVE STYLE

Managers in this manner make the ultimate decision, but then utilize their persuasion talents to persuade their staff that the right option was made. A persuasive management style can explain the reasoning behind a decision and then encourages everyone to ask questions in order to fully comprehend the reasoning. As a result, employees believe they are a trusted and valued member of the organization. They become involved in key business decisions, which reduces resentment and tension between management and employees. It is distinguished by strong,

centralized control that makes business decisions. Instead of enforcing "do this or else" policy directives, persuasive managers take the time to invite inquiry.

2.2 THEORETICAL FRAMEWORK

2.2.1 UNITARY THEORY

The essence of the unitary theory is that the larger social system or the work enterprise as a sub system of the larger social system is a unitary organization. The theory views the organization as pointing towards a unified authority and loyalty structure. The theory emphasizes on common values, interest and objectives. Those who believe in this perspective view organizational participants as a team or family that emphasize on shared values, shared goals and common destiny. Conflict is viewed as irrational/bad and the sacking of striking workers is preferred to consultation or negotiation. Those holding to the perspective of unitary theory see managers and employees as having a common interest in the survival of their organizations.

According to Rose (2008), trade unionism is outlawed and suppressed under the unitary perspective because it is perceived as an illegitimate intrusion or infringement on management's authority to manage; trade unions are regarded as a threat to management an outside intervention into the corporation that competes with management in exchange for staff loyalty. As a result, management is obligated to handle conflicts properly in order to improve organizational performance because doing so will result in improved communication, time management, cooperation, and overall organizational performance. A good conflict improves decision outcomes, particularly task-related conflict, and group productivity by increasing quality through constructive criticism and individuals playing the devil's advocate role, because most task-related conflict allows for the exchange of ideas and helps employees perform better. Thus, organizational stability may be maintained even when the leader is low in conflict management because workers sometimes exhibit acceptance behaviour over the superior's attitude thus reflecting apathy and subjugation with little manifestation of aggression. The unitary theory tends towards authoritarianism and paternalism, it is pro-management, biased and emphasizes consensus and industrial peace. The underlying assumption of this view is that the organization exists in perfect harmony and all conflict is unnecessary.

2.2.2 CONTINGENCY THEORY

The theory underpinning this study is the Contingency Theory. This theory is Fred Fiedler's hypothesis was created in 1964. The assumption of the theory is that there is no universal or one best way to manage an organisation and that an organisational/leadership style that is effective in some situations may not be successful in others. According to the notion, a manager's effectiveness is determined by the interaction of task, or relationship, incentive, and circumstance. In other words, some conditions require different management approaches with a focus either on motivating for task completion or maintaining harmonious group relations.

It can be summarized as an “it all depends” approach. The appropriate management approaches and actions are determined by the situation. Managers with a contingency view use a flexible approach, draw on a variety of theories and experiences, and evaluate many options as they solve problems. Managers in the contingency perspective are tasked with assessing which managerial style is most likely to be beneficial in a given situation. It acknowledges the critical importance of individual manager performance in each particular situation, and the contingency method is heavily reliant on the manager's expertise and judgment in a given organizational setting. Contingency theory is however made of six independent constructs (strategy, task, technology, organisational size, structure and culture) and two dependent constructs (efficiency and organisational performance). The study investigates the aspect of strategy being the independent variables and organisational performance being the dependent variable.

The decision to base the study on this theory was informed by the fact that there is no one best strategy in resolving organisational conflict. A strategy is regarded appropriate for a conflict scenario if its use results in successful problem formulation and/or resolution (Rahim, 2011).

2.2.3 CONFLICT THEORY

Conflict theory is synonymous with the pluralist frame of reference, which is also attributed to conflict theory of Fox (1966). According to this theory, the company is a conglomeration of sectional groups with distinct values, interests, and ambitions; hence, employees have values and aspirations that differ from those of management, and these values and aspirations are always at odds with those of management.

According to conflict theorists, conflict is an unavoidable, reasonable, functional, and normal occurrence in organizations that is resolved by compromise and agreement or collective bargaining. Trade unions, according to conflict theorists, are acceptable challenges to managerial rules or prerogatives, and they promote competition and teamwork. This viewpoint regards trade unions as legitimate representative organizations that allow groups of employees to exert influence management decisions (Rose, 2008). Rose further states that the pluralist perspective would seem to be much more relevant than the unitary perspective in the analysis of industrial relations in many large unionized organizations and congruent with developments in contemporary society.

2.3 EMPIRICAL REVIEW

Conflict is inherent in all social life; it is an unavoidable aspect of life since it is tied to conditions of scarcity, division of functions, power relations, and role differentiation. In the absence of a clear definition of conflict, several researchers from other fields have proposed alternative definitions. Psychology, behavioral sciences, sociology, communication, and anthropology have all contributed to this list. Conflict can occur between individual, groups, organizations, and even nations. As human being interacts in organizations, differing values and situations create tension. Conflict is thereby viewed as a situation in which two or more individuals operating within a unit appear to be incompatible.

Nwosu and Makinde (2014) carried out a research to understand the idea of conflict and how it can be managed in private institutions. It was concluded that managers should employ the use of conflict management strategies and also encourage negotiations to ensure peaceful working environment so that organisational goals and objectives can be achieved. Enabling environment should be created to promote healthy expression of opinions, feelings, values, needs and positions. Management of organisations should be quick to identify situations that are pointers to suppressed opinion or values that are predisposing factors to conflict in an organisation. However, the strategies are not empirically tested, and cannot give a true generalisation of the study.

Ebhote and Monday (2015) conducted a qualitative research on conflict management, a managerial approach towards improving organisational performance. It was concluded that managers on their part having resolved the conflict efficiently can use the techniques or the approaches adopted to resolve further conflict which might ensue the future. It is a qualitative study.

Ojo and Abolade (2014) evaluated the impact of conflict management on employee performance at Nigeria Power Holding Company (PHCN). The survey research approach was used in this study, and a total of 100 questionnaires were delivered to respondents by stratified sampling. The data was analyzed using descriptive statistics, and hypotheses were tested using regression analysis and correlation coefficient. The findings demonstrated that effective conflict management improves employee performance in an organization and that the conflict management system of the company influences employee performance in the organization. It was suggested that the organization begin training and retraining its personnel in dispute resolution in order to create a conducive working atmosphere for the employees, and that there be efficient and effective communication between and among all types of employees in the organization. This will help to reduce conflict in the workplace. The study looks at one component of organizational performance: employee performance.

