CONFLICT MANAGEMENT AND EMPLOYEES' PRODUCTIVITY AMONG SELECTED MINISTRIES IN LAGOS STATE CIVIL SERVICE

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Certification

This is to certify that this project titled 'Conflict Management and Employees Productivity' carried out by **Daniel Damilola Esther** (16020203003) of the Department of Public Administration meets the regulation governing the award of degree of Bachelor of science Mountain Top University, Ogun state, and is approved for its contribution to knowledge and literary presentation.

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Dedication

I dedicate this research project to God Almighty, who made the completion of the project a success. I also dedicate it to my loving mother and best friend, Mrs. Daniel Bunmi without whom I would not be the person I am today. her undying love, support and encouragement throughout my life is a gift that I will never take for granted as I am endlessly indebted to her. God bless you immensely.

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Abstract

Productivity in public work organization determines the level of expansion and capacity to contribute to government lofty goals and objectives of promoting the welfare of the citizens of a country. Public work organization could only experience high productivity during industrial peace and harmony if conflict is properly managed between workers and government and among various levels of workers. Past studies on employees' productivity have not adequately emphasized conflict management to enhance work place peace and harmony. This study therefore examined Conflict Management and Employees 'Productivity Among Selected Ministries in Lagos State Civil Service. Theory of conflict handling behaviours was used as a frame work. Research design was survey. A multi-stage sampling technique was adopted which consisted of purposive, stratified, and simple random selection. Two Ministries in Lagos State Civil Service were selected namely: Ministry of Education and Ministry of Health. The sample size was 210 involving the use of Taro Yammane sample size determination method. Questionnaire was the research instrument used to elicit quantitative data from the respondents. Data were analyzed by using SPSS (statistical package for social science). Respondents gender indicated that 51.2% were male while 48.8% were females. majority of the respondent were within the range of 30-39 years (43.9%) while 58.5% of the respondents spent less than 10 years in service. While majority of the respondents (43.9%) were married, 29.3% were single and 26.8% had divorced. More so, 78.0% had B.sc and above degrees while 12.2% were school certificate holders and 9.8% were OND and NCE holders. As regards the link between causes of conflict and employees 'output, while 56.1% of the respondents believed that nothing caused conflict in the workplace, 37.1% strongly disagreed with this view and 7.3% disagreed, however, 4.9% agreed. In respect of types of

conflict experienced in relative to employees 'job performance, 43.9% of the respondents strongly agreed with strike while 24.4% disagreed strongly and 17.7% disagreed, whereas 14.6% agreed. Hypothesis one revealed that there was a significant relationship between causes of conflict and employees' performance. Hypothesis two equally indicated a significant relationship between types of conflict experienced and employees' performance. Hypothesis three showed significant relationship between conflict and organizational performance while hypothesis four equally revealed significant relationship between existing methods of conflict management relative to workers' target in the work place. It was, therefore, recommended that Organizations be it private or public, small or big should formulate and execute policies, programme, rules and actions that are legal and employees based, Conflict in whatever level should not be ignored but should be effectively managed for better employees' productivity in the workplace. Since conflict is in evitable in an organization, workers at all levels should be trained and given the right behavioral orientation as to reduce the occurrence of conflict at work place.

KEYWORDS: Conflict, Conflict management, Productivity, Civil service.

CHAPTER ONE

INTRODUCTION

1.1   Background to the Study

Employee's Productivity in work organizations centers on the relationship between output and input. That is the quality and quantity of goods and services produced relative to the resources put in place to achieve such output. Employee Productivity (sometimes referred to as workforce productivity) is an assessment of the efficiency of a worker or group of workers. Productivity may be evaluated in terms of the output of an employee in a specific period. Typically, productivity of a given worker will be assessed relative to an average for employee s during similar work, because much of the success of an organization relies upon the productivity of its workforce, employee productivity is an important consideration for organizations. When an organization is blessed with highly productive employees, profit of such organization will rise thereby giving room for more expansion and eventual contribution to rational output that can enhance more employment opportunities.

To all intents and purposes, productivity of employees is contingent on several factors such as availability of factors of production, good technology, good leadership, and managerial styles, good economic policies, business environment in terms of threats, weaknesses, strengths and opportunities, good remuneration, and motivation and above all the level of workplace labor management, peace and cooperation. That is, the existence of conflict in the workplace if not well managed can degenerate into violence, strike, work stoppage, low

productivity, labor management rancor, disharmony of interest, lack of cooperation and disruption of the lofty objectives and goals of the organization.

Conflict management is therefore when concerted efforts are made to prevent conflict from becoming volatile and destructive. Since conflict is inevitable in the workplace especially between management or employer and employees, it is imperative to manage such conflict effectively. Such conflict may be informal, interpersonal, labor riff, inter- group, intra – group, conflicts, etc. The existence of all these dimensions of conflict in the workplace may tamper the efficiency and determination to workers to attain maximum productivity. Consequently, organizational output and efficiency of worker will be low, which can make the work organization collapse. Once conflict is well managed in the workplace, it will reinforce cordial labor management relations and facilitate workplace harmony and high productivity from the workforce.

The public work organization in Nigeria often experience persistent conflicts that often generate strike, picketing, work to rule, output restriction, labor turnover, absenteeism, fraud, and sabotage. All these do not argue well for high worker's productivity and they often pave way for rational under development as a result of low national output. Such workplace conflicts are not limited to federal work organizations. Workers through their labour unions always go on strike without landmark solutions. Thus, strike and other forms of workplace conflicts are problematic issues of grave concern. It is in the light of the foregoing, that the study hopes to examine management of conflict and employees' productivity in Lagos state civil service.

1.2   Statement of the problem

Quite visibly, most organizations have devoted a greater part of economic time and effort to settle conflict related issues. This scenario has continued relentless, hence posing a negative challenge to industrial and economic growth of an organization. Although scholars have

reasoned that conflict cannot be completely ruled out in any organization (Uchede, Anijajobi, Odigove, 2013) but then, frequent occurrence of organizational conflict could have an adverse effect on the organization in terms of loss of production hour, reduction in profits and unemployment and of course reduction in income level of the organization just like any other organization , Lagos state civil service is still confronted with various forms of conflict both interpersonal and conflict tasks . It has been criticized that they do not live up to expectation of the masses due to their poor productivity. Therefore, it is very important to examine which of the conflict management strategies could endanger increase in employees' productivity in the workplace given the fact that conflict is inevitable.

Managers should therefore devise means to manage conflict in an organization so that they can impact the productivity of the staff and prevent intensifying conflicts. If not treated appropriately, it could have an effect on workplace productivity. Moreover, while a group achieves the organization's goals, there are inner and external issues and the only way to solve the issue is through interaction (Appelbaum et al. 1999).

Given the reality that it is essential that labor and management seek ways to resolve unwanted pressures and clashes and their unfriendly impact, it is therefore essential to look at the various effects of organizational conflicts on employees' productivity. Past studies on organizational conflict have focused attention on issues like Organizational conflict on employees' performance (Hassan, 2017), Organizational conflict and leadership styles (Henry, 2009), Organizational conflict and management approach (Donkar, 2015), Impact of organizational conflict on employees' performance (MdZahid, 2017), Organizational conflict and its effect on organizational performance (Henry, 2009), Organizational conflict and collective bargaining (Fashoyin, 2015), Impact of workplace conflict management on organizational performance (Longe, O, 2015), Organizational Conflict and its effects on Organizational Performance (Henry, O. 2009), Managing conflict in organizations (M.

Afzalur Rahim 2017), Conflict management strategies and employees 'productivity in a Nigerian state civil service (November 19, 2014).

Certainly, all these works are quite impressive and significant for scholarly research and management purposes; however, little or nothing has been done in intellectual discourse on effects of organizational conflict on employees' productivity directly. In view of this, a gap is created that this study hopes to fill through empirical investigation; it is in the light of this that the study hopes to examine effects of organizational conflicts on employees' productivity in Lagos state civil service.

1.3   Research Objectives

The general objective of the study is to examine the influence of conflict management on Employee's Productivity in Lagos state civil service. From this, the following specific objectives are drawn / elicited:

i.   To examine the link between causes of conflict and employees' output

ii.   To verify the types of conflict experienced relative to employees' job performance.

iii. To find out the existing methods used for conflict management in relation to workers' efficiency.

iv.   To examine relationship between existing pattern of management styles and workers target achievement.

1.4   Research Questions

i.   What is the link between causes of conflict and employees output?

ii.   What are the types of conflict experienced in the workplace relative to employee's job performance?

iii. What are the existing methods used to manage conflict in relation to workers' efficiency?

iv.   What is the relationship between existing pattern of management styles and employees target achievement?

1.5   Hypotheses

i. H_{01}: there is a significant relationship between causes of conflict and employees' output

ii. H_{02}: there is significant relationship between types of conflict and employee's performance.

iii. H_{03}: there is significant relationship between existing methods used for managing conflict and worker's efficiency.

iv. H_{04}: there is significant relationship between existing pattern of management styles and target achievement to employees.

1.6   Significance or justification of the study

This research work will open doors for further research in the future; it will help anybody who want to research further on this topic. It will help Lagos state civil service and any other organization who may use the findings of this research work to manage conflict in their various organizations, this research work when strictly applied in an organization will help in managing conflict and improve the organization productivity.

It would develop managerial skills and insight into managing ongoing and reoccurring conflict in organizations that cannot be crossed out or eliminated. It will enable Lagos state civil servant to have an inept understanding of the causes of conflict and how to handle it, and the methods or techniques to resolve conflict in the service industry, not only in Nigeria but worldwide.

1.7   Scope of study

This research work is limited to Lagos state civil service from February 2020 to April 2020. Lagos State Secretariat Ikeja to be specific, on how to manage conflict in an organization that would lead to increased productivity.

1.8   Limitation of the study

This research restricted by both time and financial constraint. Time could not allow us to extend the scope of study to other extents. Financial limitation is another problem that we would face during the research. The inability for the researcher to lay hands on the necessary element material on the subject matter of study.

1.9   Definition and Concepts

Conflict: this can be defined as any situation in which incompatible goals, attitudes, emotions, or behaviors lead to disagreement or opposition between two or more parties.

Conflict management: this is the process of restraining the negative aspects of conflict while increasing the positive aspects of conflicts.

Productivity: this can be defined as a rate at which goods and services are produced by a standard population of workers.

Civil service: the body of government officials who are employed in civil occupations that are neither political nor judicial

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This section will discuss extensively the literature linked and applicable to the topic by making use of accessible literature from books, newspapers and other work related to the subject. The analysis contains the insights, analytical and theoretical reasons required to research the studies extensively and to gain insight into them. This gives insights into other people's perspectives and opinions on the causes of workplace disputes and how it influences employee engagement levels.

2.2   Conceptual Review

Conflict management means long-management of intractable disputes, a name for the variety of ways in which people deal with complaints, speaking up for what they believe to be right and against what they believe to be wrong. Miller and King (2005) found conflict management to be an interventionist attempt to avoid the escalation and adverse consequences of ongoing conflicts. This is a way to minimize, reduce, weaken, or avoid the current dispute from being disruptive and unpredictable.

Through its own article, Oshita (2007) discusses the following strategies for managing conflicts effectively. In the first place, opposing parties must be brought together in order to

create a shared understanding. Second, the government or third parties to the dispute can interfere directly by implementing or enforcing a decision. Thirdly, to incorporate new policies, services or instructional systems must be implemented to avoid such conflict. In the fourth sense, the parties to the conflict must be obliged to use the means of containment previously defined. In the fifth context, the government or third parties may use coercion to instill fear in those who are engaged in a conflict leading to disagreement.

Nnoli (2006), argued that the cessation of hostilities in a disputed situation does not automatically bring peace to the opposing parties and bears in mind that the most crucial phase is the process of conflict resolution; at the same time, any mistake could be costly; there is a strong need to manage conflict very well. It is thus a mechanism that ranges from prevention to complete resolution across the phases of conflict.

According to Best (2006), conflict management is described as a cycle of negative and negative reduction of conflict through several measures and by working with and through the parties involved in that conflict. It covers the entire area of handling conflicts positively at different stages, including those efforts made to prevent conflict, by being proactive. It encourages conflict containment and litigation. Conflict management is an attempt to exert influence on the way conflict is handled, to regulate it, and prevent violence Ekpu (2010). Conflict management is an attempt to exert influence on the way a conflict is handled, to regulate it, and prevent violence. It borders on all measures or effort made by the conflicting parties or third party to influence, reduce or support a settlement of the conflict. Conflict management is basically the use of open and clear dialogue to assist opponent or parties not only to have agreement against hostile actions, but also to comply with agreed resolution and strategies (Akpuru-Aja, 2010). While managing conflict, diplomatic techniques and skills are needed to contact and interact with disputing parties as well as the use of timely coordination

of intentions and responses. In addition, for the management of conflict to be successful, there must be free flow of communication and coordination of intelligence from time to time.

Conflict management is committed to address stress and time pressures. That is timely intervention is critical in conflict management so that such conflict won't lead to violence. Remedies (solutions) must be made to work well in the process of conflict management and they require making concessions and humanitarian consideration (Bassey, 2002). Conflicting parties must be fairly treated in order to avoid resurgence of such conflict.

Derr believed that contingency theory was one of the most important analytical methods for the management of organizational conflicts. He suggested that there are three key conflict management strategies on which interveners should draw to devise a suitable dispute resolution strategy; they include the following which are:

   i.   Collaboration

  ii.   Bargaining

 iii.   Power play

Using these techniques appropriately relies on the person and organizational state.

   i. **Collaboration**: includes individuals surfacing their disagreements (by opening them out) and then working on the issues until mutually satisfactory solutions have been reached. This strategy suggests that individuals are encouraged to use the time and energy needed to solve such activity.

  ii. **Bargaining:** on the other side, bargaining belief that neither party will be happy with the conflict, but that both can obtain something they do not have at the start or something they need, usually by offering up something of lower significance. Usually one party wins more than the other; through the cunning use of tactical trade, He can

get as much as possible from the other hand through the dexterous use of tactical trade.

iii. Power Play: This is different from the other two methods as its self-interest is stressed. While the two sides come together to try to resolve their hitches in collaboration and negotiation, when power is the prevailing mode, the actions are one-sided or act separately in unions. Conflicts in existence, organizations, and between countries are inevitable, as already stated. When done correctly, it also has a lot of major benefits, as it brings vulnerabilities out into the open and encourages interested people to find solutions that are satisfactory to all. Unfortunately, the tension in the process that gets out of reach is detrimental to everybody, Conflict management is nonetheless becoming a necessity.

There are five ways to deal with conflicts, according to Thomas and Kilmann's MODE tools along two dimensions of behavior. The five modes are:

a. Competing (assertive and uncooperative)

b. collaborating (assertive and cooperative)

c. compromising (falls into the middle)

d. Avoiding (unassertive and uncooperative)

e. Accommodating (unassertive and cooperative)

2.2.1   Conflict Resolution Techniques

A dispute is a situation where the participating parties' interests, needs, objectives or values interfere with each other. Conflicts are prevalent and unavoidable in the workplace. Different stakeholders may have different priorities; conflicts may involve team members, departments, projects, organization and client, boss and subordinate, organization needs vs. personal needs. Often, the outcome of perception is a dispute. Is there a bad thing about war? Not inevitably.

There are often possibilities for enhancement in a dispute. It is therefore essential to comprehend or understand (and apply) different methods for conflict resolution.

a. **Arbitration:** Arbitration implies an autonomous individual being appointed to act as a judge in a conflict, to decide on the terms of a settlement. Both sides to a dispute must agree on who will be binding on them all by the arbitrator. Arbitration varies from mediation and negotiation because the continuation of collective bargaining is not encouraged. The arbitrator listens to the requirements and counter-demands and investigates them and takes over the position of decision-maker. Individuals or organizations can agree to have either a single arbitrator or a panel of arbitrators they respect and whose decision they will recognize as final to resolve the conflict.

b. **Negotiation:** This is the method where mandated group officials meet together in a conflict scenario to resolve their differences and reach agreement. It is a deliberate method, led by group members, aimed at reconciling differences and reaching consensus-based contracts. The result is often dependent on the group power relationship. Negotiations often involve compromise whereby one can win and give in to one of their demands. Trade unions and representatives of management usually follow negotiations to resolve conflicts in workplaces.

c. **Mediation:** It implies parties often call in an autonomous mediator when things get stuck. This individual or group will attempt to promote dispute resolution. In the process, the mediator performs an active role, advises both or all organizations, acts as an intermediary and indicates feasible alternatives. The skilled mediators assist the parties discuss the dispute's impact, what they want to see happening, and then work together to create conflict resolution in ways that work for employees and businesses. Mediators operate only in an advisory capacity, have no decision-making authority and are unable to impose a settlement on the parties concerned. Skilled mediators from the competing organizations or people can earn trust.

In conflict management, sometimes institutional mechanism may be put in place with diplomatic and legal frameworks to ensure compliance with any agreement among the conflicting parties. There may be unilateral actor whereby the initiative for the management of conflict comes from one party suggesting tension reduction or readiness to dialogue, it may be bilateral, where the two parties share similar anxiety, fear and concern to iron out their differences and allow peace to reign. If it extends to the third party, then the role of the state will come in to manage such conflict. Before a conflict can be well managed, it is imperative to take cognizance of the nature of the conflict, different hidden interests behind the conflict and hidden values of the parties involved (Ray-Ekpu, 2010).

Conflict as a state of serious disagreement and argument about something perceived to be important by at least one of the parties involved Schramm-Nielsen (2002). According to Azamosa (2004), industrial conflict involves the total range of behavior and attitudes that is in opposition between individual owners and managers on one hand and working people on the other. However, there are many sources of conflicts in organizations with each category having its unique characteristics and can be resolved through conflict management as espoused by Jones and George (2003).

Conflict has been subjected to diverse definitions by various scholars based on the context and their understanding of the concept. Fisher et al (2004) defined conflict as a relationship between two or more parties (individuals or groups) who have or think they have incompatible goals. It therefore implies that conflict is a continuous interaction that span through lifetime of man and not just a one-off relationship.

Conflict management leads to improved employees, productivity, performance and effectiveness. Effective conflict management is the concept of how an organization is achieving planned objectives by harnessing the individual's and groups' efforts. According to

Richard *et al* (2007) employees' productivity and internal performance outcomes of a team is generally associated with more efficient or effective operations and other external measures.

Different conflicts are related to the success of the employee, resulting in positive or negative outcomes. The conflict management method to produce positive outcomes in a dynamic situation that is more pronounced for the survival of the company (Henkin, Cistone, and Dee, 2000). After conducting preliminary data form banking sector, different types of conflicts were seen among the employees who remain on culmination point of shifting from one bank to the other.

From review literature on the issue of employee's productivity and organization conflict, it can be inferred that organizational conflict is a state of discord caused by the actual or perceived contradictory needs, values and interests among people working together. Conflict at any level in an organization leads to the decline in organization employees' productivity and ultimately acts as a barrier in achieving the organization objectives. Again, issues, conflict can bring positive outcome from employee productivity. Conflict may arise from various factors such as long working hours, organization's hierarchical structure, poor communication, difference of intra-organizational values, differing interests, scarce resources or time, poor performance and its related pressures, or uncertainty in tasks. Conflict may occur when two parties have partially involved in a joint action to accomplish a task for achieving goal. Workplace conflict can be personality or style differences and personal problems such as substance abuse, childcare issues, and family problems. However, organizational factors such as leadership, management, budget, and disagreement about core values can also contribute in creating conflict. Role conflict in organization takes place when the employees find that they are expected to meet the contradictory demands of two or more supervisors of the organization.