Ajike et al. (2015) used Access Bank Plc as a case study to investigate the effect of conflict management on organizational performance in Nigerian banks. A total of eighty-one (81) questionnaires were distributed to the bank's various employees in three branches located in Lagos state. The association between conflict management and organizational performance was investigated using descriptive and regression analysis with SPSS. The study discovered a substantial positive association between conflict resolution and organizational performance. Because the study used simple regression, the significant influence of conflict management tactics was not demonstrated.

Longe (2015) investigated the impact of workforce conflict management on organisational performance in Nigerian manufacturing firm, using 250 employees selected through stratified random sampling techniques and analysed using descriptive and inferential statistics. The findings revealed a significant positive relationship between integrated conflict management strategies (collective bargaining, compromise, and accommodation) and organizational performance, whereas non-integrated conflict management strategies (competition, domination, and avoidance) had a statistically significant negative effect on organizational performance. The study did not take into account the impact of cooperation strategy on organizational performance.

Mukolwe, Korir, Eliza, Milka, and Musyoki (2014) evaluated the impact of interpersonal conflict on organizational performance in a sample of Kisii town hotels. The study used both descriptive survey and explanatory research techniques and targeted 368 employees from carefully chosen

hotels. The data was analyzed using descriptive and inferential statistics, and the hypotheses were tested using multiple regression. The results indicated that interpersonal conflict strategies, relationship conflict and task conflict significantly affect organizational performance respectively, while outcomes of interpersonal conflict do not significantly affect organizational performance.

In Schmucl's (2014) investigative study on approaches to conflict resolution in Israel, he selected 150 personnel from different organisations using structured questionnaire and analyzed by simple percentage and descriptive statistics. He found out that the outcomes produced by negotiated settlement is better than those reached by litigation or political compromise.

Akkerman and Torenvlied (2014) conducted a research on the effects of industrial conflict between and within organizations. The questionnaire was delivered in 300 copies using stratified random sampling. 263 copies were returned. Pearson moment coefficient correlation was used to analyze the data. The study found out that industrial conflict in form of strikes are found in two areas of study: (1) collective bargaining outside the immediate scope of the focal organizations and (2) work relations among employees within the organization that are affected by strikes.

Onyemachi (2014) examined the strategic Oil and Gas Industrial Conflict Management in Nigeria, descriptive research methodology was adopted in this study. A five-point numerically scaled Likert-type questionnaire was developed and distributed to the selected staff of the chosen organizations. The research hypotheses were tested using the Pearson correlation coefficient. The revelation showed that industrial conflict started with the emergence of trade unionism in 1912. And concluded that industrial conflict has resulted in strikes, work stoppages and loss of man-days.

Ekankumo and Koye (2014) carried out an empirical study on managing industrial dispute in the Nigerian teaching hospitals. Their conclusion was that management will better achieve result if they foster partnership through creation of Labour Management Committee (LMC), to meet regularly to discuss and resolve issues or problems that may not be covered by collective bargaining.

In summary of the findings in the review outlined above, studies on the effects of conflict management showed a wide range of results depending on situations. Studies were of the view that integrative conflict management strategies are positive and significantly related while the non-integrative conflict management strategies are negative and insignificantly related.

2.3.1 RESEARCH GAPS

Organizational conflicts can arise from task dependency, status discrepancies, jurisdictional ambiguity, communication issues, reliance on a common resource pool, a lack of consistent performance standards, and individual variations. Conflict classification can be difficult and varied. A state of disharmony induced by the actual or apparent antagonism of needs, values, and interests among people working together is referred to as organizational conflict. The goal of this research was to establish the association between corporate performance and good conflict management. The study's research aims are to determine how conflict will be effectively handled; to identify the key sources of conflict; to assess the impact of organizational conflict on performance; and to determine which leadership style is most effective in managing conflict and finally to make recommendations for the stated problem based on the finding's from the study.

2.3.2 GAP OF LITERATURE

<u>Author/Year</u>	<u>Title</u>	<u>Gap</u>
Ekankumo and Koye (2014)	An empirical study on managing industrial dispute in the Nigerian teaching hospitals.	Their conclusion was that management will be better achieved result if they foster partnership through creation of Labour Management Committee (LMC), to meet regularly to discuss and resolve issues or problems that may not be covered by collective bargaining.
Mukolwe, Korir, Eliza, Milka, and Musyoki 2014)	The effect of interpersonal conflict on organizational performance of selected hotels in Kishi town.	The results indicated that interpersonal conflict strategies, relationship conflict and task conflict significantly affect organizational performance respectively, while outcomes of interpersonal conflict do not significantly affect organizational performance.

<p>Nwosu and Makinde (2014)</p>	<p>The concept of conflict and how it can be managed in private institutions.</p>	<p>It was concluded that managers should employ the use of conflict management strategies and also encourage negotiations to ensure peaceful working environment so that organisational goals and objectives can be achieved.</p>
<p>Ojo and Abolade (2014)</p>	<p>The impact of conflict management on employees' performance in Power Holding Company of Nigeria (PHCN).</p>	<p>It was recommended that organisation should embark on training and retraining of its employees in area of conflict management so as to create a conducive working environment for the employees and that there should be efficient and effective communication between and among all categories of the employees in the organisation.</p>
<p><u>Onyemachi (2014)</u></p>	<p>Strategic management of industrial conflicts in Nigeria oil and Gas.</p>	<p>Concluded that industrial conflict has resulted__in strikes, work stoppages and loss of man-days.</p>

Schmuel's (2014)	Approaches to conflict resolution in Israel.	The study found out that industrial conflict in form of strikes are found in two areas of study: (1) collective bargaining outside the immediate scope of the focal organizations and (2) work relations among employees within the organization that are affected by strikes.
Ajike et al. (2015)	The effect of conflict management on organizational performance of banks in Nigeria using Access Bank Plc as a case study.	The result found that there was a significant positive relationship between conflict management and organizational performance.
Ebhote and Monday (2015)	Qualitative research on conflict management.	It was concluded that managers on their part having resolved the conflict efficiently can use the techniques or the approaches adopted to resolve further conflict which might ensue the future.