2.2.2 Sources of Conflict

According to Akuyoma (2003), who mentioned that every conflict has its peculiar nature, this is embedded in a way the political, social-economic cultural and military setting conflict can be termed as a struggle between individuals or collectivities over value or claims to status power and scare resourced in which the aim of the conflicting parties is to assert their value or claims over others. Moreso, Lussier (1996) outlined some major causes of conflict.

i. **Personal difference:** People have different needs, beliefs and value our perception and expectation can also vary. Value differences often result in conflicts that are difficult to resolve. Personal differences are often incorrectly called personality clashes. Don't generalized, determine of the conflict is due to different needs, belief, values, perception or expectation and resource it.

ii. **Information:** People tend to use different sources of information. At time, the sources do not agree or the same information is interpreted differently. Information conflicts tend to be factual and can usually be resolved through clarification of the information with a minimum of resentment. The more effective one is at communicating, the fewer information conflict one will have to resolve.

iii. **Different objective:** Individuals and groups sometimes have different objectives with incompatible roles. For example, the sales person objective is to sell as much as possible while the credit person's objective is to give credit only to good credit risks. These two groups are known to have their conflict. Conflict can also arise when priorities are not clear employees can be in conflict over what should be done when.

iv. **Environment factors:** Developing future for changes in the environment often cause conflict over the forecast employees and department often must compete for scarce organizational resources. Conflict is common during the dodged process, people are also territorial, and conflict can occur if people try to infringe one another's stuff.

Clarity defining an employee's authority and responsibility helps to prevent territorial disputes. When in conflict it helps to focus on what is best for the customer.

v. **Religious factors:** Religious conflict have assumed a general frightening dimension the world owed the persistent threat of war experienced in most parts of Nigeria is attributed to religious antecedents which many people hold as a means of salvation of their own entries.

vi. **Poverty:** Poverty had further aggravated the circumstance of conflict in Nigeria, which is worsened by scarcity of abundant resources.

vii. **Scarcity of resources:** The resources available to group organization or society is generally scarce among those who compete for these resources.

viii. **Inequality in allocation and distribution of societal resources:** That is especially the government expenditure that creates regional imbalance, lack of transparency, accountability and consultation.

ix. **Conflict due to frustration:** This occurs when a motivated drive is blocked before a person reaches desired goals.

2.2.3 Concept of Conflict and Industrial Conflict.

Unions and management tend to have opposite views because of the divergence between the expectations of management and labour in organizations which often leads to conflicts. Conflict by nature is a constant phenomenon in any human organization. It is so universal in social life that it has been isolated by some as the basic unit for understanding social existence (Ajala, 2003; Alimba, 2010).

Conflict remains the most permanent feature that makes humanity convinced that growth and development are predicated on conflicts. Though conflict is generally perceived as something

devastating, abnormal, dysfunctional and detestable, yet it could be a precursor of positive change if constructively handled (Edwards, 2003; Hammed & Ayantunji, 2003).

2.2.4 Types of Conflict

Individual Conflict

Individual conflict takes place in two aspects. One is within the person; the other is between two or more people. The conflict that an individual experience within the self is an intra-psychic conflict. It comes from pulling against each other drives, instincts and beliefs. Individuals from distinct cultures generate disputes for various purposes, including pride, prestige, vengeance, and resource quest. Communication is an instrument or a way of expressing people's views, beliefs and feelings regarding a particular issue. Once two people meet, they express their feelings. In different situations, one person cannot acknowledge another's thoughts because they have various viewpoints or opinions on the circumstances in which they are confronted as individuals or on a specific topic. It is also in the process of confrontation. Some psychiatrists have claimed that frustration and aggression are one of the main variables in human conflict.

Class Conflict

The primary cause of class disputes is exploitation of one group by another. This type of dispute arises from one class that holds itself superior and attempts to dominate another for its own interests. They include people in high positions or people in the highest echelon trying to dominate its subordinates.

Social Conflict

Social conflict is a connection between two or more sides that think they have competing objectives. Such opinions are intrinsic in the relationship between people. But this does not imply that all social relationships always conflict completely or even partly. These significant

sets of variables are often suggested as the grounds for social conflict, the relationship between the sides to social conflict within one or more groups is discovered in inequality in political power or in possession of property or in incompatible religions or ideological beliefs.

Economic Conflict

Economic conflict is our society and the world's greatest issue. We know that everyone wants better living circumstances. They want certain products and services to ensure a peaceful and satisfactory life. The shortage of these products and services leads to discontent that becomes frustration and conflict.

Religious Conflict

Religious conflict is more violent than any other conflict and more dangerous. Some fundamentalists thought their religion was superior to other religions. It's the root of religious disputes. Some religious rulers are currently misusing religion in the name in their own interest in the globe today. Religions contributed to the world's peace, but they also led to division, and hatred. For example, the two main religion in Nigeria which people know as Christianity and Islamic religion, their beliefs have been misconstrued, thereby causing open conflict and latent conflict and if not properly taken care of can lead to violence as we have now in Nigeria.

Types of Organizational Conflict

There are two significant types of organizational dispute that are both constructive and destructive. If disputes threaten effective activities, it stops the organization's advancement and achievement, they are either damaging or dysfunctional. On the other side, if disputes contribute to the organization's achievement and prosperity, then we're talking about structural or functional conflicts.

Constructive or Functional Conflict

Functional conflict is a dispute or friction that contributes to successful results in a community. Conflict is constructive in clarifying important problems, in alternating problems, in solving problems that matter to people, in development of real communication, in improving feelings, anxieties and tension, in learning more about each other, Conflict is Creating people's active cooperation; engaging in dispute resolution and helping people develop awareness and skills. Functional conflict motivates issue solving, novelty and creativity and positively affects organizations and their employees. It is said to promote an organization's goals and enhance its efficiency by promoting higher employee job effort (Bankovskaya, 2012).

If correctly managed (De Dreu and Beersma, 2005), functional conflict could lead to organizational innovation, enhanced efficiency and productivity. Another advantage that Bankovskaya (2012) has identified that it gives workers the opportunity not only to acknowledge the hits, to enhance their relationship; they are able to learn more about themselves and others. Ghaffar (n.d) indicated that conflict is essential if it does the following:

i.   Helps to encourage and discuss issues;

ii. Helps to complete job on the most appropriate issues

iii. Helps motivate individuals to contribute

iv. Helps individuals learn how to acknowledge and profit from their differences;

Destructive or Dysfunctional Conflict

Dysfunctional disputes are the ones that prevent a group from achieving its goals. Once conflict with negative results is detrimental, it is classified as dysfunctional. The fundamental characteristics are: the inability of organizations whose members are in dispute to find a

solution to the issue or to find lower quality alternatives, conflict actors are apathetic or increasingly aggressive and hostile to each other; the energy is in conflict and not in solution, making it hard to carry out job duties. In any case, these conflicts should be resolved and eliminated, or they should be constructively translated.

They are in their actions rather than in their reasons. Since the rates of positive and negative disputes will typically shift, subordinates must not only understand the variation, but also the theories leading to their successful management. Other kinds are as follows:

a. Interpersonal Conflict

This was defined as "man vs. man." These are conflicts between two people that occur during their relationship on a periodic basis. Conflict is a competition between individuals in this sense. Conflict, however, does not always translate into physical blows exchange. Malice or' cold attitude' to each other highlights conflict already. This happens because of differences between individuals. It can be defined as a scenario in which one or both people in a partnership have trouble working with each other or living with each other. This generally happens because of distinct requirements, objectives or styles, or inconsistent needs. It relates to private adverse emotions like hate, betrayal, distrust or anger. People are distinct from each other; distinct personalities generally result in inconsistent decisions and views.

b. Intrapersonal Conflict

These are conflicts that arise within a person because of frustration that they feel with themselves about their personal objectives, plans, or achievements, or because of conflicting values and consciousness issues. It is a kind of psychological dispute involving the ideas, beliefs, principles and feelings of the individual. This is the kind of conflict defined as "man

against self" (Lamb, 2008), in which man continues to fight or struggle with his mind and practices. Smoking, substance use, alcoholism and lying are some addictive habits with which man can constantly contend; for instance, intra-personal or personal conflict may happen when the worker discovers that he must undertake a job for which he is not sufficiently skilled. He becomes nervous, uncertain about himself.

c. Intragroup Conflict

This sort of dispute happens within a team between people. Intragroup disputes occur between distinct official and in-formal organizations when there is a misunderstanding within an organization between distinct teams. In organizations, these disputes often occur. This is a dispute within an organization involving two or more groups. It happens between race, religion, ethnicity or decision-making groups of individuals. These teams can be formal or casual, and for distinct reasons the members of these organizations communicate with each other. These teams disagree with the objectives, work, authority, and prestige that may influence the productivity of staff.

d. Intergroup Conflict

Conflict between intergroup occurs when there is a misunderstanding within an organization between distinct teams. For example, an organization's sales department may conflict with the accounting department. This is due to these distinct groups ' diverse set of objectives and interests. Moreover, rivalry also adds to the emergence of intergroup conflict. There are other considerations that may happen between the different organizations, especially between the different departments and divisions (sales, advertising, finance), between the union and the management, or between the providers that provided the same organization.

2.2.5   Effect of Organizational Conflict on Employees' Productivity

It is true that war may be awkward, it may even cause issues, but if changes are to occur, if organizations are to survive and adapt, it is unconditionally necessary. It doesn't just occur, organizational change and innovation, it needs a stimulant. That incentive is a dispute. Conflict is nice and necessary because when it is treated in the correct manner it can encourage inventive thinking. Conflict can be positive or negative. Conflict results rely on how you manage or resolve the conflict.

2.2.5.1   Positive Conflict:

Positive conflict is helpful, supporting or edging the primary goals of the organization or person. Conflict is constructive when it comes to greater decisions, creativity, and creative solutions to long-standing issues. Conflict is regarded as beneficial once it ends in:

- **Organizational advancement**: Conflicts can lead to development in an organization as it is an important instrument for vibrant and progressive organization.

- **Increased Involvement:** Organizational members could create objectives, share thoughts and views, gain more knowledge of other people and situations increased.

- **Innovation and Creativity:** Members are motivated to "place their thoughts on the table," which can lead to more findings, improvements, and creative solutions. Some members of the organization see conflict as the chance to find creative alternatives to problem solving. Conflict can encourage participants to brainstorm thoughts while examining issues from different angles that can move the organization forward.

- **Conflict enhances cooperation:** When disputes happen in an organization, the opposing organizations or employees come together to select a continuous response to the motivation behind the dispute or commotion and, consequently, cooperation (Rahin, 2011).

- **Bring positive change:** Conflict in a setting brings about beneficial modifications. Some changes can only happen if the individuals are dealing with it, and only when the war happens can peace be realized in utter form. Other beneficial effects include better thoughts, individuals are forced to seek fresh approvals, long-standing issues have been addressed, individuals have been forced to explain their point of perspective, and tension has motivated interest and creativity, building collaboration among employees, promoting organizational innovation, and improving outstanding conflict resolution decisions, and providing opportunities for individuals to examine their capabilities.

2.2.5.2 Negative conflict:

Negative is dysfunctional and hinders the efficiency or capacity of the organization or person to achieve goals or goals. Conflict is damaging when it leads to stress and anxiety, inability to act, and loss of esteem or intent Conflict is considered negative when it results in:

a. **Problems of Efficiency**: Members choose to be unwilling or unable to work together; the result is redundancies and bad utilization of current funds.

b. **No productivity:** When an organization spends much of its time dealing with conflict, members take time away from focusing on the core goals they are tasked with achieving. Conflict causes members to focus less on the project at hand and more on gossiping about conflict or venting about frustrations. As a result, organizations can lose money, donors and access to essential resources.

c. Lack of cooperation:

d. Some individuals feel they have been conquered.

e. Distance improved between individuals.

f. No productivity

Conflict will be negative when it generates opposition to change, generates chaos in organization or interpersonal relationships that fosters distrust, builds a sense of defeat, or widen the gulf of misunderstanding. Rico emphasizes this by saying that many, if not most, organizations need more, not less, conflict. Chandan (2005:141) notes that organizational productivity is hampered by conflict situations. This is because they become more aggrieved, less committed to job, more frustrated, less motivated and less productive as conflict rages on individual employees. These result in levity, time loss, low productivity and performance. In the end, the performance of the organization is adversely impacted.

McDaniel (2001:210) promotes this by saying that the issues of organizational conflict are that, if not correctly managed, it impedes productivity, decreases morality, creates more and continues conflict, and creates indiscipline and misconduct. These impede the organization's productivity, profitability, and efficiency. Organizational conflict's poor effects make it essential for leadership to guarantee that conflicts are resolved quickly as they happen.

2.3   Theoretical Framework

2.3.1   Theory of Conflict Handling Behaviors

In managing conflict, Blake [4] postulated some strategies but was later developed by Thomas Kilman (1976 &1979). Kenneth Thomas and ralph Kilman (1976) identified five main style of dealing with conflict that may vary in their degree of cooperativeness and assertiveness. Assertiveness (concern for oneself) is the degree of which individual attempt to satisfy his or her own needs at the expense of others.

Cooperativeness (concern for others) is when an individual has consideration for others. The five modes identified are: competing, avoiding, accommodating, compromising, and collaborating.

2.3.1.1 Accommodating

This style shows a behavior or willingness to meet the needs of others at the expense of the other persons own needs. The mode is low assertiveness and high cooperativeness. It means the person loses while the other party win. The mode takes place when one has the desire to work towards a common purpose than personal concern in order not to damage the existing relationship. It is often used when someone discovers that he is wrong or at fault and he is willing to let others learn by mistake. He knows that he cannot win and harmony is extremely important.

The approach of housing thinks that no quantity of sacrifice is too much to allow the reign of peace. It is a method of mollification involving capitulation and mollification. In order to fulfill others ' worries, an accommodating style of conflict management includes neglecting one's own worries Ojo (2005:18) says that if the problem is more crucial to the other party, it is suitable. The opponent is created to make sacrifices and concessions to please in order to preserve the connection. An employee striving to settle a competitor might want to bring the interests of the competitor above his or her private concern, forgetting to maintain the connection.

The best way to reduce conflict is to tackle it (Verma, 1998) De Church et al. (2001) states that active conflict management allows organizations to discuss issues and discrepancies visually, enabling them to share data and confront conflict together.

2.3.1.2 Collaborating

This is a problem –solving approach and it is a win –win situation. People using this style tends to meet the needs of all parties involved in conflict and they are highly cooperative and assertive. It involves making integrate solution where the needs of all parties to conflict are met by allowing everybody involved to have sense of ownership to solution (Algert 1996).

The skills for collaborating includes active listening, analyzing spirit, identifying concern and non-threatening confrontation.

Employee wants to fully satisfy the satisfaction of all employees when employees are in disagreement separately in an organizational unit, collaboration and a search for an equally helpful outcome. Employees can work together to solve a problem by clarifying other points of view rather than taking account of various points of view. Work together ensures that both sides are happy with a solution to the opposing situation. Efforts have to be made to aggressively incorporate effective problem solving strategies to produce (win - win) outcomes that are equally satisfying to all sides. Juchel (2002:1284) argues that when all appropriate problems are discussed publicly and honestly by the competing sides, tempers are cooled and a solution is discovered. It operates well when finding a joint solution is crucial and this leads to the condition of "winning a victory".

2.3.1.3   Avoiding

The strategy of prevention is called avoidance of conflicts. This approach is used when the anguish of both sides is overlooked by failing to address the issue. Ojo (2005:18) claims that before a choice is taken, management will gather more data on the issue(s) by avoiding it. Sometimes physical separation is required to prevent violent grievance demonstrations and differences. This is no loser, no winner situation. The avoiding mode is low assertiveness and low cooperative. People sometimes avoid conflict out of fear of engaging in a conflict or because they lack confidence in their conflict management skills. People avoid conflict by withdrawing, stepping aside or postponing. This mode is used when conflict is small and relationship is at stake or when you have no power and you see no chance of getting your concerns met.

2.3.1.4 Competing

Such an individual is competing when one employee strives to satisfy his or her own advantages regardless of the impact on the other employee in the dispute. The strategy of competition includes the survival of the most fitting and win-lose technique, without considering any other party. This is "I" win, 'you' lose situation. It is a winner takes all approach by protecting one's selfish interest while emphazing high assertiveness and low cooperativeness. The mode involves imposing one's power on another person, the interest of others is not considered in conflict solution. It is otherwise known as zero-sum situation where winner takes all. People who use competing style take a firm stand and know what they want (Kilman, 1996). The mode becomes inevitable when one discovers that the goals are essential by using power to win. It is used when you need to stand up for your right, when you know that you are right and when the time is short and a quick decision is involved.

2.3.1.5 Compromising

A compromise approach for conflict management includes attempting to discover a "common ground" that satiates both sides reasonably. Here conflicting sides are willing to give up something to solve the issue. Each party here gives up some importance to resolve the conflict. This leads to "no winner, no loser." It implies moving a lot to a common floor (Annaba 2001:38).

People who suffer compromising style finds a solution that will at least partially satisfy everyone. All parties to conflict are expected to surrender something. It is 'I' bend, 'you' bend situation in conflict situation. It means that winning something and losing a little is not bad. Both ends are placed against the middle in an attempt to serve the "common good" while ensuring each person can maintain something of their original position. The mode is used when goals are not moderately important and when time can be saved by reaching

intermediate settlement on individual parts of complex issues. It is moderate cooperativeness and moderate assertiveness situation.

2.3.2 Conflict Theory

This theory is strongly linked to the theory of Marx but is based on two interrelated opinions of culture and the organizational connection between employers and staff. The British and Western industrialized societies are post-capital on this hand, believing that political and organizational conflicts are necessarily divided institutionally within them, and that because of the presence of constitutional provisions, the organizational conflict is becoming minimal. Conflict theory is a more realistic theory that states that there are conflicts in a community and in businesses and that a theoretical framework is needed to comprehend conflicts and not just declare them as irrational as the unitary theory assumes.

Work organizations, on the other hand, are a micro component of culture. Society consists of people and social groups with social values and interests. Thus, organizational conflict can be acknowledged and managed accordingly as a future working relationship. Stratification / class growth is a dominant basis of this theory. Contradictive payments are only determined by management / employers, which causes contradictory issues that will impact the harmonic relationship.

2.4 Empirical Review

Past research work related to this study are diverse and they have been able to come up with various findings and recommendations. For instance, the impact of organizational conflict on organizational efficiency was investigated by Hotepo et al. (2010). The study utilizes descriptive research design and questionnaire to gather information from 96 executives at chosen Lagos Metropolis airlines, road transportation and insurance companies. The study disclosed that restricted funds are the main cause of conflict and that disputes have both

adverse and positive impacts on organization, but if correctly managed, the beneficial impacts can be used to foster organizational innovation and create collaboration among staff.

Kazimoto (2013) reviewed the aspects of a method of conflict management and organizational change in leadership and the advantages of conflict management. The author concludes that the main considerations for conflict management are leadership approaches. The study recommends that managers in different organizations promote open communication policies, so all staff get the correct data at the correct time.