<p>Longe (2015)</p>	<p>The impact of workforce conflict management on organisational performance in Nigerian manufacturing firm.</p>	<p>The result showed that there is significant positive relationship between integrated conflict management strategies (collective bargaining, compromise and accommodation) and organisational performance, while non-integrated conflict management strategies (competition, domination and avoidance) had a negative statistical determinate effect on organisational performance.</p>
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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 RESEARCH DESIGN

This study will use a survey research design as its research method. The current study entailed the gathering of primary data from workers of Toyota Nigeria Limited(TNL) in Lagos state via the administration of structured and non-structured questionnaires, the survey will be regarded acceptable.

3.2 POPULATION OF THE STUDY

The participants in this study are all 315 employees of TOYOTA NIGERIA LIMITED in Lagos, Nigeria. This population is made up of numerous employees' cadres and operating units, which the study will proportionate to ensure that it is representative.

3.3 SAMPLING TECHNIQUE

The sampling method that will be employed in this study is both stratified and simple random sampling. The population of the study will be stratified in five major target groups based on the existing department. Since the population size is very large to access, the researcher chooses to use sampling method to conduct the research business process structure of the organization i.e. Chief Executive, Marketing, Internal Audit, Human Resource Department and Public relations.

3.4 SAMPLING SIZE DETERMINATION

The sample size of the study is determined using the formula adopted from Toro Yamane's (1967). Thus, the formula used to calculate the sample size is:

$$n = N / (1 + N(e)^2)$$

Where:

n = sample size required

N = number of people in the population

e = allowable error (%)

$$n = 315 / (1 + N(e)^2)$$

$$n=315/1+315(0.0025)$$

$$n= 315/1.7875$$

$$n= 176$$

3.5 METHOD OF DATA COLLECTION

The study used primary source of data to examine the effect of conflict management on the performance of Toyota Nigeria Limited. Data was collected using questionnaire which was self-administered to the staff of Toyota Nigeria Limited.

3.6 TECHNIQUES OF DATA ANALYSIS

The data generated during investigation were analyzed using both descriptive and inferential statistics. The descriptive statistics included the use of tables, frequency tables and percentage distributions. The inferential statistics included the use of Regression Analysis and Product Moment Correlation, to determine the parameter of the study and hypotheses testing.

3.7 RELIABILITY OF THE INSTRUMENT

It is concerned with how reliable the data collection instrument is, whether the questions in the survey get the same form of answer. To enhance reliability of the data generated, efforts were made to ensure that only the respondents who fall within the identified group were given the questionnaire since they are sure they would give the relevant responses.

3.8 VALIDITY OF INSTRUMENT

The research instrument(questionnaire) adopted will be adequately checked and validated by the supervisors, his contributions and corrections will be checked into the final draft of the research instrument used.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.0 INTRODUCTION

This chapter study focused on analysis of data collected. The resulting analysis will be interpreted and presented. 176 copies of questionnaire were carefully administered to respondents for the purpose of this research, however, only 170 copies were correctly filled and returned at the stipulated time to be used for analysis. This indicated 97.5% response rate. Thus, 170 copies of questionnaire retrieved were analyzed and presented in tables with the aid of Software Package for Social Science (SPSS) for easy comprehension.

TABLE 4.1 PRELIMINARY SURVEY DETAILS
Response Rate to Questionnaire Administered

S/No	Questionnaires	Frequency	Percentage
1.	Number of questionnaire sent for administration.	176	100%
2.	Questionnaire retrieved and used for the final analysis	170	97.5%
3.	Number of questionnaire not properly administered	3	1.25%
4	Number of questionnaire not retrieved	3	1.25%

Source: Field Survey 2022

Table 4.1 above provides the response rate to questionnaire administered. A total of 176 copies of questionnaire were administered to the Toyota Nigeria Limited according to the sample size determination. The total number of questionnaire retrieved after administration was 170 as 3 copies were not properly administered and 3 copies were not returned. This means 97.5% response rate was achieved.

TABLE 4.2. DEMOGRAPHIC DATA OF THE RESPONDENTS.

The following shows the frequency counts and percentage of demographic data of the respondents in terms of their gender, age range, educational qualification, working experience, department and marital status.

Variable	Frequency	Percentage (%)
GENDER		
Male	114	67.1
Female	56	32.9
TOTAL	170	100.0
AGE		
Below 25 years	97	57.1
26 – 40 years	46	27.1
41 – 50 years	16	9.4
Above 50 years	11	6.5
TOTAL	170	100.0
EDUCATIONAL QUALIFICATION		
SSCE	35	20.6
B.Sc	114	67.1
Masters' Degree	21	12.4
TOTAL	170	100.0
EXPERIENCE		
Below 5 years	91	53.5
6 – 10 years	48	28.2
11 – 15 years	21	12.4
16 – 20 years	10	5.9
21 years and above	91	53.5
TOTAL	170	100.0
DEPARTMENT		
Administration	33	19.4
Account	95	55.9

Audit/I.T	5	2.9
Marketing	37	21.8
TOTAL	170	100.0
MARITAL STATUS		
Single	103	60.6
Married	62	36.5
Divorced	5	2.9
TOTAL	170	100.0

Source: Field Survey 2022

Table 4.2 presented the demographic information of the respondents. As shown in table 4.2, 114 of the respondents representing 67.1% were males while 56 representing 32.9% of the respondents were females. This simply indicates that majority of the employees of Toyota Nigeria Limited in Lagos, Nigeria that participated in this study were males.

Results obtained in table 4.2 indicates that 97 representing 57.1% of the respondents were below 25 years, 46 representing 27.1% of the respondents were between the ages of 26 – 40 years, 16 representing 9.4% of the respondents were between the ages of 41 – 50 years and 11 representing 6.5% of the respondents were above 50 years respectively. This result reveals that majority of the employees of Toyota Nigeria Limited in Lagos, Nigeria that participated in this study were below 20 years of age.

Regarding the educational qualification of the respondents, it was also revealed that 35 (20.6%) were SSCE holders, 114 (67.1%) were B.Sc. holders and 21 (12.4%) were Master's degree holders. This indicates that majority of the respondents that participated in the study were B.Sc holders.