Organizations is pursuit of profitability often experience conflict with the goals of their major actors. The effect of the ensuing conflict is, in most cases, mixed benefits for the parties concerned. This chapter attempted to examine the incidence of conflict is the interface between the goals of individuals and that of the organization, as well as mechanisms for handling these conflicts.

Conflicts are not necessarily dysfunctional. Some of the positive outcome includes the production of better ideas, the compulsion for the parties to search for new approaches to seek information, stimulate tension and creativity and enable a testing of personal capacities. On the other hand, conflict may affect workers when vengeful employers retaliate with administrative sanctions such as termination or transfer or even promotion out of the trade union.

Research indicates that Nigerian organizational conflict sources are a shortage of resources, remuneration and income, a tussle for supremacy and interpersonal issues. Consequently, ensuring that the available insufficient funds are used optimally for the benefit of the organization and other investors is important to the administration of the organizations. However often conflict is seen as damaging, it can increase the originality and effectiveness of the organization, thereby improving organizational performance. Once conflicts are

properly addressed in organization, this will result in the organization's development for operational achievement and achievement of organizational goals and purpose.

CHAPTER THREE

METHODOLOGY

3.1   Research Design

The Research design was the style and techniques the researcher used to carry out its research. This is the logical way for a researcher to identify the easiest way to execute its data collection and analysis. Research design brings the kind of information, the method of collecting information, the schedules and the method of sample supply. The research was descriptive survey. It is a method of collecting information by administering a questionnaire to a sample of individuals in the population of study.

3.2 Population of the Study

The total population of all civil servant in Lagos state was 100,433 working in 24 ministries, for the purpose of this study two ministries were chosen namely:

- Ministry of education
- Ministry of health

The total population of civil servants in these two ministries was 445. This information was obtained from the internet and personnel department of Lagos state civil service.

3.3 Sample size

The sample size for this was 210 in total. that is 100 civil servants were chosen from each of the two selected ministries.

3.4 Sample Determinant

taro Yamane

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

where n = sample size

I = constant

N = population size

e = error limit or degree of expected error (0.05)

$$n = \frac{445}{1 + 445 (0.0025)}$$

$$n = \frac{445}{1 + 2.1125}$$

$$n = \frac{445}{3.1125}$$

$$n = 210$$

therefore, the questionnaire distributed to respondents that represents the whole population was 210.

However, only 205 questionnaires were recovered from respondents.

3.5   Sampling techniques

The research involved the use of multistage sampling technique. this involves the following process:

stage 1: there were purposive selection of two ministries out of 24 ministries in Lagos state civil service

the following ministries to be purposively selected are

- Ministry of education
- Ministry of health

Stage 2: there was stratified sampling in each of the ministries. this involves dividing the workers in each ministry into different strategy, class /level namely: administrative class, professional class, executive class, messengerial class.

Stage 3: in each level / class, there was random selection of the respondent using balloting method to get the actual sample of 100 from each of the ministries and 200 in all.

3.6   Method of Data Collection.

In order to bring about desired result, the research work was based on quantitative method of data collection.

3.6.1   Instrument of data collection

The instrument of data collection was questionnaire.

Section A consisted of personal data of the respondents,

Section B consisted on the causes of conflict,

Section C consisted of questions based on the effect of conflict on employees' productivity, and **Section D** consisted of the effect of conflict on organizational performance. It contains both open and close ended questions structured in order to give answers to the questions this research seeks to give answers to.

The three reason for using questionnaire were:

They are relatively easy to analyze.

They are simple to administer; it does not require much technical skill or knowledge.

It is an economical way of accumulating information. it is economical for both the sender and the receiver in time, effort, and cost.

It puts less pressure on the respondents for immediate response, he can answer it at his own leisure, whereas interview or observation demands specific fixation of time and situation.

3.7   Validity of the Instrument

The instrument was validated, which means that the questionnaire was given to my supervisor which was carefully investigated. After having gone through them, adjustments and suggestions were made. Comments from the researchers' supervisor were used to review the instrument before its administration.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1   Introduction

This chapter is dedicated primarily to the analysis and presentation of data obtained from the field using various statistical techniques discussed earlier in the methodology. All data collected were presented, analyzed and discussed. As a matter of fact, 210 copies of questionnaire were carefully administered on respondents; however, 205 copies were correctly filled and returned at the stipulated time. This is 97.6% per cent response rate which the researcher believed was enough to give unbiased data needed for this research. Thus, 205 copies of questionnaire received from respondents were presented and analyzed using Statistical Package for Social Science (SPSS) for easy understanding

4.2   Response Rate to Questionnaire Administered

Table 4.2.1 Preliminary Survey Details

S/No	Questionnaires	Frequency	Percentage (%)

1.	Number of questionnaires administered	210	100
2.	Questionnaires retrieved and used for the final analysis	205	97.6
3.	Number of questionnaires not retrieved and discarded due to errors.	5	2.3

Source: Field Survey 2020

Table 4.2.1 above provides the response rate to questionnaires administered. A total of 210 copies of questionnaire were administered to the staff of Lagos State Civil Service according to our sample size determination. The total number of questionnaires retrieved after administration was 205 while 5 copies were not properly administered and 5 copies were not returned. This means 97.6% response rate was achieved.

Table 4.2.2:   Socio-Economic Bio- data of the Respondents.

The following shows the presentation and analysis of profile of the sample respondents in terms of their Gender, Age, work experience, religion, marital status and educational qualification

Variable	Frequency	Percentage (%)
GENDER		
Male	105	51.2
Female	100	48.8
TOTAL	**205**	**100.0**
AGE RANGE		
20 - 29 years	55	26.8
30-39 years	90	43.9
40-49 years	50	24.4
50 and above	10	4.9
TOTAL	**205**	**100.0**
TIME SPENT IN INDUSRTY		

Less than 10 years	120	58.5
10 – 19 years	60	29.3
20 to 29 years	20	9.8
30 years above	5	2.4
Total	**205**	**100.0**
MARITAL STATUS		
Single	60	29.3
Married	90	43.9
Divorce	55	26.8
Total	**205**	**100**
RELIGION		
Christian	160	78.0
Muslim	40	19.5
Traditional	5	2.4
Total	**205**	**100**
EDUCATIONAL QUALIFICATION		
BSC/MSC/MBA	160	78.0
WASSCE/GCE	25	12.2
OND/NCE	20	9.8
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.2.2 presented the demographic information of the respondents. As shown above, 105 of the respondents were male representing 51.2%; while 100 representing 48.8% are female. This simply implies that majority of the employees in civil service are male. The Age of the respondents is presented in Table 4.2. From the table above, it can be seen that 55 of the respondents representing 26.8% were between ages 20 - 29 years, 90 respondents representing 43.9% were between ages 30-39 years, 50 of the respondents representing 24.4% were between 40-49 years and lastly 10 respondents representing 4.9% were 50 and

above. Looking at the employees' age composition, majority of the employees, approximately 73% are 30 years and above. With respect to years of working experience or time spent in service of the respondents; as shown in Table 4.2, 120 respondents representing 58.5 % have less than 10 years of working experience; 60 respondents representing 29.3% have 10 to 19 years working experience; 20 respondents representing 9.8% have 20 to 29 years while 5 respondents representing 2.4% have 30 and above years of working experience. The result indicates that the respondents are relatively not much experienced in their field and might need time to be able to provide adequate responses.

The educational qualification of the respondents is also presented in Table 4.2. 160 of the respondents representing 78.0 % have BSC/MSC/MBA, 25 respondents representing 12.2% have WASSCE/GCE, 20 of the respondents representing 9.8% have OND/NCE. This result implies that majority of the employees have BSC/MSC/GCE holders.

Marital Status of the respondents is also presented in Table 4.2. 60 of the respondents representing 29.3 % are single, 90 respondents representing 43.9% are married, 55 of the respondents representing 26.8% are divorced. The Religion of the respondents is also presented in Table 4.2. 160 of the respondents representing 78.0 % are Christian, 40 respondents representing 19.5% are Muslim; 5 of the respondents representing 2.4% practices Traditional religion.

4.3   Link Between Causes of Conflict And Employees' Output

This section presents the answer provided by the employees in response to research question one that seeks to evaluate whether there is a link between causes of conflict and employees' output.

Table 4.3.1. Nothing is causing conflict in my workplace; hence, employees 'output is not affected.

Items	Frequency	Percentage (%)

36

Strongly Agree	115	56.1
Agree	10	4.9
Strongly Disagree	65	31.7
Disagree	15	7.3
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.3.1 above revealed that 7.3% of the respondents disagree that nothing causes conflict; 31.7% strongly disagree that nothing causes conflict. 4.9% agree while 56.1% strongly agree that nothing causes conflict at work and hence, employees' output is not affected. This implies that conflict that affect employees' performance or output rarely occurs.

Table 4.3.1 Conflict in my workplace comes from interpersonal disaffection among co-workers that brings low output

Items	Frequency	Percentage (%)
Strongly Agree	90	**43.9**
Agree	110	53.7
Strongly Disagree	5	**2.4**
Disagree	0	0
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.3.2 above indicated that none of the respondents disagree with the fact that conflict often comes from interpersonal disaffection among co-workers while 2.4% of respondents in the organization strongly disagree. 53.7% agreed while 43.9% strongly agree. Majority of the

respondents agreed that conflict that brings about low output often comes from interpersonal disaffection among co-workers

Table 4.3.3: Conflict in my workplace centers mostly on superior- subordinate disagreement that affects productivity.

Items	Frequency	Percentage (%)
Strongly Agree	85	41.5
Agree	90	43.9
Strongly Disagree	20	9.8
Disagree	10	4.9
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.3.3 above indicated that 4.9% of the respondents disagree that conflict that affects productivity in the organization centers mostly on superior-subordinate disagreement while 9.8% strongly agree. 43.9% agreed while 41.5% strongly agreed. Majority of the respondents agreed that conflict that affects productivity in the organization centers mostly on superior-subordinate disagreement.