Based on the working experience of the respondents as indicated in table 4.2, 91 representing 53.5%, have below 5 years of experience, 48 (28.2%) have between 6 – 10 years of experience, 21 (12.4%) have between 11 – 15 years of experience, 10 representing 5.9% of the respondents were between 16 – 20 years of experience and 91 (53.5%) were 21 years and above.

On the basis of department, 33 respondents representing 19.4% were in administrative department, 95 (55.9%) were in account department, 5 (2.9%) were in Audit/IT department and 37 (21.8%) of the respondents were in marketing department. The result indicates that the respondents were in account department.

Based on the marital status of the respondents as indicated in table 4.2, 103 (60.6%) were single, 62 (36.5%) were married and 5 (2.9%) were divorced. Having had about 61% of the entire sample, the majority of the respondents that participated in the study were single.

4.3. The cause of conflicts relative to output of the work organization

This section presents the opinion of respondents in response to research question one that seeks to evaluate whether an association exist between cause of conflicts and output of the work organization

Table 4.3.1. Poor salaries and wages prevent maximum output from workers

Items	Frequency	Percentage (%)
Strongly Disagree	11	6.5
Disagree	5	2.9
Undecided	10	5.9
Agree	61	35.9
Strongly Agree	83	48.8
Total	170	100.0

Source: Field Survey 2022

Table 4.3.1 above presented the result of the frequency distribution in response to whether poor salaries and wages prevent maximum output from workers. The table showed that majority of the respondents 48.8% strongly agreed, a large percentage (35.9%) agreed, 6.5% disagreed, 5.9% were undecided and 2.9% disagreed that poor salaries and wages prevent maximum output from workers. Hence, majority strongly agreed that poor salaries and wages prevent maximum output from workers.

Table 4.3.2: Unfair labour practices on the part of management prevent workers from contributing maximally to the output of the organization

Items	Frequency	Percentage (%)
Strongly Disagree	5	2.9
Disagree	11	6.5
Undecided	5	2.9
Agree	65	38.2
Strongly Agree	84	49.5

Total	170	100.0
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Source: Field Survey 2022

Table 4.3.2 above presented the result of the frequency distribution of staffs in response to the statement unfair labour practices on the part of management prevent workers from contributing maximally to the output of the organization. The table showed that majority of the respondents (49.5%) strongly agreed, a large percentage (38.2%) also agreed, a few of the respondents (6.5%) disagreed, 2.9% were undecided and 2.9% strongly disagreed. Hence, majority strongly agreed that unfair labour practices on the part of management prevent workers from contributing maximally to the output of the organization.

Table 4.3.3: Poor terms and condition of employment hinder efficiency of workers

Items	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	5	2.9
Undecided	0	0
Agree	73	42.9
Strongly Agree	92	54.2
Total	170	100.0

Source: Field Survey 2022

Table 4.3.3 above presented the result of the frequency distribution of staffs in response to if the statement poor terms and condition of employment hinder efficiency of workers. The table showed that majority of the respondents 54.2% strongly agreed, 42.9% agreed and 2.9% disagreed that poor terms and condition of employment hinder efficiency of workers. Hence, majority strongly agreed that poor terms and condition of employment hinder efficiency of workers.

Table 4.3.4: Absence of incentives arising from good job performance prevent high productivity from employees.

Items	Frequency	Percentage (%)
Strongly Disagree	6	3.5
Disagree	5	2.9
Undecided	41	24.1
Agree	80	47.1
Strongly Agree	38	22.4
Total	170	100.0

Source: Field Survey 2022

Table 4.3.4 above presented the result of the frequency distribution in response to whether absence of incentives arising from good job performance prevent high productivity from employees. The table showed that majority of the respondents 47.1% agreed, 22.4% strongly agreed, 24.1% were undecided, 3.5% strongly disagreed and 2.9% disagreed that absence of incentives arising from good job performance prevent high productivity from employees. Hence, majority strongly agreed that absence of incentives arising from good job performance prevent high productivity from employees.

Table 4.3.5: Lack of regular promotion of staff brings job dissatisfaction thereby causing low output in the work organization

Items	Frequency	Percentage (%)
Strongly Disagree	5	2.9
Disagree	0	0
Undecided	11	6.5
Agree	94	55.3
Strongly Agree	60	35.3
Total	170	100.0

Source: Field Survey 2022

Table 4.3.5 above presented the result of the frequency distribution in response to whether lack of regular promotion of staff brings job dissatisfaction thereby causing low output in the work organization. The table showed that majority of the respondents 55.3% agreed, 35.3% strongly

agreed, 6.5% were undecided and 2.9% strongly disagreed that lack of regular promotion of staff brings job dissatisfaction thereby causing low output in the work organization. Hence, majority strongly agreed that lack of regular promotion of staff brings job dissatisfaction thereby causing low output in the work organization.

4.4: FORMS OF INDUSTRIAL CONFLICT AND WORKER’S EFFICIENCY

This section is intended to illustrate the association between forms of industrial conflict and worker’s efficiency.

4.4.1: Strike is a major factor that hinders worker’s performance

Items	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	11	6.5
Undecided	53	31.2
Agree	78	45.9
Strongly Agree	28	16.4
Total	170	100.0

Source: Field Survey 2022

Table 4.4.1 above presented the result of the frequency distribution in response to whether strike is a major factor that hinders worker’s performance. The table showed that 45.9% agreed, 31.2% were undecided, 16.4% strongly agreed and 6.5% disagreed that strike is a major factor that hinders worker’s performance. Hence, majority of the respondents strongly agreed strike is a major factor that hinders worker’s performance.

4.4.2: Sometimes workers engage in work to rule thereby reducing their productivity

Items	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	12	7.1
Undecided	29	17.1
Agree	87	51.2
Strongly Agree	42	24.6
Total	170	100.0

Source: Field Survey 2022

Table 4.4.2 shows response on if sometimes workers engage in work to rule thereby reducing their productivity. The response reveals that 51.2% agreed, 24.6% strongly agreed, 17.1% were undecided and 7.1% disagreed that sometimes workers engage in work to rule thereby reducing their productivity. This implies that sometimes workers engage in work to rule thereby reducing their productivity.