Table 4.3.4: Non-challant attitude to always address the root causes of conflict by the management accounts for rise in my workplace conflict.

Items	Frequency	Percentage (%)
Strongly Agree	75	36.6
Agree	85	41.5
Strongly Disagree	40	19.5
Disagree	5	2.4
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.3.4 above showed that 2.4% disagreed that non-challant attitude to always address the root causes of conflict by the management accounts for rise in my workplace conflict while 19.5% strongly disagreed. 41.5% agreed while 36.6% strongly disagreed. This implies that non-challant attitude to always address the root causes of conflict by the management accounts for rise in my workplace conflicts.

4.4   Types of Conflict Experienced Relative to Employees' Job Performance

Having asked these respondents questions about the time management association and the quality of work of the employees of their organization, this section searched for the connection between types of conflict experienced relative to employees' job performance. Below are the responses from Lagos state civil service.

Table 4.4.1: strike is the major source of conflict in my workplace that hinders workers' efficiency (how Is strike a form of conflict?)

Items	Frequency	Percentage (%)
Strongly Agree	90	43.9
Agree	30	14.6
Strongly Disagree	50	24.4
Disagree	35	17.7
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.4.1 above indicated that 17.7% of the respondents disagreed that strike is the major form of conflict that hinders workers' efficiency within the organization while 24.4% strongly disagreed. 14.6% agreed while 43.9% agreed. Hence, from the responses, this indicated that 58% of the respondents believe that strike is the major form of conflict that hinders workers' efficiency within the organization.

Table 4.4.2: There are many forms of conflict apart from strike that dampen employees' commitment to duty.

Items	Frequency	Percentage (%)
Strongly Agree	**70**	34.1
Agree	95	46.3
Strongly Disagree	**25**	12.2
Disagree	15	7.3
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.4.2 above revealed that 7.3% of the respondents disagreed that there are many forms of conflict apart from strike that dampen employees' commitment to duty while 12.2 strongly disagreed. 34.1% strongly agreed while 46.3% agreed. From the feedback, we find that majority were of the view there are many forms of conflict apart from strike that dampen employees' commitment to duty.

Table 4.4.3: I always observe many interpersonal conflicts among workers that affect their maximum contribution

Items	Frequency	Percentage (%)
Strongly Agree	**75**	36.6
Agree	70	34.1
Strongly Disagree	**50**	24.4
Disagree	10	4.9
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.4.3 above showed that 4.9% disagreed they always observe many interpersonal conflicts among workers that affect their maximum contribution while 24.4% strongly

disagreed. 34.1% agreed while 36.6% strongly agreed. The analysis proves that most of the workers believed that interpersonal conflicts among workers that affect their maximum contribution.

Table 4.4.4: One thing I have noticed in my workplace is that unorganized conflicts based on individual decision such as fraud, pilfering, exit and labour turnover are prominent

Items	Frequency	Percentage (%)
Strongly Agree	**50**	24.4
Agree	75	36.6
Strongly Disagree	**50**	24.4
Disagree	30	14.6
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.4.4 above showed that 14.6% of the respondents disagreed that unorganized conflicts based on individual decision such as fraud, pilfering, exit and labour turnover are prominent while 24.4 % strongly disagreed. 36.6% agreed while 24.4% strongly agreed. The analysis proves that most workers assume that unorganized conflicts based on individual decision such as fraud, pilfering, exit and labor turnover are prominent.

4.5   Effects of Conflict on Organizational Productivity

This section is intended to illustrate the connection between effects of conflict on organizational productivity through the feedback received from the workers.

4.5.1: Conflicts reduce the employees' output and promote loss of time in my work organization

Items	Frequency	Percentage (%)

Strongly Agree	**150**	73.2
Agree	40	19.5
Strongly Disagree	**15**	7.3
Disagree	0	0
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.5.1 indicated that none of the respondents disagreed that Conflicts reduce the employees' output and promote loss of time in my work organization while only 7.7% strongly agreed. 19.5% agreed while 73.2% strongly disagreed. The outcome however revealed that workers conflicts reduce the employees' output and promote loss of time in my work organization.

4.5.2: Conflicts are desirable since we use them to force management to yield to our demands before we can increase our output.

Items	Frequency	Percentage (%)
Strongly Agree	**65**	31.7
Agree	90	43.9
Strongly Disagree	**20**	9.8
Disagree	30	14.6
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.5.2 above showed that 14.6% of the respondents believed that Conflicts are desirable since we use them to force management to yield to employees demands before input can be increased while 9.8 strongly disagreed. 43.9% agreed while 31.7% strongly agreed. This implies that most employees engage in conflict to force management to yield to their demands.

4.5.3: Relationship between workers and management in my workplace is not cordial due to frequent conflict, hence, productivity cannot rise

Items	Frequency	Percentage (%)
Strongly Agree	55	26.8
Agree	90	43.9
Strongly Disagree	55	26.8
Disagree	5	2.4
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.5.3 showed that 2.4% of the respondents disagreed that relationship between workers and management not cordial due to frequent conflict; hence, productivity cannot rise while 26.8% strongly agreed. 43.9% agreed while 26.8% strongly disagreed. This means that most of the respondents agreed that relationship between workers and management not cordial due to frequent conflict and hence productivity cannot rise.

4.5.4: Conflicts among individual workers have not promoted co-operation, thereby denting the image of my work organization and productive capacity

Items	Frequency	Percentage (%)
Strongly Agree	65	31.7
Agree	80	39.0

Strongly Disagree	30	14.6
Disagree	30	14.6
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.5.4 showed that 14.4% of the correspondent disagreed that conflicts among individual workers have not promoted co-operation, thereby denting the image of my work organization and productive capacity while 14.6% strongly disagreed. 39.0% agreed while 31.7% strongly agreed. This means that most of the respondents accepted that conflicts among individual workers have not promoted co-operation, thereby denting the image of my work organization and productive capacity

4.6 Existing Methods of Conflict Management Relative to Workers' Target Achievement in The Workplace.

This section presents the response of the employees in a bid to understand their perception on how existing methods of conflict management affects employees target achievement in the workplace.

Table 4.6.1: Methods of conflict management affects employees target achievement in the workplace.

Items	Frequency	Percent
Existing mechanism for conflict management is effective that encourage workers to achieve any given target	160	78.0
No standard conflict management mechanism, hence, conflicts strive daily and they affect employees' ability to attain optimum output	35	17.1
Conflict management approach involves collective bargaining requiring the presence of management and workers' representatives to iron out their differences.	10	4.9
Workers can never meet any target in my workplace due to	0	0

management negative attitude to conflict and grievances handling		
Total	**205**	**100.0**

Table 4.6.1 above showed 78% of the respondents claimed that existing mechanisms for conflict management is effective and that it encourages workers to achieve their target while 17% of the correspondents believed that the exiting conflict management mechanisms is not standard and hence it should be improved. Only 4.9% of the respondents believed that one of the mechanisms that collective bargaining which requires the presence of management and employee to settle out their differences. The outcome indicates that majority of the employee agreed that Existing mechanism for conflict management is effective that encourage workers to achieve any given target. Though it is essential that those existing method be standardized.

Table 4.6.2: Are you convinced that the present modality for conflict management/ grievances handling in your workplace will always guarantee peace and harmony among workers or between workers and management?

Items	Frequency	Percent
Yes	180	87.8
No	25	12.2
Total	**205**	**100.0**

Table 4.6.2 above showed 87.8% of the respondents are convinced that the present modality for conflict management or grievances handling in the workplace will always guarantee peace and harmony among workers or between workers and management.

Table 4.6.3: The use of collective bargaining is the only way to handle workers' grievances and complaints so as to promote workplace target achievement.

Items	Frequency	**Percentage (%)**

Strongly Agree	125	61.0
Agree	30	14.6
Strongly Disagree	15	7.3
Disagree	35	17.1
Total	**205**	**100.0**

Source: Field Survey 2020

Table 4.6.3 above showed the 17.1% of the respondents disagreed that collective bargaining is not the only way to handle workers' grievances and complaints while 7.3% strongly disagreed. 14.6% agreed while 61.0% strongly agreed. Hence, it shows that the most used and effective methods of handling grievance and complaints within the organization is collective bargaining and that when applied it, does promotes workplace target achievement.

4.7   Hypotheses Testing

4.7.1   Hypothesis One:

Ho: There is no significant relationship between causes of conflict and employees' output

H1: There is significant relationship between causes of conflict and employees' output

Table 4.7.1: Chi-Square Test ($\chi2$)

 Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	39.313[a]	6	.000**
Likelihood Ratio	44.341	6	.000
Linear-by-Linear Association	.056	1	.813
N of Valid Cases	205		

 a.   **Significant with 95% confidence interval.

Source: Field Survey 2020

Conflict do occur within the organization considered in this project. Out of all the factors that causes conflict, more than 70% of correspondent claimed that Failure to honor collective agreement by management, Botched negotiation, and poor condition of service (Kindly be explicit here. What condition of service are you referring too?) are factors that causes conflict. There was no evidence that these factors affect employee performance. However, superior-subordinate disagreement does occur. When it does, employee output or performances are always affected. More than 80% of the correspondents claimed that superior- subordinate disagreement has impact on employee performance. To further evaluate how significant the effect of conflict on employee productivity is, Chi-Square Test was performed. The Chi Square statistic is 39.13 ($\chi^2 = 39.13$) and the p-value for this statistic is 0.000. The p-value is smaller than the standard alpha value (5%) which is 0.05. Hence, we would reject the null hypothesis that asserts that the two variables are independent of each other. Which means result is significant and the data suggest that there is significant relationship between causes of conflict and employee performance.

4.7.2   Hypothesis Two

Ho: There is no significant relationship between types of conflict experienced relative to employees' Job performance

H1: There is significant relationship between types of conflict experienced relative to employees' Job performance.