4.4.3: Lock-outs are sometimes used by employees against workers during strike thereby promoting low productivity.

Items	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	0	0
Undecided	26	15.3
Agree	107	62.9
Strongly Agree	37	21.8
Total	170	100.0

Source: Field Survey 2022

Table 4.4.3 presented the results of respondents on the statement lock-outs are sometimes used by employees against workers during strike thereby promoting low productivity. It was shown that 62.9% strongly agreed, 21.8% agreed and 15.3% were undecided that lock-outs are sometimes used by employees against workers during strike thereby promoting low productivity. Hence, majority of the respondents agreed that lock-outs are sometimes used by employees against workers during strike thereby promoting low productivity.

4.4.4: Workers do engage in picketing to disrupt work arrangement that has brought reduction in organizational productivity.

Items	Frequency	Percentage (%)
Strongly Disagree	6	3.5
Disagree	11	6.5
Undecided	27	15.9
Agree	94	55.3
Strongly Agree	32	18.8
Total	170	100.0

Source: Field Survey 2022

Table 4.4.4 presented the results of respondents on the statement workers do engage in picketing to disrupt work arrangement that has brought reduction in organizational productivity. It was indicated that 55.3% agreed, 18.8% strongly agreed, 15.9% were undecided, 6.5% disagreed and 3.5% strongly disagreed. Hence, from the response, it can be inferred that workers do engage in picketing to disrupt work arrangement that has brought reduction in organizational productivity.

4.4.5: WORKERS ARE INEFFICIENT SOMETIMES BECAUSE OF OUTPUT RESTRICTION, THEREBY UTILIZED TO PRESS HOLD THEIR DEMAND FROM THE MANAGEMENT.

Items	Frequency	Percentage (%)
Strongly Disagree	5	2.9
Disagree	0	0
Undecided	16	9.5
Agree	107	62.9
Strongly Agree	42	24.7
Total	170	100.0

Source: Field Survey 2022

Table 4.4.5 presented the results of respondents on the statement workers are inefficient sometimes because of output restriction, thereby utilized to press hold their demand from the management. It was indicated that 62.9% agreed, 24.7% strongly agreed, 9.5% were undecided and 2.9% strongly disagreed. Hence, from the response, it can be inferred that workers are inefficient sometimes because of output restriction, thereby utilized to press hold their demand from the management.

4.5: Link between effects of organization conflict and employees' performance.

This section is reveals the connection between the effects of organization conflict and employees' performance.

4.5.1: Low performance of employees can be attributed to series of industrial conflict

Items	Frequency	Percentage (%)
Strongly Disagree	10	5.9
Disagree	0	0
Undecided	5	2.9

Agree	86	50.6
Strongly Agree	69	40.6
Total	170	100.0

Source: Field Survey 2022

Table 4.5.1 above presented the result of the frequency distribution in response to whether low performance of employees can be attributed to series of industrial conflict. The response indicated that 50.6% which constitute the majority of the respondents agreed, 40.6% strongly agreed, 2.9% were undecided and 5.9% strongly disagreed that low performance of employees can be attributed to series of industrial conflict. Hence, majority strongly agreed that low performance of employees can be attributed to series of industrial conflict.

4.5.2: Individual conflict in form of fraud has led to inefficiency on the part of many workers

Items	Frequency	Percentage (%)
Strongly Disagree	10	5.9
Disagree	6	3.5
Undecided	23	13.5
Agree	78	45.9
Strongly Agree	53	31.2
Total	170	100.0

Source: Field Survey 2022

Table 4.4.3 presented the results of respondents on the statement individual conflict in form of fraud has led to inefficiency on the part of many workers. It was shown that 45.9% strongly agreed, 31.2% agreed, 13.5% were undecided, 5.9% strongly disagreed and 3.5% disagreed that individual conflict in form of fraud has led to inefficiency on the part of many workers. Hence, majority of the respondents agreed that individual conflict in form of fraud has led to inefficiency on the part of many workers.

4.5.3: Daily reduction in organizational profit can be attributed to series of strike action by workers

Source: Field Survey 2022

Table 4.5.3 presented the results of respondents on the statement daily reduction in organizational

Items	Frequency	Percentage (%)
Strongly Disagree	11	6.5
Disagree	5	2.9
Undecided	12	7.1
Agree	101	59.4
Strongly Agree	41	24.1
Total	170	100.0

profit can be attributed to series of strike action by workers. It revealed that 59.4% agreed, 24.1% strongly agreed, 6.5% strongly disagreed, 7.1% were undecided and 2.9% disagreed that daily reduction in organizational profit can be attributed to series of strike action by workers. Hence, majority of the respondents strongly agreed that daily reduction in organizational profit can be attributed to series of strike action by workers.

4.5.4: Many workers involve in never-on-sit syndrome thereby reducing the organizational revenue

Items	Frequency	Percentage (%)
Strongly Disagree	6	3.6
Disagree	0	0
Undecided	64	37.6
Agree	49	28.8
Strongly Agree	51	30.0
Total	170	100.0

Source: Field Survey 2022

Table 4.5.4 presented the results of respondents on the statement many workers involve in never-on-sit syndrome thereby reducing the organizational revenue. It revealed that 37.6% were undecided, 30.0% strongly agreed, 28.8% agreed and 3.6% strongly disagreed. Hence, majority of the respondents strongly agreed that many workers involve in never-on-sit syndrome thereby reducing the organizational revenue.

4.5.5: Labour turnover is common in my workplace because of poor terms and conditions of employment that has brought inefficiency of workers

Items	Frequency	Percentage (%)
Strongly Disagree	11	6.5
Disagree	0	0
Undecided	59	34.7
Agree	64	37.6
Strongly Agree	36	21.2
Total	170	100.0

Source: Field Survey 2022

Table 4.5.5 presented the results of respondents on the statement labour turnover is common in my workplace because of poor terms and conditions of employment that has brought inefficiency of workers. It revealed that 37.6% agreed, 34.7% were undecided, 21.2% 35.8% strongly agreed and 6.5% strongly disagreed. Hence, majority of the respondents agreed that labour turnover is common in my workplace because of poor terms and conditions of employment that has brought inefficiency of workers.

4.6: The Relationship Effectiveness of Leadership Style And Conflict Management.

This section is reveals how effectiveness of leadership style correlate conflict management.

4.6.1: Leaders get involved in autocratic style thereby making conflict resolution difficult.

Items	Frequency	Percentage (%)
Strongly Disagree	5	2.9
Disagree	5	2.9
Undecided	47	27.6
Agree	49	28.8
Strongly Agree	64	37.8
Total	170	100.0

Source: Field Survey 2022

Table 4.6.1 presented the results of respondents on the statement leaders get involved in autocratic style thereby making conflict resolution difficult. It was shown that 37.6% strongly agreed, 28.8%

agreed, 27.6% were undecided, 2.9% disagreed and 2.9% strongly disagreed that leaders get involved in autocratic style thereby making conflict resolution difficult. Hence, majority of the respondents affirmed that leaders get involved in autocratic style thereby making conflict resolution difficult.

4.6.2: Leaders operating democratic style but refuse to manage conflict well

Items	Frequency	Percentage (%)
Strongly Disagree	6	3.5
Disagree	5	2.9
Undecided	24	14.2
Agree	99	58.2
Strongly Agree	36	21.2
Total	170	100.0

Source: Field Survey 2022

Table 4.6.2 presented the results of respondents on whether leaders operating democratic style but refuse to manage conflict well. It was found that majority of the respondents 58.2% agreed, 21.2% strongly agreed, 14.1% were undecided, 3.5% disagreed and 2.9% strongly disagreed that leaders operating democratic style but refuse to manage conflict well. Hence, majority of the respondents agreed that leaders operating democratic style but refuse to manage conflict well.

4.6.3: Workers are not allowed to participate in management decision hence conflict management is very difficult.

Items	Frequency	Percentage (%)
Strongly Disagree	0	0
Disagree	0	0
Undecided	11	6.5
Agree	85	50.0
Strongly Agree	74	43.5
Total	170	100.0

Source: Field Survey 2022

Table 4.6.3 presented the view of respondents on the statement workers are not allowed to participate in management decision hence conflict management is very difficult. Accordingly, 50.0% agreed, 43.5% strongly agreed and 6.5% were undecided. Hence, majority of the

respondents agreed. Therefore, this implies that workers are not allowed to participate in management decision hence conflict management is very difficult.

4.6.4: The leadership style in my work place is not suitable for crisis management.

Items	Frequency	Percentage (%)
Strongly Disagree	28	16.5
Disagree	0	0
Undecided	28	16.5
Agree	77	45.2
Strongly Agree	37	21.8
Total	170	100.0

Source: Field Survey 2022

Table 4.6.4 presented the results of respondents on the statement the leadership style in my work place is not suitable for crisis management. It revealed that 45.3% agreed, 21.8% strongly agreed, 16.5% were undecided and 16.5% strongly disagreed that the leadership style in their work place is not suitable for crisis management. Hence, majority of the respondents agreed that the leadership style in my work place is not suitable for crisis management.

4.6.5: Leaders in my workplace do not create room for an atmosphere of goof conflict management.

Items	Frequency	Percentage (%)
Strongly Disagree	5	2.9
Disagree	17	10.1
Undecided	60	35.3
Agree	47	27.6
Strongly Agree	41	24.1
Total	170	100.0

Source: Field Survey 2022

Table 4.6.5 presented the view of respondents on the statement leaders in my workplace do not create room for an atmosphere of goof conflict management. Accordingly, 35.3% were undecided, 27.6% strongly agreed, 24.1% strongly agreed, 10.1% disagreed and 2.9% strongly disagreed. Hence, majority of the respondents agreed. Therefore, this implies that leaders in respondent’s workplace do not create room for an atmosphere of goof conflict management.

4.7 HYPOTHESES TESTING

Table 4.7.1: Hypothesis One:

Ho: There is no significant relationship between the major causes of conflicts and output in Toyota Nigeria Limited

Correlations

			Major causes of conflicts	Output in Toyota Nigeria Limited
Spearman's rho	Major causes of conflicts	Correlation coefficient	1.000	0.260**
		Sig (2-tailed)		.088
		N	170	170
	Output in Toyota Nigeria Limited	Correlation coefficient	0.260**	1.000
		Sig (2-tailed)	.088	
		N	170	170

Source: Field Survey 2022

The result above indicated that there is a weak positive correlation between the major causes of conflicts and output in Toyota Nigeria Limited having had a correlation coefficient “r” of 0.260. Also, the significant value (sig 2- tailed) “0.088” is higher than the p-value (p-value = 0.05). This implies that the weak relationship observed between the two variables is not significant. Hence, null hypothesis is accepted. That is, there is no significant relationship between the major causes of conflicts and output in Toyota Nigeria Limited.

4.7.2: Hypothesis Two

Ho: There is no significant relationship between the types of conflicts and worker's efficiency in Toyota Nigeria Limited

Correlations

			Types of conflicts	Worker's efficiency
Spearman's rho	Types of conflicts	Correlation coefficient	1.000	0.602*
		Sig (2-tailed)		.145
		N	170	170
	Worker's efficiency	Correlation coefficient	0.602*	1.000
		Sig (2-tailed)	.145	
		N	170	170

Source: Field Survey 2022

The result above indicated that there is a moderate positive association between types of conflicts and worker's efficiency. Having had a correlation coefficient "r" of 0.602, the association between types of conflicts and worker's efficiency is moderate. Also, the significant value (sig 2-tailed) "0.145" is higher than the p-value (p-value = 0.05) which indicated that the moderate relationship observed between the two variables is not significant. Hence, null hypothesis is accepted. This means, there is no significant relationship between the types of conflicts and worker's efficiency in Toyota Nigeria Limited.

4.7.3: Hypothesis three:

Ho: There is no significant relationship between effects of conflict and performance of employees in Toyota Nigeria Limited

Correlations

			Effects of conflict	Performance of employees
Spearman's rho	Effects of conflict	Correlation coefficient	1.000	0.472
		Sig (2-tailed)		.255
		N	170	170
	Performance of employees	Correlation coefficient	0.472	1.000
		Sig (2-tailed)	.255	
		N	170	170

Source: Field Survey 2022

The result above indicated that there is a weak positive correlation effects of conflict and performance of employees. With a correlation coefficient “r” of 0.472, there is an indication that that there is a weak positive correlation between the effects of conflict and performance of employees. Also, with a significant value (sig 2- tailed) of 0.472 which is higher than the p-value (p-value = 0.05), it indicates that the variables of consideration were not significant. Hence, null hypothesis is accepted. This means that there is no significant relationship between effects of conflict and performance of employees in Toyota Nigeria Limited.