Table 4.7.2: Chi-Square Test (χ2)

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	32.279[a]	9	.000**
Likelihood Ratio	40.256	9	.000
Linear-by-Linear Association	3.029	1	.082

N of Valid Cases	205		

a.   **Significant with 95% confidence interval.

Source: Field Survey 2020

More than 70% of the correspondents claimed that strike does hinder employee efficiency. Apart from strike, inter personal conflict does dampen employee contribution. To further evaluate how significant the effect of conflict on employee productivity is, Chi-Square Test was performed. The Chi Square statistic is 32.3 ($\chi^2 = 32.3$). and the p-value for this statistic is 0.000. The p-value is smaller than the standard alpha value (5%) which is 0.05. Hence, we would reject the null hypothesis that asserts that the two variables are independent of each other. Which means result is significant and the data suggest that there is significant relationship between types of conflict experienced relative to employees' Job performance.

4.7.3   Hypothesis three:

Ho: There is no significant relationship between conflict and organizational performance.

H1: There is significant relationship between conflict and organizational performance.

Table 4.7.3: Chi-Square Test ($\chi 2$)

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	89.515ᵃ	6	.000**
Likelihood Ratio	78.788	6	.000
Linear-by-Linear Association	27.305	1	.000
N of Valid Cases	205		

a.**Significant with 95% confidence interval.

Source: Field Survey 2020

More than 70.7% of the correspondents claimed that conflicts among individual workers have not promoted co-operation in the organization which has impact on productive capacity. The

analysis also reveals that 92.6% of the correspondents believed that Conflicts reduce the employees' output and promote loss of time in the organization.

To further evaluate how significant the effect of conflict on employee productivity is, Chi-Square Test was performed. The Chi Square statistic is 89.52 and the p-value for this statistic is 0.000 ($\chi^2 = 89.52$). The p-value is smaller than the standard alpha value (5%) which is 0.05. Hence, we would reject the null hypothesis that asserts that the two variables are independent of each other. Which means result is significant and that data means that there is significant relationship between conflict and organizational performance.

4.7.4 Hypothesis four:

Ho: There is no significant relationship between existing methods of conflict management relative to worker's target achievement in the work place.

H1: There is significant relationship between existing methods of conflict management
5.
relative to worker's target acl   place.

Table 4.7.4: Chi-Square Test ($\chi 2$)

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	18.482[a]	4	.001
Likelihood Ratio	16.510	4	.002
Linear-by-Linear Association	.362	1	.547
N of Valid Cases	205		

a.**Significant with 95% confidence interval.

Source: Field Survey 2019

95.5% of the correspondents claimed that existing methods of conflict management are effective. It was revealed that those methods bring about peace and encourage employee to achieve their target. To further evaluate how significant the effect of conflict on employee

productivity is, Chi-Square Test was performed. The Chi Square statistic is 18.48 and the p-value for this statistic is 0.001 ($\chi^2 = 18.48$). The p-value is smaller than the standard alpha value (5%) which is 0.05. Hence, we would reject the null hypothesis that asserts that the two variables are independent of each other. Which means result is significant and the data suggest that there is important relationship between existing methods of conflict management relative to worker's target achievement in the work place.

4.8   Discussion of Findings

Table 4.3.1 above revealed that 7.3% of the respondents disagree that nothing causes conflict; 31.7% strongly disagree that nothing causes conflict. 4.9% agree while 56.1% strongly agree that nothing causes conflict at work and hence, employees' output is not affected. This implies that conflict that affect employees' performance or output rarely occurs.

Table 4.3.2 above indicated that none of the respondents disagree with the fact that conflict often comes from interpersonal disaffection among co-workers while 2.4% of respondents in the organization strongly disagree. 53.7% agreed while 43.9% strongly agree. Majority of the respondents agreed that conflict that brings about low output often comes from interpersonal disaffection among co-workers

Table 4.3.3 above indicated that 4.9% of the respondents disagree that conflict that affects productivity in the organization centers mostly on superior-subordinate disagreement while 9.8% strongly agree. 43.9% agreed while 41.5% strongly agreed. Majority of the respondents agreed that conflict that affects productivity in the organization centers mostly on superior-subordinate disagreement.

Table 4.3.4 above showed that 2.4% disagreed that non-challant attitude to always address the root causes of conflict by the management accounts for rise in my workplace conflict while 19.5% strongly disagreed. 41.5% agreed while 36.6% strongly disagreed. This implies

that non-challant attitude to always address the root causes of conflict by the management accounts for rise in my workplace conflicts.

Table 4.4.1 above indicated that 17.7% of the respondents disagreed that strike is the major form of conflict that hinders workers' efficiency within the organization while 24.4% strongly disagreed. 14.6% agreed while 43.9% agreed. Hence, from the responses, this indicated that 58% of the respondents believe that strike is the major form of conflict that hinders workers' efficiency within the organization.

Table 4.4.2 above revealed that 7.3% of the respondents disagreed that there are many forms of conflict apart from strike that dampen employees' commitment to duty while 12.2 strongly disagreed. 34.1% strongly agreed while 46. 3% agreed.   From the feedback, we find that majority were of the view there are many forms of conflict apart from strike that dampen employees' commitment to duty

Table 4.4.3 above showed that 4.9% disagreed they always observe many interpersonal conflicts among workers that affect their maximum contribution while 24.4% strongly disagreed. 34.1% agreed while 36.6% strongly agreed. The analysis proves that most of the workers believed that interpersonal conflicts among workers that affect their maximum contribution.

Table 4.4.4 above showed that 14.6% of the respondents disagreed that unorganized conflicts based on individual decision such as fraud, pilfering, exit and labour turnover are prominent while 24.4 % strongly disagreed. 36.6% agreed while 24.4% strongly agreed. The analysis proves that most workers assume that unorganized conflicts based on individual decision such as fraud, pilfering, exit and labour turnover are prominent.

Table 4.5.1 indicated that none of the respondents disagreed that Conflicts reduce the employees' output and promote loss of time in my work organization while only 7.7%

strongly agreed. 19.5% agreed while 73.2% strongly disagreed. The outcome however revealed that workers conflicts reduce the employees' output and promote loss of time in my work organization.

Table 4.5.2 above showed that 14.6% of the respondents believed that Conflicts are desirable since we use them to force management to yield to employees demands before input can be increased while 9.8 strongly disagreed. 43.9% agreed while 31.7% strongly agreed. This implies that most employees engage in conflict to force management to yield to their demands.

Table 4.5.3 showed that 2.4% of the respondents disagreed that relationship between workers and management not cordial due to frequent conflict; hence, productivity cannot rise while 26.8% strongly agreed. 43.9% agreed while 26.8% strongly disagreed. This means that most of the respondents agreed that relationship between workers and management not cordial due to frequent conflict and hence productivity cannot rise.

Table 4.5.4 showed that 14.4% of the correspondent disagreed that conflicts among individual workers have not promoted co-operation, thereby denting the image of my work organization and productive capacity while 14.6% strongly disagreed. 39.0% agreed while 31.7% strongly agreed. This means that most of the respondents accepted that conflicts among individual workers have not promoted co-operation, thereby denting the image of my work organization and productive capacity

Table 4.6.1 above showed 78% of the respondents claimed that existing mechanisms for conflict management is effective and that it encourages workers to achieve their target while 17% of the correspondents believed that the exiting conflict management mechanisms is not standard and hence it should be improved. Only 4.9% of the respondents believed that one of the mechanisms that collective bargaining which requires the presence of management and employee to settle out their differences

The outcome indicates that majority of the employee agreed that Existing mechanism for conflict management is effective that encourage workers to achieve any given target. Though it is essential that those existing method be standardized.

Table 4.6.2 above showed 87.8% of the respondents are convinced that the present modality for conflict management or grievances handling in the workplace will always guarantee peace and harmony among workers or between workers and management.

Table 4.6.3 above showed the 17.1% of the respondents disagreed that collective bargaining is not the only way to handle workers' grievances and complaints while 7.3% strongly disagreed. 14.6% agreed while 61.0% strongly agreed. Hence, it shows that the most used and effective methods of handling grievance and complaints within the organization is collective bargaining and that when applied it, does promotes workplace target achievement.

Conflict do occur within the organization considered in this project. Out of all the factors that causes conflict, more than 70% of correspondent claimed that Failure to honor collective agreement by management, Botched negotiation, and poor condition of service (Kindly be explicit here. What condition of service are you referring too?) are factors that causes conflict. There was no evidence that these factors affect employee performance. However, superior-subordinate disagreement does occur. When it does, employee output or performances are always affected. More than 80% of the correspondents claimed that superior- subordinate disagreement has impact on employee performance. To further evaluate how significant the effect of conflict on employee productivity is, Chi-Square Test was performed. The Chi Square statistic is 39.13 ($\chi^2 = 39.13$) and the p-value for this statistic is 0.000. The p-value is smaller than the standard alpha value (5%) which is 0.05. Hence, we would reject the null hypothesis that asserts that the two variables are independent of each other. Which means result is significant and the data suggest that there is significant relationship between causes of conflict and employee performance.

More than 70% of the correspondents claimed that strike does hinder employee efficiency. Apart from strike, inter personal conflict does dampen employee contribution. To further evaluate how significant the effect of conflict on employee productivity is, Chi-Square Test was performed. The Chi Square statistic is 32.3 ($\chi^2 = 32.3$). and the p-value for this statistic is 0.000. The p-value is smaller than the standard alpha value (5%) which is 0.05. Hence, we would reject the null hypothesis that asserts that the two variables are independent of each other. Which means result is significant and the data suggest that there is significant relationship between types of conflict experienced relative to employees' Job performance

More than 70.7% of the correspondents claimed that conflicts among individual workers have not promoted co-operation in the organization which has impact on productive capacity. The analysis also reveals that 92.6% of the correspondents believed that Conflicts reduce the employees' output and promote loss of time in the organization.