4.7.4: Hypothesis four:

Ho: There is no significant relationship between leadership style and conflicts management in Toyota Nigeria Limited

Correlations

			Leadership style	Conflicts management
Spearman's rho	Leadership style	Correlation coefficient	1.000	0.534
		Sig (2-tailed)		.901
		N	170	170
	Conflicts management	Correlation coefficient	0.534	1.000
		Sig (2-tailed)	.901	
		N	170	170

Source: Field Survey 2022

The result above indicated that there is a weak positive correlation between leadership style and conflicts management. Having had a correlation coefficient “r” of 0.534, the relationship between leadership style and conflicts management is weak. Also, the significant value (sig 2- tailed) “0.901” is higher than the p-value (p-value = 0.05). This implies that the positive weak correlation observed between the two variables is not significant. Hence, the null hypothesis is accepted. This means that there is no significant relationship between leadership style and conflicts management in Toyota Nigeria Limited.

4.8 DISCUSSION OF THE FINDINGS

In this section, the findings from the survey analysis of the Topic **“EFFECTS OF CONFLICT MANAGEMENT ON ORGANISATIONAL PERFORMNCE – A STUDY OF TOYOTA NIGERIA LIMITED (TNL) – LAGOS”** was discussed.

The general objective of this research was to determine the effects of conflicts on organizational performance in Toyota Nigeria Limited. The general objective is further sub-divided into four specific objectives. The specific objectives drawn from these general objectives are to: ascertain major causes of conflicts relative to output in Toyota Nigeria Limited, verify the types of conflicts existing in the work organization in relation to worker's efficiency in the work organization, assess the effects of organizational conflict on performance of employees in Toyota Nigeria Limited and investigate the effectiveness of leadership style on conflict management in Toyota Nigeria Limited.

A descriptive survey design was adopted in order to get information from selected respondents through structured questionnaire while examining the effects of conflict management on organizational performance of Toyota Nigeria Limited. The data used for the study was collected from 176 respondents while 170 were found valid and therefore were used for analysis. Descriptive statistics and correlation analysis was conducted and the findings from the study are presented as follows.

The relationship between the major causes of conflicts and output in Toyota Nigeria Limited was investigated. The findings showed that there was no significant relationship between the major causes of conflicts and output in Toyota Nigeria Limited. The relationship between the two variables is weak and insignificant. It implies that the major causes of conflicts are not a major determinant of output in Toyota Nigeria Limited. This finding tally with the findings of Onyemachi (2014) in a research on strategic management of industrial conflicts in Nigeria oil and Gas which found that industrial conflict started with the emergence of trade unionism in 1912 hence was not a significant determinant of the productivity of the employees in recent years.

The relationship between types of conflicts and worker's efficiency was also investigated by the researcher. Findings showed that there is a moderate relationship between types of conflicts and worker's efficiency. Also, the study revealed a relationship, this relation was not significant. This implies that types of conflicts have less impact on worker's efficiency. This finding does not corroborate the findings of Longe (2015) which examined the impact of workforce conflict management on organisational performance in Nigerian and revealed that there is significant positive relationship between integrated conflict management strategies (collective bargaining, compromise and accommodation) and organisational performance, while non-integrated conflict

management strategies (competition, domination and avoidance) had a negative statistical determinate effect on organisational performance.

Additionally, the research analyzed the effects of conflict and performance of employees. Ultimately, a weak positive correlation was observed with correlation between effects of conflict and performance of employees. The implication of this is that the resultant effect of conflict in the organization will contribute less to the output of the employees. However, the study by Ajike (2015) that examined the effect of conflict management on organizational performance of banks in Nigeria revealed that found that there was a significant positive relationship between the effect of conflict and organizational performance.

Finally, the relationship between leadership style and conflicts management was ascertained. The result indicated a weak correlation between the variables of observation. Also, the observed variables (leadership style and conflicts management) were insignificant. This finding differs the findings of Nwosu and Makinde (2014) which focused on the concept of conflict and how it can be managed in private institutions and affirmed that managers should employ the use of conflict management strategies and also encourage negotiations to ensure peaceful working environment so that organisational goals and objectives can be achieved. Also, the study by Ojo and Abolade (2014) revealed that effective conflict management enhance employee's performance in an organization and that organization's conflict management system influences employee performance in the organization.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY

This chapter summarizes the research, conclusions, and recommendations based on the study findings' implications. The chapter begins with a study summary, with a special emphasis on the problem statement, objectives, findings, and general implications of the study; concurrently, the second part articulates conclusions, and the third part of the chapter deals with research and practitioner recommendations.

The study's findings revealed that the conflict management has a significant impact on the performance of Toyota Nigeria Limited, Lagos. Thus, the greater the acceptance of a conflict management Toyota Nigeria Limited, Lagos management, the higher the organizational performance. Conflict management has a negative significant effect on organizational performance, implying that using a conflict management to manage conflict will result in a decrease in organizational performance. As a result, the more Toyota Nigeria Limited, Lagos adopts a compromise strategy, the worse the organization's performance. Furthermore, avoidance strategy has a significant effect on organizational performance, implying that the greater the use of avoidance method by Toyota Nigeria Limited Lagos management, the higher the organizational performance. As a result, strategies for collaboration, compromise, and avoidance can be developed.

5.2 CONCLUSION

Based on the research hypotheses and objectives, the conclusion reached was that finding solutions to the conflict management, particularly at the work place will improve the performance of Toyota Nigeria Limited, Lagos.

To improve the performance of Toyota Nigeria Limited, Lagos, both management and employees have demonstrated that adopting a middle-ground approach in problem solving by both parties agreeing on the grounds that they both sacrifice a little, that is, give up some of their demands, has not improved the organization's performance. Furthermore, the ability of management and employees to avoid issues that will cause division when the need arises has improved the organization's performance. In light of this, the researchers correctly infer that if the organization can handle conflict effectively and efficiently within its operations, this will result in high levels of organizational performance, which will result in attainment of the organization's goals and objectives. Successful conflict resolution has a cascading effect, helping managers to establish a setting in which people may thrive.