To further evaluate how significant the effect of conflict on employee productivity is, Chi-Square Test was performed. The Chi Square statistic is 89.52 and the p-value for this statistic is 0.000 ($\chi^2 = 89.52$). The p-value is smaller than the standard alpha value (5%) which is 0.05. Hence, we would reject the null hypothesis that asserts that the two variables are independent of each other. Which means result is significant and that data means that there is significant relationship between conflict and organizational performance.

95.5% of the correspondents claimed that existing methods of conflict management are effective. It was revealed that those methods bring about peace and also encourage employee to achieve their target. To further evaluate how significant the effect of conflict on employee productivity is, Chi-Square Test was performed. The Chi Square statistic is 18.48 and the p-value for this statistic is 0.001 ($\chi^2 = 18.48$). The p-value is smaller than the standard alpha value (5%) which is 0.05. Hence, we would reject the null hypothesis that asserts that the two variables are independent of each other. Which means result is significant and the data

suggest that there is important relationship between existing methods of conflict management relative to worker's target achievement in the work place.

CHAPTER FIVE

SUMMARY, CONCLUSION, AND RECOMMENDATIONS.

5.0   Introduction

This section discusses the overview acquired from questionnaire given to participants, which was designed to seek their opinions on what conflict management can do to employee's productivity. It also addresses the research study's conclusion and gives recommendation based on the findings obtained from the acquired questionnaire.

5.1   Summary of findings

This research was undertaken to identify conflict and how it can be managed to bring about employees' productivity in Lagos state civil service. The idea behind the choice of study was the frequent occurrence of conflict in the civil service system. Based on the above, anticipated problems already treated by some writer and authors were reviewed. These includes types of conflict, causes of conflict classification, impacts of conflict, advantages, and disadvantages of conflict, just to mention a few.

The study has elaborated the positive and negative side of conflict and has come up with a solution for organizations to adopt to manage conflict and to promote the organization goals through communication, orientation, and motivation of workers in an organization. observing the behavior of workers in an organization will encourage hard work, enhance productivity and contribute to the successful accomplishment of organizational goals and survival. management should therefore have the core responsibility of logical understanding or recognizing that there is conflict, consider and analyze the conflict situation with the view to developing alternative strategy to managing conflict.

5.2   Conclusion

For an organization to grow effectively and efficiently, it depends on the way it manages the conflict within its organization. Having studied the opinions of the worker in Lagos state civil service as far as this research is concerned it should be noted that employees should be flexible and should direct their energy towards the achievement of the organization goals and objective. It should be more than a target, against which productivity is routinely assessed, inviable and vibrant plan 1for the success of the organization. This research work has effectively addressed the way conflict can be managed to bring about productivity of its employee in the civil service (Lagos state civil service to be precise). That the existence of the organization can be threatened by conflict among the different level of management in the organization. This research work analyzes the clear picture of important role which conflict management plays in employees' productivity and the entire organization in the public sector (Lagos state civil service). In view of this, the researchers rightly conclude that if the organization can effectively and efficiently manage conflict within this operation this will lead to high level of organizational performance which will result into achievement of the organizational goals and objectives.

- Conflict that brings about low output comes from interpersonal disaffection among co-makers

- Collective bargaining which requires the presence of management and employee to settle out their difference.

- The outcome indicates that majority of the employees agreed that existing mechanism for conflict management is effective that encourages workers to achieve any given target. Though it is essential that this existing method be standardized.

5.3   Recommendations

Based on the findings of the study, the following are the recommendations.

i.   Organizations be it private or public, small or big should formulate and execute policies, programme, rules and actions that are legal and employees based.

ii. Conflict in whatever level should not be ignored but should be effectively managed for better employees' productivity in the workplace.

iii. Since conflict is in evitable in an organization, workers at all levels should be trained and given the right behavioral orientation as to reduce the occurrence of conflict at work place.

iv. Conflicts preclusion structures should be put in place to address issues that can produce conflicts before they break open. In similar vein, conflict situations should be promptly confronted and addressed whenever they occur rather than been avoided.

5.4   Contribution to Knowledge

i.   The first contribution to knowledge in this research work was the gap created in the knowledge. That is, past studies on Organizational Conflict have focused on issues like leadership styles (Henry 2009), Management of approach (Donkar, 2015) Employees' Performance (MdZahid, 2017). However, little or nothing has been done on Conflict Management relative to Employees' productivity.

ii. This research work will open doors for further research in the future.

iii. It will help anybody who want to research further on this topic.

iv. It will help Lagos state civil service and any other organization who may use the findings of this research work to manage conflict in their various organizations, this

research work when strictly applied in an organization will help in managing conflict and improve the organization productivity.

v. It would develop managerial skills and insight into managing ongoing and reoccurring conflict in organizations that cannot be crossed out or eliminated. It will enable Lagos state civil servant to have an inept understanding of the causes of conflict and how to handle it, and the methods or techniques to resolve conflict in the service industry, not only in Nigeria but worldwide.

5.5   Suggestions for Further Studies

i. Future studies can examine Conflict Management in private work organization since this one focused on public sector.

ii. The study employed questionnaire as the instrument of data collection. Future studies can combine questionnaire with in-depth interview method to elicit more elaborate information on the respondents.

iii. Future studies can even compare public sector organization with private sector organization relative to conflict management.

iv. Future studies can use larger sample size in order to get more facts from the respondents.

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CONFLICT MANAGEMENT AND EMPLOYEES' PRODUCTIVITY

(A STUDY OF LAGOS STATE CIVIL SERVICE)

QUESTIONNAIRE

Dear Respondent,

I am Damilola Daniel - a final year student of Mountain Top University. I am writing a project on the above named topic in partial fulfilment of the requirements for the award of Bachelor of Science Degree in Public Administration. I will appreciate it if the questionnaire is completed to the best of your knowledge with utmost sincerity so as to achieve credible results. The information provided will only be used for academic purpose, and will be treated with utmost confidentiality.

Thanks.

SECTION A: DEMOGRAPHIC DATA

Kindly answer the following questions by ticking (√) the option that best describes your agreement or filling the spaces provided

1.   Gender: a) Male   b) Female

2.   Age: a.) 20-29   b) 30-39   c) 40-49   d) 50 and above

3.   Marital Status. a) Single   b) Married   c) Divorced   d) others

(specify)

4.   Religion. a) Christian   b) Muslim   c) Traditional   d) Others/specify

5.   Educational qualification a). BSC/MSC/MBA   b) WASSCE/GCE   c)

OND/NCE   d)   others (specify)

6.   For how long have you been employed in this industry? a) Less than 10 years   b)

10-19 years   c) 20-29 years   d) 30 years and above

SECTION B: LINK BETWEEN CAUSES OF CONFLICT AND EMPLOYEES' OUTPUT

Please tick appropriately: SA - Strongly Agree, A - Agree, SD - Strongly Disagree, D –

Disagree

STATEMENT	SA	A	SD	D
7. Nothing is causing conflict in my workplace, hence, employees' output is not affected.				
8. Conflict in my workplace comes from interpersonal disaffection among co-workers that brings low output/				
9. Conflict in my workplace centers mostly on superior- subordinate disagreement that affects productivity.				
10. The root cause of conflict in my work organization is poor conditions				

of service.				
11. Botched negotiations often cause conflict in my workplace				
12. Failure to honor collective agreement by the management is the basic cause of conflict in my work place?				
13. Non- challant attitude to always address the root causes of conflict by the management accounts for rise in my workplace conflict.				

SECTION C: TYPES OF CONFLICT EXPERINCED RELATIVE TO EMPLOYEES' JOB PERFORMANCE

Please tick appropriately: SA - Strongly Agree, A - Agree, SD - Strongly Disagree, D – Disagree

STATEMENT	SA	A	SD	D
14. Strike is the major form of conflict in my workplace that hinders workers' efficiency				
15. There are many forms of conflict apart from strike that dampen employees' commitment to duty				
16. I always observe many interpersonal conflicts among workers that affect their				

maximum contribution				
17. One thing I have noticed in my workplace is that unorganized conflicts based on individual decision such as fraud, pilfering, exit and labour turnover are prominent				

SECTION D: EFFECTS OF CONFLICT ON ORGANISATIONAL PRODUCTIVITY

Please tick appropriately: SA-Strongly Agree, A- Agree, U- Undecided, SD- Strongly Disagree, D-Disagree

STATEMENT	SA	A	SD	D
18. Conflicts reduce the employees' output and promote loss of time in my work organization				
19. Conflicts are desirable since we use				

them to force management to yield to our demands before we can increase our output.				
20. Relationship between workers and management in my workplace is not cordial due to frequent conflict, hence, productivity cannot rise				
21. Conflicts among individual workers have not promoted co-operation, thereby denting the image of my work organization and productive capacity				

SECTION D: EXISTING METHODS OF CONFLICT MANAGEMENT RELATIVE TO WORKERS' TARGET ACHIEVEMENT IN THE WORKPLACE.

22. In my workplace,

   a. existing mechanism for conflict management is effective that encourage workers to achieve any given target

   b. no standard conflict management mechanism, hence, conflicts strive daily and they affect employees' ability to attain optimum output

   c. conflict management approach involves collective bargaining requiring the presence of management and workers' representatives to iron out their differences.

   d. workers can never meet any target in my workplace due to management negative attitude to conflict and grievances handling.

  23. In your workplace, how would you explain the mechanisms put in place for conflict management?

………

………

………

………

24. Are you convinced that the present modality for conflict management/ grievances handling in your workplace will always guarantee peace and harmony among workers or between workers and management?

a. Yes   b. No

25. The use of collective bargaining is the only way to handle workers' grievances and complaints so as to promote workplace target achievement.

a. Strongly Agree   b. Agree   c. Strongly Disagree   d. Disagree

Thanks for your co-operation.