5.3 RECOMMENDATIONS

In line with the preceding conclusion, the study recommends that Toyota Nigeria Limited, Lagos create an enabling environment in which employees can openly communicate and discuss issues affecting them. In doing so, every effort should be made by management to find mutually acceptable solutions to problems and to implement any joint decision made while keeping organizational goals and employees' interests in mind.

Furthermore, given the significant level of conflict management resolution improves Toyota Nigeria Limited workers' performance, such issues should be left alone during meetings to be discussed openly. This will help to reduce tension in the workplace, allowing it to remain peaceful.

Organisational performance

The study's findings highlight the critical importance of conflict management tactics in increasing and maintaining organizational effectiveness. Toyota Nigeria, Limited should prioritize the use of conflict resolution tactics such as negotiation and third-party intervention in order to improve organizational performance. To improve conflict management, managers should be responsive to conflicts and establish efficient communication channels. The relationship between employees and top management is important because it influences the effectiveness of dispute resolution procedures.

Negotiation and Organisational Performance

Mediation and other kinds of negotiation should be supported to ensure that the company avoids litigation. The reviewed literature and conclusions demonstrate that litigation carries a significant financial burden, which may limit the organization's ability to invest in novel approaches to improve process output. Litigation undermines organizational effectiveness by limiting the resources available for investment. The study suggests that management use mediation strategies more frequently to avoid conflicts from spinning out of control.

Communication and Organisational Performance

The study's findings demonstrate the absence of a positive and substantial association between communication as a dispute resolution approach and organizational performance. As a result,

management should maintain good communication channels and look for other ways to boost organizational effectiveness.

5.4 SUGGESTION FOR FUTURE STUDY

Based on the limitations of the study, this research implies that more research is required. To draw meaningful findings on conflict management, a complete study with a bigger sample size is necessary. This study focuses on conflict management tactics (collaboration, compromise, and avoidance strategies) that give a satisfactory balance to parties involved in dispute. Further research should focus on a comparative examination of conflict management techniques that give sufficient balance to parties involved in conflict vs those that do not (accommodation and domination tactics). The study's findings can be utilized to guide future research into the development of a conflict management model specific to the needs of Toyota Nigeria Limited in Lagos. Future research should look into the role of different types of negotiation and third-party intervention styles in resolving or aggravating organizational conflicts. The study's findings can provide a complete explanation of how conflict management and organizational performance are influenced by negotiation, third-party intervention, and communication.

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APPENDIX

EFFECTS OF CONFLICT MANAGEMENT ON ORGANISATIONAL PERFORMANCE.

DEPARTMENT OF BUSINESS ADMINISTRATION (INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT UNIT).

MOUNTAIN TOP UNIVERSITY

QUESTIONNAIRE

Dear Respondent,

I am SERIKI DAMILOLA BABATUNDE, a student of Mountain Top University from the department of Business Administration (Industrial Relations and Personnel Management) (IRPM UNIT). I am conducting a research on “THE EFFECTS OF CONFLICT MANAGEMENT ON ORGANISATIONAL PERFORMANCE”; and your organization is used as a case study.

I hereby seek for your assistance in honestly responding to the Questions in this questionnaire with the assurance that any information provided will be held in strict confidentiality and only be used for the research purpose.

Thanks in anticipation of your co-operation.

Yours Faithfully.

Seriki Damilola

SECTION A: DEMOGRAPHIC DATA

Instruction: Please tick (√) in the box provided below against the information about you.

1. Sex: Male () Female ()
2. Age Range: Below 25 () 26 – 40 () 41 – 50 () above 51 ()
3. Educational Qualification: SSCE () BSC () Master’s degree()
4. Working experience (In Years): Below 5 years () 6 – 10 years () 11 – 15 ()
16 – 20 years () 21 years and above ()
5. Respondents Department: Administration () Accounts () Audit/ I.T ()
Marketing ()
6. Status: Single () Married() Divorced()

Section B

Kindly Tick (√) The option in front of each item that is most applicable to you using the keys below.

Strongly Agree[SA]=5; Agree[A]=4; Undecided[U]=3; Disagree[D]=2; Strongly Disagree[SD]=1

Causes of conflicts relative to output to the work organization.

S/N	STATEMENT	SA	A	U	D
1	Poor salaries and wages prevent maximum output from workers				
2	Unfair labour practices on the part of management prevent workers from contributing maximally to the output of the organization				
3	Poor terms and conditions of employment hinder efficiency of workers				

4	Absence of incentives arising from good job performance prevent high productivity from employees.				
5	Lack of regular promotion of staff brings job dissatisfaction thereby causing low output in the work organisation.				

Forms of Industrial conflict and workers' Efficiency

S/N	STATEMENT	SA	A	U	SD	D
6	Strike is a major factor that hinders workers' performance.					
7	Sometimes workers engage in work to rule thereby reducing their productivity.					
8	Lock-outs are sometimes used by employers against workers during strike thereby promoting low productivity.					
9	Workers do engage in picketing to disrupt work arrangement that has brought reduction in organizational profit.					
10	Workers are inefficient sometimes because of output restriction, they utilized to press hold their demands from the management.					

Effects of Organisational conflict on employees' performance.

S/N	STATEMENT	SA	A	U	SD	D
11	Low performance of employees can be attributed to series of industrial conflict.					
12	Individual conflict in form of fraud has led to inefficiency on the part of many workers.					
13	Daily reduction in organizational profit can be attributed to series of strike action by workers.					
14	Many workers involve in never- on – sit syndrome thereby reducing the organizational revenue.					
15	Labour turnover is common in my work place because of poor terms and conditions of employment that has brought inefficiency of workers.					

Effectiveness of leadership styles on conflict management.

S/N	STATEMENT	SA	A	U	SD	D
16	Leaders get involved in autocratic style thereby making conflict resolution difficult.					
17	Leaders operating democratic styles but refuse to manage conflict well.					
18	Workers are not allowed to participate in management decision hence conflict management is very difficult.					
19	The leadership style in my workplace is not suitable for crisis management.					
20	Leaders in my workplace don't create room for an atmosphere of good conflict management.					

